

**2007 BUDGET**  
**for**  
**OTTAWA COUNTY**  
**GRAND HAVEN, MICHIGAN**  
**[www.miottawa.org](http://www.miottawa.org)**

2006 BOARD OF COMMISSIONERS  
ROGER RYCENGA, CHAIRPERSON

JOYCE KORTMAN  
PHILIP KUYERS  
DENNIS W. SWARTOUT  
JANE M. RUITER  
ROBERT J. RINCK

GORDON SCHROTENBOER  
DONALD G. DISSELKOEN  
EDWARD BERGHORST  
JAMES C. HOLTROP  
CORNELIUS VANDER KAM

ADMINISTRATOR  
ALAN G. VANDERBERG

FISCAL SERVICES DIRECTOR  
JUNE A. HAGAN

PREPARED BY:  
THE FISCAL SERVICES DEPARTMENT

# **TABLE OF CONTENTS**

<b><u>INTRODUCTORY SECTION</u></b>	<b><u>PAGE NUMBER</u></b>
Letter of Transmittal	1 – 28
Distinguished Budget Presentation Award	29
Organizational Chart	31
<b><u>USER'S REFERENCE GUIDE</u></b>	
Document Guide	32 – 38
Budget Process	38 – 40
County Financial Policies	40 – 48
Property Tax/Levies	48 – 50
County Personnel Additions	50 – 51
County Capital Equipment Additions	52
Strategic Planning	58 – 78
<b><u>SUMMARY INFORMATION</u></b>	
2007 Budget Summary - All Governmental Funds	79
Summary by Fund for 2005, 2006, and 2007	80 - 125
2007 Budget Summary - Other Funds	126
2007 Budget Summary - Component Units	127
<b><u>REVENUE SOURCES</u></b>	128 -137
<b><u>GENERAL FUND</u></b>	
Fund Description	138
Revenue Graphic	138
Expenditure Graphic	139
Departmental Summary of Revenues	140 - 142
Departmental Summary of Expenditures	143 - 145
<u>Expenditure Type</u>	
Legislative	146 - 150
Judicial	151 - 169
General Government	170 - 228
Public Safety	229 - 251
Public Works	252 - 254
Health and Welfare	255 - 259
Community and Economic Development	260 - 266
Other	267 - 271
Operating Transfers Out	272 - 274

## TABLE OF CONTENTS

<u>SPECIAL REVENUE FUNDS</u>	<u>Fund Number</u>	<u>Page Number</u>
Fund Descriptions		275 – 278
Summary of Special Revenue Funds		279
Parks and Recreation	2081	280 – 283
Friend of the Court	2160	284 – 286
Health	2210	287
Administration Division		288
Public Health Preparedness		289 – 291
Environmental Health Division		292 – 295
Public Health Services Division - Community Health		296 – 301
Public Health Services Division – Clinic		302 - 304
Health Promotion Division		305 - 313
Other		314
Mental Health	2220	315
Developmentally Disabled Division		318
Other Populations		319
Mentally Ill Adult Division		320
Mentally Ill Child Division		321
Administration Division		322
Solid Waste Clean-Up	2271	324
Landfill Tipping Fees	2272	325 - 326
Transportation System	2320	327
Planning Commission	2420	328
Infrastructure	2444	329
Public Improvement Fund	2450	330
Homestead Property Tax	2550	331
Register of Deeds Automation Fund	2560	332
Stabilization	2570	333
Prosecuting Attorney Grants	2601	334 - 335
COPS FAST Allendale	2608	336
Sheriff Grant Programs	2609	337
COPS Universal	2610	338
EMT Holland - Park	2640	339
EMT Georgetown Township	2650	340
Sheriff Road Patrol	2661	341
Law Library	2690	342
Workforce Investment Act – Administration	2740	343
Workforce Investment Act - Youth	2741	344 – 345
Workforce Investment Act - Adult	2742	346
Workforce Investment Act - 6/30 Grant Programs	2743	347 - 348
Workforce Investment Act - 12/31 Grant Programs	2744	349
Workforce Investment Act - 9/30 Grant Programs	2748	350

## TABLE OF CONTENTS

### SPECIAL REVENUE FUNDS (continued)

	<u>Fund Number</u>	<u>Page Number</u>
Workforce Investment Act - 3/31 Grant Programs	2749	351
Grant Programs - Pass Thru	2750	352
Emergency Feeding	2800	353
Federal Emergency Management Agency	2810	354
Community Corrections	2850	355 - 357
Revenue Sharing Reserve Fund	2855	358
Community Action Agency	2870	359
Weatherization	2890	360
Department of Human Services	2900	361 - 363
Child Care – Circuit Court	2920	364 - 369
Child Care - Social Services	2921	370
Soldiers & Sailors Relief	2930	371
Veterans Trust	2940	372
Compensated Absences	2980	373

### DEBT SERVICE FUNDS

Ottawa County Building Authority	5690 - 5695	374
County Debt Information		375 - 377
Schedule of Debt Service Requirements		378

### CAPITAL PROJECTS FUNDS

Ottawa County Building Authority	5690 - 5695	379
Capital Construction Projects (narrative)		380 - 384
Schedule of Capital Construction Projects		385

### PERMANENT FUNDS

Cemetery Trust	1500	386
----------------	------	-----

### APPENDIX

Resolution to approve 2007 Operating Budget		387 - 389
2007 Budget Summary by Fund-All Governmental Funds		390 - 403

## TABLE OF CONTENTS

	<u>Fund Number</u>	<u>Page Number</u>
<b><u>APPENDIX (continued)</u></b>		
Financing Tools Projections		404 - 419
History of Positions by Fund		420 - 424
Approved 2007 Equipment Requests		425 - 435
Community Profile		436 - 443
Glossary of Budget and Finance Terms		444 - 456



# County of Ottawa

## *Administrator's Office*

**Alan G. Vanderberg**  
*County Administrator*

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

West Olive (616) 738-4068

Fax (616) 738-4888

Grand Haven (616) 846-8295

Grand Rapids (616) 662-3100

e-mail: [avander@co.ottawa.mi.us](mailto:avander@co.ottawa.mi.us)

October 24, 2006

Board of County Commissioners and Citizens of Ottawa County:

Transmitted herein are the 2007 Operating Budgets for County operations. The combined budget, including component units, totals \$212,588,888 and is balanced in that revenues and fund balance in all funds are anticipated to meet or exceed expenditures. The budget is presented in conformance with Public Act 2 of 1968 and in accordance with Public Act 621 of 1978, known as the "Uniform Budget and Accounting Act."

Included in the 2007 document is a User's Reference Guide to assist the reader through the document and address a variety of commonly asked questions and concerns. Also included in the User's Reference Guide is the County's updated strategic plan. Summary information is provided to give the reader a broad overview of the County's 2007 budget. The Revenue Sources section provides information on key revenue sources.

The budget document is organized by fund type. All governmental funds contain a summary of revenues and expenditures by type (e.g., taxes, intergovernmental, personnel services, supplies). The General Fund and certain large special revenue funds (e.g., Health, Mental Health) also include departmental summaries by revenue/expenditure type. Although the budgets are reported by revenue/expenditure type, the legal level of control is at line item.

An appendix and an index are also included to provide other information and assist in locating desired information.

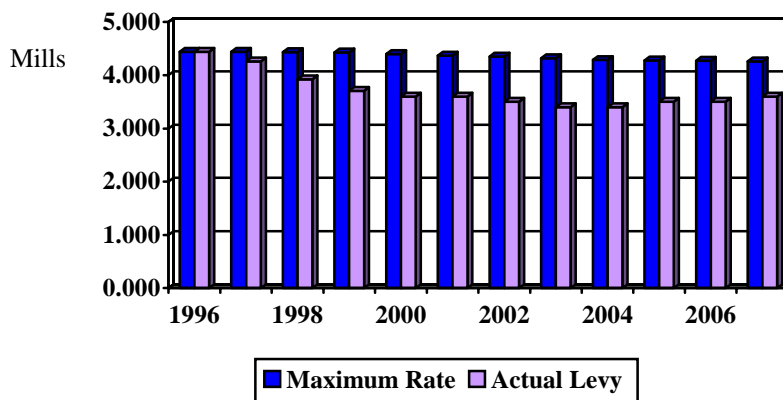
### **FINANCIAL ISSUES**

The 2007 budget process focused on providing quality services and programs amidst continued fiscal challenges. Multiple revenue sources are on a flat or declining trend while certain expenditures are increasing in excess of inflation. In addition, the 2007 Budget reflects the continued implementation of the long term deficit reduction plan developed in 2004. At the same time, the County is cognizant of the uncertainties surrounding future State funding and sensitive to taxpayer contributions.

Major revenue considerations include the following:

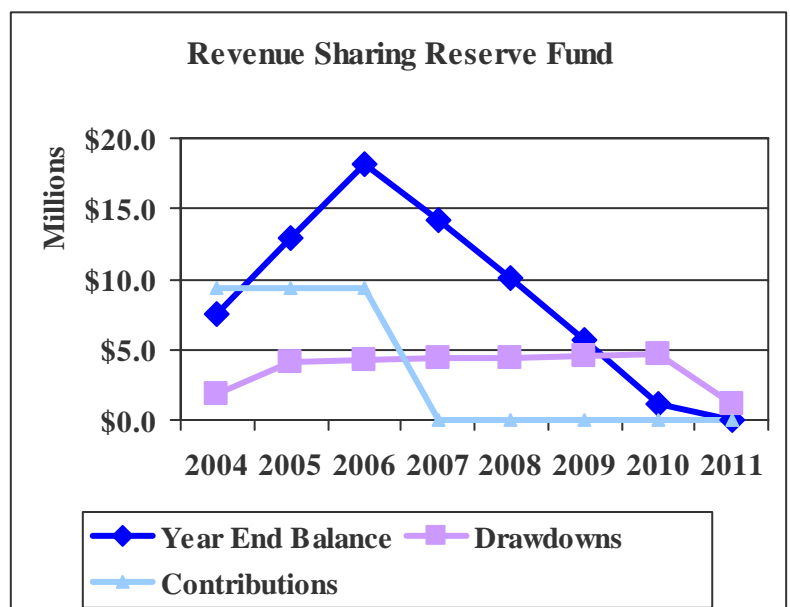
**Citizen Tax Burden:** Ottawa County has a maximum tax limit of approximately 4.2611 mills for 2007 County operations. Like most taxpayers and other government entities, Ottawa County has suffered from the economic downturn occurring simultaneously with double-digit increases in many expenditures. As a result, the County is increasing its levy from 3.5 mills to 3.6 mills for County operations in 2007. The effect of this increase on the owner of a \$100,000 home is \$5. However, it is important to remember the County still levies well below its maximum authorized millage. **Specifically, the difference in the levy from an estimated maximum of 4.2611 mills to 3.6 mills represents a 16 percent savings to the taxpayers.** This is the eleventh consecutive year that the County has levied less than the maximum. The following graph shows a history of the maximum allowable millage rate for County operations versus the actual levy for budget years 1996 - 2007:

**Maximum Allowable Levy vs. Actual Levy**



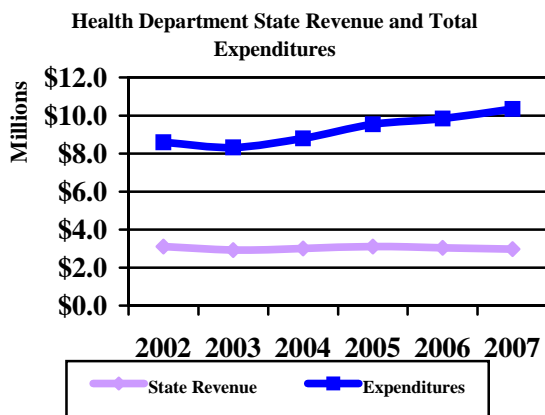
Annual tax revenue growth nevertheless remains steady as a result of increases in our property tax value ranging from 5.36 to 7.52 percent over the last five years.

**State Revenue Sharing:** In October of 2004, the State of Michigan eliminated State Revenue Sharing payments to counties. To assist counties in preventing the loss of key services, the county property tax levy is being gradually moved up from December to July over three years. Beginning with the December 2004 tax collection, one-third of the levy was placed into the Revenue Sharing Reserve Fund (RSRF) that the County manages and withdraws an amount equal to what we would have received in 2004, plus an annual increase equal to the CPI (Consumer Price Index). With the 2007 budget, the County has completed the move of its levy to July,



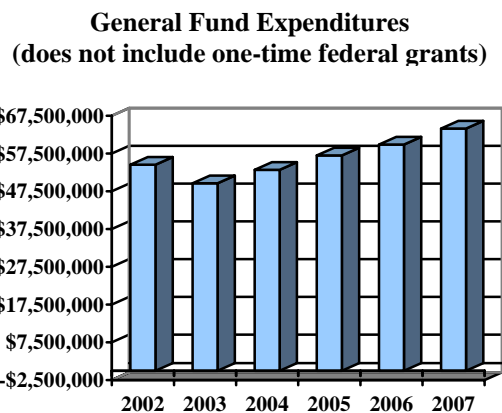
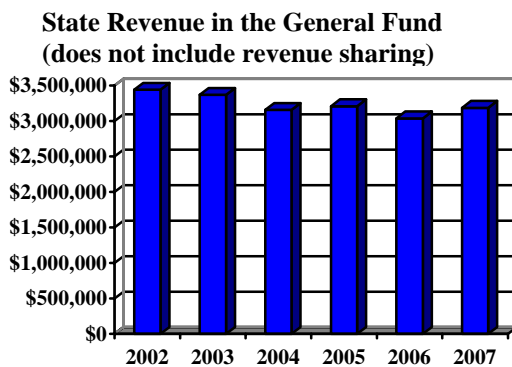
and there will be no more contributions to the fund other than interest. When the County has depleted the Revenue Sharing Reserve fund, the State is statutorily required to reinstate the revenue sharing payments. Ottawa County is projected to deplete its fund in 2011. The projected progress of the fund is reflected in the graph above.

There is significant concern over whether the State will actually reinstate the revenue sharing payments. For Ottawa County, these payments are approximately \$4.1 million. Should the funds not be reinstated, the County would likely face severe program cuts and/or tax increases. Consequently, county administrators, the Michigan Association of Counties, and various other organizations will be working hard to ensure that the payments are reinstated.



**Other State Funding:** The State's budget woes are affecting more than revenue sharing payments. The County receives State funding for a variety of programs, and State funding for Public Health programs is one of the hardest hit areas. Decreases in State funding or flat revenue have resulted in the choice between increasing local funding or eliminating these programs. The graph to the left reflects the State funding changes that Ottawa County is experiencing.

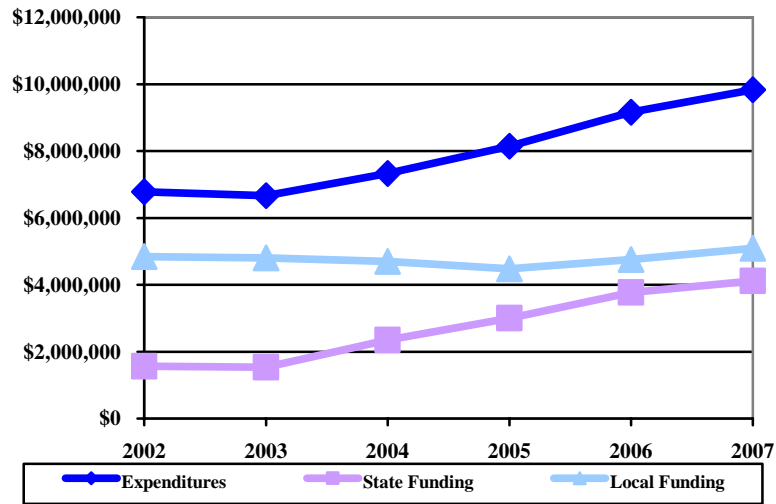
In addition, the General Fund has also suffered due to the State's budget problems. The graphs below show that revenue is flat or decreasing while our expenditures have been increasing:



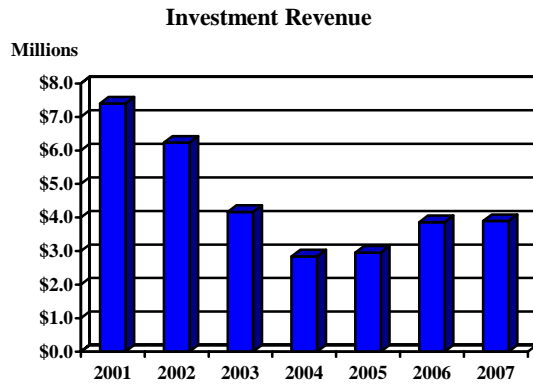
However, the news is not all bad. Specifically, the Juvenile Court continues to make programming changes that allow more of the expenditures to be eligible for State funding through the Child Care Fund. The graph that follows shows the increasing State funding and the steady local funding for Juvenile Court activity.



### Juvenile Services Funding



**Investment Revenue:** Interest revenue includes realized and unrealized capital gains and losses reported through a change in fair value as well as actual interest received. In fiscal year 2001 and prior, the County's portfolio reported significant gains of nearly \$7.4 million dollars (including the Ottawa County Insurance Authority). Over the subsequent 3 years, unrealized capital losses were reported causing a decline in interest earnings while maintaining a positive cash flow in interest revenue. During the 4-year period, interest rates reached an all time low. The County's investment portfolio is laddered over a 5 to 7 year period with an average maturity of 3 years. By laddering the portfolio, the changes in interest rates are averaged in while providing opportunity for swings in fair market value. It is important to note that although the fair value has fallen, the County intends to hold these investments to maturity; therefore, the fair market losses are not expected to be realized. Interest rates and investment revenue are moving up, however they are not expected to reach the 2001 level. The graph above illustrates these trends.



Major expenditure considerations include the following:

**Increased Costs to Provide Services:** Like most organizations, the County faces continued increases in expenditures, and, over time, these increases negatively impact the provision of services.

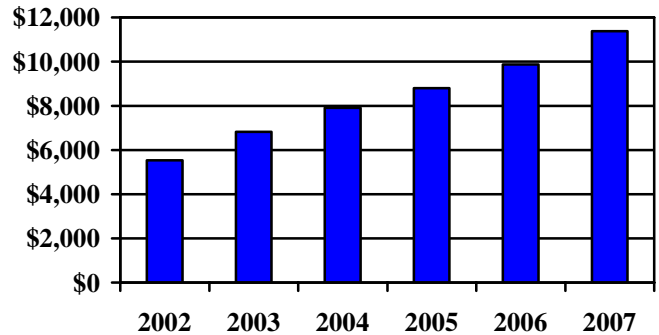
**Health Insurance:**

Health insurance costs continue to skyrocket. In the last five years, the budgeted cost per employee has increased by 66 percent.

To alleviate the impact of rising fringe benefit costs, the County established self-insurance programs several years ago. These programs have softened the blow of increased benefit costs to departments. Unfortunately, the upward pressure on prescription costs as well as general medical care has necessitated that a portion of these costs be passed on to employees. In fact, employees will be asked to increase their co-pay up to 10 percent of the total actuarially determined cost of the coverage over the next three to five years. In addition, the new Labor Management Cooperation Committee has begun to work on a health care coach disease management plan to help keep claims costs down.

Nevertheless, the self-funded programs are beneficial in that the savings sometimes provide additional dollars for other County services. It is important to realize that cash and retained earnings also need to be maintained in order to have sufficient resources for claims incurred but not reported from these funds. The 2007 budget, and the rate increases therein, provide sufficient retained earnings to continue the viability of these programs into the future.

**Ottawa County Health Insurance per Employee**



**Facilities Cost:**

During 2006, construction was completed on the new Holland District Court facility. The new facility is almost 44,000 square feet larger than the previous facility. Actual expenditures to operate the prior facility in 2005 were \$72,000. The 2007 budget for the new facility is \$220,000. Administrative Services is working with utility consultants to try to lower our costs. Since there are no grant-funded departments in that facility, the General Fund is bearing the additional costs.

During 2006, the Board of Commissioners approved a concept plan for an addition to the West Olive facility and a new Grand Haven facility. The estimated cost for the two projects is \$24 million. The County tentatively plans to bond for \$10 million of the cost. The remaining \$14 million is available in the following funds:

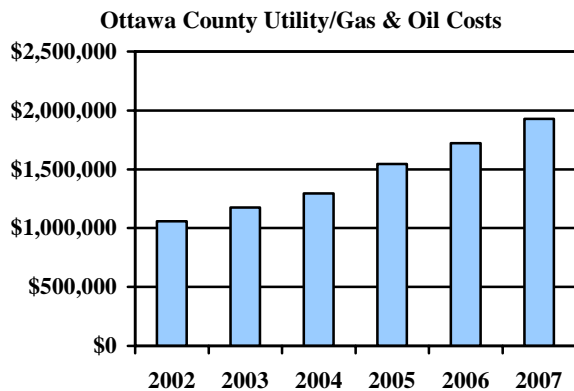
- o General Fund Designation for Buildings \$5,015,000
- o Public Improvement Fund \$3,985,000
- o Public Health \$1,000,000
- o Child Care - Circuit Court \$ 500,000
- o Telecommunications \$2,000,000
- o Equipment Pool \$1,500,000

The County plans to bond for construction costs during 2007. The transfer of these funds to the Ottawa County Building Authority Capital Projects fund is anticipated in 2008. At this point, lower cash balances will impact the investment earnings of these funds by approximately \$350,000 per year.

In addition to the construction costs, the debt service payments will also need to be covered. Total debt service payments for the project are projected to be \$750,000 per year. The County plans to take the payment amounts from the following funds in the indicated proportion:

- Ottawa County, Michigan Insurance Authority - 20%
- Telecommunications - 20%
- Delinquent Tax Revolving Fund - 20%
- Public Improvement - 23%
- Infrastructure - 17%

Payments are anticipated to begin in the last half of 2007 and continue for 20 years. Although the payments are not anticipated to affect the function of these funds, investment income will be somewhat impacted.



**Fuel Prices:**

Last, the County is concerned about rising fuel prices. Departments were instructed to budget gas prices at \$3.20 per gallon for 2007. Obviously, the rising fuel prices are expected to impact utility costs for County facilities as well. The graph to the left reflects the rising cost the County is facing as a result of high fuel prices.

**Unfunded Mandates:** Unfunded mandates are state and/or federally legislated requirements which result in financial obligations on local governments without corresponding revenue. The concern over unfunded mandates was identified in the County’s Strategic Plan and continues to be monitored as new legislation is considered. During 2005, a study of mandated and non-mandated services was completed which identifies specific functions in each department that are mandated, non-mandated but necessary and non-mandated discretionary. During 2006, departments were asked to assign costs to the discretionary services. The study will be used as a basis for future budget discussions.

**Balancing the 2007 Budget:** The upward pressure on expenditures combined with decreasing revenue results in a deficit for the 2007 General Fund. In the budget as submitted by departments, expenditures exceeded revenues by over \$4 million, not including personnel requests. Administration took a three-pronged approach to balance the budget which includes reducing expenditures, slightly increasing the tax rate, and using some fund balance. The additional one –tenth of a mill to 3.6 mills provides an additional \$945,000 in funding. The original 5-year deficit reduction plan included a levy of 3.7 mills for 2007, so the actual levy of 3.6 mills indicates a positive trend in County finances. In addition, the County receives approximately \$880,000 from the State of Michigan from the Convention Facility tax. By law, 50 percent of this revenue must be used for substance abuse prevention. In previous years, the

County strived to also use the other 50 percent for substance abuse prevention. Historically, not all of the money was used each year and had been set aside in the General Fund's designated fund balance. In the 2007 budget, the County is using the remaining 50 percent to assist in funding Health department programs, providing \$440,000 in additional revenue.

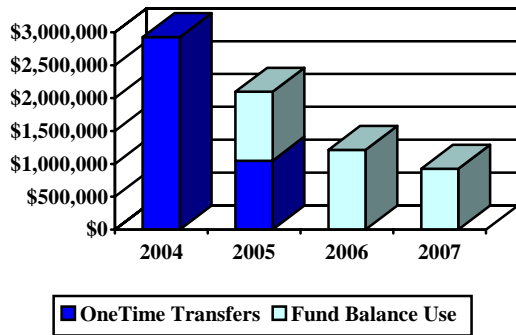
Expenditures were decreased by \$1.46 million. Due to budgetary constraints no new personnel affecting the General Fund's budget were approved. Second, the amount budgeted for contingency was reduced. County operating budget policies advise the County to budget 1 percent - 2 percent of the General Fund actual expenditures for the most recently audited year. In the past, the County has used 2 percent. Since historical usage has been much lower, the County budget for contingency has been reduced to 1 percent of the General Fund expenditures of 2005. This reduced expenditures by \$553,000.

In addition, the County reviewed historical budget versus actual expenditures in personnel services. Employees have the option to not take health insurance and receive a payment of \$500 per year. This reduces departmental charges for health insurance by nearly \$10,900 per full time equivalent. Based on the current number of employees who opt out of insurance, the General Fund would save \$341,000 in 2007. To be conservative, the County reduced the General Fund 2007 budget by \$200,000. In addition, the Health fund is budgeted to use \$100,000 of fund balance, but based on the number of employees who opt out of health insurance, it should not need to use fund balance. This reduced the General Fund's operating transfer to the fund by \$100,000.

Last, Administration and departments worked together to reduce expenditures by \$608,000. First, Administration identified a net of \$200,000 in reductions. These reductions should have minimal effect on operations. Next, Information Technology was asked to revisit 2007 equipment requests for additional reductions, and this resulted in approximately \$57,000 in savings. In August, Administration requested departments to take one more look at expenditures and provide additional reductions to the County. With this last request, an additional \$350,000 in reductions were offered by departments.

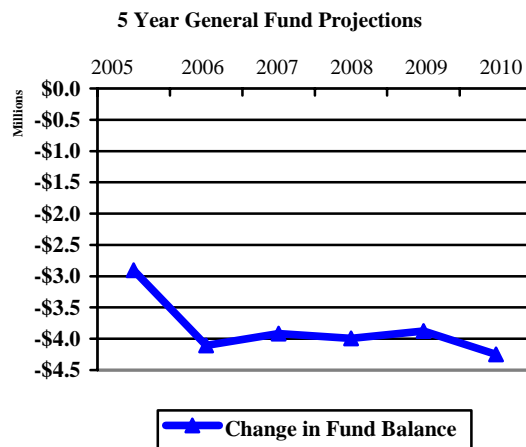
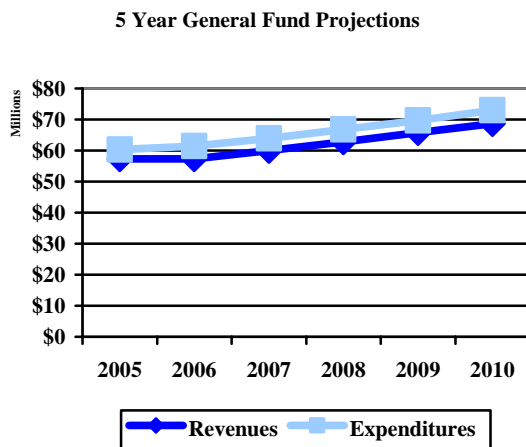
The third prong of the budget balancing strategy is the use of one-time dollars such as fund balance or operating transfers from other funds. The 2007 budget includes fund balance use of \$925,000. This compares favorably to the budgeted fund balance use with the 2006 Adopted Budget of \$1.2 million. Clearly, the County is headed in the right direction. Moreover, the amount budgeted to come out of undesignated fund balance, \$925,000, is only 1.4 percent of total expenditures. Historically, at year end, the County has come in under budget by a greater percentage. **Consequently, the County does not anticipate a reduction in undesignated fund balance at the end of 2007.** This strategy has been chosen to avoid unnecessary tax increases and program reductions. **Equally important, the 2007 Budget does not include any one-time transfers from other funds to cover the operational deficit.**

## General Fund Budget Balancing Strategies



In fact, the County has been able to significantly decrease its use of fund balance and one time dollars over the past few years. Specifically, the 2004 Budget as adopted included one-time transfers of \$2.9 million for operations. With the 2007 Budget, the only non-recurring funding source is budgeted fund balance use of \$925,000.

**Long-Term Financial Plans:** Given the challenges of the last few budget cycles, it became clear that the County needed to take a more detailed look at future projections. Beginning with the 2005 budget cycle, the County began to project out five years for the General Fund. The first projection assumed the County would keep its millage levy at 3.4 mills for 2005 and beyond. In addition, expenditures were assumed to increase at the same rate as they had been increasing. The graphs that follow show the result:



The projections showed that expenditures would continue to outpace revenues, eating up the County's fund balance rather quickly. It became clear that some of the negative revenue trends were not just temporary setbacks, but were permanent operating deficits.

As a result, the County began to look at options to close this gap. Ottawa County is in the enviable position of having a significant "cushion" in its millage levy because the Headlee maximum allowable millage is not levied. However, ever mindful of the taxpayer, it is important to close the budget gap through a combination of millage increases and expenditure reductions.

Specifically, the County planned the following strategies to reduce the operational deficit:

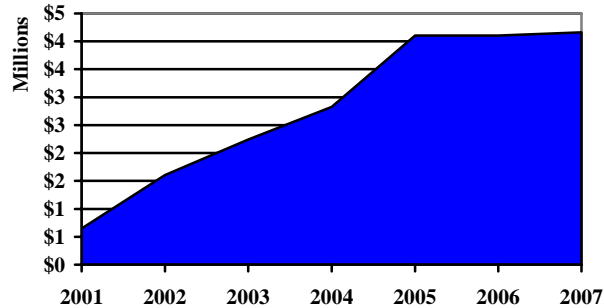
- Raise the operating millage levy .1 mill in 2005, 2006, and 2007.
- General Fund hiring freeze for new full-time positions in 2006
- Increase employee health insurance co-pay from 3% to 10%

- Improve disease prevention and management to reduce health care costs
- Review and rank discretionary services for possible reductions

The County has made significant progress with these strategies. The tax levy was increased by .1 mill in 2005, but the County determined they could delay the additional .1 mill increase planned for the 2006 Budget. The rate is increasing by just .1 mill with the 2007 Budget. However, the difference between what the County could levy and will levy remains at a healthy \$6.45 million.

As planned, the County did institute a hiring freeze for full time positions funded by the General Fund in the 2006 Budget. In the past, personnel added during the budget process increased expenditures by an average of \$500,000 per year. However, it is the compounded effect of these additions over the years that is even more significant. The graph that follows illustrates how quickly annual personnel additions increase expenditures.

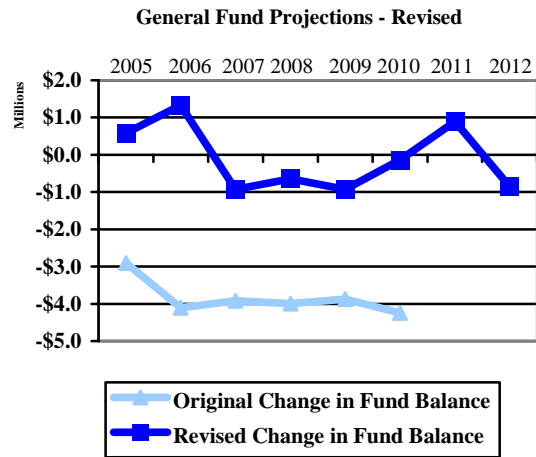
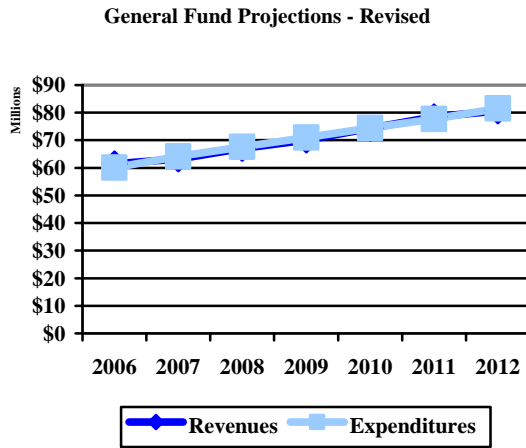
Cumulative Cost of Personnel Added During the Budget Process



The graph above shows that in just five short years, the cumulative cost of personnel additions has grown to \$4.1 million per year. Due to continued budget concerns, the hiring freeze was extended into the 2007 Budget. No new positions that affect the General Fund budget are included in the 2007 Budget. However, personnel may be requested during the year and will be considered if the requests do not affect the General Fund budget or are the result of new/expanded facilities.

The 2006 insurance co-pay for employees not represented by bargaining units increased from approximately 4.6 percent to 6 percent of the actuarially determined cost effective January 1, 2006. Effective January 1, 2007, this co-pay will increase to 7 percent. The County's negotiating team has included these co-pay increases in the contracts of most of the County's bargaining units. For most bargaining units, the current contract expires 12/31/08.

After implementing the adjustments made so far, we can see a major improvement in the forecast:



Once the projections are adjusted, the County appears headed in the right direction. Revenues and expenditures trend more closely and the fund balance use is reduced.

Unfortunately, other concerns have come to light that may necessitate additional response. Currently, the State of Michigan has not advanced a plan to reinstate revenue sharing payments to counties upon the depletion of their Revenue Sharing Reserve funds. Ottawa County's Revenue Sharing Reserve Fund will be depleted in 2011. The current payments from the Revenue Sharing Reserve Fund approximate \$4.1 million. If Revenue Sharing is not reinstated, program cuts are likely.

At this point, the fifth strategy to address the operational deficit, review and rank discretionary services for possible reductions will become important. The County has already begun to put this strategy in place. In 2005, the County employed an intern to gather data on the mandatory and discretionary programs of the County. For each department, specific services were identified and categorized as mandatory, necessary, or discretionary. During 2006, departments were asked to assign costs to the services. The results of the study will be discussed at Board strategic planning meetings. Commissioners will rank discretionary services to guide future spending priorities. Should Revenue Sharing not be reinstated, the County will have a plan in place to reduce expenditures to match revenues.

The other concern the County is addressing is Other Post Employment Benefits (OPEB). Beginning in 2008, the Governmental Accounting Standards Board will require the County to report the portion of OPEB that has not been funded on the financial statements. For Ottawa County, the majority of the estimated actuarial OPEB liability is the result of the implicit subsidy the County provides by allowing retirees to buy health insurance at the weighted average rate. In addition, the County also provides a credit on health insurance premiums based on years of service. The preliminary actuary report estimates the *net* annual costs to fund the liability at approximately \$2 million per year. The County is exploring ways both to fund and reduce the liability. As we explore other cost cutting options, the County can be confident that its financial outlook is strong.

In addition, as budgeting becomes more problematic, it is important to have alternate funding sources available. Long-term financial planning is addressed extensively in the County's Strategic Plan. The County Board adopted fiscal policies and procedures which specifically

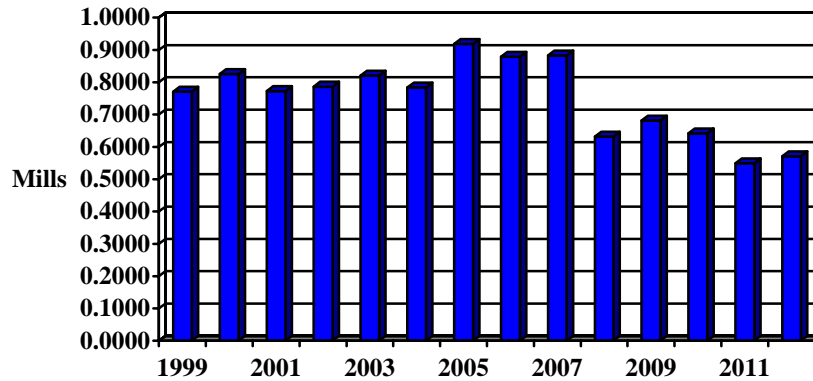
address the County's long-term financial needs through various Financing Tools which partially provide alternative funding sources. Funding provided by the Financing Tools for the 2007 Budget is as follows:

- Solid Waste Clean-up Fund (2271) is continuing to pay the clean-up costs on the Southwest Ottawa Landfill (\$152,000). In addition, the State of Michigan approved the County's plan to recap the landfill and upgrade the groundwater purging system. The 2007 Budget includes \$1.6 million to complete the groundwater purging system upgrade that began in 2005. The balance of the funds for the landfill capping will be reimbursed from the Ottawa County, Michigan Insurance Authority.
- Infrastructure Fund (2444) is estimated to have approximately \$350,000 in cash available for projects requested by municipalities at the start of 2007. In 2004, the fund made loans to Allendale Township to construct municipal utilities for a new development. The Board also approved giving the Road Commission \$600,000 toward the construction of a new bridge on River Avenue in the City of Holland. In 2005, the fund loaned Tallmadge Township \$950,000 for an infrastructure project. In 2006, the fund loaned the City of Coopersville \$500,000. An additional \$371,000 is planned to be distributed in 2006 for infrastructure improvements in Jamestown Township. In 2007, the fund will also contribute approximately \$34,500 towards the Grand Haven/West Olive expansion project for debt service payments. In 2008 and beyond, the fund will provide approximately \$125,000 per year for the debt service requirements.
- Public Improvement Fund (2450) does not include any construction costs in its 2007 budget. However, the 2007 budget does include a portion of the estimated debt service payments for the planned bond issue in 2007 for the Grand Haven/West Olive project (\$48,300). In 2008, the fund will continue to help with the debt service payments by providing approximately \$175,000 towards the debt service requirements. In addition, in 2008, the fund will also contribute approximately \$4.5 million towards the construction costs of the Grand Haven/West Olive expansion project. The use of this cash effectively allows us to borrow less, limiting annual debt service payments.
- Stabilization Fund (2570) is providing the General Fund with \$380,000 in interest earnings. In addition, the fund provides additional flexibility to deal with unexpected occurrences that have the potential to negatively impact finances.
- Delinquent Tax Revolving Fund (5160) is funding bond payments of \$2.4 million on four bond issues.
- Duplicating (6450), Telecommunications (6550), and Equipment Pool Funds (6641) provide equipment replacement and enhancement funding. The total amount of equipment requested from these funds in 2007 is just over \$1.8 million. In addition, the Telecommunications and Equipment Pool Funds are providing \$2 million and \$1.5 million, respectively, for construction costs on the Grand Haven/West Olive project. Telecommunications also includes \$41,400 in its 2007 Budget for estimated debt service on the Grand Haven/West Olive project. From 2008 forward, the fund will contribute approximately \$150,000 per year for debt service requirements.



The Financing Tools play a major role in reducing our tax levy. The amount for 2007 equates to 0.8825 mills. The graph that follows shows the benefits, in lieu of millage, that the financing tools provide:

### Summary of Financing Tools Benefits Equated to Mills

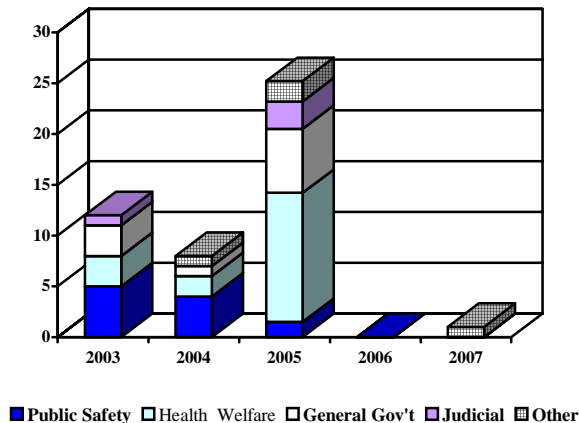


### PROGRAMMATIC ISSUES

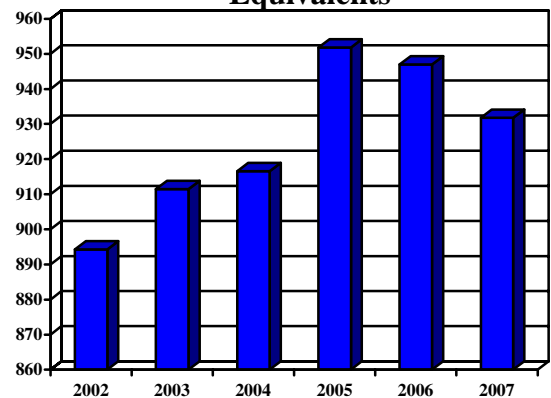
**Staffing Needs:** Every year, the budget process produces requests for additional employees from departments. Since Ottawa County is one of the fastest growing counties in the State of Michigan (with a population growth of over 50,000 during the past 10 years), additional service demands have been recognized. Unfortunately, due to the budgetary concerns of recent years, the County imposed a General Fund hiring freeze for both the 2006 and 2007 budgets. The hiring freeze affected requests for new permanent, full-time positions that would represent a net increase in General Fund expenditures unless the position is required for a new facility.

In addition, some positions are approved during the year as the need arises, especially grant positions which are sunset at the end of the grant. The graphs that follow show the increase in total full time equivalents in the County for 2002-2007 added through the budget process and the total number of full time equivalents for 2002 – 2007:

#### Positions Added by Function 2002-2007



#### Ottawa County Full Time Equivalents

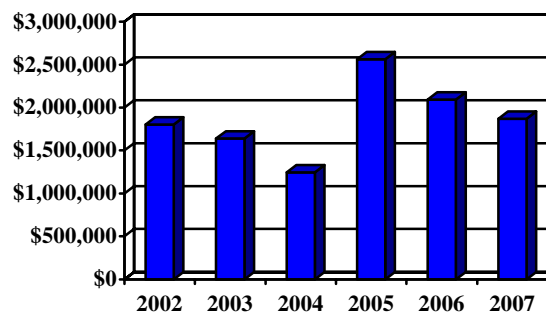


The decrease in 2007 full time equivalents reflects plans to replace vacant positions with contractual employees where economically feasible.

**Equipment/Technology Needs:** The Ottawa County Strategic Plan addresses the County's equipment and technological needs. Technology is particularly important in a growing county like Ottawa because it allows the County to do more with fewer employees. In many cases, the County, through the implementation and use of technology, has delayed or eliminated the hiring of additional staff. The 2007 Budget includes approximately \$1.8 million for equipment and technology needs.

The following graph shows the dollar amount of equipment added each year from 2003 to 2007 during the budget process:

**History of Approved Equipment**



The County is implementing three major technology projects. Beginning in 2005, the County contracted with Technology Professionals Corporation to design a web-based case management system for its Juvenile division. The 2007 Budget includes a consultant to work within the County's Information Technology department to provide a "knowledge transfer" to County staff for the purpose of maintaining the system. In addition, further enhancements will be made to eliminate dual entry of records, integrate the system with the existing County Justice system and other various enhancements.

In addition, the funds will be used to develop a module for juvenile detention services. Currently, there are very few tools available to evaluate detention services. The tools that do exist are essentially manual and labor intensive. The detention module is expected to streamline processes, reduce paperwork, increase access to information and track data to show trends. The outcome of the project is to increase efficiency and improve communication between Detention and other agencies. The 2007 Budget includes \$460,000 in total for the initiative.

Second, the County has initiated a major enhancement to the County website. This project will upgrade and standardize the existing web site and expand its capabilities to include services currently only available to walk in customers. By making services available via the internet, the County will realize economic benefits by reducing demand on customer service staff. Further, the County will provide enhanced service while reducing the cost to the public by making these services available at their home or place of business. The following services are already available on the web page or are anticipated to be available before the end of 2006:

- Dog License Lookup
- Home Security Check Request
- Discount Prescription Drug Plan Enrollment
- Public Comment and Polling Capability
- Register of Deeds Component of Property Information System Application
- Automatic Publishing of Circuit and Probate Court Schedules
- Secure Area for Local Emergency Management Professionals
- Circuit Court Fee Payment
- Family and Juvenile Court Fee Payment
- Publishing of Restaurant Inspection Reports
- Online Dog License Renewal
- Parks Reservation System

In addition, the following services are anticipated to be added during 2007:

- Environmental Health Permits and Applications
- Court Name Search
- New Business Listing
- GIS Map Store
- Election Results Publishing
- Marriage and Death Record Order

Already, the site has proven to be quite popular with over 800,000 hits in the month of August, 2006. The table below shows the expanded use of the website:

	Page Views	Total Hits	Visits	Document Downloads	Property Searches	E-Commerce		
						Accident Reports	Tax Search	Deeds Documents
Sep- 05	62,016	301,844	22,130	5,070		n/a	n/a	n/a
Oct- 05	53,710	249,671	21,145	3,223		n/a	n/a	n/a
Nov- 05*	115,880	575,830	27,079	11,663	5,121	n/a	n/a	n/a
Dec- 05	109,309	526,306	26,587	11,336	4,643	n/a	n/a	n/a
Jan- 06	104,927	602,927	38,547	15,232	6,545	7**	427	n/a
Feb- 06	94,465	547,859	38,972	16,411	6,247	77	414	n/a
Mar- 06	121,253	699,716	50,793	30,748	7,761	82	1,024	n/a
Apr- 06	105,295	607,063	44,284	25,339	6,565	60	1,077	19
May- 06	113,998	669,761	5,035	27,889	7,070	105	1,430	39
Jun- 06	116,503	694,416	52,713	28,067	7,910	89	2,087	42
Jul- 06	121,581	724,809	54,155	30,598	8,118	90	7,397	54
Aug- 06	131,067	807,544	53,904	39,315	7,755	121	1,352	62

Total Year- to- Date Revenue: \$18,292

\* First full month of operation for miOttawa.org

\*\*Accident Reports available for less than 1 week of the month

Last, the County is in the process of establishing a court imaging program. Approved by the Board of Commissioners on October 25, 2005, the implementation of the Justice Document Management Imaging System (JDMIS) is making steady progress. The numerous steps that occur in each department include backfile scanning and indexing, day forward scanning and indexing, Workflow definition, Functional Specification development, Workflow design and implementation. Cross departmental workflows will be defined, specified and designed when multiple departments are on the system. To integrate imaging into the existing information systems environment, the County has completed interfaces between the imaging system and the County Justice System, State JIS System (Probate) and MiCSES (Friend of Court).

Department status is as follows:

**Circuit Court Records:** Backfiling, Day Forward (Started March 2006), Workflow definition

**Friend of Court:** Backfiling (Reindexing in process), Day forward (Started May 2006), Workflow Definition, Functional Specification (first review)

**Prosecuting Attorney:** Workflow definition, Functional Specification.

**District Court:** Backfiling (Indexing 30%), Day Forward Scanning (started June 2006).

**Probate:** Backfile Scanning Initiated.

**Sheriff:** Workflow being defined, Conversion testing of current imaged documents in process

The current count of documents and pages scanned into the system are 671,000 documents and 1.5 million pages.

Although the full benefits of the system will not be realized until the system is fully implemented, some efficiencies have already been recognized. Internal departments are able to view the imaged court records online rather than get a copy from the current record holder or wait for the hard copy file to be delivered to their office. In addition, the ability of Circuit Court Records to satisfy document requests by e-mailing imaged documents rather than printing and sending these documents via regular mail is also a recognized efficiency.

## **BOARD GOALS**

Several goals and priorities were identified for the Board of Commissioners to address over the next six to thirty-six months. These concerns involved several different programs and areas. The section that follows discusses goals that are specifically addressed in the 2006 or 2007 Budget.

### **Financial Stability:**

Goal: *1) Maintain or Improve the Strong Financial Position of the County*

Objective: Continue implementation of the budget balancing plan

Objective: Acquire an actuarial estimate of Other Post Employment Benefits (OPEB) liabilities

Objective: Develop a plan to address OPEB and other legacy costs and liabilities

Objective: Work at the State and Federal levels to address unfunded and under-funded mandates

2006/2007 Budget Ramifications: With the 2007 Budget, additional progress has been made on the projected operational deficit. The 2007 Budget does not include any one-time transfers from other funds to help balance the budget. Although the 2007 Budget reflects an undesignated fund balance use of \$925,000, the County does not anticipate an *actual* fund balance use based on past expenditures patterns. In fact, the 2007 Budget fund balance use figure is smaller than the fund balance use originally adopted in 2006. In addition, the 2006 hiring freeze was extended into 2007 for positions affecting the General Fund. As advised in the deficit reduction plan, the millage levy was increased slightly and expenditure budgets were reduced.

Also, during 2006, the County received a preliminary actuarial report for the OPEB liability. The 2007 Budget includes funds for an updated study. Currently, Administration and the Board are studying ways to lower and fund the County's liability. To address the last objective, the 2007 Budget also includes \$42,000 for a lobbyist to represent the County on legislative matters.

### **Communication:**

Goal: *1) Maintain and enhance communication with citizens, employees, and other stakeholders*

Objective: Consider and implement new methods of communications

Objective: Identify and implement methods of communicating with employee groups

Objective: Strengthen role in state and national professional organizations

Objective: Encourage County representatives to seek leadership positions

2006/2007 Budget Ramifications: The 2007 Budget includes \$220,000 for website development as discussed previously under "Technology." In addition, \$30,000 is budgeted for a second employee survey (the first survey was done in 2005). The 2007 Budget includes \$15,000 for an annual report, \$1,000 for a local unit newsletter, and \$1,000 for an employee newsletter.

Last, Commissioner Cornelius Vander Kam currently serves as Past President on the board of the Michigan Association of Counties, and many other County Commissioners and employees hold positions on state and national professional association boards and committees.

### **Quality of Life:**

Goal: *1) Contribute to a healthy physical, economic, and community environment*

Objective: Continue implementation of the Urban Smart Growth Demonstration Project

Objective: Discuss and act upon road policy issues as appropriate

Objective: Consider opportunities to establish a county-wide land use and economic development planning organization

Objective: Provide quality County facilities throughout the County

2006/2007 Budget Ramifications: The 2007 Planning Commission budget (Fund 2420) includes \$70,000 for the completion of the urban growth study for the County. In addition, the 2007 Planning Commission budget includes \$12,500 for collaborative efforts with municipalities to conduct transportation studies. The Transportation fund reflects an anticipated \$200,000 grant to provide transportation to work for eligible clients.

The Planning Commission budget includes \$25,000 for economic development attraction. The Planner/Grants budget in the General Fund (1010-7211) also includes nearly \$49,000 for the County's economic development consultant.

During 2006, the Board of Commissioners approved the concept and funding plan for the new addition to the West Olive facility and the construction of the Grand Haven facility. The Building Authority Capital Projects fund reflects the \$10 million bond issue and anticipated construction costs for 2007. The corresponding debt service funds also reflect the associated debt service payments that will be added as a result of the initiative.

In addition, because of the rapid growth in the County, concern over green space and waterway access has become increasingly important. The 2007 Parks and Recreation budget includes a .3165 mill levy for park development, expansion and maintenance. The 2007 Budget includes a total of \$2.8 million for land acquisition and capital improvements to existing properties.

**Administration:**

Goals: 1) *Continually improve the County's organization and services*

Objective: Review and evaluate the organization, contracts, programs and services for potential efficiencies

Objective: Examine opportunities for offering services to local units of government

Objective: Continue implementation of outcome-based performance measurement system

Objective: Evaluate substance abuse funding, services structure, and community needs

2006/2007 Budget Ramifications: The 2007 Human Resources budget (1010-2260) includes \$60,000 for management studies of County departments to identify opportunities for improvements in service delivery and efficiency. In addition, beginning in 2005, the County has been contracting with Technology Professionals Corporation to develop a web-based case management system for the Juvenile Division of Family Court. As mentioned earlier, the 2007 Child Care Fund budget (Fund 2920) includes an additional \$460,000 for consultants to work in the County's Information Technology department to develop a module for Juvenile Detention and provide other enhancements meant to eliminate duplicate keying with the current Justice system. As part of the contract, Technology Professionals will facilitate the knowledge transfer to the County's Information Technology staff so that the system can be maintained in-house. The State of Michigan will be paying 50 percent of this cost of this initiative.

The Planning Commission budget (Fund 2420) includes \$2,000 to provide basic training seminars for the local units. In addition, during 2006, the Sheriff's department established a contract with the City of Hudsonville to provide police services. The 2007 Budget for these services (1010-3120) is \$438,000 and reflects significant savings for the City of Hudsonville.

Also during 2006, the County hired a consultant to provide one-on-one training for departments on goals, objectives and performance measurement. This was done to help departments develop outcome based measures to replace the output measures currently reported.

Although this is a work in process, the 2007 performance measures represent a step in the right direction. With the 2007 Budget, significant progress was made in matching performance measures to goals and objectives. Targets have been established and will be tracked over time.

In addition, during the 2007 Budget process, the County reviewed its policies regarding the Convention Facility Tax funding. By law, 50 percent of the funds must be used for substance abuse programs. Previously, the County had also designated the other 50 percent for substance abuse funding. Based on historical spending and program evaluation of existing programs, the County is ending its designation of the 50 percent not required to be used for substance abuse. Instead, in the 2007 Budget, the County is allocating the 50 percent of the Convention Facility Tax funds not required to be used for substance abuse (\$440,000) to Public Health programs.

## **BUDGET SUMMARY**

The 2007 Budget reflects the on-going implementation and refinement of the action plans addressed in the Ottawa County Strategic Plan. Many of the fluctuations between the 2006 and 2007 Budgets are the result of the concerns previously discussed. Financial highlights and fluctuations of the 2007 Budget as compared to 2006 follow.

### **Comparison of Revenues for the General Fund, Special Revenue Funds, Debt Service Fund, Capital Projects Fund and Permanent Fund - Primary Government**

Source	2006 Amended Budget	2006 Percent of Total	2007 Proposed Budget	2007 Percent of Total	Percent Increase (Decrease)
Taxes	\$49,103,966	33.4%	\$41,395,862	33.1%	(15.7)%
Intergovernmental Revenue	54,143,088	36.9%	53,800,986	35.2%	(0.6)%
Charges for Services	11,692,411	7.9%	11,980,709	7.8%	2.5 %
Fines and Forfeits	1,075,600	0.7%	1,104,600	0.7%	2.7 %
Interest on Investments	2,105,464	1.4%	2,577,529	1.7%	22.4 %
Rental Income	6,283,712	4.3%	6,863,197	4.5%	9.2 %
Licenses and Permits	753,680	0.5%	756,610	0.5%	0.4 %
Other Revenue	1,471,091	1.0%	1,382,821	0.9%	(6.0)%
Operating Transfers In	17,609,660	12.0%	17,922,802	11.7%	1.8 %
Bond Proceeds	0	0.0%	10,000,000	6.5%	n/a
Fund Balance Use/(Contribution)	2,849,732	1.9%	5,399,350	(2.6%)	89.5 %
<b>Total Revenues</b>	<b>\$147,088,404</b>	<b>100.0%</b>	<b>\$153,184,466</b>	<b>100.0%</b>	<b>4.1 %</b>

Taxes serve as the primary revenue source for the General Fund, E-911, and Parks and Recreation Fund. The 2007 tax revenue budget includes levies for the following purposes:

	<u>Millage for 2006 Budget</u>	<u>Millage for 2007 Budget</u>	<u>Difference</u>
General Operations	3.5000	3.6000	.1000
E-911	.4411	.4407	(.0004)
Parks and Recreation	<u>.3168</u>	<u>.3165</u>	<u>(.0003)</u>
	4.2579	4.3572	.0993

The actual millage rate is higher, but the tax revenue is decreasing by 15.7 percent. The reason for the decrease in tax revenue is that contributions to the Revenue Sharing Reserve Fund (Special Revenue Fund 2855) will be completed in December of 2006. These contributions totaled \$9.3 million per year for 2004, 2005, and 2006. If we factor these payments out, tax revenue is increasing by 4.1 percent- still less than the increase in the estimated taxable value. The reason the percentage increase seems low relates to levies made for the Revenue Sharing Reserve Fund. The Revenue Sharing Reserve fund was funded by a portion of the millage collection over a three year period. In the enabling legislation, the State specified both the tax rate and the amount to be deposited into the Revenue Sharing Reserve fund. Since taxable value grows every year, there were additional dollars from the levies made for the Revenue Sharing Reserve fund, and these dollars stayed in the General Fund. 2006 is the last year levies were made for the Revenue Sharing Reserve fund. In 2006, the excess tax revenue generated from the Revenue Sharing Reserve fund levy amounted to \$1.7 million. If we factor out the excess from the Revenue Sharing Reserve fund levy in 2006, taxes are increasing 8.8 percent.

Intergovernmental Revenue represents 35.2 percent of the Governmental funds revenue budget and is decreasing slightly. However, there are several areas of fluctuation. Major fluctuations by fund follow.

Mental Health	1,590,495
Transportation Fund	200,000
Sheriff Grant Programs	(1,214,000)
Sheriff Contracts with Municipalities	583,000
Workforce Investment Act (WIA) funds	(1,685,000)
Child Care – Circuit Court	345,000

In the Mental Health fund, Medicaid revenue is increasing due to a higher number of participants and higher expenditures (due to inflationary factors). State of Michigan revenue is higher because the 2007 Budget includes carry forward dollars from 2006.

In the Transportation Fund, a \$200,000 grant is anticipated from the State of Michigan to provide enhanced public transportation services for “Transportation to Work” clients. In the Sheriff Grant Programs, intergovernmental revenue is falling to reflect the end of the Homeland Security Equipment grant.

The Sheriff’s department contracts with several municipalities and school districts to provide community policing services. During 2006, the County entered into a new agreement with the City of Hudsonville. The contracts pay a large portion of the costs associated with the services provided. Consequently, the remainder of the increase in intergovernmental revenue is due to increasing wage and fringe benefit costs.



Workforce Investment Act (WIA) programs reflect a decrease because funding is uncertain. Continuing with the County's budgeting philosophy, nothing is budgeted in these funds until grant notification from the State is received. In addition, the 2006 figures may include grant carry forward revenue from prior years which are not budgeted in 2007 as the County does not have approval for those carry forward revenues at this time.

Intergovernmental revenue in the Child Care Fund is increasing as we continue to move more children out of State institutions and back into the community. There is no revenue associated with State institutions cost because the State already reflects its share of costs in the amount it charges the County. Consequently, when the type of care changes from State institutions to community programs, expenditures decrease and revenues increase. In addition, the 2007 Budget reflects anticipated State reimbursement of \$230,000 (50 percent of the total cost) for the technology initiative discussed earlier.

Charges for Services revenue, at just under 8.0 percent of total revenue, is increasing slightly. However, there are some significant fluctuations within the General Fund. Specifically, revenues derived from the indirect cost study are increasing by \$535,000. The revenues from this line can vary from year to year depending on changes in the allocation by department and the total costs to be allocated. Indirect costs allocated to the District Court increased due to the renovation and expansion of the Hudsonville facility and the resulting roll forward adjustment (roll forward adjustments reflect the difference between the amount previously allocated and the actual costs). Court filing fees in the District Court are increasing \$168,000 due to increases in caseload. However, revenue in the Register of Deeds office is projected to decrease \$298,000. As interest rates rise, the refinancing of mortgages occurs less frequently.

Rent Income is increasing due to the two new Building Authority projects. There are lease agreements between the County and the Building Authority that authorize rent charges to the County that pay for the debt service payments on the projects. The corresponding revenue, rent income, is reflected in the Building Authority Debt Service fund. 2007 is the first full year of payments on the Holland District Court facility bond issue. In addition, the County anticipates \$207,000 in interest payments on the Grand Haven/West Olive project from the bond issue planned for 2007.

Interest Income is projected to increase by approximately 22.4 percent in 2007. The average return on the County's investment pool was budgeted to be .5 percent in 2006 (due to anticipated declining market value of held investments), but the return is budgeted to be 2.5 percent in 2007. Although the County plans to begin construction on the new Grand Haven/West Olive facilities in 2007, construction expenditures during 2007 will be paid with bond proceeds. Decreases in cash balances reflecting the County-funded portion of the project are anticipated in 2008.

Bond Proceeds/Proceeds from Refunding bonds revenue is \$10 million in 2007 to reflect the anticipated bond issue for the Grand Haven/West Olive project.

Fund Balance usage varies significantly both in the Revenue Sharing Reserve fund and as a result of capital projects. 2006 is the last year of contributions to the Revenue Sharing Reserve

Fund, so fund balance in that fund was budgeted to *increase* by \$5.3 million in 2006. However, in 2006, construction has been completed on the Holland District Court facility, requiring fund balance use of \$2.3 million. The Parks and Recreation fund is also budgeted to use \$1 million in fund balance for land purchases and improvements to County parks. Solid Waste Clean-up is budgeted to use nearly \$2 million in fund balance in connection with the recapping of the landfill. The Infrastructure Fund is providing \$600,000 towards the construction of the River Avenue bridge in Holland.

In 2007, the budget shows a fund balance use of \$5.4 million. Most of this relates to the Revenue Sharing Reserve fund. Since 2006 was that last year of contributions into this fund, the fund balance of this fund will continue to decrease through 2011. The 2007 fund balance use in the Revenue Sharing Reserve Fund is budgeted at \$4.1 million. As in 2006, there is a handful of funds *budgeted* to use fund balance for operations in 2007:

<u>Fund</u>	Budgeted Fund Balance Use for 2007
General Fund	\$925,000
Health	100,000
Community Corrections	100,000

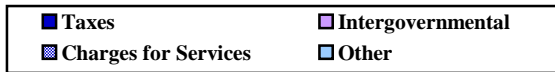
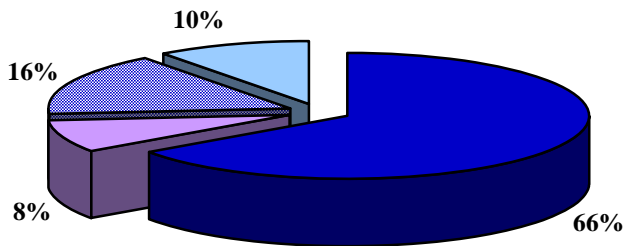
Again, however, **the County does not anticipate having to use undesignated fund balance in 2007. It is important to note that the undesignated fund balance will be maintained at the level indicated by County’s financial policies (10% - 15% of the actual expenditures of the most recently completed audit).**

In addition, the Solid Waste Cleanup Fund is expected to spend \$1.6 million for the completion of the landfill recapping. The Child Care Fund is budgeted to use \$230,000 for consultant work on the Justice Information Technology system as it relates to juvenile functions. However, not all of the bond proceeds anticipated in 2007 will be spent by year end. Consequently, fund balance in the Ottawa County Building Authority is budgeted to increase by \$706,000. Since no major construction is planned out of the Public Improvement Fund, fund balance will increase primarily by the rent payments that go into the fund (\$963,000).

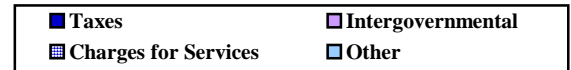
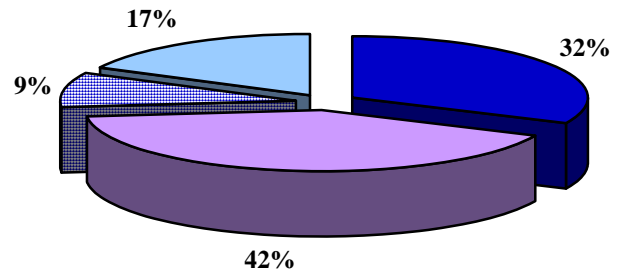
Revenue Summary

The graphs that follow summarize the revenue composition of both the General Fund and the County (primary government) as a whole:

**General Fund Revenue Composition**



**Total Governmental Funds Revenue Composition**



The graphs show that although property tax is the chief revenue source for the General Fund, intergovernmental revenue is the largest revenue source for the County budget as a whole.

**Comparison of Expenditures for the General Fund, Special Revenue Funds, Debt Service Fund, Capital Projects Fund, and Permanent Fund - Primary Government**

Source	2006 Amended Budget	2006 Percent of Total	2007 Proposed Budget	2007 Percent of Total	Percent Increase (Decrease)
Legislative	\$564,656	0.4%	\$632,595	0.4%	12.0 %
Judicial	12,850,430	8.7%	13,543,493	8.8%	5.4 %
General Government	17,494,581	11.9%	16,066,871	10.5%	(8.2)%
Public Safety	26,187,401	17.8%	27,025,070	17.6%	3.2 %
Public Works	2,951,438	2.0%	2,756,234	1.8%	(6.6)%
Health & Welfare	56,784,382	38.6%	56,596,416	37.1%	(0.3)%
Culture & Recreation	5,284,458	3.6%	4,715,832	3.1%	(10.8)%
Community & Economic Development	710,341	0.5%	759,711	0.5%	7.0 %
Other	1,356,282	0.9%	827,336	0.5%	(39.0)%
Capital Projects	2,417,852	1.6%	9,360,000	6.1%	287.1 %
Debt Service	2,454,454	1.7%	2,977,797	1.9%	21.3 %
Operating Transfers Out	18,032,129	12.3%	17,923,111	11.7%	(0.6)%
<b>Total Expenditures</b>	<b>\$147,088,404</b>	<b>100.0%</b>	<b>\$153,184,466</b>	<b>100.0%</b>	<b>4.1%</b>

Legislative expenditures are increasing to reflect additional spraying for gypsy moths. The budget includes both the portion that the County pays as well as the amount that is passed through the U.S. Department of Agriculture to the Ottawa Soil and Water Conservation District.

Judicial expenditures are increasing 5.4 percent. Indirect cost expenditures in the District court increased significantly as discussed under Charges for Services revenue. In addition, higher caseloads in the District Court are resulting in higher legal representation fees.

General Government expenditures are primarily accounted for in the General Fund, Public Improvement Fund, and Infrastructure Fund and are decreasing 8.2 percent. In the 2006 Public Improvement Fund, \$650,000 is budgeted for furniture at the Holland District Court and the Jail, and \$600,000 is budgeted as an operating transfer out to the Building Authority Capital Projects funds to cover preliminary architectural costs for the Grand Haven/West Olive project.

Expenditures in the 2006 Infrastructure Fund include a \$600,000 contribution towards the River Avenue Bridge in Holland. In the General Fund, expenditures in Survey and Remonumentation are decreasing by \$266,000 based on planned survey work. In addition, the 2006 Budget includes \$120,000 FEMA grant of the Drain Commissioner. However, Building and Grounds expenditures are higher due to the expansion of the Hudsonville facility and the new, larger Holland District Court facility.

Public Safety expenditures, representing 17.6 percent of total expenditures, are increasing 3.2 percent in total. However, the 2006 Budget includes a \$1.2 million Homeland Security equipment grant that is not budgeted to continue into 2007. Public safety expenditures in the General Fund are increasing by \$1.7 million. During 2006, the County entered into an agreement with the City of Hudsonville to provide community policing services. 2007 represents a full year of these costs (an additional \$175,000). The remainder of the increase in General Fund public safety expenditures is in personnel costs including fringe benefits.

Health and Welfare expenditures, representing approximately 36.2 percent of total expenditures, has significant variances in three funds:

<u>Fund</u>	<u>Change from 2005</u>
Mental Health	\$1,293,525
Workforce Investment Act funds	(\$1,751,104)
Child Care	\$710,000

Mental Health client care expenditures are increasing due to new placement and higher per day costs. As discussed previously under intergovernmental revenue, budgets for several of the Workforce Investment Act grants are lower pending grant notification.

Expenditures for the Child Care Fund are increasing by 8.6 percent or \$710,000. The 2007 Budget includes \$460,000 for the information technology initiative discussed earlier. In addition, personnel costs are also increasing.

Culture and Recreation expenditures are recorded in the Parks and Recreation Fund (Special Revenue Fund 2081) and will vary depending on the land acquisition and capital improvement endeavors. The 2006 Budget includes \$1.4 million for improvements to the Upper Macatawa property that should be complete by 12/31/06. However, the 2007 Budget for land purchases is \$550,000 higher than 2006 and \$528,000 is budgeted for the Mount Pisgah Dune Protection project.

Other expenditures in 2007 are \$476,000 lower because the amount budgeted for contingency was reduced from 2 percent of the most recently audited General Fund expenditures to 1 percent. However, the County's financial policies specify a range of 1 percent to 2 percent, so the County is still in compliance with its financial policies. In addition, the budget for equipment purchases outside of the budget process is falling by \$99,000 because the 2006 Budget included extra funds for court imaging equipment.

Capital Projects expenditures vary depending on the scope of projects undertaken. 2006 expenditures reflect the completion of construction on the Holland District Court facility. 2007 expenditures include beginning construction on the Grand Haven/West Olive project; specifically, significant progress is anticipated for the West Olive expansion in 2007.

Operating Transfers Out is decreasing slightly, but there are some significant fluctuations within the category. The 2006 Budget includes a transfer of \$444,000 to Information Technology for imaging of existing cases. In addition, the Stabilization Fund reflects a transfer of \$269,000. Neither of these funds are budgeted for a transfer in 2007. However, the remaining transfers are all higher to reflect higher operating costs in the other funds.

### **CHANGES TO 2007 DEPARTMENTAL REQUESTS**

Changes to the 2007 Department budget requests were made to provide adequate funding for County services while maintaining fiscal responsibility. Not all budget requests were recommended. In keeping with the County's policy of zero-based budgeting, appropriate documentation and justification were required for new and existing budget requests.

#### General Fund

The 2007 General Fund budget as proposed by departments included revenues of \$61,641,085 with associated expenditures of \$64,187,622. The major adjustments to the 2007 Budget include:

<u>Revenues:</u>	<u>Total Adjustment To Department</u>
2006 Budget Proposed by Departments	\$61,641,085
- increased taxes to reflect an additional .1 mill levy	945,000
- reflected use of 50% of the Convention Facility tax dollars for Public Health programs	440,000
- increased projection for District Court	294,000
- miscellaneous adjustments to other departments	<u>( 57,509)</u>
Total General Fund Revenues Proposed by Finance and Administration Committee	<u>\$63,262,576</u>

Expenditures:

2007 Budget Proposed by Departments	\$65,648,708
- decreased contingency from 2% of prior audited expenditures to 1% (consistent with County financial policies)	(553,000)
- decreased budgets for health insurance to reflect employees who opt out of coverage	(300,000)
- eliminated proposal for consultant to expand web-based case management for general juvenile division workload	(285,000)
- increased indigent legal fees for the District Court based on current spending patterns	225,000
- decreased operational supplies of the Sheriff and Jail to reflect current expenditures	(194,000)
- miscellaneous adjustments to other departments (<1% of total expenditure budget)	<u>(354,086)</u>
Total General Fund Expenditures Proposed by Finance and Administration Committee	<u>\$64,187,622</u>

**SPECIAL REVENUE, DEBT SERVICE, CAPITAL PROJECTS AND PERMANENT FUNDS**

Expenditures in the Public Health Fund (Special Revenue Fund 2210) were decreased by \$227,000. 1.4 full time equivalents in vacant positions were eliminated. In addition, the West Nile virus budget and various equipment expenditures were reduced. The revenue budget was reduced by the same amount of the expenditures reductions. However, the operating transfer was reduced by an additional \$100,000. Because the Health department has several part-time employees, they have significant savings from insurance opt outs. These savings amount to an estimated \$100,000, so the County does not anticipate a fund balance usage.

The expenditure budget in the Public Improvement Fund (Special Revenue Fund 2450) was reduced by \$3.9 million. The department head amount reflected the operating transfer to the Building Authority – Capital Projects planned in connection with the Grand Haven/West Olive project. However, as building plans developed during the budget process, it was determined that bond proceeds would cover the construction costs in 2007. The operating transfer is planned for 2008.

Certain Workforce Investment Act Funds were increased from the original departmental request upon notification of grant approvals.

Personnel in the Community Corrections Fund (Special Revenue Fund 2850) were reduced to reflect the type of work performed by the employees. In addition, based on a program evaluation presented to the Board of Commissioners during the summer, the substance abuse gatekeeper program has been eliminated and replaced with a less expensive alternative. In total, the budgeted expenditures in the fund decreased by \$166,000. Revenue was decreased by an additional \$100,000 to reflect unused transfer dollars in previous years.

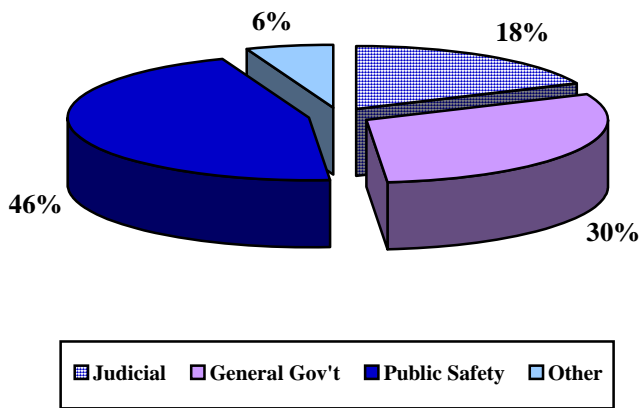
Expenditures in the Child Care Fund were increased by \$235,000 to reflect the revised proposal advanced by the Juvenile Division for a consultant to provide enhancements to information technology products for the Juvenile division. The approval of this initiative is pending approval from the State of Michigan. The State is budgeted to pay 50 percent of the costs. In addition, more recent spending patterns in foster care and private institutions necessitated that an \$157,000 be added to those budgets. These changes and various other adjustments and corrections increased the Child Care Fund expenditure budget by \$586,000. Revenue was adjusted accordingly to reflect the corresponding change in State funding from the increases and various other adjustments (\$356,000).

The remaining funds had no significant changes made to 2007 Budget requests.

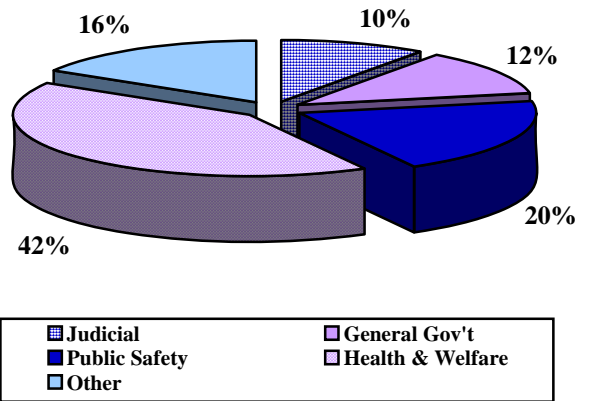
Expenditure Summary

The graphs below summarize the expenditure composition of both the General Fund and the County (primary government) as a whole:

**General Fund Expenditure Composition**

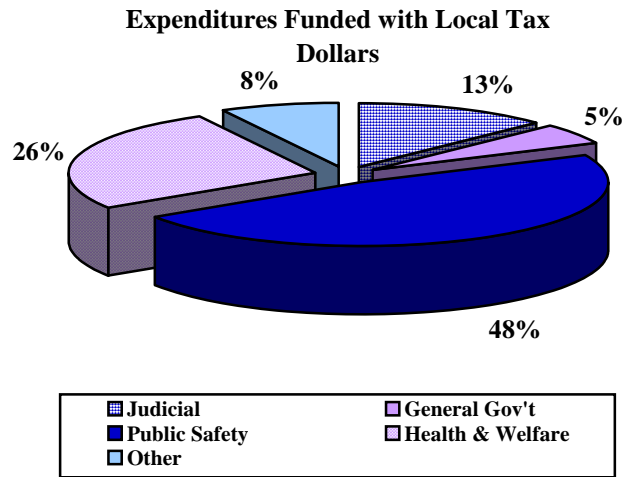


**Total Governmental Funds Expenditure Composition**



The graphs above show that overall, the majority of County expenditures are for Health and Welfare expenditures. However, it should be noted that County tax dollars from the citizens are not used primarily for Health and Welfare expenditures. The graph to the right shows the functions for which County tax dollars are paying.

The graph shows that the majority of County raised tax dollars are used to fund Public Safety expenditures. Many of the Health & Welfare functions are funded by the State and Federal government.





## CONCLUSION

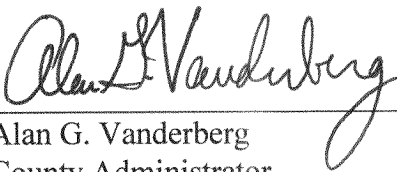
Many municipalities focus on short-term issues and concerns. Ottawa County, through its Strategic Plan and financing tools, has placed itself at the forefront by creating long-term strategies to address space needs, provide for equipment replacement, resolve insurance issues, meet human resource needs, fund statutory mandates, and improve public service and the quality of life for our citizens.

With financial forecasting and the creation of long-term financing tools, the County has positively impacted all future financial decisions and the County's financial stability. These tools permit the County to reduce taxes to County residents, improve the County's bond rating, and lower costs to departments. In 2007, the financing tools allow the County to maintain the operating tax millage to well below its Headlee limit, add new equipment, and provide for new initiatives. In addition, finances continue to be carefully balanced in order to maintain or improve the outstanding bond ratings that the County currently has. The bond ratings save significant taxpayer dollars as a result of townships using the County bond ratings when constructing water and sewer systems.

In 2005, the County projected future operational deficits over the next five years and began to formulate plans to eliminate them. The operating deficit is occurring at a time when Ottawa County remains one of the fastest growing counties in Michigan and has an increasing need for vital services. The County must also keep pace with technology demands in order to improve efficiency and to deliver quality services to the public. The fiscal year 2007 Budget reflects the implementation of several of the strategies identified to address the deficit. In all, the 2007 County of Ottawa Budget emphasizes responsibility, restraint, and reinforcement of long-range County goals.

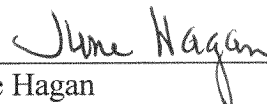
During 2006, the Board of Commissioners developed a new strategic plan that redefined the vision and goals for the County as a whole. As we look ahead to the new direction, Ottawa County's fiscal restraint and long-term planning will continue in order to maintain the County's financial strength. With this, Ottawa County will continue the tradition of providing exemplary services to the public and maintaining a stable financial position

Sincerely,



---

Alan G. Vanderberg  
County Administrator



---

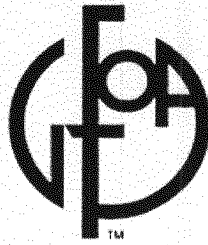
June Hagan  
Fiscal Services Director

## **DISTINGUISHED BUDGET PRESENTATION AWARD**

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Ottawa County for its annual budget for the fiscal year ended December 31, 2006. This was the eleventh year that the County has submitted and received this prestigious award.

In order to receive this award a governmental unit must publish a budget document that meets program criteria as a policy document, as an operational guide, as a financial plan, and as a communications medium.

The award is granted for a period of one year only. We believe our current budget continues to conform to the program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Ottawa County  
Michigan**

For the Fiscal Year Beginning

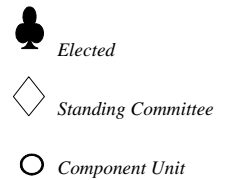
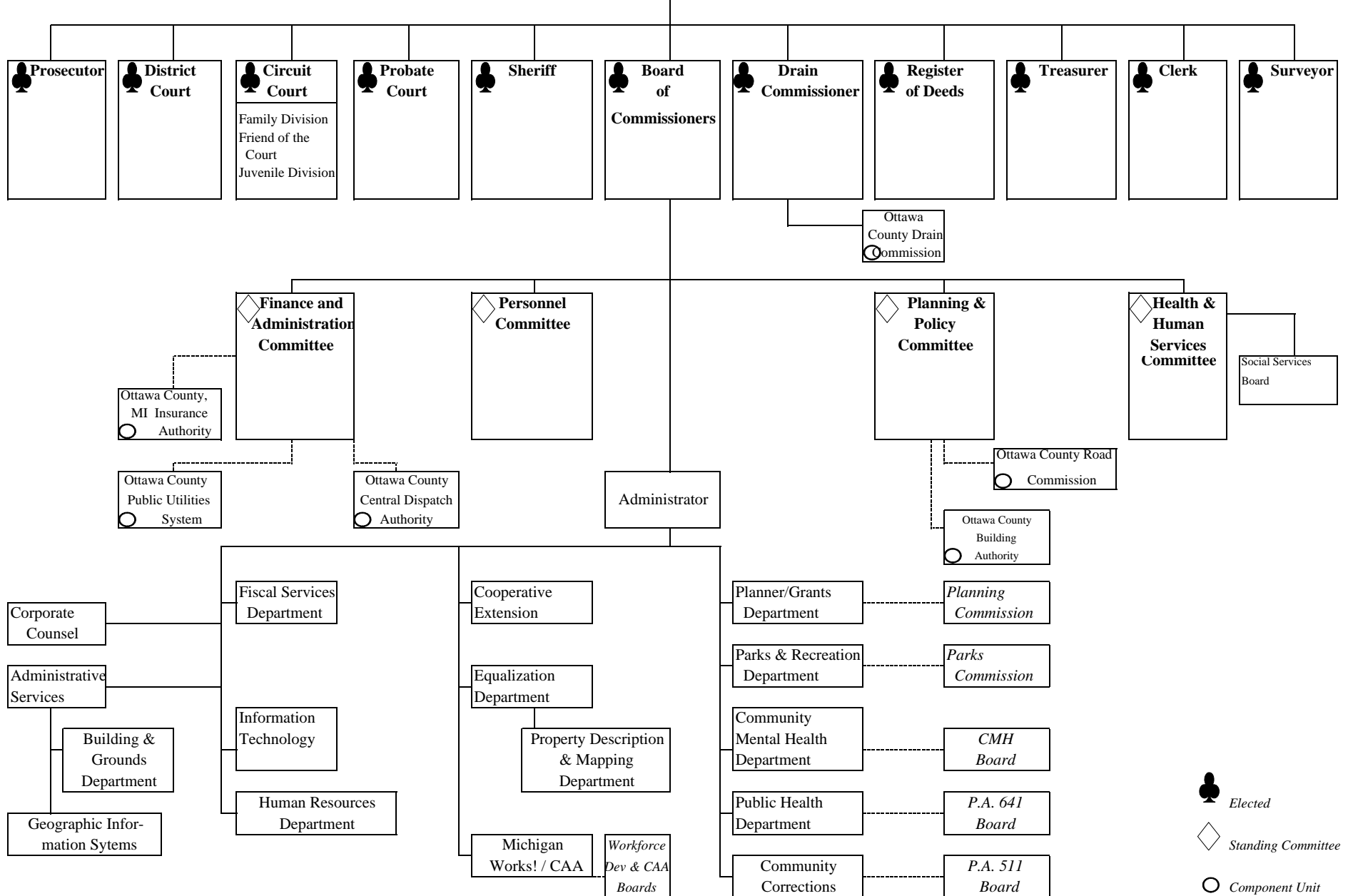
**January 1, 2006**

President

Executive Director

2007 ORGANIZATIONAL CHART

CITIZENS OF OTTAWA COUNTY



# User's Reference Guide

## Overview

The User's Reference Guide provides assistance in using the County of Ottawa 2007 Budget document. Its primary goal is to enhance the readability of the budget document and to increase its effectiveness as a communication device between the county and its citizens. In this section, commonly asked questions are answered under a variety of headings including:

<b><u>Guide to the Document</u></b>	<b><u>Page</u></b>
- What information is contained in each section?	33 - 34
- What types of funds are represented in the document?	35 - 36
- How do funds and functions relate? Where can I find can I find a particular program?	36 - 38
- What is involved in adopting the annual budget? What financial policies guide the budget process and county operations?	38 - 48
<b><u>Property Taxes and Mill Levies</u></b>	
- What is the county mill levy, and what effect has legislation had on it?	48
- How does the 2007 levy compare to previous years?	49
- How are property taxes calculated?	49
- How does the Ottawa County levy compare with other counties?	50
<b><u>Personnel and Capital Expenditures</u></b>	
- What new positions are included in the 2007 budget and what functions do County employees perform?	50 - 51
- What capital expenditures for equipment are included in the 2007 budget?	52 - 53
<b><u>Financial Outlook</u></b>	
- What does the future hold for Ottawa County?	53 - 57
<b><u>Strategic Planning</u></b>	
- To what extent has the county focused attention on long-term planning, both financial and programmatic?	58 - 78

## Information Contained In Budget Document

### Summary Information

The summary information section contains the following:

- Budget summary of all governmental funds by fund type
- Summaries by fund of prior year actual, current year estimated, and the 2007 budgeted amounts for revenues and expenditures (by revenue/expenditure type) for the General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds and Permanent funds. (These schedules are required under Public Act 621, Public Acts of Michigan).
- Budget Summaries by fund of the projected 2006 ending fund balance, 2007 budgeted revenues/other financing sources, 2007 budgeted expenditures/other financing uses, and the projected 2007 ending fund balance for enterprise and internal service funds. Under Public Act 621, these funds are non-budgeted funds; accordingly, their budgets are presented in summary form only.
- Budget statements for discretely presented component units of the county: Ottawa County Road Commission, Ottawa County Public Utilities System, Ottawa County Drain Commission, and the Ottawa County Central Dispatch Authority.

### Revenue Sources

The revenue sources section contains descriptions of the major revenue sources of the county. Following these descriptions are graphical illustrations of trends in select county revenue sources.

### General Fund

The largest portion of the budget book is dedicated to the detail of the General Fund. The detail sections of the budget book include a variety of information. Most departments start with a function statement which describes the activities carried out by the department. Following the function statement are the department goals and objectives. The two sections that follow are devoted to performance and goal achievement. The accomplishments section was added in this document to address goals and objectives less quantifiable or activity more long-term in nature. The performance and activity measures follow the accomplishments; some of these speak to quality and efficiency, others to activity level. Both are important measures because performance measures identify areas for needed improvement and activity measures identify concerns for the allocation of future resources. Activity measures show, for example, which departments are likely to need additional personnel and equipment in the future. If a department has full-time equivalents assigned to it, a position and salary schedule is included which details the

employee classifications, full-time equivalency, and the salary calculations included in the 2007 budget.

The Board of Commissioners adopts the budget by line item which is the legal level of control. The budget detail for all funds provides a history of revenue and expenditure information. Actual revenues and expenditures are included for 2003, 2004, and 2005. Projected revenues and expenditures are included for 2006. Finally, the 2007 Adopted budget is the last column provided in the detail information. For all other funds required under Public Act 621, budget information is displayed by revenue and expenditure classification totals. In prior budget documents, detail by line item, by department was reported for all funds. In an effort to reduce the size of the document and enhance readability, classification totals are reported for all funds. **The legal level of control, however, has not changed for these funds but remains at line item level.**

#### Special Revenue, Debt Service, Capital Projects, and Permanent Funds

Information included for these funds is similar to information reported for the General Fund. However, revenues and expenditures are recorded by classification totals by fund for most funds.

#### Appendix

The appendix section contains six sections:

##### Section I

Resolutions approving the 2006 millage levies and the 2007 budget

##### Section II

Summary of the 2007 budget by individual fund for all governmental fund types

##### Section III

Financial projections for the Financing Tools funds

##### Section IV

History of positions in the County including 2005, 2006, and budgeted 2007

##### Section V

General information about Ottawa County

##### Section VI

Glossary of budget and finance terms to assist the reader through the more technical areas of the document

## Ottawa County Fund Structure

Ottawa County maintains its fund structure in accordance with the Uniform Chart of Accounts for Counties and Local Units of Government in Michigan. The county is required to use a modified accrual basis of accounting for governmental fund types, and accrual accounting for proprietary fund types. Under the modified accrual basis of accounting, amounts are recognized as revenues when earned, only so long as they are collectible within the current period or soon enough afterwards to be used to pay liabilities of the current period. Expenditures are recognized only when payment is due. The emphasis here is on near-term inflows and outflows. Under accrual accounting, revenues and expenditures are recognized as soon as they are earned or incurred, regardless of the timing of the related cash flows.

Under Public Act 621, the county is required to budget under the same basis required for financial reporting. Accordingly, the county budgets governmental fund types under a modified accrual basis and provides budget summary information for the proprietary fund types under an accrual basis. The Comprehensive Annual Financial Report includes fiduciary fund types in addition to those previously mentioned. However, fiduciary fund types have only asset and liability accounts. Since the County budgets for revenues and expenditures, no budgetary information is presented for the fiduciary funds.

### Governmental Funds:

The County has six major funds. The General Fund is always a major fund. In addition, funds whose revenues, expenditures, assets, or liabilities are at least 10 percent of the total for governmental funds and at least 5 percent of the total for governmental funds and enterprise funds combined are considered major funds. In addition, a municipality may also designate a fund as major even if it does not meet the size criteria. In addition to the General Fund, Parks and Recreation, Health, Mental Health, Public Improvement and the Revenue Sharing Reserve funds, all special revenues funds, are major funds of the County.

**General Fund** - The General Fund is used to account for all revenues and expenditures applicable to general operations of the county except for those required or determined to be more appropriately accounted for in another fund. Revenues are derived primarily from property tax and intergovernmental revenues.

**Special Revenue Funds** - Special Revenue Funds are used to account for revenue from specific revenue sources (other than expendable trusts or major capital projects) and related expenditures which are restricted for specific purposes by administrative action or law.

**Debt Services Funds** - Debt Service Funds are used to account for the financing of principal and interest payments on long-term debt.

**Capital Projects Funds** - Capital Projects Funds are used to account for financial resources used for the acquisition or construction of major capital facilities.



Permanent Funds - Permanent Funds are used to account for resources that are legally restricted to the extent that only earnings, and not principal, may be used for the purposes that support the programs.

Proprietary Funds:

Enterprise Funds – Enterprise funds are established to account for business-type activities provided to users outside of the Agency. Enterprise funds are designed to cover the costs of the services provided through the fees charged.

Internal Service Funds - Internal Service Funds account for the financing of goods or services provided by one department or agency to other departments or agencies for the governmental unit, or to other governmental units, on a cost-reimbursement basis. The County has several Internal Services Funds.

The matrix below provides a clearer understanding of how the funds and the government functions relate.

**County of Ottawa  
Cross Reference Chart by Function and Fund Type**

Function	General Fund (Major Fund)	Major Special Revenue Funds	Non-Major Special Revenue Funds	Non-Major Debt Service Funds	Non-Major Capital Projects Funds	Non-Major Permanent Funds	Proprietary Funds	Component Units
<b>Legislative:</b>	X							
<b>Judicial:</b>								
Circuit Court	X							
District Court	X							
Probate Court	X							
Juvenile Services	X							
Community Corrections			X					
<b>General Government:</b>								
Fiscal Services	X							
Corporate Counsel	X							
Clerk/Elections	X							
Administrator	X							
Equalization	X							
Human Resources	X							

**County of Ottawa**  
**Cross Reference Chart by Function and Fund Type**

Function	General Fund (Major Fund)	Major Special Revenue Funds	Non-Major Special Revenue Funds	Non-Major Debt Service Funds	Non-Major Capital Projects Funds	Non-Major Permanent Funds	Proprietary Funds	Component Units
<b>Prosecutor:</b>								
Prosecution	X							
Crime Victim's Rights			X					
Administrative Services	X							
MIS							X	
Self-Insurance							X	
Telecommunications							X	
Equipment							X	
Register of Deeds	X		X					
Treasurer	X		X					
Delinquent Tax Revolving							X	
Revenue Sharing Reserve			X					
Co-Operative Extension	X							
GIS	X							
Facilities Maintenance	X							
Drain Commission	X							
<b>Public Safety:</b>								
<b>Sheriff:</b>								
Road Patrol	X		X					
Investigations	X							
Administration	X							
Records	X							
Community Policing	X		X					
Jail/Corrections	X							
Marine Safety	X							
Emergency Services	X							
Animal Control	X							
Dispatch/911								X
<b>Public Works:</b>								
Solid Waste Planning			X					
Water, Sewer, & Drainage								X

**County of Ottawa  
Cross Reference Chart by Function and Fund Type**

Function	General Fund (Major Fund)	Major Special Revenue Funds	Non-Major Special Revenue Funds	Non-Major Debt Service Funds	Non-Major Capital Projects Funds	Non-Major Permanent Funds	Proprietary Funds	Component Units
Roads								X
<b>Health &amp; Welfare:</b>								
Health Services		X						
Mental Health		X						
Job Training			X					
Juvenile Detention/Foster Care			X					
Family Independence Agency			X					
<b>Culture &amp; Recreation</b>								
Parks		X						
<b>Community &amp; Economic Development</b>								
Planning	X		X					
<b>Debt Service</b>								
Building Authority Bonds				X				
Water and Sewer Bonds								X
<b>Capital Construction</b>								
Public Improvement		X						
Capital Projects					X			
<b>Other:</b>								
Cemetery Trust						X		

The Budget Process

The County adopts its budget in accordance with Public Act 621, the Uniform Budgeting and Accounting Act which mandates an annual budget process and an annual appropriation act to implement the budget. Under State of Michigan law, the county must have a balanced budget in that revenues and fund balance will accommodate expenditures.

The County's general fund and all non-grant funds have a fiscal year end of 12/31. In an effort to simplify grant reporting, the County also maintains grant funds with 3/31, 6/30, and 9/30 fiscal year ends. However, all funds go through the budget process together.

Budgets for the succeeding fiscal year are presented to the County Administrator for review each year in late June. During July and August, the Fiscal Services Director and

Administrator meet with the various department heads and elected officials submitting budgets to discuss the content and revenue/expenditure levels contained in their budgets. The Administrator submits a balanced budget to the Finance Committee of the County Board of Commissioners in September. Elected officials also have the opportunity to meet with the Board of Commissioners to appeal any decision. After the last Board meeting in September, a public notice is placed in the newspapers informing citizens of the upcoming budget hearing and adoption. At this point, a summary copy of the budget is available to citizens. A public hearing is held in October to provide any County resident the opportunity to discuss the budget with the Board and is required under State of Michigan law. The Finance Committee then makes a budget recommendation to the County Board of Commissioners in October. The budget, and an appropriation ordinance implementing it, is then adopted at the last meeting in October. A separate budget report is then made available to the public. The schedule below details the annual budget process by date and activity.

## **County of Ottawa 2007 Budget Calendar**

April 5, 2006	Equipment and Personnel Request Forms sent to department heads.
April 28, 2006	Department requests for 2007 equipment and personnel submitted to Fiscal Services Department.
May 22, 2006	Fiscal Services Department prepares budget packets and distributes them to departments.
May 22, 2006 - June 16, 2006	Fiscal Services Department available to provide any needed assistance in completing budget documents.
June 16, 2006	Departments submit completed budget requests and narratives to the Fiscal Services Department.
June 16, 2006 - July 31, 2006	Fiscal Services Department summarizes budgets and prepares documents for Administrative review.
July 15, 2006 - Aug. 31, 2006	Administration meets with Department Heads in preparation of a proposed budget.
September 5, 2006	Finance Committee reviews General Fund budget, Truth-in-Taxation Calculation, and the Resolutions of Intent to Increase Millage Rates.
September 12, 2006	Board reviews Finance Committee recommendations for General Fund. Board reviews Truth-in-Taxation Calculation, the Resolutions of Intent to Increase Millage Rates and sets the date for public hearing.

## **County of Ottawa 2007 Budget Calendar (continued)**

- September 19, 2006 Finance Committee reviews remaining budgets and Resolutions to Approve the Millage Rates.
- September 20, 2006 Deadline for the publication of the public hearing notice on the intent to increase taxes.
- September 26, 2006 Board holds Truth-in-Taxation hearing, approves the Resolutions to Approve the Millage Rates, and sets the date for the public hearing on the County Budget for October 10, 2006.
- October 4, 2006 Deadline for the publication of the public hearing notice on the 2007 budget.
- October 10, 2006 Board holds budget hearing and reviews budgets
- October 17, 2006 Finance Committee reviews Resolution to Approve 2007 Budget.
- October 24, 2006 Board adopts the 2007 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.

## **County of Ottawa Financial Policies**

### **Cash and Investment Policy**

The County Treasurer is the custodian of all county funds. By resolution, and in accordance with Public Act No. 40 of 1932, as amended, the County Board of Commissioners designates a depository or depositories for County funds. Also by resolution of the Board of Commissioners, the County Treasurer is authorized to invest surplus County funds in the various forms of investment that are permitted by state statutes and that follow the guidelines of the investment policy.

## Investment Policy Summary

An Investment Policy covering all funds managed by the County Treasurer was adopted by the Ottawa County Board of Commissioners on April 26, 1994 (as amended April 11, 2000). The intent of the policy is to define the parameters within which the County's funds are to be managed and invested. The County recognizes its responsibilities with respect to the use and custody of public funds.

The comprehensive policy defines a wide range of issues including investment objectives, authority, authorized financial dealers and institutions, suitable investments, safekeeping, accounting, internal controls and investment performance and reporting requirements. Ottawa County's Investment Policy identifies the following investment objectives, in priority order: safety, liquidity, risk management, return on investment, and competitive bidding.

### 1. Cash Management

The County's policy regarding cash management is based upon the realization that there is a time-value to money.

Receipts: All monies due the County shall be collected as promptly as possible. Monies 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.

Cash forecast: At least annually, a cash forecast shall be prepared using expected revenue sources and items of expenditure to project cash requirements over the fiscal year.

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

### 2. Authorized and Suitable Investments

The County is empowered by State statute (Public Act No. 20 of 1943, as amended, MCL 129.91 et seq.) to invest in the following types of securities:

- A) In bonds, securities, and other obligations of the United States, or an agency or instrumentality of the United States.

## Cash and Investment Policy (continued)

- B) In certificates of deposit, savings accounts, deposit accounts, or depository receipts of a financial institution. The financial institution must be:
  - A state or nationally chartered bank or a state or federally chartered savings and loan association, savings bank, or credit union
  - whose deposits are insured by an agency of the United States government and
  - that maintains a principal office located in the State of Michigan under the laws of this State or the United States
- C) In 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.
- D) Repurchase agreements consisting of bonds, securities, and other obligations of the United States or an agency or instrumentality of the United States.
- E) In bankers' acceptances of United States banks.
- F) 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.
- G) Obligations described above if purchased through an inter local agreement under the Urban Cooperation Act of 1967 (for example, the MBIA program).
- (H) Investment pools organized under the Surplus Funds Investment Pool Act (Public Act 367 of 1982), e.g. bank pools.

### 3. Maturities and Diversification

Liquidity shall be assured through practices ensuring that disbursement, payroll, and bond payable dates are covered through maturing investments or marketable U.S. 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 specific class of securities.

## **Debt Policies**

One of the County's financing tools is the Public Improvement fund (Special Revenue fund 2450). The main purpose of the fund is to pay for building construction and major renovations for County facilities, and thus to avoid debt payments. The fund is used unless the scope of the project or current interest rates suggest debt issuance. Consequently, the majority of the County's debt is issued by its component units, primarily Ottawa County Public Utilities.

- 1) The county will not issue debt to finance on-going operations. Debt will only be issued to finance the construction of water and sewage disposal systems, drains and buildings, and to refund previously issued bonds. The County pledges its full faith and credit behind these issues. However, the county approves these issues only after ensuring that the issuer has established the revenue stream to make the debt payments.
- 2) As required under State of Michigan law, the county shall not increase its total debt beyond 10 percent of its assessed valuation. The 2005 assessed valuation for Ottawa County is \$10,345,422,434, capping debt at \$1,034,542,243. Ottawa County is well below this legal debt limit.

## **Auditing and Financial Reporting Policies**

- 1) An independent audit will be conducted annually.
- 2) Financial Reports will comply with Generally Accepted Accounting Principals as determined by the Governmental Accounting Standards Board.

## **Purchasing Policy**

On July 25, 1995 the Board of Commissioners adopted a new purchasing policy. The main tenants of the policy are discussed below:

- I. Source Selection
  - A) All procurement contracts in excess of \$20,000 will be awarded by competitive sealed bidding.
  - B) When the Purchasing Department determines that the use of competitive sealed bidding for procurements in excess of \$20,000 is either not practicable or not advantageous to the County, a contract may be entered into by use of the competitive sealed proposals method (Request for Proposal).
  - C) For purchases over \$500, but less than \$20,000, quotations from at least three vendors must be documented. Awards shall be made to



## Purchasing Policy (continued)

the qualified vendor offering the best value in the sole opinion of the Director of Administrative Services.

- D) For purchases under \$500, Department heads shall make the purchase using responsible criteria.
- II. Contract Clauses: County contracts for goods and services shall include provisions necessary to define the responsibilities and rights of both parties. The Director of Administrative Services may issue such clauses as deemed appropriate under a variety of subjects including price adjustments.
- III. Specifications: Specifications shall be written so as to promote overall economy for the purposes intended and to encourage competition while still providing a fair opportunity to all qualified vendors through nondiscrimination.
- IV. Procurement of Construction Services: The Director of Administrative Services shall determine the method of construction contracting management for a particular project.
  - A) Bid security in the amount of 5% of the bid shall be required for contracts over \$50,000.
- V. Suspensions: The Director of Administrative Services, upon consultation with the Civil division of the Prosecutor's office, is authorized to suspend a person from consideration for a period of not more than three years given appropriate cause.
- VI. Appeals and Remedies: A formal appeal process is provided for in the policy.
- VII. Ethics
  - A) Criminal misconduct is punishable as provided by the Michigan Penal Code.
  - B) Conflict of Interest: County employees shall abide by existing County policies including, but not limited to, policies regarding conflict of interest, gratuities or "kickbacks", and confidential information.

## **Fiscal Policies**

Adopted by the Board of Commissioners on June 13, 1995, Ottawa County fiscal policies and procedures are based on the following general financial goals:

- 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.

### **Fiscal Policies (continued)**

- 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.
- Establish priorities and funding mechanisms which allow the County to respond to local and regional economic trauma, changes in service requirements, changes in State and Federal priorities and funding as they affect the County's residents.
- Preserve, maintain, and plan for replacement of physical assets.
- Promote fiscal conservation and strive to obtain the highest credit rating in the financial community, by ensuring 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.
- Assure County taxpayers that County government is well managed by using prudent financial management practices and maintaining a sound fiscal condition.

To accomplish these goals, the following policies were also approved:

- I. Ottawa County will attempt to establish an undesignated fund balance in the general fund to pay expenditures caused by unforeseen emergencies, for cash short-falls caused by revenue declines and to eliminate any short-term borrowing. The undesignated fund balance shall be maintained at an amount which represents a minimum of 10% and up to 15% of the general fund actual expenditures for the most recently completed audit but not more than the equivalent of three months of operations of the planned budget year.

## Fiscal Policies (continued)

- II. 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.
  
- III. Ottawa County will include an amount in the general fund budget (i.e., a line item for contingencies) for unforeseen (e.g., emergency type) operating expenditures. The amount will represent not less than 1% and not more than 2% of the general funds actual expenditures for the most recently completed audit (i.e., 2002 audit used for 2004 budget). All appropriations from contingency must have County Board approval.
  
- IV. All budgets shall be adopted on a basis consistent with generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board. Revenues are budgeted when they become measurable and available and expenditures are charged against the budget when they become measurable, a fund liability has been incurred and that liability will be liquidated with current resources.
  
- V. Ottawa County will maintain a budgetary control system to ensure adherence to the budget and will prepare timely, monthly financial reports comparing actual revenues, expenditures, and encumbrances with budgeted amounts.
  
- VI. Ottawa County shall support efforts which reduce 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. Once fully funded, the County Board will annually review the financing tools during the budget process with the intent to maintain full funding.
  
- VII. Ottawa County will recover indirect costs from all grants, contracts and reimbursements where allowable and appropriate.

## **Operating Budget Policies**

The Operating Budget Policies were approved by the Board of Commissioners on June 13, 1995.

Ottawa County shall prepare a comprehensive budget covering all governmental fund types each year.

## **Operating Budget Policies (continued)**

Because revenues, especially those of the General Fund, are sensitive to local and regional economic activity, revenue estimates adopted by the Board of Commissioners should be realistic, but conservative.

All operating expenditures will be paid out of current revenues or undesignated balances in excess of reserve requirements.

Direct expenditure and/or transfers of any unencumbered balance or any portion thereof in any appropriation reserve for transfer account to any other appropriations or reserve account may not be made without amendment of the general appropriation measure.

Ongoing operating budget should be supported by ongoing, stable revenue sources. This protects the County from fluctuating service levels and avoids crisis when onetime revenues are reduced or removed. Some corollaries to this policy include:

- a. Cash balances should be used only for one time expenditures, such as capital equipment and improvements, or contingency accounts.
- b. Ongoing maintenance costs should be financed through recurring operating revenues, rather than through bonds.

The County will avoid budgetary procedures, such as "accruing future years' revenues" or "rolling over short-term debt," which balance the current budget at the expense of future budgets.

All Budgetary procedures will conform with State law including Public Act 621 of 1978 known as the "Uniform Budget and Accounting Act," MSA 5.3228 (21a) et seq.; MCLA 141.421a et seq.

The major responsibilities of individuals in a local unit of government are:

- I. The Administrator will assume final responsibility for the preparation, presentation, and control of the budget (budget preparation can be delegated by the Administrator to the Fiscal Services Director).
- II. Department heads and other administrative officers of budgetary centers will provide necessary information to the Administrator for budget preparation.
- III. The Administrator will present the recommended budget to the Finance Committee.
- IV. The Finance Committee will review the recommended budget and may request necessary information for consideration of the budget prior to presentation to the Board of Commissioners.

## **Operating Budget Policies (continued)**

- V. The Board of Commissioners will hold a public hearing prior to final approval of the budget.
- VI. The Board of Commissioners will pass a general appropriations resolution, consistent with the uniform chart of accounts prescribed by the Department of Treasury, establishing the legal levels of control.
- VII. The Administrator and Fiscal Services Director will recommend, and the Board of Commissioners will approve, any amendments to the general appropriations act required to comply with P.A. 621.

## **Self-Insurance**

The County has several Internal Service Funds as well as the Insurance Authority which account for various uninsured risks. The county is self-insured up to certain limits which vary by type of risk, and purchases reinsurance to cover claims in excess of those limits.

## **The County Millage Levy**

The citizens of Ottawa County enjoy one of the lowest county millage levies in the State of Michigan. The allocated millage for county operations is 4.44 mills. In 1989, the citizens voted to approve a .5 mill levy for the operation of the E-911 Central Dispatch operation; and in 1996, a .33 mill levy was approved for Park Development, Expansion, and Maintenance.

All of these levies are affected by two legislative acts. In 1978, the Tax Limitation Amendment (also known as the Headlee Rollback) was passed. This legislation requires that the maximum authorized tax rate in a jurisdiction must be rolled back if the total value of existing taxable property in a local jurisdiction increases faster than the U.S. Consumer Price Index. The result of this legislation is a reduction in the County operating levy from 4.44 mills to 4.2689 mills; this represents decreased revenue of approximately \$1.45 million. The Board of Commissioners opted to reduce the levy further to 3.500 mills. This resulted in an additional \$6.5 *million* decrease in revenue for operating purposes. In addition, the Headlee Rollback legislation also resulted in a reduction in the levy for E-911 Central Dispatch from .5 mills to .4411 mills; this represents decreased revenue of approximately \$500,000. The Parks levy was also reduced slightly by Headlee from .33 mills to .3168 mills - a decrease of just over \$112,000.

Truth in Taxation (Act 5 of 1982) holds that any increase in the total value of existing taxable property in a taxing unit must be offset by a corresponding decrease in the tax rate actually levied so that the tax yield does not increase from one year to the next. This rollback can be reversed if the taxing unit holds a public hearing (notice of which must be made public 6 days in advance of the hearing), and the governing body votes to reverse this rollback. The Ottawa County Board of Commissioners holds a public hearing in

September of each year to meet the requirements of this legislation if the reversal of a rollback is required.

History of Ottawa County Tax Levies

The table that follows is a ten year history of Ottawa County tax levies. The chart clearly illustrates the effect of the Headlee rollback on county levies.

Tax Levy History

<u>Levy Year</u>	<u>Budget Year (1)</u>	<u>County Operation</u>	<u>E-911</u>	<u>Parks</u>	<u>Total</u>
1997	1998	3.9229	.4460	.3296	4.6985
1998	1999	3.7055	.4460	.3289	4.4804
1999	2000	3.6000	.4545	.3267	4.3812
2000	2001	3.6000	.4515	.3245	4.3760
2001	2002	3.5000	.4493	.3229	4.2722
2002	2003	3.4000	.4464	.3208	4.1672
2003	2004	3.4000	.4429	.3182	4.1611
2004	2005	3.5000	.4419	.3174	4.2593
2005	2006	3.5000	.4411	.3168	4.2579
2006	2007		.4407	.3165	4.2572
2007	2007	3.6000	<i>tbd</i>	<i>tbd</i>	<i>tbd</i>

*tbd – to be determined*

(1) Over a three year period, the County operations levy was moved from December to July as a result of State mandates. Consequently, for County operations, the levy will be during the year for which the tax revenue is covering expenditures. For the other two levies, E-911 and Parks, the levy is made in December of the year preceding the budget year. Please also see the transmittal letter for additional information.

Calculation of Property Taxes

Below is an illustration of how the County tax is calculated for a residential property owner:

<u>Market Value of Property</u>	<u>Taxable Value*</u>	<u>Operations Tax Levy Rate</u>	<u>Estimated County Tax</u>	<u>E-911 and Parks Tax Levy Rate</u>	<u>Estimated E-911 and Parks Tax</u>	<u>Total County Tax</u>
\$ 75,000	37,500	.0035000	\$131.25	.0007572	\$28.40	\$159.65
\$100,000	50,000	.0035000	\$175.00	.0007572	\$37.86	\$212.86
\$150,000	75,000	.0035000	\$262.50	.0007572	\$56.79	\$319.29
\$200,000	100,000	.0035000	\$350.00	.0007572	\$75.72	\$425.72

\* In Michigan, Taxable Value is generally equal to 50% of the market value on primary residences.

Cmparison of Tax Levies of Other Michigan Counties

**2006 Operating Millage Levies of Neighboring Counties:**

Allegan	4.6587
Muskegon	5.6984
Kent	4.2803
<b>Ottawa</b>	<b>3.5000</b>

**Counties of Similar Size:**

<u>County</u>	<u>2006 Taxable Valuation</u>	<u>Operating Millage Levy</u>
Kalamazoo	\$7,546,721,917	4.6871
Ingham	7,522,177,686	6.3512
<b>Ottawa</b>	<b>9,027,094,310</b>	<b>3.5000</b>
Genesee	11,320,948,189	5.5072
Washtenaw	14,629,742,407	4.5493

**Highest 2005 Allocated and Voted Levy:**

Baraga	14.6622
--------	---------

**Lowest 2005 Allocated and Voted Levy:**

Livingston	3.9020
------------	--------

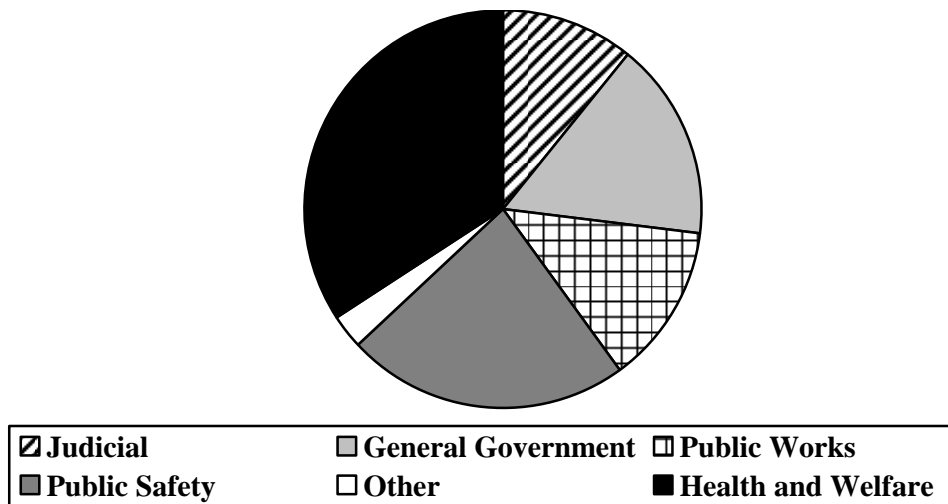
**New Positions Approved with the 2007 Budget**

As indicated in the transmittal letter, no new positions were approved for 2007 that affected the bottom line of the General Fund. However, because they did not affect the General Fund, certain positions were approved. The table that follows lists all of the approved changes.

Department	Fund - Center	FTE / Description	Total Position Cost
<b>Permanent Positions</b>			
Parks and Recreation	2081-7510	Admin. Secretary	\$56,114
<b>Temporary Positions</b>			
Parks and Recreation	2081-7510	2 - Gatekeepers, Upper Macatawa Conservation	\$7,243
Parks and Recreation	2081-7510	2 - Gatekeepers, Community Haven	\$5,350
Parks and Recreation	2081-7510	Seasonal Grounds Attendant	\$6,416
Parks and Recreation	2081-7510	SWAP - increase hours	\$1,120
Parks and Recreation	2081-7510	Park Attendant - increase hours	\$5,684
Register of Deeds Automation fund	2560-2360	Data Entry/General Clerical	\$31,200
<b>Total Approved Positions</b>			<b>\$113,127</b>

### Total County Personnel by Function

Health and Welfare functions employ the greatest number of employees. Several of these employees are paid by grant funds. This schedule includes employees of the County's component units.





## Capital Equipment Approved with the 2007 Budget

		2007 Estimated Purchase Price
Department Name	Item Description	
District Court	2007 Ford Crown Victoria	\$19,000
Bldg. / Grds. - Holland Campus	2007 GMC 3/4 T, 4 WD Pickup Truck	\$24,000
Sheriff	CVPI Patrol Vehicles Car 12 24 33 37 45 54 3K9 4K9	\$215,480
Sheriff	Admin & DB Vehicles	\$97,000
Sheriff	Chevy Tahoe Police Package Car 716	\$36,182
Sheriff	CVPI Patrol Vehicle Car TS4	\$26,180
COPS Georgetown	CVPI Patrol Vehicles Car 46 & 501	\$52,960
COPS Holland/West Ottawa	CVPI Patrol Vehicle Car 36	\$26,180
Holland Twp Zoning	CVPI Patrol Vehicle Car 703	\$26,980
Marine Safety	Ford Expedition Vehicle Car 714	\$26,000
Marine Safety	Patrol Vessel 26' Scout	\$83,544
Jail	Ford Van	\$25,280
Parks & Recreation	Tractor	\$35,000
Parks & Recreation	Brush hog mower attachment	\$5,000
Parks & Recreation	Pickup truck S-15	\$14,000
Parks & Recreation	Pickup truck - 3/4 ton 4WD	\$23,000
Parks & Recreation	Trailer	\$5,000
COPS Universal Zeeland TWP	CVPI Patrol Vehicle Car 171	\$26,480
Pt. Sheldon/West Ottawa	CVPI Patrol Vehicle Car 706	\$24,880
Allendale Twp / School	CVPI Patrol Vehicle Car 102	\$24,880
COPS Holland Twp.	Ford CVPI Vehicles (police package) 2007, Car 707	\$26,480
COPS Allendale	CVPI Patrol Vehicle Car 101	\$26,480
EMT - Holland / Park	Chevy Tahoe Police Package Car 709	\$36,182
EMT - Holland / Park II	CVPI Patrol Vehicle Car 708	\$24,880
EMT - Georgetown Twp.	Chevy Tahoe Police Package Car 47	\$35,682
EMT - Georgetown Twp.	Life-Pak heart monitor upgrades	\$21,041
Community Corrections	2007 Ford Crown Victoria	\$19,000
Family Court - Detention	Secureplex touch-screen system	\$46,700
Family Court - Detention	Replace 30 cameras, adding 7 new cameras, 3 digital recorders	\$60,500
IT	SAN Module w/ drives for centralized Storage	\$17,400
IT	Additional Storage for Contingency Server	\$8,997
IT	CISCOWORKS Version 2.5.1	\$5,995
IT	Domino Server	\$53,000
IT	Upgrade Windows 2003 Server Operating System to Version 2	\$5,200
IT	Software Development tool (X-Analysis or Hawkeye)	\$8,000
Totals		<u><u>\$1,212,563</u></u>

This schedule includes capital equipment items only which are defined by the County as items with a per unit price of greater than \$5,000. For a complete list of approved equipment including items under \$5,000, please see the schedule included in the appendix.

In addition, the County is planning for the following capital construction projects:

Capital Construction Projects

Project Description	2007 Expenditures	Future Year Expenditures
Grand Haven/West Olive Project	\$9,360,000	\$14,040,000
SouthWest Ottawa Landfill	\$1,598,155	\$0
North Beach Phase II	\$50,000	\$0
Park 12 - Phase II Improvements	\$140,000	\$0
Upper Macatawa Phase II Restoration	\$85,000	\$0
Riley Trails Improvements	\$150,000	\$125,000
Mount Pisgah Dune	\$528,000	\$0
Riverside Park Improvements	\$300,000	\$0
	\$12,211,155	\$14,165,000

## **Financial Outlook**

### **Overview**

The County of Ottawa Strategic Plan of 1993 promoted multi-year budgeting as a tool to prioritize immediate and long-range needs to develop a stable financial base. Budget projections are useful for planning purposes as they give the general direction of County finances based on trends. However, it is important to realize that the figures projected are by no means guaranteed funding levels as several factors (e.g. legislation, economy, population, etc.) affect funding.

Previously, the County projected out three years, but during 2004, this was extended to five years. Unexpected increases in certain costs as well as the tenuous nature of certain State funding sources required an expanded and more detailed look at the future. The history of expenditures was a good starting point as most of the County's costs, especially in the General Fund, are ongoing. History also provided us with trend information such as personnel additions and health care cost trends. From here, projections were formulated based on the following assumptions:

## **Revenues**

For more detailed trend information, please see the revenue sources section of the budget document.

**Property Tax** – Increasing 5% per year. Property Tax is the largest revenue source of the General Fund, so accurate trend information is especially important. Ottawa County continues to have strong growth, and the average annual percentage increase in taxable value between 2000 and 2004 was 6.56%. To be conservative, the lesser amount of 5% is being projected.

**Intergovernmental Revenue** – In recent years, the County has seen many State funding sources stay flat. Consequently, the County used a 0% increase for most intergovernmental sources. One exception to this, however, is the contributions from local units. Most of this revenue is reimbursements from municipalities that contract with us for policing services. By contract, these municipalities are required to reimburse us based on expenditures. As a result, that particular intergovernmental revenue is projected to increase 3% per year.

**Charges for Services** – Charges for Services are also a significant revenue source. The County is projecting this revenue source to increase by 2% per year. This too, may be conservative. Revenue in the Register of Deeds office has actually increased by an average of 15% per year for 2000 – 2004. In 2004, revenue is decreasing, and higher interest rates will likely lower the rate of growth for this revenue.

**Investment Income** – Since Investment Income depends in part on the investment environment, it is difficult to make projections. The County anticipates earnings to bottom out in 2006/2007 (based on current holdings), but improve significantly after that. However, since Investment Income constitutes a small part of total revenue, the effect of the improvement on future operations is also small.

**Operating Transfers In** – In general, operating transfers in are one time dollars. Because the County does not want to financially strain other funds, no one time operating transfers are included in the 2007 budget. The only Operating Transfer In revenue in the budgets for 2008 and beyond are those from the Revenue Sharing Reserve fund.

**Other Revenues** – The remaining revenue sources were increased 2 – 3% per year.

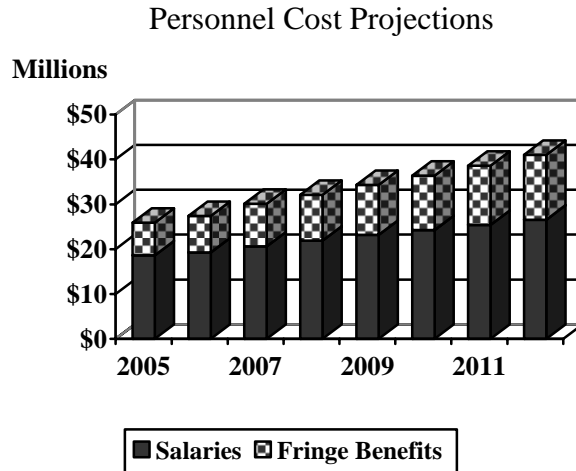
## **Expenditures**

**Salaries** – County employees generally receive a cost of living adjustment based on the consumer price index. In addition, newer employees also receive step increases for five years. After the five years, the employees receive only the cost of living adjustment. To cover both the cost of living adjustment and the step increases, the projections increase salaries by 4.75% per year.

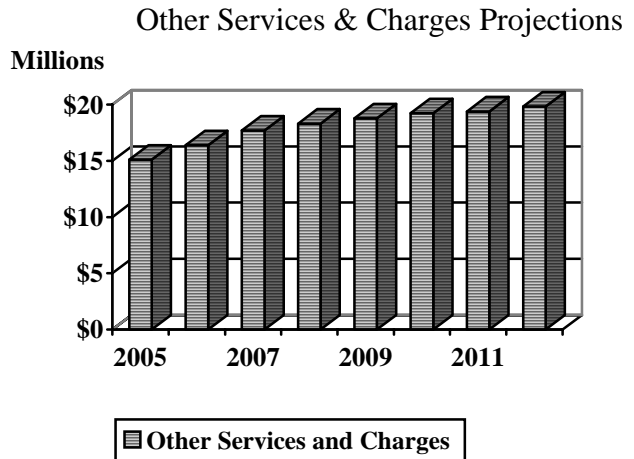
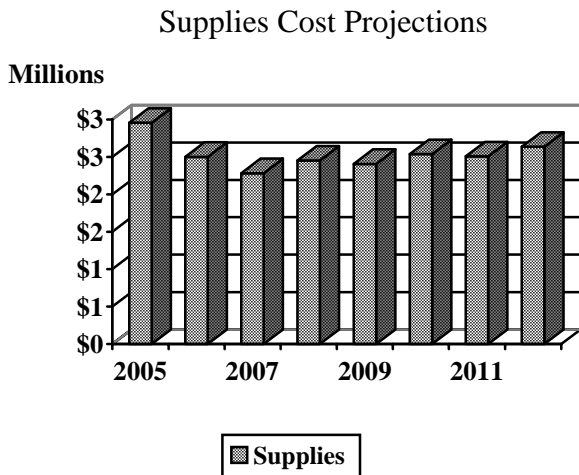
In addition, a growing County like Ottawa needs to be able to respond to the growing service demands with additional employees. Based on historical personnel additions, approximately \$500,000 per year is added to salaries and fringe benefits per year to reflect additional employees.

**Fringe Benefits** – Certain fringe benefits, the largest being social security tax and retirement contributions, are based on salaries. Consequently, these fringe benefits are also projected to increase by 4% per year. Other fringe benefits, mainly health, dental and optical insurance are not based on salaries. Based on the most recent actuary study, the projections include increases of 12.38% per year for health insurance, 8% for dental insurance, and 5% for optical insurance.

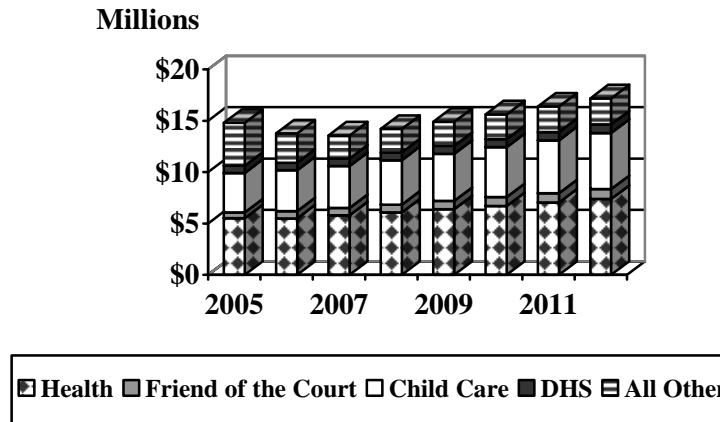
The graph below shows the history and projections for personnel costs and reflects the disproportionate increase in fringe benefits as compared to salaries.



**Supplies and Other Services and Charges** – In most cases, these expenditures are projected to increase by 2% per year. However, certain adjustments have been made. Liability and vehicle insurance are projected to increase 6-8% per year. In addition, adjustments have been made to reflect election costs in election years and the projections for facilities costs in connection with the Grand Haven/West Olive project.



**Operating Transfers Out** - The County's largest operating transfers go to Health, Child Care, Friend of the Court, and the Department of Human Services (DHS), with much of the money covering personnel costs. Since personnel costs are rising much faster than the consumer price index, the operating transfers also need to increase faster. Consequently, projections for operating transfers are increasing 2% - 6%, depending on the fund. The graph below shows the increasing amounts projected for operating transfers.



## Results

The results of the projections (which follow) were disconcerting. As indicated in the transmittal letter, the projections uncovered an ongoing operational deficit in excess of \$4 million per year. It was clear that a plan was needed to correct the ongoing deficit.

Specifically, the County has revised the projections with the following adjustments:

- Raise the operating millage levy .1 mill in 2007 and 2008. Even with these increases, an estimated \$5 million in tax revenue would still be available to the County since it levies less the maximum authorized levy.
- General Fund hiring freeze for new full-time positions in 2006 and 2007
- Increase employee health insurance co-pay from 3% to 10% over a period of 3-5 years
- Review and rank discretionary services for possible reductions

Implementing the first three adjustments results in a major improvement in the forecast based on the original assumptions. Although the operating deficit is not completely eliminated, it is down to a much more manageable level. During 2007, the Board of Commissioners will rank discretionary programs as a basis for possible reductions and eliminations. The County believes this and other avenues will eliminate the operating deficit and will maintain the financial standing of the County. A table listing revenue and expenditure projections by category follows.

**County of Ottawa  
Five Year Budget Projections  
General Fund**

**Original Assumptions**

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
	Actual	Actual	Actual	Actual	Current Year Estimated	Projected	Projected	Projected	Projected	Projected	Projected
<b>Revenues:</b>											
Taxes	\$26,910,795	\$28,134,948	\$29,744,577	\$32,858,275	\$37,046,236	\$38,478,211	\$41,468,955	\$43,529,258	\$45,688,809	\$47,956,019	\$50,336,265
Intergovernmental	\$9,618,555	\$8,359,170	\$6,237,538	\$5,962,079	\$4,591,167	\$4,947,755	\$5,022,339	\$5,119,222	\$5,222,702	\$9,119,436	\$10,449,970
Charges for services	\$8,696,040	\$9,682,777	\$9,027,566	\$9,124,440	\$9,166,995	\$9,382,034	\$9,381,806	\$9,635,443	\$9,896,923	\$10,166,522	\$10,444,523
Fines & Forfeits	\$1,062,304	\$993,792	\$1,026,797	\$1,069,949	\$1,097,100	\$1,098,100	\$1,120,062	\$1,142,463	\$1,165,313	\$1,188,619	\$1,212,391
Interest on investments	\$2,342,604	\$941,249	\$830,652	\$866,449	\$1,600,000	\$1,600,000	\$2,100,000	\$2,500,000	\$2,750,000	\$2,750,000	\$2,750,000
Rental income	\$2,205,856	\$2,156,724	\$2,225,581	\$2,397,103	\$2,679,100	\$2,802,863	\$2,871,480	\$2,981,570	\$3,064,368	\$3,152,506	\$3,246,494
Licenses & permits	\$304,517	\$292,537	\$311,494	\$299,828	\$300,025	\$298,825	\$304,802	\$310,898	\$317,115	\$323,458	\$329,927
Other	\$247,345	\$305,311	\$356,567	\$346,904	\$347,564	\$292,293	\$295,469	\$298,709	\$302,014	\$305,385	\$308,823
Operating transfer in	\$776,281	\$1,178,500	\$6,638,481	\$6,323,127	\$4,235,432	\$4,362,495	\$4,457,820	\$4,582,644	\$5,949,706	\$3,587,966	\$1,562,098
Fund balance reserve use	\$0	\$0	\$0	\$0	\$355,683	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$52,164,297</b>	<b>\$52,045,008</b>	<b>\$56,399,253</b>	<b>\$59,248,154</b>	<b>\$61,419,302</b>	<b>\$63,262,576</b>	<b>\$67,022,733</b>	<b>\$70,100,208</b>	<b>\$74,356,950</b>	<b>\$78,549,911</b>	<b>\$80,640,491</b>
% change over prior year		-0.20%	8.40%	5.10%	3.70%	3.00%	5.90%	4.60%	6.10%	5.60%	2.70%
<b>Expenditures:</b>											
Salaries	\$16,659,627	\$16,828,359	\$17,776,227	\$18,614,044	\$19,236,037	\$20,612,069	\$21,912,382	\$23,160,350	\$24,267,977	\$25,392,451	\$26,569,551
Fringe benefits	\$5,589,834	\$5,915,437	\$6,680,860	\$7,280,421	\$8,174,426	\$9,474,298	\$10,181,047	\$11,131,818	\$12,133,906	\$13,224,198	\$14,438,051
Supplies	\$2,525,057	\$2,193,748	\$2,294,523	\$2,956,830	\$2,502,009	\$2,283,104	\$2,452,236	\$2,407,475	\$2,538,368	\$2,507,336	\$2,637,282
Other services & chg	\$11,844,769	\$14,683,837	\$14,536,981	\$15,102,808	\$16,388,198	\$17,704,299	\$18,315,578	\$18,788,655	\$19,239,283	\$19,388,462	\$19,829,292
Contingency	\$0	\$0	\$0	\$0	\$25,000	\$553,236	\$564,301	\$575,587	\$587,098	\$598,840	\$610,817
Capital outlay	\$502,444	\$101,098	\$83,217	\$422,926	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$17,890,420	\$10,078,187	\$12,287,447	\$14,287,835	\$13,767,032	\$13,560,616	\$14,210,099	\$14,894,830	\$15,616,758	\$16,377,938	\$17,180,545
<b>Total Expenditures</b>	<b>\$55,012,151</b>	<b>\$49,800,666</b>	<b>\$53,659,255</b>	<b>\$58,664,864</b>	<b>\$60,092,702</b>	<b>\$64,187,622</b>	<b>\$67,635,643</b>	<b>\$70,958,714</b>	<b>\$74,383,390</b>	<b>\$77,489,226</b>	<b>\$81,265,539</b>
% change over prior year		-9.50%	7.70%	9.30%	2.40%	6.80%	5.40%	4.90%	4.80%	4.20%	4.90%
Revenue over (under) expenditures		\$2,244,342	\$2,739,998	\$583,290	\$1,326,600	-\$925,046	-\$612,910	-\$858,506	-\$26,441	\$1,060,685	-\$625,047

*Note: Assumes the following levies: 2007 = 3.6 mills, 2008 = 3.7 mills, 2009 = 3.7 mills, 2010 = 3.7 mills, 2011 = 3.7 mills, and 2012 = 3.7 mills with a 5 increase in taxable value each year.*

*Assumes a health co-pay ranging from 3% to 10%.*

*Assumes no transfers to the Stabilization fund for 2007-2012 (\$275,000 - \$325,000)*

*Assumes no transfers from the Delinquent Tax fund for 2007 - 2012 (\$625,000+).*

**Assumes State Revenue Sharing payments are restored in 2011.**

**Does not reflect OPEB liability estimate ranging from \$2 - 2.4 million per year.**

*Assumes transfers in from the Insurance Authority of \$1.2 million in 2010, \$2.5 million in 2011, and \$1.6 million in 2012.*

*Maintains contingency budget at 1% rather than 2% of prior year audited expenditures.*

# The Strategic Planning Process

## Strategic Planning Definition

Local government's strategic planning is the process by which a local government envisions its future and develops the necessary organization, staff, procedures, operations, and controls to successfully achieve that future.

## Objective

The Objective of any strategic planning process is to increase organizational performance through an examination of community service needs, establishment of organizational goals, and identification of steps necessary to achieve these goals. Strategic planning concerns itself with establishing the major directions for the organization, such as its purpose/mission, major clients to serve, major problems to pursue, and major delivery approaches.

An effective strategic planning process facilitates the examination of the following questions:

- What business is the local government in? What should it be in? To whom does it provide services? Who is paying for them? Who should pay for them?
- What are the alternate revenue sources and strategies? What should the government system look like in response to these alternatives?
- What are the economic development possibilities and trends within the jurisdictional boundaries of the government, and what will the effects be on local services and infrastructure?
- Are there major reorganizations to be considered?
- What is the impact on service delivery if governmental priorities (economic development, public safety, and so on) change?

It is the Mission Statement that guides the answers to these questions. The mission statement assists an organization in easily communicating to a variety of constituents what it does, who it serves, and why it does so.

### **Mission Statement**

*Ottawa County is committed to excellence and the delivery of cost-effective public services.*

A vision statement indicates how an organization views its ideal, or ultimate, goal. The Board of Commissioners has established the following vision statement.

### **Vision Statement**

*Ottawa County strives to be the location of choice for living, working, and recreation.*

### **Organizational Values**

- We recognize the importance of the Democratic Process in the accomplishment of our mission, and hold it as a basic value to respect the rule of the majority and the voted choices of the people; to support the decisions of duly elected officials; and to refrain from interference with the elective process.
- We recognize the importance of the law in the accomplishment of our mission and hold it as a basic value to work within, uphold, support, and impartially enforce the law.
- We recognize the importance of ethics in the accomplishment of our mission and hold it as a basic value to always act truthfully, honestly, honorably and without deception; to seek no favor; and to receive no extraordinary personal gain from the performance of our official duties.
- We recognize the importance of service in the accomplishment of our mission and hold it as a basic value to treat each citizen as a customer; to do all we can, within the bounds of the County's laws, regulations, policies and budget, to meet requests for service.
- We recognize the importance of employees in the accomplishment of our mission and hold it as a basic value to treat each employee with professional respect, recognizing that each person using his or her trade or vocation makes a valuable contribution; to treat each employee impartially, fairly and consistently; and to listen to the recommendations and concerns of each.



- We recognize the importance of diversity in the accomplishment of our mission and hold it as a basic value to treat all people with respect and courtesy.
- We recognize the importance of professionalism in the accomplishment of our mission and hold it as a basic value that each employee will perform to the highest professional standards and to his or her highest personal capabilities.
- We recognize the importance of stewardship of public money in the accomplishment of our mission and hold it as basic value to discharge our stewardship in a responsible, cost-effective manner, always remembering and respecting the source of the County's funding.

Goals, Objectives, and Outcomes
---------------------------------

Under guidance from the mission statement, goals focus the direction of an organization's work. Goals are relatively static in nature, however the objectives that assist in accomplishing the goals are likely to change annually. Outcome measurements are the ultimate indicators of success, measuring the impact of actions conducted to achieve goals and objectives.

**Goal:** To Maintain and Improve the Strong Financial Position of the County

- Objective:** Continue to advocate that the State of Michigan remain committed to continued revenue sharing payments to counties
- Inform the public of the impact of the loss of revenue sharing
  - Complete the revenue sharing strategy
  - Continue to act at the State level

**Measure:** State Legislators report understanding of the County's position on the issue and all vote to retain revenue sharing

- Objective:** Identify and develop strategies to address potential financial threats
- Fully fund financial tools
  - Research and develop a plan to address existing and future financial threats which clearly identifies threats and solutions
  - Continue implementation of 2004 budget balancing plan

**Measure:** Financing tools are fully funded, operational budget deficit is eliminated, and Commissioners approve a strategy to address financial threats

**ACTION PLAN:** The 2007 budget reflects the continued implementation of the 2004 budget balancing plan (see budget transmittal letter for more details). The amount of one-time dollars (e.g., fund balance) used to balance the budget has been decreasing from a high of \$2.9 million in 2004 to just \$925,000 in 2007. Based on the original assumptions when the plan was formulated in 2004, the County would anticipate a small surplus in 2012.

However, since that time, Governmental Accounting Standards Board issued Statement No. 45, Accounting and Financial Reporting by Employers for Postemployment Benefits (OPEB) Other Than Pensions. During 2006, the County received a preliminary actuary statement for the County's OPEB liability which put the County's annual net cost at approximately \$2 million. During 2007, the County will continue to refine actuarial assumptions and develop a strategy to address this financial threat.

Last, several of the financing tools are contributing significant dollars to operations. A discussion of these contributions as well as an update on the status of each of them follows.

### **Financing Tools Historical Summary**

The first County "Financing Tool", the Delinquent Tax Revolving Fund, was established in 1974. It was not until 1981, the beginning of an economic downturn, that the Board established the Public Improvement Fund and the Stabilization Fund.

The general purpose of the Financing Tools is three-fold:

**To provide long-term financial stability for Ottawa County**

**To take financial pressure off the General Fund**

**To provide long-term financing for certain operational costs**

As Federal Revenue Sharing dwindled from \$785,771 in 1986 to \$50,404 in 1987, the importance of long-term financial planning became even more apparent to the County Board. Thus, in 1986 the Board established the Duplicating Fund and the Employee Sick Pay Bank Fund. The Telecommunications Fund followed in 1987 along with the Equipment Pool Fund in 1988. The Board continued to explore long-term financing possibilities and in 1990, the Solid Waste Clean-up Fund and the Employee Benefits Fund were approved. In 1996, the Board discontinued the Employee Benefits Fund, reallocating the money for future improvements and expansion to our County parks system.

Most of the financing tools are self-supporting in that they do not require additional funding or fee increases to maintain their current operations. The Infrastructure Fund is fairly new (established in 1999) and not considered to be self-supporting. The Public Improvement Fund, used to account for monies set aside for public improvements, has been used extensively in recent years for the remodeling or construction of new facilities. With the Grand Haven/West Olive project underway, this fund will be depleted and require the County to bond for a portion of the construction. The Stabilization Fund has been returned to its fully funded status.

The financing tools are set up to cover certain annual operating costs, not one-time costs. These financing tools help stabilize the annual budget process by reducing the peaks and valleys created by legislation, economic fluctuation, termination of grant dollars, equipment requests, etc. In addition, these funds have a positive effect on the interest rates the County and its townships and cities receive on bond issues, benefiting County taxpayers millions of dollars over the years.

When these financing tools were first established, administration told the Board these tools would eventually reduce costs to County departments. Along with these financing tools, the County began self-funding several of its insurance programs including health, unemployment, dental, and vision which operate very similarly to the financing tools. The County is now realizing the benefit of these self-insured programs along with our financing tools.

The Board's vision over the years has allowed Ottawa County to maintain one of the lowest operating millages in the State while at the same time provide for long-term financial strength that will benefit County residents for many years to come. The County can react to the unexpected while at the same time continue to provide a stable source of services to the public. Ottawa County is an envy to most counties across the State.

The following pages demonstrate clearly how the financing tools have and will continue to save millions of dollars for the County over the years. Certain assumptions were used in making the calculations. Historical annual savings are based on a five year history. Projected annual savings are based on a five year projection.

The nine financing tools funds are:

2271	Solid Waste Clean-up Fund
2444	Infrastructure Fund
2450	Public Improvement Fund
2570	Stabilization Fund
2980	Employee Sick Pay Bank
5160	Delinquent Tax Revolving Fund
6450	Duplicating Fund
6550	Telecommunications Fund
6641	Equipment Pool Fund

### **Solid Waste Clean-up Fund (2271)**

**Year Established: 1990**

**Fund Purpose:**

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 exclusively for the clean-up of the landfill. (BC 90-277) The fund's goal is to use the interest generated from the principal to cover ongoing annual costs of the landfill clean-

up. Beginning in 1998, these expenditures are paid for from this Fund thus saving the General Fund approximately \$175,000 per year.

A plan to alleviate site contamination was approved by the Department of Natural Resources during 2005. As a result, approximately \$1.6 million is expected to be spent in 2007 to add and replace purge wells and provide overall enhancements the groundwater purge and treatment system. Had money not been set aside in this fund, the County would have to fund it from the General Fund or some other County fund.

**Financial Benefits:**

- 1) Provides long-term financing for annual clean-up costs.
- 2) Takes financial pressure off the General Fund.

**Infrastructure Fund (2444)**

**Year Established:** 1999

**Fund Purpose:**

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.

To date, the fund has made loans to municipalities totaling \$2,155,000, with an additional \$371,000 anticipated for Jamestown Township before the end of 2006. Also during 2006, the County granted the Ottawa County Road Commission \$600,000 towards the reconstruction of the River Avenue bridge.

As part of the financing plan for the new West Olive and Grand Haven facilities, this fund will be contributing approximately \$125,000 per year for the anticipated principal and interest payments associated with the bond issue.

**Financial Benefits:**

- 1) Expedites projects by leveraging Federal, State, and other revenue sources.
- 2) Reduces debt levels.
- 3) Relieves General Fund of debt payments

**Public Improvement Fund (2450)**

**Year Established:** 1981

**Fund Purpose:**

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. In addition, as part of the financing plan for the new West Olive and Grand Haven facilities, this fund will be contributing approximately \$175,000 per year for the anticipated principal and interest payments associated with the bond issue.

**Financial Benefits:**

- 1) Contributes to a positive bond rating.
- 2) Savings on bond issue costs.
- 3) Relieves General Fund of debt payments.

**Stabilization Fund (2570)**

**Year Established:** 1981

**Fund Purpose:**

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.

**Financial Benefits:**

- 1) Generates additional revenue for the General Fund. By law, any interest earned on this fund remains in the General Fund.
- 2) Provides long-term financial stability for Ottawa County.
- 3) Contributes positively to the bond rating.

**Compensated Absences (2980)**

**Year Established:** 1986

**Fund Purpose:**

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. The amount of liability is equal to number of days accumulated times the rate of pay at the time the employee entered the bank (negotiated in the union contract). An employee's account earns interest at the average rate of return earned by County Treasurer each year. Since 1993, this fund also has accounted for the amount of vacation time that employees have earned and not taken at the end of each fund's fiscal year-end as required under Governmental Accounting Standards Board Statement No. 16.

**Financial Benefits:**

- 1) The future liability for sick pay has been eliminated.
- 2) County employees received short and long-term disability coverage.
- 3) Reduced County funded sick days.
- 4) Contributes positively to the bond rating.

**Delinquent Tax Revolving Fund (5160)**

**Year Established:** 1974

**Fund Purpose:**

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, money had been transferred each year to the General Fund. The 1996 transfer was \$750,000. The County discontinued a transfer to the General Fund in 1997 when the third bond issue was designated to be paid for from this fund. Beginning in 2000, the County had experienced the full impact of proposal A and had started the transfer of funds to the General Fund again. However, with the issuance of a fourth bond issue to be paid from this fund, the transfers have once again been discontinued.

**Financial Benefits:**

- 1) Operating Transfers to the General Fund.
- 2) Principal and Interest Payments on four bond issues totaling \$2.4 million in 2007.

- 3) Ability to avoid bond issue costs to pay off annual delinquency.
- 4) Contributes to a positive Bond rating.
- 5) Cash flow management.

**Duplicating, Telecommunications, and Equipment Pool Funds  
(6450, 6550, 6641)**

**Year Established:**

Duplicating (6450)	1986
Telecommunications (6550)	1987
Equipment Pool (6641)	1988

**Fund Purposes:**

The Duplicating Fund (6450) is used for ongoing replacement of copy machines in County departments. Revenues are received from user departments to cover the expenses incurred in providing printing and copying services. The Telecommunications Fund (6550) was established in 1987 for the purpose of funding the County's transition from a leased telecommunications system to a County owned and operated system. This fund pays for the operation of and enhancements to the telephone system and a network. Revenues are received from user departments to cover expenses incurred in providing the telephone service as well as future capital improvements.

The purpose of the Equipment Pool Fund (6641) is to provide long-term financing capabilities to departments on an ongoing basis for capital acquisitions and replacement of office furniture and equipment. Revenues are collected from user departments for the equipment rental charges to cover depreciation costs and to provide funds for future purchases of equipment.

In addition, as part of the financing plan for the new West Olive and Grand Haven facilities, these funds will be contributing \$3.5 million for the construction of the facilities and approximately \$150,000 per year for the anticipated principal and interest payments associated with the bond issue.

**Financial Benefits:**

- 1) Provides a continuous funding source for equipment purchases.
- 2) Stabilizes the budget process by eliminating the peak and valley effect.
- 3) Savings over lease costs.
- 4) Savings on bond issue costs.
- 5) Relieve the General Fund of debt service payments

## Overall Benefits of the Financing Tools

### 1) Take financial pressure off the General Fund.

The best way to take financial pressure off the General Fund is to reduce reliance on property taxes for funding of County services.

The General Fund directly provides funding for approximately thirty (30) County departments and indirectly (through operating transfers) significantly affects eight (8) other County departments. Property Taxes represent the largest revenue source for the General Fund. However, property tax rates are limited by legislation, and charges for services are dependent on variables not under control of the County (e.g., the economy). Consequently, it is crucial for the County both to capitalize on other revenue sources and to avoid actions which obligate the County to long-term expenditures.

The financing tools reduce reliance on property taxes by providing funds for certain operational expenditures. Beginning in 1998, the Solid Waste Clean-up Fund pays for landfill cleanup expenditures that were paid from the General Fund.

The Public Improvement Fund provides capital for certain building projects in lieu of debt financing while the Delinquent Tax Fund funds payments on four bond issues. Consequently, the General Fund is not obligated to make these bond payments for the life of the issue.

The avoidance of debt payments is very important to the General Fund. Unlike other funding decisions of the General Fund, debt payments are mandatory, regardless of the revenue picture. Effectively, then, debt payments are an immediate subtraction from property tax revenues, taking away from other County programs. Thus, the debt payments avoided by the Public Improvement Fund and funded by the Delinquent Tax Revolving Fund alleviate pressure on the General Fund, freeing up dollars for other County programs.

The Stabilization Fund by law may not earn interest income. Assuming the balance in the fund would be spent elsewhere, the General Fund benefits from the interest income earned by the Stabilization Fund (since it cannot be transferred to the Stabilization Fund).

### 2) Provide long-term financing for certain operational costs.

By providing funding for certain operational costs on a long-term basis, the County through the financing tools, is able to provide a high level of service to its residents.

The Duplicating, Telecommunications, and Equipment Pool Funds provide capital for equipment acquisition and replacement. If the County did not have the dollars



## **Overall Benefits of the Financing Tools (continued)**

to pay for the equipment, they would have to lease from an outside vendor or do without. Not purchasing equipment would result in an inefficient use of personnel and reduced service levels, particularly given our population growth levels. Another alternative to equipment purchases would be to just add more staff which are ongoing operational costs as opposed to one-time equipment costs.

Another cost that the financing tools help the County avoid are bond issue costs. Bond issue costs add nothing to the services the taxpayers are receiving. Because the Public Improvement Fund pays for certain projects outright, bond issue costs are avoided. Similar savings are realized by the Delinquent Tax Revolving Fund. Because the Board has allowed the Delinquent Tax Fund to grow, the total delinquency can be paid off without issuing notes. In addition to these direct costs, the County saves the indirect costs associated with the administration of bond/note issues and/or the administration of monthly payments to local municipalities for their delinquencies.

The Compensated Absences Fund also assists the County in controlling costs. Prior to the implementation of the Sick Pay Bank Fund, County employees received twelve (12) sick days per year, and unused days were banked. With the establishment of the Employee Sick Pay Bank Fund, the number of sick days given per year have been reduced to six (6). In return, employees have been given disability coverage which costs the County .425% of salaries. The savings are obviously significant.

Clearly, the Financing Tools help the County provide a high level of services in a cost effective manner.

### 3) Provide long-term financial stability for Ottawa County.

The third and perhaps most important purpose of the Financing Tools is to provide for the long-term stability of the County. The natural result of reducing the reliance on property taxes and controlling costs is to enhance stability, but several of the funds speak more directly to this issue.

The Stabilization Fund, by its nature, enhances stability. The fund's main purpose is to provide emergency funding. This fund, combined with the General Fund's fund balance provides a cushion the County needs to accommodate unforeseen expenditures and revenue reductions.

The Duplicating, Telecommunications, and Equipment Pool Funds promote stability as well. Without these funds, the County would have wide swings in expenditures for equipment purchases from year to year. This peak and valley effect impacts the funding of on-going programs and/or the purchases themselves.

Not purchasing the equipment would result in decreased efficiency, increased personnel needs, and decreased services to the taxpayer.

## Overall Benefits of the Financing Tools (continued)

The Employee Sick Pay Bank Fund contributes to financial stability by eliminating liabilities. In addition to eliminating the liability, the employees received a greater benefit at a reduced cost to the County.

### Additional Benefits:

1) Sufficient Equity Level.

One of the key factors that rating agencies use in establishing a bond rating is the level of equity in an organization. Though a specific percentage varies by municipalities, experts suggest 10 - 15 percent of expenditures reflects a healthy organization. The equity level also provides the County with adequate cash flow for payment of expenditures. Accordingly, the County's financing tools contribute indirectly to the General Fund's equity level.

2) Indicative of Long-Term Planning.

The Financing Tools show that the County Board had long-term financial planning in mind when they were originally established. Most of these funds began more than ten years ago. In addition, they represent something more significant: a willingness to avoid taking the short-term popularity gain of a tax cut in order to plan and provide for the long-term financial health of the County.

3) Contributes to a Positive Bond Rating.

The County has obtained a AAA bond rating from Fitch on General Obligation Limited Tax Bonds. Moody's Bond Rating is Aa1 for General Obligation Unlimited and Limited Tax Bonds. The County itself receives only a small part of the benefit of our high rating. Most of our debt is for water and sewer projects which are paid by municipalities and individuals through assessments. It is the local municipalities and the individual taxpayers that receive the greatest benefit of our high rating.

4) Reduced Interest Rates on Bond Issues.

According to A.G. Edwards & Sons, an investment banking firm, the effect of as little as one half step change in the rating could affect the interest rate anywhere between 3 basis points (.03%) to as much as 10 basis points (.10%). On \$100 million in outstanding debt, this would cost an additional \$315,000 to \$1,053,000 over the life of the issue. Remember, these figures represent only a half step change.

5) Low Millage Rate.

As discussed earlier, Ottawa County's millage levy is substantially lower than surrounding counties.

## Overall Benefits of the Financing Tools (continued)

Most, if not all, Counties in the State are faced with the problem of how to fund the unexpected, how to fund new equipment, and how to fund and solve space problems. These financing tools have allowed Ottawa County to solve these problems without additional taxpayer burdens.

### Historical/Projected Summary

	1999 – 2005 Historical Savings to <u>General Fund</u>	2006 – 2012 Projected Savings to <u>General Fund</u>
Solid Waste Clean-up Fund (2271)	\$1,474,177	\$3,235,990
Average Annual Savings	\$210,597	\$462,284
Average Annual Millage Savings	0.0309	0.0482
Public Improvement Fund (2450)	\$9,097,343	\$14,481,208
Average Annual Savings	\$2,112,639	\$2,158,920
Average Annual Millage Savings	0.2954	0.2104
Stabilization Fund (2570)	\$2,209,078	\$2,661,246
Average Annual Savings	\$315,583	\$380,178
Average Annual Millage Savings	0.0471	0.0366
Delinquent Tax Revolving Fund (5160)	\$17,148,493	\$17,693,862
Average Annual Savings	\$2,449,785	\$2,527,695
Average Annual Millage Savings	0.3679	0.2433
Duplicating, Telecommunications, and Equipment Pool (6450, 6550, 6641)	\$8,345,175	\$11,856,064
Average Annual Savings	\$1,192,168	\$1,693,723
Average Annual Millage Savings	0.1793	0.1617
<b>Grand Total</b>	<b>\$38,574,266</b>	<b>\$49,928,370</b>
<b>Total Average Annual Savings</b>	<b>\$6,280,772</b>	<b>\$7,222,800</b>
<b>Total Average Annual Millage Savings</b>	<b>0.9206</b>	<b>0.4898</b>

**Objective:** Identify and develop a plan for funding legacy costs

- Identify legacy costs and benefits
- Acquire an actuarial estimate of Other Post-Employment Benefits (OPEB) liabilities
- Develop a plan to address OPEB and other legacy costs and liabilities

**Measure:** Commissioners approve a plan to address OPEB liabilities

**ACTION PLAN:** During 2006, the County received a preliminary actuary statement for the County's OPEB liability which put the County's annual net cost at approximately \$2 million. During 2007, the County will continue to refine actuarial assumptions and develop a strategy to address this financial threat.

**Objective:** Establish an understanding of Community Mental Health funding and structure

- Complete Fiscal Services and Planning Department reports on Mental Health funding
- Research other counties' communication with mental health agencies, both authorities and county agencies
- Consider a resolution of support for or update of BDO Seidman study

**Measure:** 100% of Commissioners report having a clear understanding of Community Mental Health funding and structure

**ACTION PLAN:** During 2006, the Commissioners received a presentation on Community Mental Health funding. In addition, in the fall of 2006, the County Board voted to move the supervision of the Mental Health Finance division to the Fiscal Services Director.

**Objective:** Work at the State and Federal levels to address unfunded and under-funded mandates

- Work with MAC to seek legal action where appropriate
- Communicate analysis and results of mandated services study to all State and Federal legislators

**Measure:** 100% of legislators oppose new under- or unfunded mandates and recognize the importance of fully funding existing mandates

**ACTION PLAN:** The budget continues to include funds for a lobbyist to strengthen the County's voice in the legislature. The 2007 budget for the lobbyist is \$42,000.

**Objective:** Maintain or improve bond ratings

- Present thorough, high-quality information to bond rating agencies as the Grand Haven/Fillmore project bonds are prepared for sale

**Measure:** 100% of ratings from Fitch, Standard and Poor's, and Moody's are maintained or improved

**ACTION PLAN:** Funds are included in the 2007 budget for key staff to go to the rating agencies and give a presentation on County finances. This will be in conjunction with the anticipated bond issue in 2007. In addition, the 2007 budget maintains the target General Fund fund balance range of 10-15% of prior year's audited expenditures

**Goal:** To Maintain and Enhance Communication with Citizens, Employees, and Other Stakeholders

**Objective:** Inform and mobilize the public around the potential impacts of the loss of state revenue sharing

- Inform the public of the impact of the loss of revenue sharing
- Complete the revenue sharing strategy
- Continue to act at the State level

**Measure:** 25% of citizens report knowledge of revenue sharing & potential impacts of its loss; 100% of legislators report being contacted by the public regarding revenue sharing; 1% of citizens report contacting a legislator

**Objective:** Consider and implement new methods of communication

- Consider monthly newspaper column or advertisement based on citizen survey results
- Review MacMedia contract
- Consider a monthly or quarterly newsletter to citizens
- Work with school government classes to inform students about county government
- Consider reestablishing a speakers' bureau
- Consider holding Board meetings at different locations throughout the county
- Continue to implement new interactive features on miOttawa.org

**Measure:** 25% of citizens report using miOttawa.org to communicate with and/or learn about Ottawa County government; 40% of citizens report good awareness of County government issues and activities

**ACTION PLAN:** Effective with the 2007 budget, the contract with MacMedia has been discontinued. In addition, \$200,000 has been included in the Information Technology budget to

maintain and expand the website (see also the transmittal letter).

- Objective:** Continue and improve departmental annual report process to clearly identify goals, issues, future plans, and performance measures
- Revise annual report requirements and schedule

**Measure:** 100% of Commissioners report satisfaction with annual report process

- Objective:** Identify and implement methods of communicating with employee groups
- Conduct focus groups with Group T employees
  - Continue using the Front Page and all-staff e-mails to communicate important information to employees
  - Establish Labor-Management Cooperation Committee
  - Continue and improve employee-edited newsletter

**Measure:** Percentage of employees reporting satisfaction with communication from Administration increases by 20% on next employee survey

**ACTION PLAN:** During 2006, focus groups were conducted with employees and a Labor-Management Cooperation Committee was established. Funds are included in the 2007 budget to cover expenditures the committee might incur. The Front Page is used frequently to communicate information to the employees. A committee was formed for the new employee newsletter and it is now being sent via email to all employees. The next employee survey is scheduled and budgeted for 2007.

- Objective:** Strengthen role in state and national professional organizations
- Identify all professional memberships and participants
  - Encourage County representatives to seek leadership positions

**Measure:** Ottawa County, its Commissioners, and staff are recognized as leaders and hold leadership positions in professional organizations

**ACTION PLAN:** Commissioner Cornie Vander Kam currently serves as the past-president of the Michigan Association of Counties. In addition, Prosecutor Ron Frantz will serve as the president of the Prosecuting Attorney's Association of Michigan in 2007.

**Goal:** To Contribute to a Healthy Physical, Economic, & Community Environment

**Objective:** Investigate opportunities to impact the consequences of development

- Consider recommendations of the Purchase of Development Rights Subcommittee
- Continue implementation of the Urban Smart Growth Demonstration Project

**Measure:** Commissioners consider the recommendations of the Purchase of Development Rights Subcommittee; One opportunity for the County to impact the consequences of development is identified and successfully completed

**ACTION PLAN:** Listed as a 2007 goal for the Commissioners is to consider the recommendations of the PDR sub-committee. Planning and Grants (General Fund 1010, department 7211) includes the completion of an Urban Smart Growth project among its goals for 2007.

**Objective:** Consider opportunities to establish a countywide land use and economic development planning organization

- Investigate the feasibility of establishing a countywide land use and economic development organization

**Measure:** Commissioners report satisfaction that options for a countywide land use and economic development planning organization have been fully evaluated

**ACTION PLAN:** Among the goals for the Planning and Grants department (General Fund 1010, department 7211) is to provide six training seminars on land use issues for County and local officials.

**Objective:** Examine water quality policies and develop a research-based water quality action plan

- Work with researchers to identify areas of concern and volunteer as research sites as appropriate
- Investigate National Pollutant Discharge Elimination System (NPDES) policy
- Evaluate the need for countywide phosphorus fertilizer regulations
- Host a water quality forum to present research results to the community
- Convene a group to foster better communication on water quality issues

**Measure:** A plan of action with measurable results is developed from Dr. Rose's research; Commissioners consider phosphorus regulations; A well-attended, informative water quality forum is hosted; A group is formed to foster better communication on water quality issues and a communication plan is completed

**ACTION PLAN:** During 2006, the County hosted a water quality forum that was well attended and well received. Included in the objectives of Cooperative Extension (General Fund 1010, Department 2570) is to provide assistance to homeowners regarding the proper application of fertilizer to turf and landscaping. The department also plans to monitor phosphorus levels as well.

- Objective:** Assist in completion of a groundwater resources inventory
- Continue to work with local units of government to investigate funding opportunities for completing a groundwater resources inventory

**Measure:** A county groundwater resources inventory is completed

- Objective:** Discuss and act upon road policy issues as appropriate
- Conduct a work session to review pending legislation and Road Commission structure options
  - Continue advocacy on US-31 and other major projects at the state level

**Measure:** 100% of Commissioners report greater understanding of pending legislation and road policy issues; 100% of legislators report understanding of County position on applicable issues

- Objective:** Provide quality County facilities throughout the county
- Commissioners approve a financing plan for the Grand Haven/Fillmore project and turn project over to Building Authority
  - Complete Holland District Court construction

**Measure:** 100% of Holland District Court construction is completed; A financing plan is approved and the project is submitted to the Building Authority

**ACTION PLAN:** During 2006, a financing plan and concept plan were approved by the Board. The 2007 budget reflects the receipt of bond proceeds and the start of construction in the Capital Projects fund. In addition, the funds that will be paying the debt service costs also have those payments included in their 2007 budgets.

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

**Objective:** Review and evaluate the organization, contracts, programs, and services for potential efficiencies

- Conduct organizational efficiency and structure reviews, including Clerk/Register, Board of Public Works, Equalization/GIS/PDM, GIS/IT



- Review service contracts to determine if it is more cost-effective to complete work in-house
- Evaluate drug courts
- Evaluate employee insurance plan
- Evaluate animal control contract
- Maximize relationships with organizations such as MSU Extension to ensure services are not duplicated
- Continue the work of the Jail Mental Health Task Force
- Complete implementation of the Plante & Moran IT Study

**Measure:** Commissioners consider the combination of the offices of Clerk and Register of Deeds; Commissioners receive a thorough evaluation of the drug court pilot projects; Commissioners consider the creation of a Board of Public Works; Commissioners receive a thorough evaluation of the provision of animal control services; services covered by contract are provided in the most cost-effective manner; Commissioners consider the location of GIS services in the County organization; IT study implementation is complete and operating effectively

**ACTION PLANS:** The 2007 budget includes \$60,000 in the Human Resources budget for management studies of selected departments to highlight opportunities to improve efficiency and structure. The 2007 Information Technology budget reflects the implementation of the Plante Moran study.

**Objective:** Examine opportunities for offering services to local units of government

- Evaluate options for offering services to local units of government

**Measure:** 100% of County services that are cost-effective to offer are made available to local units of government

**ACTION PLAN:** During 2006, the County entered into a contract with the City of Hudsonville to provide policing services. The move was cost effective for the City of Hudsonville. In addition, the Planning and Grants department (General Fund 1010, department 7211) includes among its goals to provide planning assistance to local officials and to provide training seminars on land-use planning for local officials.

**Objective:** Prioritize discretionary services

- Provide Commissioners with the opportunity to rank discretionary services
- Inform providers of discretionary services of the ranking, process used, and potential impact of the loss of revenue sharing dollars

**Measure:** All providers of discretionary services are aware of the ranking of services, process used, and the potential impact of the loss of revenue sharing

**ACTION PLAN:** The Commissioners list the ranking of discretionary services among their goals for 2007 (General Fund 1010, Department 1010).

**Objective:** Continue implementation of outcome-based performance measurement system

- Offer training to departments on how to develop outcome-based performance measurements
- Require submission of outcome-based performance measurements with budget

**Measure:** 100% of County departments use outcome-based performance measurements to make management and service decisions

**ACTION PLAN:** During 2006, the County used a consultant to provide training to department heads on goals, objectives, and performance measures. Though still a work in progress, the County has seen a major improvement in tying goals and objectives to performance measures and in developing sound outcome measures.

**Objective:** Establish better employee-management communications

- Establish Labor-Management Cooperation Committee
- Implement Employee Survey Work Team recommendations
- Conduct Group T focus groups

**Measure:** 100% of Labor-Management Cooperation Committee members report improved sense of communication between labor and management; 100% of Labor-Management Cooperation Committee members report greater understanding of issues facing the County; 20% increase in employee satisfaction with “climate of trust”; Commissioners and Administrator consider implementation of Employee Survey Work Team recommendations

**ACTION PLAN:** During 2006, focus groups were conducted with employees and a Labor-Management Cooperation Committee was established. Funds are included in the 2007 budget to cover expenditures the committee might incur. The Front Page is used frequently to communicate information to the employees. A committee was formed for the new employee newsletter and it is now being sent via email to all employees. The next employee survey is scheduled and budgeted for 2007.

- Objective:** Ensure the security and recoverability of paper and electronic records
- Develop a records backup/disaster recovery plan for all records
  - Develop a policy and procedures for record storage controls
  - Investigate a potential archive/record center
  - Evaluate compliance with record retention and storage mandates

**Measure:** All electronic records in full compliance with mandates and are covered under a disaster recovery plan which minimizes potential impacts of a disaster on County operations.

**ACTION PLAN:** The Commissioners list the development of disaster records recovery plan among their goals for 2007 (General Fund 1010, department 1010).

- Objective:** Evaluate substance abuse funding, service structure, and community needs
- Examine role in and structure of Lakeshore Coordinating Council
  - Examine the relationship of substance abuse funding to community needs
  - Evaluate P.A. 2 funding

**Measure:** A majority Commissioners are satisfied that substance abuse services and funding are appropriately evaluated

**ACTION PLAN:** The funding requirements of P.A. 2 were reviewed during the 2007 budget process. Previously, all of the funds were used for substance abuse; however, the public act only requires 50% of the funds to be used for substance abuse. Effective with the 2007 budget, 50% of the funds will be used for Public Health programs.

- Objective:** Complete labor negotiations with employee groups
- Engage appropriate employee groups in labor negotiations

**Measure:** 100% of labor contracts are renewed prior to the expiration of the former contract

**ACTION PLAN:** As of December, 2006, seven of the eight County bargaining units have contracts in place through December 31, 2008. The remaining bargaining unit is reviewing its representation, and additional bargaining has been suspended until a decision on the representation is reached.

**COUNTY OF OTTAWA**  
**SUMMARY OF 2007 BUDGET AND ESTIMATED FUND BALANCE**  
**ALL BUDGETED FUNDS**

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Permanent Fund	Total
<b>Revenues:</b>						
Taxes	\$38,478,211	\$2,917,651				\$41,395,862
Intergovernmental Revenue	4,947,755	48,853,231				53,800,986
Charges for Services	9,382,034	2,598,675				11,980,709
Fines and Forfeits	1,098,100	6,500				1,104,600
Interest on Investments	1,600,000	910,689	\$580	\$66,000	\$260	2,577,529
Rental	2,802,863	1,082,537	2,977,797			6,863,197
Licenses and Permits	298,825	457,785				756,610
Other Revenue	292,293	1,090,528				1,382,821
	<u>58,900,081</u>	<u>57,917,596</u>	<u>2,978,377</u>	<u>\$66,000</u>	<u>\$260</u>	<u>119,862,314</u>
<b>Expenditures:</b>						
Legislative	632,595					632,595
Judicial	9,248,794	4,294,699				13,543,493
General Government	15,424,512	642,359				16,066,871
Public Safety	23,016,289	4,008,781				27,025,070
Public Works	201,750	2,554,484				2,756,234
Health & Welfare	641,254	55,955,162				56,596,416
Culture & Recreation		4,715,832				4,715,832
Community & Economic						
Development	634,476	125,235				759,711
Other	827,336					827,336
Debt Service			2,977,797			2,977,797
Capital Projects				\$9,360,000		9,360,000
	<u>50,627,006</u>	<u>72,296,552</u>	<u>2,977,797</u>	<u>\$9,360,000</u>		<u>135,261,355</u>
Revenue Over (Under)						
Expenditures	8,273,075	(14,378,956)	580	(\$9,294,000)	260	(15,399,041)
Operating Transfers In (Out)	(9,198,121)	9,197,812				(309)
Bond Proceeds				10,000,000		10,000,000
Revenue & Other Sources Over (Under)						
Expenditures & Other Uses	(925,046)	(5,181,144)	580	\$706,000	\$260	(5,399,350)
Fund Balance,						
Beginning of Year	<u>18,856,508</u>	<u>56,529,665</u>	<u>22,284</u>		<u>5,770</u>	<u>75,414,227</u>
<b>Projected Fund Balance,</b>						
<b>End of Budget Year</b>	<u><u>\$17,931,462</u></u>	<u><u>\$51,348,521</u></u>	<u><u>\$22,864</u></u>	<u><u>\$706,000</u></u>	<u><u>\$6,030</u></u>	<u><u>\$70,014,877</u></u>

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending December 31, 2007**

<b><u>All Budgeted Funds</u></b>	Prior Year Actual 12/31/2005	Current Year Estimated 12/31/2006	Adopted Budget 2007
<b>Revenues:</b>			
Taxes	\$44,867,713	\$49,164,782	\$41,395,862
Intergovernmental Revenue	56,055,124	53,523,113	53,800,986
Charges for Services	9,795,022	11,900,193	11,980,709
Fines and Forfeits	1,076,449	1,103,600	1,104,600
Interest on Investments	1,561,657	2,513,196	2,577,529
Rental	5,442,363	6,216,692	6,863,197
Licenses and Permits	745,950	753,680	756,610
Other Revenue	2,189,691	1,404,592	1,382,821
<b>Total Revenues</b>	<b>121,733,969</b>	<b>126,579,848</b>	<b>119,862,314</b>
<b>Expenditures:</b>			
Legislative	549,673	537,513	632,595
Judicial	12,124,762	12,752,338	13,543,493
General Government	15,999,861	16,161,939	16,066,871
Public Safety	24,080,645	25,828,835	27,025,070
Public Works	668,004	1,644,579	2,756,234
Health & Welfare	51,334,254	55,544,019	56,596,416
Community & Economic Development	555,363	678,076	759,711
Culture & Recreation	11,708,474	4,907,528	4,715,832
Other	119,565	181,542	827,336
Debt Service	2,758,259	2,454,454	2,977,797
Capital Projects	3,044,672	3,014,153	9,360,000
<b>Total Expenditures</b>	<b>122,943,532</b>	<b>123,704,976</b>	<b>135,261,355</b>
Revenue Over (Under) Expenditures	(1,209,563)	2,874,872	(15,399,041)
Operating Transfers In (Out)	1,165,231	(394,397)	(309)
Bond Proceeds	7,865,000		10,000,000
Proceeds from Refunding Bonds	10,005,000		
Premium on bonds issued	690,972		
Payment to Bond Escrow Agent	(10,424,650)		
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$8,091,990</u>		
Budgeted Net Revenues (Expenditures)			(5,399,350)
Current Estimated Revenues Over (Under) Expenditures		2,480,475	
Fund Balance, Beginning of Year		72,933,752	75,414,227
<b>Projected Fund Balance, End of Year</b>		<b><u>\$75,414,227</u></b>	<b><u>\$70,014,877</u></b>

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending December 31, 2007**

<b><u>General Fund (1010)</u></b>	<b>Prior Year Actual 12/31/2005</b>	<b>Current Year Estimated 12/31/2006</b>	<b>Adopted Budget 2007</b>
<b>Revenues:</b>			
Taxes	\$32,858,275	\$37,046,236	\$38,478,211
Intergovernmental Revenue	5,962,079	4,591,167	4,947,755
Charges for Services	6,830,820	9,166,995	9,382,034
Fines and Forfeits	1,069,949	1,097,100	1,098,100
Interest on Investments	866,449	1,600,000	1,600,000
Rental	2,397,103	2,679,100	2,802,863
Licenses and Permits	299,828	300,025	298,825
Other Revenue	346,904	347,564	292,293
Total Revenues	<u>50,631,407</u>	<u>56,828,187</u>	<u>58,900,081</u>
<b>Expenditures:</b>			
Legislative	549,673	537,513	632,595
Judicial	8,554,677	8,748,356	9,248,794
General Government	11,151,521	14,396,779	15,424,512
Public Safety	20,583,603	20,960,878	23,016,289
Public Works	28,066	227,850	201,750
Health & Welfare	554,908	664,204	641,254
Community & Economic Development	541,400	608,548	634,476
Other	119,565	181,542	827,336
Total Expenditures	<u>42,083,413</u>	<u>46,325,670</u>	<u>50,627,006</u>
Revenue Over (Under) Expenditures	8,547,994	10,502,517	8,273,075
Operating Transfers In (Out)	<u>(7,964,708)</u>	<u>(9,531,600)</u>	<u>(9,198,121)</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$583,286</u>		
Budgeted Net Revenues (Expenditures)			(925,046) <sup>2</sup>
Current Estimated Revenues Over (Under) Expenditures		970,917 <sup>1</sup>	
Fund Balance, Beginning of Year		<u>17,885,591</u>	<u>18,856,508</u>
<b>Projected Fund Balance, End of Year</b>		<b><u>\$18,856,508</u></b>	<b><u>\$17,931,462</u></b>

<sup>1</sup> The 2006 estimate for General Fund includes net fund balance designation use of \$355,683, mostly for data conversion costs in connection with court imaging. The estimated revenue over expenditures after applying this is \$1,326,600.

<sup>2</sup> The budgeted change in fund balance for 2007 is a decrease of \$925,046. However, based on historical activity, the County is unlikely to require any fund balance use for operations in 2007. In fact, the undesignated fund balance is still projected to be well above the minimum level required by the County's financial policies (10% of the General Fund's actual expenditures for the most recently completed audit).

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending December 31, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>Parks &amp; Recreation (2081)</u></b>	Actual	Estimated	Budget
	<u>12/31/2005</u>	<u>12/31/2006</u>	<u>2007</u>
<b>Revenues:</b>			
Taxes	\$2,610,437	\$2,729,373	\$2,882,651
Intergovernmental Revenue	5,952,143	534,370	598,370
Charges for Services	252,634	250,700	252,400
Fines and Forfeits			
Interest on Investments	165,891	180,000	180,000
Rental	45,908	24,100	38,500
Licenses and Permits			
Other Revenue	756,552	101,130	201,000
Total Revenues	<u>9,783,565</u>	<u>3,819,673</u>	<u>4,152,921</u>
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation	11,708,474	4,907,528	4,715,832
Other			
Total Expenditures	<u>11,708,474</u>	<u>4,907,528</u>	<u>4,715,832</u>
Revenue Over (Under) Expenditures	(1,924,909)	(1,087,855)	(562,911)
Operating Transfers In (Out)	530,000	530,000	530,000
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>(\$1,394,909)</u>		
Budgeted Net Revenues (Expenditures)			(32,911)
Current Estimated Revenues Over (Under) Expenditures		(557,855)	
Fund Balance, Beginning of Year		5,834,969	5,277,114
<b>Projected Fund Balance, End of Year</b>		<u><b>\$5,277,114</b></u>	<u><b>\$5,244,203</b></u>

*Changes in fund balance in this fund can vary substantially from year to year depending on the land acquisition and capital improvement projects planned for the year. 2006 projects a significant fund balance use related to capital improvement projects. At budget time for 2007, fewer projects were anticipated, so fund balance is expected to remain essentially steady.*

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending September 30, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>Friend of the Court (2160)</u></b>	Actual	Estimated	Budget
	9/30/2005	9/30/2006	2007
<b>Revenues:</b>			
Intergovernmental Revenue	\$1,673,931	\$1,742,895	\$1,925,007
Charges for Services	203,689	212,757	219,558
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
<b>Total Revenues</b>	1,877,620	1,955,652	2,144,565
<b>Expenditures:</b>			
Judicial	2,437,948	2,656,112	2,864,563
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
<b>Total Expenditures</b>	2,437,948	2,656,112	2,864,563
Revenue Over (Under) Expenditures	(560,328)	(700,460)	(719,998)
Operating Transfers In (Out)	560,328	700,460	719,998
Revenue & Other Sources Over (Under) Expenditures & Other Uses	-	-	-
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		-	-
<b>Projected Fund Balance, End of Year</b>		<b>None</b>	<b>None</b>



**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending September 30, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>9/30 Judicial Grants (2170)</u></b>	Actual	Estimated	Budget
	<u>9/30/2005</u>	<u>9/30/2006</u>	<u>2007</u>
<b>Revenues:</b>			
Intergovernmental Revenue		\$228,123	\$300,837
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues		228,123	300,837
<b>Expenditures:</b>			
Judicial		266,811	357,245
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures		266,811	357,245
Revenue Over (Under) Expenditures		(38,688)	(56,408)
Operating Transfers In (Out)		38,688	56,408
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
<b>Projected Fund Balance, End of Year</b>		<b>None</b>	<b>None</b>

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending September 30, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>Health (2210)</u></b>	Actual	Estimated	Budget
<b>Revenues:</b>	9/30/2005	9/30/2006	2007
Intergovernmental Revenue	\$2,982,671	\$2,892,028	\$2,848,212
Charges for Services	871,642	875,216	837,573
Fines and Forfeits			
Interest on Investments			
Rental	750		
Licenses and Permits	446,122	453,655	457,785
Other Revenue	155,441	198,604	180,394
Total Revenues	4,456,626	4,419,503	4,323,964
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	9,534,773	9,836,061	10,343,385
Culture & Recreation			
Other			
Total Expenditures	9,534,773	9,836,061	10,343,385
Revenue Over (Under) Expenditures	(5,078,147)	(5,416,558)	(6,019,421)
Operating Transfers In (Out)	5,645,922	5,646,605	5,919,421
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$567,775		
Budgeted Net Revenues (Expenditures)			(100,000)
Current Estimated Revenues Over (Under) Expenditures		230,047	
Fund Balance, Beginning of Year		1,611,616	1,841,663
<b>Projected Fund Balance, End of Year</b>		<b>\$1,841,663</b>	<b>\$1,741,663</b>

*Based on the financial results of the two previous years, the operating transfer from the General Fund was decreased to better reflect the local support needed for Public Health programs. No actual fund balance use is anticipated for 2007.*

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending September 30, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>Mental Health (2220)</u></b>	Actual	Estimated	Budget
	<u>9/30/2005</u>	<u>9/30/2006</u>	<u>2007</u>
<b>Revenues:</b>			
Intergovernmental Revenue	\$27,089,931	\$28,057,847	\$30,077,377
Charges for Services	398,265	379,574	290,200
Fines and Forfeits			
Interest on Investments	23,943	50,000	54,584
Rental	187,936	197,101	157,398
Licenses and Permits			
Other Revenue	<u>65,818</u>	<u>83,045</u>	<u>81,930</u>
Total Revenues	27,765,893	28,767,567	30,661,489
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	28,275,873	29,272,906	31,197,234
Culture & Recreation			
Other			
Total Expenditures	<u>28,275,873</u>	<u>29,272,906</u>	<u>31,197,234</u>
Revenue Over (Under) Expenditures	(509,980)	(505,339)	(535,745)
Operating Transfers In (Out)	<u>476,500</u>	<u>476,500</u>	<u>476,500</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$33,480)</u>		
Budgeted Net Revenues (Expenditures)			(59,245)
Current Estimated Revenues Over (Under) Expenditures		(28,839)	
Fund Balance, Beginning of Year		<u>1,539,567</u>	<u>1,510,728</u>
<b>Projected Fund Balance, End of Year</b>		<b><u>\$1,510,728</u></b>	<b><u>\$1,451,483</u></b>

*Because Mental Health is now under a managed care system, it is more difficult to match revenues to expenditures evenly. The fund also has a self insurance risk pool available to fund shortages (Internal Service Fund 6782).*

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending December 31, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>Solid Waste Clean - Up (2271)</u></b>	Actual	Estimated	Budget
<b>Revenues:</b>	12/31/2005	12/31/2006	2007
Intergovernmental Revenue	\$278,468		
Charges for Services			
Fines and Forfeits			
Interest on Investments	152,246	\$187,364	\$145,627
Rental			
Licenses and Permits			
Other Revenue	4,585		
Total Revenues	435,299	187,364	145,627
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works	223,710	844,335	1,750,155
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	223,710	844,335	1,750,155
Revenue Over (Under) Expenditures	211,589	(656,971)	(1,604,528)
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$211,589</u>		
Budgeted Net Revenues (Expenditures)			(1,604,528)
Current Estimated Revenues Over (Under) Expenditures		(656,971)	
Fund Balance, Beginning of Year		7,804,097	7,147,126
<b>Projected Fund Balance, End of Year</b>		<b><u>\$7,147,126</u></b>	<b><u>\$5,542,598</u></b>

*The 2007 budget reflects upgrades to the water and purge system at the landfill. These upgrades were started during 2006.*

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending December 31, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b>Landfill Tipping Fees (2272)</b>	Actual	Estimated	Budget
	12/31/2005	12/31/2006	2007
<b>Revenues:</b>			
Intergovernmental Revenue			
Charges for Services	\$434,964	\$350,000	\$380,000
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	13,666	15,345	13,806
Total Revenues	448,630	365,345	393,806
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works	375,528	434,040	465,975
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	375,528	434,040	465,975
Revenue Over (Under) Expenditures	73,102	(68,695)	(72,169)
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$73,102		
Budgeted Net Revenues (Expenditures)			(72,169)
Current Estimated Revenues Over (Under) Expenditures		(68,695)	
Fund Balance, Beginning of Year		1,054,203	985,508
<b>Projected Fund Balance, End of Year</b>		<b>\$985,508</b>	<b>\$913,339</b>

*Revenues vary depending on the actions of Waste Management. The County is reviewing the long-term outlook to determine if program adjustments are needed.*

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending September 30, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>Transportation System (2320)</u></b>	Actual	Estimated	Budget
	9/30/2005	9/30/2006	2007
<b>Revenues:</b>			
Intergovernmental Revenue	\$40,700	\$138,354	\$338,354
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	40,700	138,354	338,354
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works	40,700	138,354	338,354
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	40,700	138,354	338,354
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		25,787	25,787
<b>Projected Fund Balance, End of Year</b>		<b>\$25,787</b>	<b>\$25,787</b>

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending December 31, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>Planning Commission (2420)</u></b>	Actual	Estimated	Budget
	12/31/2005	12/31/2006	2007
<b>Revenues:</b>			
Intergovernmental Revenue		\$9,700	\$17,500
Charges for Services			
Interest on Investments			
Rental			
Other Revenue		20	20
Total Revenues		9,720	17,520
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Community and Economic Development	13,963	69,528	125,235
Culture & Recreation			
Other			
Total Expenditures	13,963	69,528	125,235
Revenue Over (Under) Expenditures	(13,963)	(59,808)	(107,715)
Operating Transfers In (Out)	29,267	31,782	48,995
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	\$15,304		
Budgeted Net Revenues (Expenditures)			(58,720)
Current Estimated Revenues Over (Under) Expenditures		(28,026)	
Fund Balance, Beginning of Year		166,414	138,388
<b>Projected Fund Balance, End of Year</b>		<b>\$138,388</b>	<b>\$79,668</b>

*The 2007 fund balance use reflects the completion of the urban growth study.*

# County of Ottawa

## Budget Summary

### Budget Year Ending December 31, 2007

<b>Special Revenue</b>	Prior Year Actual	Current Year Estimated	Adopted Budget
<b><u>Infrastructure (2444)</u></b>	<u>12/31/2005</u>	<u>12/31/2006</u>	<u>2007</u>
<b>Revenues:</b>			
Intergovernmental Revenue			
Charges for Services	\$32,430	\$31,133	\$29,836
Fines and Forfeits			
Interest on Investments	65,020	75,756	72,789
Rental			
Other Revenue			
Total Revenues	97,450	106,889	102,625
<b>Expenditures:</b>			
Judicial			
General Government		600,000	34,500
Public Safety			
Public Works			
Health & Welfare			
Capital Projects			
Total Expenditures	_____	600,000	34,500
Revenue Over (Under) Expenditures	97,450	(493,111)	68,125
Operating Transfers In (Out)	_____	_____	_____
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$97,450	_____	_____
Budgeted Net Revenues (Expenditures)			68,125
Current Estimated Revenues Over (Under) Expenditures		(493,111)	
Fund Balance, Beginning of Year		2,944,362	2,451,251
<b>Projected Fund Balance, End of Year</b>		<b>\$2,451,251</b>	<b>\$2,519,376</b>

*The purpose of this fund is to loan money to municipalities within Ottawa County for infrastructure projects. These loans are recorded as assets. 2006 expenditures were for a contribution to the City of Holland for the River Avenue bridge. 2007 expenditures reflect the fund's share of anticipated debt service payments on the West Olive/Grand Haven project.*



**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending December 31, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>Public Improvement (2450)</u></b>	Actual	Estimated	Budget
	<u>12/31/2005</u>	<u>12/31/2006</u>	<u>2007</u>
<b>Revenues:</b>			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$101,039	\$128,476	\$131,823
Rental	802,010	863,000	886,639
Licenses and Permits			
Other Revenue	<u>97,705</u>		
Total Revenues	1,000,754	991,476	1,018,462
<b>Expenditures:</b>			
Judicial			
General Government	4,071,552	1,155,582	55,270
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Capital Projects			
Total Expenditures	<u>4,071,552</u>	<u>1,155,582</u>	<u>55,270</u>
Revenue Over (Under) Expenditures	(3,070,798)	(164,106)	963,192
Operating Transfers In (Out)	<u>2,542,000</u>		
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$528,798)</u>		
Budgeted Net Revenues (Expenditures)			963,192
Current Estimated Revenues Over (Under) Expenditures		(164,106)	
Fund Balance, Beginning of Year		<u>5,176,075</u>	<u>5,011,969</u>
<b>Projected Fund Balance, End of Year</b>		<b><u>\$5,011,969</u></b>	<b><u>\$5,975,161</u></b>

*The fund balance usage will vary depending on the capital construction projects underway and/or planned (see also the capital construction schedule).*

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending December 31, 2007**

<b>Special Revenue</b>	Prior Year Actual 12/31/2005	Current Year Estimated 12/31/2006	Adopted Budget 2007
<b><u>Homestead Property Tax (2550)</u></b>			
<b>Revenues:</b>			
Taxes	\$44,828	\$35,000	\$35,000
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	10,134	250	
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	54,962	35,250	35,000
<b>Expenditures:</b>			
Judicial			
General Government	500	500	500
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Capital Projects			
Total Expenditures	500	500	500
Revenue Over (Under) Expenditures	54,462	34,750	34,500
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$54,462		
Budgeted Net Revenues (Expenditures)			34,500
Current Estimated Revenues Over (Under) Expenditures		34,750	
Fund Balance, Beginning of Year		96,859	131,609
<b>Projected Fund Balance, End of Year</b>		<b>\$131,609</b>	<b>\$166,109</b>

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending December 31, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b>Register of Deeds</b>	Actual	Estimated	Budget
<u><b>Automation Fund (2560)</b></u>	<u>12/31/2005</u>	<u>12/31/2006</u>	<u>2007</u>
<b>Revenues:</b>			
Intergovernmental Revenue			
Charges for Services	\$323,750	\$325,000	\$280,000
Fines and Forfeits			
Interest on Investments	3,667	4,453	4,991
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>\$327,417</u>	<u>329,453</u>	<u>284,991</u>
<b>Expenditures:</b>			
Judicial			
General Government	514,532	325,126	277,810
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>\$514,532</u>	<u>325,126</u>	<u>277,810</u>
Revenue Over (Under) Expenditures	(187,115)	4,327	7,181
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$187,115)</u>		
Budgeted Net Revenues (Expenditures)			7,181
Current Estimated Revenues Over (Under) Expenditures		4,327	
Fund Balance, Beginning of Year		<u>108,878</u>	<u>113,205</u>
<b>Projected Fund Balance, End of Year</b>		<u><b>\$113,205</b></u>	<u><b>\$120,386</b></u>

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending December 31, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>Stabilization (2570)</u></b>	Actual	Estimated	Budget
	12/31/2005	12/31/2006	2007
<b>Revenues:</b>			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues			
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures			
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)	\$568,336	\$268,790	
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$568,336</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		268,790	
Fund Balance, Beginning of Year		<u>7,603,560</u>	<u>7,872,350</u>
<b>Projected Fund Balance, End of Year</b>		<b><u>\$7,872,350</u></b>	<b><u>\$7,872,350</u></b>

*Based on the excellent financial results of 2005, funds were transferred to the fund during 2006 to put the fund at its legal maximum.*

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending September 30, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>Prosecuting Attorney Grants (2601)</u></b>	Actual	Estimated	Budget
	9/30/2005	9/30/2006	2007
<b>Revenues:</b>			
Intergovernmental Revenue	\$142,600	\$139,000	\$140,400
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	425	425	425
Total Revenues	143,025	139,425	140,825
<b>Expenditures:</b>			
Judicial			
General Government	168,874	180,200	190,330
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	168,874	180,200	190,330
Revenue Over (Under) Expenditures	(25,849)	(40,775)	(49,505)
Operating Transfers In (Out)	25,849	49,775	49,505
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		9,000	
Fund Balance, Beginning of Year		25,092	34,092
<b>Projected Fund Balance, End of Year</b>		<b>\$34,092</b>	<b>\$34,092</b>

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending September 30, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>Sheriff Grant Programs (2609)</u></b>	Actual	Estimated	Budget
	9/30/2005	9/30/2006	2007
<b>Revenues:</b>			
Intergovernmental Revenue	\$62,383	\$1,281,625	\$68,000
Charges for Services			
Fines and Forfeits			
Interest on Investments	86		
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	62,469	1,281,625	68,000
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety	76,989	1,282,570	70,000
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	76,989	1,282,570	70,000
Revenue Over (Under) Expenditures	(14,520)	(945)	(2,000)
Operating Transfers In (Out)	14,520	945	2,000
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(14,520)	(945)	(2,000)
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
<b>Projected Fund Balance, End of Year</b>		<b>None</b>	<b>None</b>

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending September 30, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>COPS Universal (2610)</u></b>	Actual	Estimated	Budget
	9/30/2005	9/30/2006	2007
<b>Revenues:</b>			
Intergovernmental Revenue	\$1,324,578	\$1,489,228	\$1,643,679
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	200	533	
Total Revenues	1,324,778	1,489,761	1,643,679
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety	1,524,615	1,716,641	1,889,296
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	1,524,615	1,716,641	1,889,296
Revenue Over (Under) Expenditures	(199,837)	(226,880)	(245,617)
Operating Transfers In (Out)	199,520	226,880	245,617
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$317)		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		199	199
<b>Projected Fund Balance, End of Year</b>		<b>\$199</b>	<b>\$199</b>

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending December 31, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>EMT Holland - Park (2640)</u></b>	Actual	Estimated	Budget
	12/31/2005	12/31/2006	2007
<b>Revenues:</b>			
Intergovernmental Revenue	\$767,753	\$802,206	\$907,621
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	767,753	802,206	907,621
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety	767,753	802,206	907,621
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	767,753	802,206	907,621
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
<b>Projected Fund Balance, End of Year</b>		<b>None</b>	<b>None</b>



**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending December 31, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>EMT Georgetown (2650)</u></b>	Actual	Estimated	Budget
	12/31/2005	12/31/2006	2007
<b>Revenues:</b>			
Intergovernmental Revenue	\$627,442	\$696,395	\$734,928
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	627,442	696,395	734,928
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety	627,442	696,395	734,928
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	627,442	696,395	734,928
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
<b>Projected Fund Balance, End of Year</b>		<b>None</b>	<b>None</b>

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending September 30, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>Sheriff Road Patrol (2661)</u></b>	Actual	Estimated	Budget
	9/30/2005	9/30/2006	2007
<b>Revenues:</b>			
Intergovernmental Revenue	\$264,539	\$253,631	\$263,166
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	264,539	253,631	263,166
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety	268,597	286,583	306,813
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	268,597	286,583	306,813
Revenue Over (Under) Expenditures	(4,058)	(32,952)	(43,647)
Operating Transfers In (Out)	4,058	32,952	43,647
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(4,058)	(32,952)	(43,647)
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		None	None
<b>Projected Fund Balance, End of Year</b>		<b>None</b>	<b>None</b>

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending December 31, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>Law Library (2690)</u></b>	Actual	Estimated	Budget
	12/31/2005	12/31/2006	2007
<b>Revenues:</b>			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits	\$6,500	\$6,500	\$6,500
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	6,500	6,500	6,500
<b>Expenditures:</b>			
Judicial	28,276	37,500	37,500
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	28,276	37,500	37,500
Revenue Over (Under) Expenditures	(21,776)	(31,000)	(31,000)
Operating Transfers In (Out)	26,500	31,000	31,000
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	\$4,724		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		38,664	38,664
<b>Projected Fund Balance, End of Year</b>		<b>\$38,664</b>	<b>\$38,664</b>

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending June 30, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b>Workforce Investment Act -</b>	Actual	Estimated	Budget
<b><u>Administration (2740)</u></b>	<u>6/30/2005</u>	<u>6/30/2006</u>	<u>2007</u>
<b>Revenues:</b>			
Intergovernmental Revenue	\$131,672	\$290,355	\$193,170
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	450	450	
Total Revenues	<u>132,122</u>	<u>290,805</u>	<u>193,170</u>
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	131,676	290,805	193,170
Culture & Recreation			
Other			
Total Expenditures	<u>131,676</u>	<u>290,805</u>	<u>193,170</u>
Revenue Over (Under) Expenditures	446		
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>\$446</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		948	948
<b>Projected Fund Balance, End of Year</b>		<b><u>\$948</u></b>	<b><u>\$948</u></b>

# County of Ottawa

## Budget Summary

**Budget Year Ending June 30, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b>Workforce Investment Act -</b>	Actual	Estimated	Budget
<b><u>Youth (2741)</u></b>	<u>6/30/2005</u>	<u>6/30/2006</u>	<u>2007</u>
<b>Revenues:</b>			
Intergovernmental Revenue	\$514,779	\$706,686	\$524,896
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
<b>Total Revenues</b>	<u>514,779</u>	<u>706,686</u>	<u>524,896</u>
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	514,779	706,686	524,896
Culture & Recreation			
Other			
<b>Total Expenditures</b>	<u>514,779</u>	<u>706,686</u>	<u>524,896</u>
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
<b>Projected Fund Balance, End of Year</b>		<u><b>None</b></u>	<u><b>None</b></u>

# County of Ottawa

## Budget Summary

### Budget Year Ending June 30, 2007

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b>Workforce Investment Act - Adult (2742)</b>	Actual	Estimated	Budget
	6/30/2005	6/30/2006	2007
<b>Revenues:</b>			
Intergovernmental Revenue	\$422,199	\$497,776	\$330,659
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue		530	
<b>Total Revenues</b>	<b>422,199</b>	<b>498,306</b>	<b>330,659</b>
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	412,694	498,306	330,659
Culture & Recreation			
Other			
<b>Total Expenditures</b>	<b>412,694</b>	<b>498,306</b>	<b>330,659</b>
Revenue Over (Under) Expenditures	9,505		
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$9,505</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		10,016	10,016
<b>Projected Fund Balance, End of Year</b>		<b>\$10,016</b>	<b>\$10,016</b>

# County of Ottawa

## Budget Summary

### Budget Year Ending June 30, 2007

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b>Workforce Investment Act -</b>	Actual	Estimated	Budget
<b><u>6/30 Grant Programs (2743)</u></b>	<u>6/30/2005</u>	<u>6/30/2006</u>	<u>2007</u>
<b>Revenues:</b>			
Intergovernmental Revenue	\$1,907,392	\$2,165,952	\$1,711,700
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	1,907,392	2,165,952	1,711,700
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	1,797,750	2,165,952	1,711,700
Culture & Recreation			
Other			
Total Expenditures	1,797,750	2,165,952	1,711,700
Revenue Over (Under) Expenditures	109,642		
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	\$109,642		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		134,209	134,209
<b>Projected Fund Balance, End of Year</b>		<b>\$134,209</b>	<b>\$134,209</b>

# County of Ottawa

## Budget Summary

### Budget Year Ending December 31, 2007

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b>Workforce Investment Act -</b>	Actual	Estimated	Budget
<b><u>12/31 Grant Programs (2744)</u></b>	<u>12/31/2005</u>	<u>12/31/2006</u>	<u>2007</u>
<b>Revenues:</b>			
Intergovernmental Revenue	\$252,273	\$341,100	\$132,000
Charges for Services	15,980	15,000	
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	90,144	50,500	
Total Revenues	358,397	406,600	132,000
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	305,849	406,600	132,000
Culture & Recreation			
Other			
Total Expenditures	305,849	406,600	132,000
Revenue Over (Under) Expenditures	52,548		
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	\$52,548		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		53,907	53,907
<b>Projected Fund Balance, End of Year</b>		<b>\$53,907</b>	<b>\$53,907</b>



**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending September 30, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b>Workforce Investment Act -</b>	Actual	Estimated	Budget
<b><u>9/30 Grant Programs (2748)</u></b>	<u>9/30/2005</u>	<u>9/30/2006</u>	<u>2007</u>
<b>Revenues:</b>			
Intergovernmental Revenue	\$1,188,804	\$1,232,838	\$700,000
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
	<hr/>	<hr/>	<hr/>
Total Revenues	1,188,804	1,232,838	700,000
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	1,140,366	1,232,838	700,000
Culture & Recreation			
Other			
	<hr/>	<hr/>	<hr/>
Total Expenditures	1,140,366	1,232,838	700,000
Revenue Over (Under) Expenditures	48,438		
Operating Transfers In (Out)			
	<hr/>	<hr/>	<hr/>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>\$48,438</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<hr/> 56,139	<hr/> 56,139
<b>Projected Fund Balance, End of Year</b>		<hr/> <b>\$56,139</b>	<hr/> <b>\$56,139</b>

# County of Ottawa

## Budget Summary

### Budget Year Ending March 31, 2007

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b>Workforce Investment Act -</b>	Actual	Estimated	Budget
<b><u>3/31 Grant Programs (2749)</u></b>	<u>3/31/2005</u>	<u>3/31/2006</u>	<u>2007</u>
<b>Revenues:</b>			
Intergovernmental Revenue	\$22,454	\$41,700	\$26,378
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>22,454</u>	<u>41,700</u>	<u>26,378</u>
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	22,454	41,700	26,378
Culture & Recreation			
Other			
Total Expenditures	<u>22,454</u>	<u>41,700</u>	<u>26,378</u>
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
<b>Projected Fund Balance, End of Year</b>		<b><u>None</u></b>	<b><u>None</u></b>

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending September 30, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>Grant Programs - Pass Thru (2750)</u></b>	Actual	Estimated	Budget
	9/30/2005	9/30/2006	2007
<b>Revenues:</b>			
Intergovernmental Revenue	\$210,684	\$55,987	\$66,758
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	210,684	55,987	66,758
<b>Expenditures:</b>			
Judicial	100,000		
General Government			
Public Safety	130,735	83,562	100,123
Public Works			
Health & Welfare			
Culture & Recreation			
Community & Economic Development			
Other			
Total Expenditures	230,735	83,562	100,123
Revenue Over (Under) Expenditures	(20,051)	(27,575)	(33,365)
Operating Transfers In (Out)	20,051	27,575	33,365
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
<b>Projected Fund Balance, End of Year</b>		<b>None</b>	<b>None</b>

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending September 30, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>Emergency Feeding (2800)</u></b>	Actual	Estimated	Budget
	9/30/2005	9/30/2006	2007
<b>Revenues:</b>			
Intergovernmental Revenue	\$44,088	\$46,000	\$18,000
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	44,088	46,000	18,000
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	44,088	46,000	18,000
Culture & Recreation			
Other			
Total Expenditures	44,088	46,000	18,000
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
<b>Projected Fund Balance, End of Year</b>		<b>None</b>	<b>None</b>

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending September 30, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b>Federal Emergency</b>	Actual	Estimated	Budget
<b><u>Management Agency (2810)</u></b>	<u>9/30/2005</u>	<u>9/30/2006</u>	<u>2007</u>
<b>Revenues:</b>			
Intergovernmental Revenue	\$5,000	\$20,000	
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	5,000	20,000	
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	5,000	20,000	
Culture & Recreation			
Other			
Total Expenditures	5,000	20,000	
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
<b>Projected Fund Balance, End of Year</b>		<b>None</b>	<b>None</b>

# County of Ottawa

## Budget Summary

### Budget Year Ending September 30, 2007

<b>Special Revenue Community Corrections Program (2850)</b>	Prior Year Actual 9/30/2005	Current Year Estimated 9/30/2006	Adopted Budget 2007
<b>Revenues:</b>			
Intergovernmental Revenue	\$314,041	\$324,025	\$301,270
Charges for Services	260,834	137,798	141,048
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	9,573	10,896	10,896
<b>Total Revenues</b>	<b>584,448</b>	<b>472,719</b>	<b>453,214</b>
<b>Expenditures:</b>			
Judicial	1,003,861	1,043,559	1,035,391
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
<b>Total Expenditures</b>	<b>1,003,861</b>	<b>1,043,559</b>	<b>1,035,391</b>
Revenue Over (Under) Expenditures	(419,413)	(570,840)	(582,177)
Operating Transfers In (Out)	409,352	458,727	482,177
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$10,061)</u>		
Budgeted Net Revenues (Expenditures)			(100,000)
Current Estimated Revenues Over (Under) Expenditures		(112,113)	
Fund Balance, Beginning of Year		311,538	199,425
<b>Projected Fund Balance, End of Year</b>		<b>\$199,425</b>	<b>\$99,425</b>

*Collections of program fees have fallen. However, plans are underway to improve collection, and the County does not plan to supplement the fund beyond current contributions.*

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending December 31, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b>Revenue Sharing</b>	Actual	Estimated	Budget
<b><u>Reserve Fund (2855)</u></b>	<u>12/31/2005</u>	<u>12/31/2006</u>	<u>2007</u>
<b>Revenues:</b>			
Taxes	\$9,354,173	\$9,354,173	
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	62,361	147,300	\$225,000
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>9,416,534</u>	<u>9,501,473</u>	<u>225,000</u>
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures			
Revenue Over (Under) Expenditures	9,416,534	9,501,473	225,000
Operating Transfers In (Out)	<u>(4,104,101)</u>	<u>(4,235,432)</u>	<u>(4,362,495)</u>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>\$5,312,433</u>		
Budgeted Net Revenues (Expenditures)			(4,137,495)
Current Estimated Revenues Over (Under) Expenditures		5,266,041	
Fund Balance, Beginning of Year		<u>12,073,393</u>	<u>17,339,434</u>
<b>Projected Fund Balance, End of Year</b>		<b><u>\$17,339,434</u></b>	<b><u>\$13,201,939</u></b>

*2006 is the final year the fund records tax revenue. After 2006, the activity will consist of operating transfers to the General Fund. Please see the discussion on State Revenue Sharing in the transmittal letter.*

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending September 30, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>Community Action Agency (2870)</u></b>	Actual	Estimated	Budget
	9/30/2005	9/30/2006	2007
<b>Revenues:</b>			
Intergovernmental Revenue	\$406,965	\$620,946	\$428,200
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	18,992	24,750	20,000
Total Revenues	425,957	645,696	448,200
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	447,840	674,696	477,200
Culture & Recreation			
Other			
Total Expenditures	447,840	674,696	477,200
Revenue Over (Under) Expenditures	(21,883)	(29,000)	(29,000)
Operating Transfers In (Out)	29,000	29,000	29,000
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	\$7,117		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		111,894	111,894
<b>Projected Fund Balance, End of Year</b>		<b>\$111,894</b>	<b>\$111,894</b>



**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending March 31, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>Weatherization (2890)</u></b>	Actual	Estimated	Budget
	3/31/2005	3/31/2006	2007
	<hr/>	<hr/>	<hr/>
<b>Revenues:</b>			
Intergovernmental Revenue	\$185,725	\$321,219	\$263,980
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
	<hr/>	<hr/>	<hr/>
Total Revenues	185,725	321,219	263,980
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	185,725	321,219	263,980
Culture & Recreation			
Other			
	<hr/>	<hr/>	<hr/>
Total Expenditures	185,725	321,219	263,980
<hr/>			
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)	<hr/>	<hr/>	<hr/>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		168	168
		<hr/>	<hr/>
<b>Projected Fund Balance, End of Year</b>		<b>\$168</b>	<b>\$168</b>
		<hr/> <hr/>	<hr/> <hr/>

# County of Ottawa

## Budget Summary

### Budget Year Ending December 31, 2007

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b>Family Independence</b>	Actual	Estimated	Budget
<u><b>Agency (2900)</b></u>	<u>12/31/2005</u>	<u>12/31/2006</u>	<u>2007</u>
<b>Revenues:</b>			
Intergovernmental Revenue	\$225,581	\$270,000	\$220,000
Charges for Services	35,658	34,020	39,060
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	300	1,025	1,015
Total Revenues	261,539	305,045	260,075
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	927,154	994,579	989,145
Culture & Recreation			
Other			
Total Expenditures	927,154	994,579	989,145
Revenue Over (Under) Expenditures	(665,615)	(689,534)	(729,070)
Operating Transfers In (Out)	702,578	731,564	729,070
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	\$36,963		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		42,030	
Fund Balance, Beginning of Year		590,921	632,951
<b>Projected Fund Balance, End of Year</b>		<b>\$632,951</b>	<b>\$632,951</b>

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending September 30, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>Child Care-Circuit Court (2920)</u></b>	Actual	Estimated	Budget
	9/30/2005	9/30/2006	2007
<b>Revenues:</b>			
Intergovernmental Revenue	\$2,912,947	\$3,694,928	\$4,039,422
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	599,894	569,775	581,042
Total Revenues	3,512,841	4,264,703	4,620,464
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	6,884,297	8,217,935	8,927,568
Culture & Recreation			
Other			
Total Expenditures	6,884,297	8,217,935	8,927,568
Revenue Over (Under) Expenditures	(3,371,456)	(3,953,232)	(4,307,104)
Operating Transfers In (Out)	3,846,024	3,974,892	4,077,104
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$474,568		
Budgeted Net Revenues (Expenditures)			(230,000)
Current Estimated Revenues Over (Under) Expenditures		21,660	
Fund Balance, Beginning of Year		1,488,397	1,510,057
<b>Projected Fund Balance, End of Year</b>		<b>\$1,510,057</b>	<b>\$1,280,057</b>

*The Child Care Fund has been authorized to use \$230,000 of fund balance for consultant fees in connection with the expansion of the web-based case management system. This represents 50% of the total anticipated costs, with the State of Michigan paying for the remainder.*

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending September 30, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>Child Care-Social Services (2921)</u></b>	Actual	Estimated	Budget
	<u>9/30/2005</u>	<u>9/30/2006</u>	<u>2007</u>
<b>Revenues:</b>			
Intergovernmental Revenue	\$18,583	\$21,000	\$21,000
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
	<hr/>	<hr/>	<hr/>
Total Revenues	18,583	21,000	21,000
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	37,220	47,500	47,500
Culture & Recreation			
Other			
	<hr/>	<hr/>	<hr/>
Total Expenditures	37,220	47,500	47,500
Revenue Over (Under) Expenditures	(18,637)	(26,500)	(26,500)
Operating Transfers In (Out)	<hr/> 20,000	<hr/> 26,500	<hr/> 26,500
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<hr/> <u>\$1,363</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<hr/> 69,276	<hr/> 69,276
<b>Projected Fund Balance, End of Year</b>		<hr/> <b>\$69,276</b>	<hr/> <b>\$69,276</b>

# County of Ottawa

## Budget Summary

### Budget Year Ending December 31, 2007

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b>Soldiers &amp; Sailors</b>	Actual	Estimated	Budget
<b><u>Relief (2930)</u></b>	<u>12/31/2005</u>	<u>12/31/2006</u>	<u>2007</u>
<b>Revenues:</b>			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues			
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	\$90,000	\$90,000	\$60,000
Culture & Recreation			
Other			
Total Expenditures	90,000	90,000	60,000
Revenue Over (Under) Expenditures	(90,000)	(90,000)	(60,000)
Operating Transfers In (Out)	90,000	90,000	60,000
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
<b>Projected Fund Balance, End of Year</b>		<b>None</b>	<b>None</b>

# County of Ottawa

## Budget Summary

### Budget Year Ending December 31, 2007

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>Veteran's Trust (2940)</u></b>	Actual	Estimated	Budget
	12/31/2005	12/31/2006	2007
<b>Revenues:</b>			
Intergovernmental Revenue	\$21,808	\$16,032	\$12,347
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
<b>Total Revenues</b>	<b>21,808</b>	<b>16,032</b>	<b>12,347</b>
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	21,808	16,032	12,347
Culture & Recreation			
Other			
<b>Total Expenditures</b>	<b>21,808</b>	<b>16,032</b>	<b>12,347</b>
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		886	886
<b>Projected Fund Balance, End of Year</b>		<b>\$886</b>	<b>\$886</b>

**County of Ottawa**  
**Budget Summary**  
**Budget Year Ending December 31, 2007**

<b>Special Revenue</b>	Prior Year	Current Year	Adopted
<b><u>Compensated Absences (2980)</u></b>	Actual	Estimated	Budget
	12/31/2005	12/31/2006	2007
<b>Revenues:</b>			
Intergovernmental Revenue			
Charges for Services	134,356	\$122,000	\$129,000
Fines and Forfeits			
Interest on Investments	77,042	92,718	95,875
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	211,398	214,718	224,875
<b>Expenditures:</b>			
Judicial			
General Government	92,882	103,155	83,949
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	92,882	103,155	83,949
Revenue Over (Under) Expenditures	118,516	111,563	140,926
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	\$118,516		
Budgeted Net Revenues (Expenditures)			140,926
Current Estimated Revenues Over (Under) Expenditures		111,563	
Fund Balance, Beginning of Year		3,719,139	3,830,702
<b>Projected Fund Balance, End of Year</b>		<b>\$3,830,702</b>	<b>\$3,971,628</b>

*Fund Balance use depends on the number of employees that retire and have a sick bank balance.*

# County of Ottawa

## Budget Summary

### Budget Year Ending December 31, 2007

<b>Debt Service</b>	Prior Year	Current Year	Adopted
<b>Ottawa County Building</b>	Actual	Estimated	Budget
<b><u>Authority (5690-5695)</u></b>	<u>12/31/2005</u>	<u>12/31/2006</u>	<u>2007</u>
<b>Revenues:</b>			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$13,976	\$6,613	\$580
Rental	2,008,656	2,453,391	2,977,797
Licenses and Permits			
Other Revenue			
Total Revenues	2,022,632	2,460,004	2,978,377
<b>Expenditures:</b>			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Debt Service	2,299,621	2,454,454	2,977,797
Total Expenditures	2,299,621	2,454,454	2,977,797
Revenue Over (Under) Expenditures	(276,989)	5,550	580
Operating Transfers In (Out)	(367,540)		
Proceeds from Refunding Bonds	10,005,000		
Premium on Bonds Issued	557,974		
Payment to Bond Escrow Agent	(10,424,650)		
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	(\$506,205)		
Budgeted Net Revenues (Expenditures)			580
Current Estimated Revenues Over (Under) Expenditures		5,550	
Fund Balance, Beginning of Year		16,734	22,284
<b>Projected Fund Balance, End of Year</b>		<b>\$22,284</b>	<b>\$22,864</b>



# County of Ottawa

## Budget Summary

### Budget Year Ending December 31, 2007

<b>Capital Projects</b>	Prior Year	Current Year	Adopted
<b>Ottawa County Building</b>	Actual	Estimated	Budget
<b><u>Authority (5690-5695)</u></b>	<u>12/31/2005</u>	<u>12/31/2006</u>	<u>2007</u>
<b>Revenues:</b>			
Intergovernmental Revenue			
Interest on Investments	\$48,723	\$40,000	\$66,000
Rental			
Other Revenue			
Total Revenues	<u>48,723</u>	<u>40,000</u>	<u>66,000</u>
<b>Expenditures:</b>			
Capital Projects	<u>\$3,503,310</u>	<u>\$3,014,153</u>	<u>9,360,000</u>
Total Expenditures	<u>3,503,310</u>	<u>3,014,153</u>	<u>9,360,000</u>
Revenue Over (Under) Expenditures	(3,454,587)	(2,974,153)	(9,294,000)
Proceeds from Bond Issuance	7,865,000		10,000,000
Premium on Bonds Issued	132,998		
Operating Transfers In (Out)	<u>(2,169,258)</u>	<u>600,000</u>	
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$2,374,153</u>		
Budgeted Net Revenues (Expenditures)			706,000
Current Estimated Revenues Over (Under) Expenditures		(2,374,153)	
Fund Balance, Beginning of Year		<u>2,374,153</u>	
<b>Projected Fund Balance, End of Year</b>		<u><b>None</b></u>	<u><b>\$706,000</b></u>

*Bond Proceeds were received in 2005 for the construction of the Holland District Court. The County anticipates completion of the facility in 2006. In 2007, the County anticipates bond proceeds for the construction of the addition at the West Olive campus and the new Grand Haven facility.*

# County of Ottawa

## Budget Summary

### Budget Year Ending December 31, 2007

	Prior Year Actual 12/31/2005	Current Year Estimated 12/31/2006	Adopted Budget 2007
<b>Permanent Fund Cemetery Trust (1500)</b>			
<b>Revenues:</b>			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$122	\$266	\$260
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	122	266	260
<b>Expenditures:</b>			
Judicial			
General Government		597	
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
		597	
Total Expenditures		597	
Revenue Over (Under) Expenditures	122	(331)	260
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$122		
Budgeted Net Revenues (Expenditures)			260
Current Estimated Revenues Over (Under) Expenditures		(331)	
Fund Balance, Beginning of Year		6,101	5,770
<b>Projected Fund Balance, End of Year</b>		<b>\$5,770</b>	<b>\$6,030</b>

COUNTY OF OTTAWA  
2007 BUDGET SUMMARY  
OTHER FUNDS

FUND NUMBER	FUND NAME	2006 PROJECTED RETAINED EARNINGS	2007 REVENUE/ OPERATING TRANSFERS	2007 EXPENSES/ OPERATING TRANSFERS	2007 PROJECTED RETAINED EARNINGS
5160	Delinquent Tax Revolving Fund	\$23,741,508	\$1,650,840	\$2,489,150	22,903,198
6360	Information Technology	2,304,729	2,185,648	2,313,924	2,176,453
6450	Duplicating	645,664	147,700	126,615	666,749
6550	Telecommunications	4,823,730	701,000	546,086	4,978,644
6641	Equipment Pool	5,876,906	1,377,531	1,202,382	6,052,055
6770	Protected Self-Funded Programs	2,487,590	542,364	561,607	2,468,347
6771	Protected Self-Funded Employee Insurance	1,256,403	12,545,324	10,873,502	2,928,225
6772	Protected Self-Funded Unemployment Insurance	1,008,845	177,884	347,768	838,961
6775	Long Term Disability Insurance	120,871	148,607	147,360	122,118
6780	Ottawa County, Michigan Insurance Authority Fund	6,378,326	2,560,870	564,730	8,374,466
6782	Protected Self-Funded Insurance - Mental Health	2,029,523	59,170	0	2,088,693
TOTAL OTHER FUNDS		<u>\$50,674,095</u>	<u>\$22,096,938</u>	<u>\$19,173,124</u>	<u>\$53,597,909</u>

**COUNTY OF OTTAWA**  
**COMPONENT UNITS BUDGET SUMMARY**

FOR THE YEAR ENDED DECEMBER 31, 2007 <sup>1</sup>

	Ottawa County Road Commission (2010)	Ottawa County Central Dispatch Authority (2350)	Ottawa County Drain Commission	Ottawa County Public Utilities System	2007 Total Component Units
Revenues:					
Intergovernmental revenues	\$27,000,000	\$4,179,500		\$17,200,000	\$48,379,500
Charges for services			\$1,979,000	9,000,000	10,979,000
Interest on investments	150,000	160,000	32,000	250,000	592,000
Other	10,000	14,500		75,000	99,500
Total revenues	<u>27,160,000</u>	<u>4,354,000</u>	<u>2,011,000</u>	<u>26,525,000</u>	<u>60,050,000</u>
Expenditures:					
Current operations:					
General government					
Public safety		3,827,132			3,827,132
Public works	27,160,000		1,809,621	16,825,000	45,794,621
Capital Projects					
Debt service:					
Principal			52,600	6,500,000	6,552,600
Interest and fiscal charges			30,069	3,200,000	3,230,069
Total expenditures	<u>27,160,000</u>	<u>3,827,132</u>	<u>1,892,290</u>	<u>26,525,000</u>	<u>59,404,422</u>
Revenues over (under) expenditures		<u>526,868</u>	<u>118,710</u>		<u>645,578</u>
Other financing sources (uses):					
General obligation bond proceeds					
Public Act 143 Note Proceeds					
Loan Proceeds					
Contributions from Property Owners					
Total other financing sources (uses)					
Revenues and other financing sources over (under) expenditures and other financing uses		526,868	118,710		645,578
Estimated fund balances, beginning of year,	4,589,122	6,645,423	1,271,138	4,667,240	17,172,923
Estimated fund balances, end of year	<u>\$4,589,122</u>	<u>\$7,172,291</u>	<u>\$1,389,848</u>	<u>\$4,667,240</u>	<u>\$17,818,501</u>

<sup>1</sup> The budget for the Ottawa County Road Commission is based on its fiscal year of September 30, 2007.

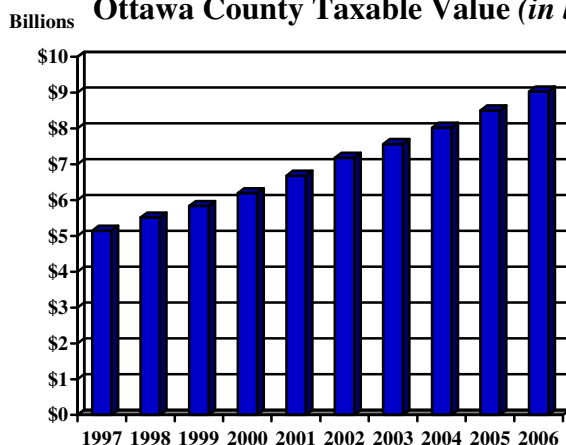
## Revenue Source Descriptions

### Primary Government

#### Property Taxes

Property Taxes are levied against the taxable assessed valuation of real and personal property in the county. The tax rates are expressed in "mills" per one dollar of the assessed taxable valuation of the property; one mill of taxation is equal to one dollar on each one thousand dollars of assessed valuation. Reductions, due to various legislative acts to provide exemptions, are based on historical trends. In addition to the operating levy, in August, 1989, Ottawa County residents voted a 20 year millage at the rate of .5 mill to fund the county's lease obligation to the Ottawa County Building Authority and the cost of operating the E-911 Central Dispatch system. In November 1996, a 10-year .33 mill was approved for Park Expansion, Development and Maintenance. The property tax levies conform with the Headlee constitutional tax limitation amendment as well as P.A. 5 of 1982, Truth in Taxation requirements.

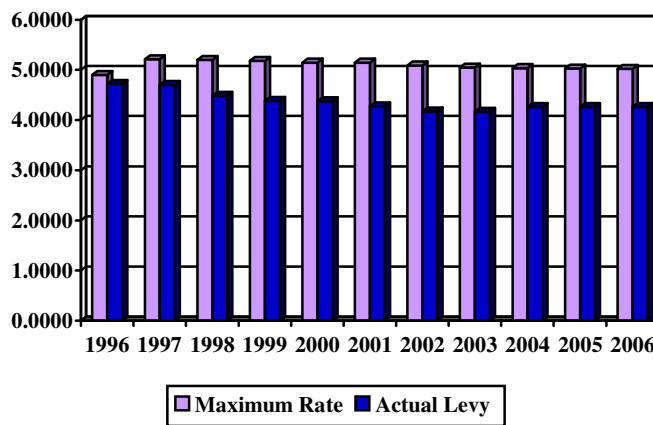
**Ottawa County Taxable Value (in billions)**



The graph to the left reports the taxable value for Ottawa County for the last ten years. Between 1997 and 2006, the taxable value for the County grew by over 76 percent. This remarkable growth in taxable value has allowed the County to levy far less than its maximum allowed by law.

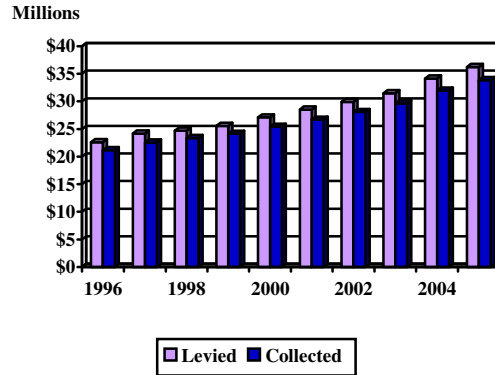
**Ottawa County Millage Rates (in mills)**

The graph to the right shows the lower millage rates County residents are enjoying. In 1996, the total levy was 4.899 mills; in 2006, the levy has dropped to 4.2572 mills. This is a decrease of 13 percent. For the last eleven years, the County has levied less than its maximum for operations. For the 2006 *operating* levy, the current maximum is 4.2650 mills; the County is levying 3.5 mills. Consequently, the County has a substantial "cushion" available for funding operations that equates to approximately \$6.9 million. Although the 2007 operating levy is expected to increase by .1 mills, the "cushion" is expected to remain high at \$6.45 million.



## Property Tax Levies and Collections

Like any municipality, Ottawa County is concerned with its tax collection rate. The County's collection rate today is slightly higher than it was in the early nineties. The graph to the right provides a ten-year history of collections for the County. The collection rate in 1996 was 93.57%; in 2005, 93.45%.



### New Legislation Affecting Property Tax Collection for Counties

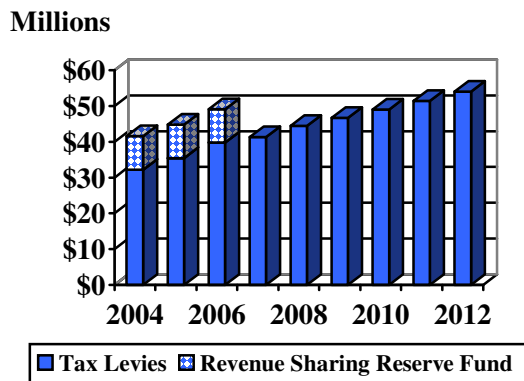
In October of 2004, the State of Michigan eliminated State Revenue Sharing payments to counties. To assist counties in preventing the loss of key services, the county property tax levy has been moved from December to July over three years. Beginning with the December 2004 tax collection, one-third of the levy is placed into the Revenue Sharing Reserve Fund (RSRF) that the County manages and withdraws an amount equal to what we would have received that year, plus an annual increase equal to the CPI (Consumer Price Index).

As a result of this legislation, the taxable value year on which taxes are levied is also changing. Previously, the County levied in December for the following year's operations. For example, the taxes collected in 2004 were based on the 2003 taxable value. However, as we move the levy up to July, taxes will eventually be levied on the taxable value of the budget year. In other words, tax revenue is increasing in part because the year of the taxable value on which we levy is now in the process of corresponding to the budget year. The table below illustrates these changes.

Budget Year	Portion of the Tax Levy Based on the Taxable Value (TV) for This Year				
	2003 TV	2004 TV	2005 TV	2006 TV (est)	2007 TV (est)
	\$7,564,368,026	\$8,017,866,823	\$8,503,786,076	\$8,928,975,380	\$9,375,424,149
2004	3/3				
2005		2/3	1/3		
2006			1/3	2/3	
2007					3/3

The table above shows that all of the tax revenue in 2007 will be based on the budget year (2007) taxable valuation in contrast to 2006, when only two thirds of the levy was based on the budget year (2006) valuation. This change in the taxable value year will equate to higher than normal increases in tax revenue for 2005 – 2007 for the Operating levy. After 2007, the County is conservatively estimating tax revenue increases of 5% per year due to increases in taxable value. It is important to note that 2006 is that last year the County will record taxes in the Revenue Sharing Reserve Fund, so *total* tax revenue is decreasing in 2007. However, the decrease is not in the Operating, E-911 or Parks levies. The graph below shows the total tax dollars received and projected for 2004 – 2012 with the Revenue Sharing Reserve levies separated from the Operating, E-911 and Parks levies. The graph shows that tax revenue for

## Ottawa County Total Tax Revenue



operational purposes will continue to rise steadily as a result of rising taxable values. It should be clear that steady growth in the taxable valuation can be anticipated for the future, making property tax a reliable and important revenue source.

## Intergovernmental Revenue

Intergovernmental revenue can be found in the majority of the County's funds. Such revenues come from the Federal and State governments as well as local municipalities. For the County as a whole, intergovernmental revenue is the County's largest revenue source.

**General Fund:** There are several components to intergovernmental revenue in the General Fund. Major intergovernmental revenue sources in the General Fund follow.

### State Court Fund Distribution

Revenue received from the State under Public Act 374 of 1996 for reimbursement of allowable costs of court operations, pursuant to a formula. The budget is based on information received from the State of Michigan. The 2007 budget for this revenue source is \$1.1 million.

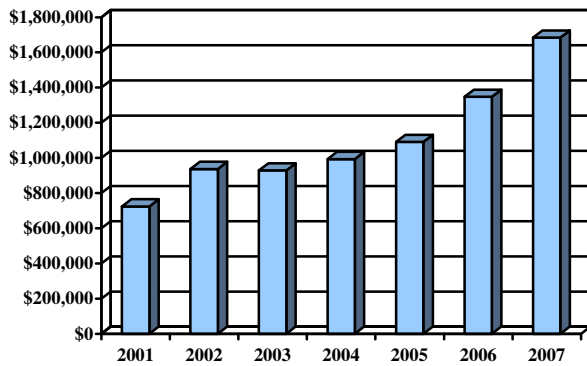
### Convention Facility Liquor Tax

County share of distribution of revenues generated from tri-county convention facilities tax levied under Public Act 106 and 4% liquor tax levied under Public Act 107 of 1985, when these revenues exceed the debt service requirements for convention facilities. The Public Act mandates 50% allocation for substance abuse programs and 50% for general County operations. Previously, the County Board would also direct the other 50% to be used for substance abuse. However, the 2007 budget is using the other 50% for general operations. The 2007 budget of \$881,000 is based on information received from the State of Michigan.

### Contributions from Local Units

In the General Fund, Contributions from Local Units represent payments from townships and cities in Ottawa County for policing services that the County provides and are based on expenditures.

## General Fund Contributions from Local Units

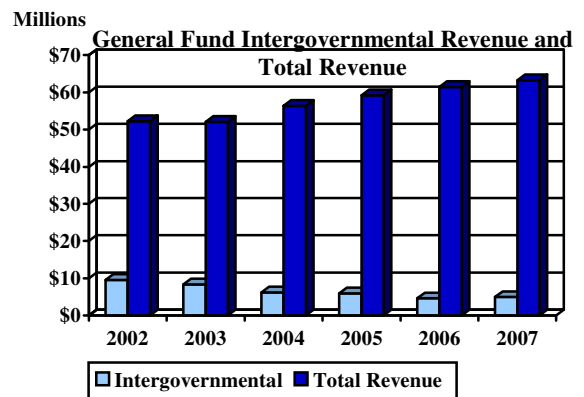
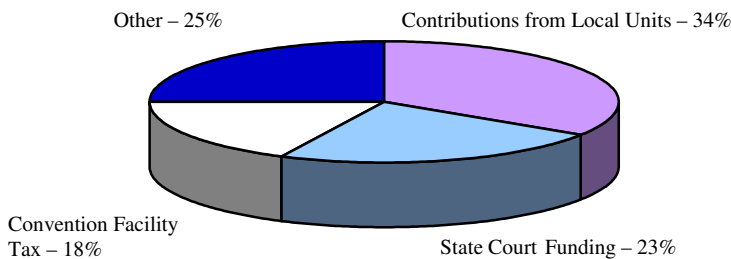


As communities have realized the value of Community Policing programs, the demand for these services has increased. The graph to the left shows the increasing dollars the County is receiving for these services. Many of these programs began with federal funding under the COPS Universal grant programs that expired after three years. As the grants have expired, the municipalities have continued to fund the programs from their own resources. In addition, during 2006, the county entered into an agreement with the City of

Hudsonville to provide community policing services which can be seen by the increased revenue in 2006. As for the future, the County expects this revenue source to increase steadily over the next few years in tandem with public safety expenditures.

The graphs below summarize both the components of intergovernmental revenue and its importance to the General Fund. With the end of State Revenue Sharing, Intergovernmental revenues as a percentage of total General Fund revenue has decreased from 18% in 2002 to 8% in 2007.

### General Fund Intergovernmental Revenue



**Special Revenue Funds:** Special Revenue funds hold the majority of the intergovernmental revenue since these are primarily grant funds. The purposes of these grants include culture and recreation (Parks and Recreation fund), judicial (Friend of the Court fund), public safety (COPS grant funds), health and welfare (Health, Mental Health, Community Action Agency, and Child Care funds), and employment services (Workforce Investment Act (WIA) funds). Budget amounts are based on State recommendations.

## Parks and Recreation

The Parks and Recreation department receives funds from the State of Michigan for land purchases and capital improvements at County parks. Obviously, the revenue source can and does vary greatly from one year to the next depending on both the applications submitted and the ranking and availability of State funding for the projects. During 2005, the Parks and Recreation department received a \$3.9 million grant for the acquisition and development of property in the North Ottawa Dunes.



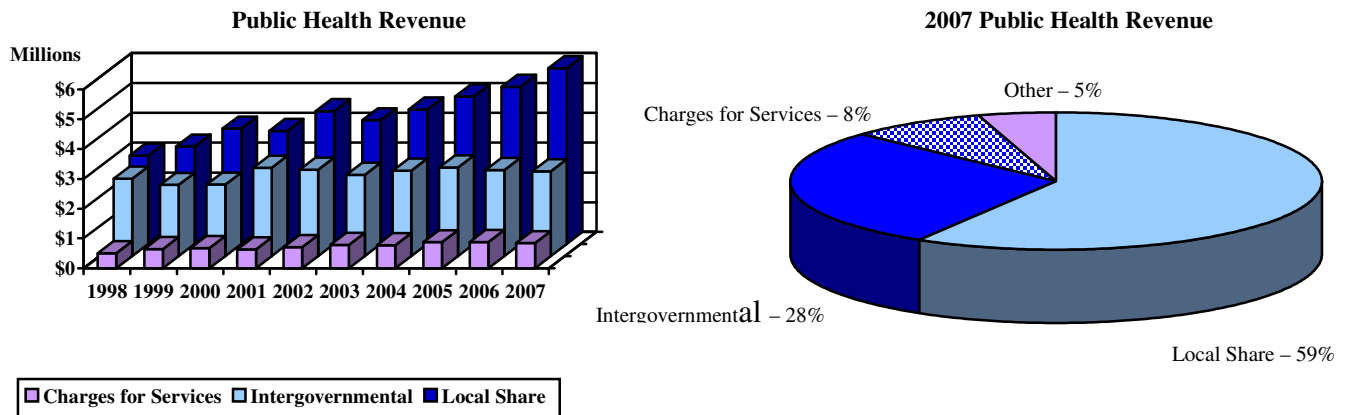
## Co-op Reimbursement

This revenue represents funds received from the state for IV-D child support enforcement. The program is a federal, state and county cooperative effort to collect child care support from parents who are legally obligated to pay. This is accomplished through services provided to establish paternity, locate absent parents, establish and enforce child support orders and collect child support payments. Increases are anticipated to partially accommodate inflation, but no funds are anticipated for program expansion. The budget is based on preliminary contract amounts from the State of Michigan.

## Health Fund

Intergovernmental revenue in the Health fund includes various state grants, Medicaid reimbursements, and state cost sharing established by the Public Health code. Nine services identified by the state are reimbursed at a cost sharing level of 50%. This reflects increased emphasis on select Health programs from the Michigan Department of Health. Medicaid fees are likely to increase from the increased caseload and population. Unfortunately, state grants and cost sharing reimbursements have not kept pace with expenditures. Some of the difference has been made up in fees charged to the clients, but much of the difference is funded by local dollars.

The graphs that follow show that in 1998, Intergovernmental revenue funded 40% the Health fund's expenditures, and local dollars funded 46%. In 2007, Intergovernmental revenue is funding 28% of expenditures, and local dollars are funding 59.0%.



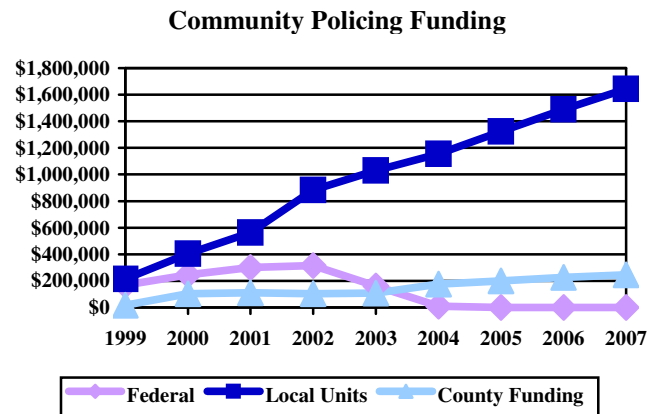
## Mental Health

State funding for Mental Health programs changed from a fee-for-service payment method, to capitated payments under a managed care system.

Capitation for Medicaid is an "at risk" funding. State general fund revenues are to serve priority population residents up to resources available. If overspending occurs in either funding stream, Mental Health has a fund balance of State and non-County dollars that can be used. In addition, an Internal Service fund has been established to accommodate this risk.

## COPS Universal

Beginning in 1997, the Federal government provided grants to townships that contract with the County to provide community policing services in order to enhance local law enforcement in their area. The grants were intended as “seed money” to start the community policing projects, and they typically lasted three years. As the graph to the right shows, no federal funding remains. Although the County is contributing to the program, the local units are funding most of the expenditures. Future revenues will increase with the expenditure growth.

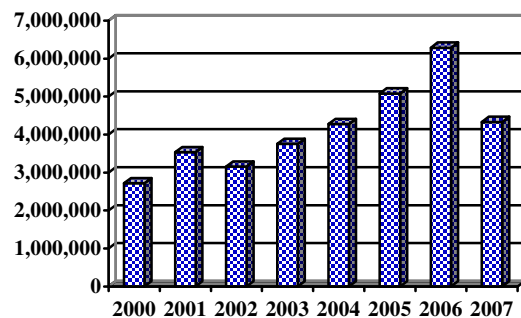


## Workforce Investment Act Funds

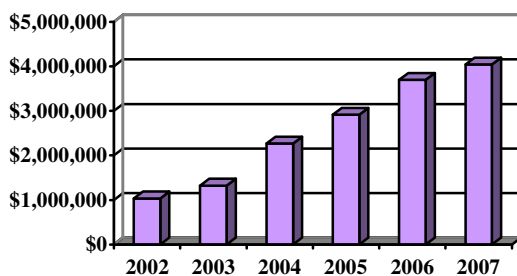
Workforce Investment Act (WIA) are federal funds received for training and employment programs for underemployed and economically disadvantaged citizens. The 2007 budget amount shows only the estimated revenues to be received from the State. Conservative budgeting requires us to not budget carryover dollars until approved by the State. Consequently, 2007 revenues indicate a significant decrease. However, this decrease is unlikely to materialize since the County typically receives additional grants during the year in addition to the carryover dollars from the previous years.

The graph to the right shows that Intergovernmental revenue for the WIA funds has been increasing in the last couple of years. Future funding will depend on the availability of federal funds and the economic status of the County in relation to other Michigan Counties.

**Workforce Investment Act Funds - Intergovernmental Revenue**



**Child Care Fund Intergovernmental Revenue**



## Child Care

This revenue represents the 50% subsidy by the State for net child care costs excluding state institutions. In the last two years, the County has made adjustments to its existing programs that allow them to be eligible for State funding. In 2005, 7.25 full time equivalents were moved from the General Fund to the Child Care Fund to take advantage of the funding available for community intervention programs. An additional 3 full time equivalents were moved during 2006. These program adjustments have changed the funding formula for Juvenile Services overall. As

recently as 2002, the County's share of Juvenile programs was 71.5% of total expenditures. With the 2007 budget, that funding percentage is dropping to 51.8% of total expenditures. In the future, revenues in this fund are expected to rise in tandem with expenditures.

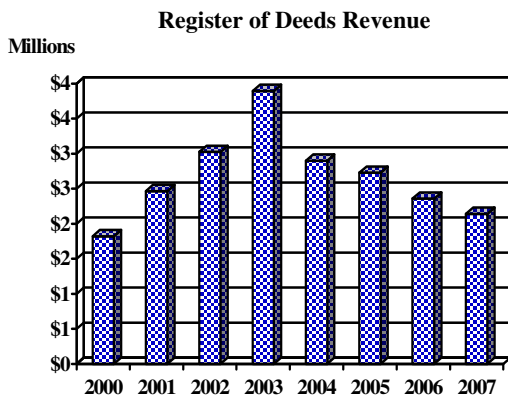
## Charges for Services

**General Fund:** In the General Fund, there are three main sources of charges for services. Court Costs, Indirect Cost Allocation, and Register of Deeds revenue.

### Court Costs

Court Costs are costs assessed for criminal cases and traffic violations. The majority of these revenues are collected in the District and Circuit court. The County anticipates moderate increases as population and thus caseload increases. In addition, as more deputies are added through grants and township funding, revenue from traffic violations are also likely to increase due to enhanced patrols.

### Register of Deeds Revenue

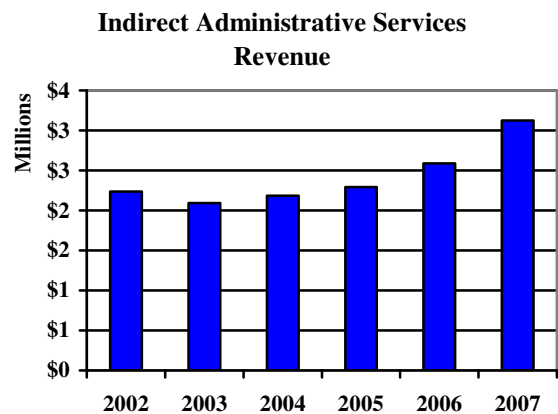


The Register of Deeds office collects fees for property services and transfer taxes. Under Public Act 134 of 1966, a fee of \$.55 for each \$500 of value of property transferred is assessed. In addition, new legislation enacted 10/1/03 allows the Register of Deeds to collect \$5 for each deed recorded and \$3 for each additional page. These revenue sources are highly dependent on interest rates and the economy. For the years 2001 – 2003, the record low interest rates resulted in an avalanche of mortgage refinancing

documents. In the last few years, however, this revenue has been decreasing. With interest rates increasing, mortgage refinancing is less advantageous. In addition, the slow housing market has also affected this revenue source negatively. However, the potential for more development should allow this revenue source to provide substantial funds for future operations and revenues will likely increase as the housing market recovers.

### Indirect Administrative Services

This revenue represents reimbursement for indirect costs incurred by the County in the administration of grants and other contractual programs. A cost allocation plan is prepared annually by consultants to identify the costs. The revenue received in the General Fund is dependent on both the



actual administrative costs and where the costs are allocated to since the County does not charge all departments. The graph to the right shows increasing revenue as a result of increasing administrative expenditures, and, in 2007, increasing allocations to the District Court in connection with the expanded Hudsonville facility. This revenue will likely increase over the next few years due to building projects. The District Court allocation will likely increase again in 2008 with the opening of the much larger Holland District Court building. In addition, as the Grand Haven facility is rebuilt, a larger portion of the building will be allocated to judicial functions. Since these programs are charged indirect administrative expenditures, the revenue will increase. In fact, the expansion of the Grand Haven facility may bring in more grant dollars from the Friend of the Court grant.

**Special Revenue Funds:** Parks and Recreation, Health, Mental Health, and the Landfill Surcharge funds are the primary purveyors of Charges for Services revenue in the Special Revenue funds.

**Parks and Recreation**

Charges for Services in the Parks and Recreation fund include reservation and entrance fees for the use of county park facilities. Although highly dependent on the weather, entrance fees should continue to increase due to the capital improvements made at the various parks. The budget is calculated by averaging historical information.

**Health and Mental Health**

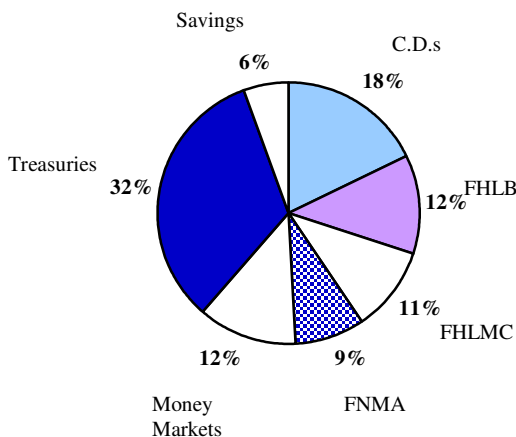
For Health and Mental Health, the charges represent fees collected from private insurance as well as fees collected from clients. Clients may be charged on a sliding fee scale based on income. Revenue is projected based on historical activity and projected caseload.

**Landfill Tipping Fees**

These fees represent the County portion of the surcharge fee collected by the landfills. The amount budgeted is based on historical collections and current year activity.

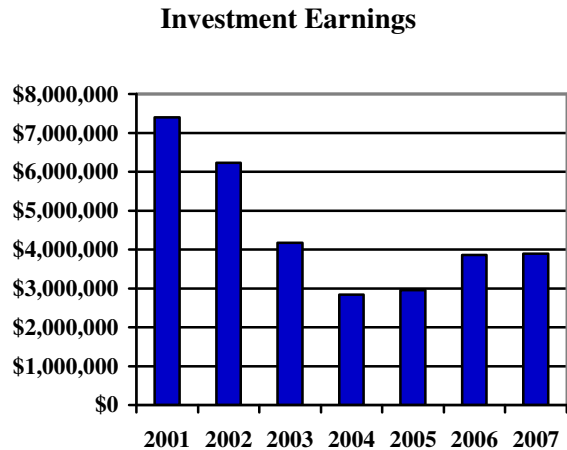
**Interest on Investments**

This revenue source represents both the interest earned on the investments of County funds as well as the changes in the market value of those investments. Allowable investments are set by state statutes. The treasurer employs a ladder approach that results in the continuing maturity of investments in order to have the correct balance between liquidity and return. The graph to the left shows the components of the County’s investment pool as of 6/30/06. Additional information



on the County's investment policy can be found in the User's Reference Guide section of this document.

The graph to the right shows the downturn in investment income that the County has experienced. The implementation of Governmental Accounting Standards Board Statement No. 31 in 1998 is causing additional fluctuations in this revenue source. Among other things, Statement No. 31 requires municipalities to reflect certain investments at market value in the financial statements. Since the market has been somewhat volatile, investment income has been fluctuating.



Although interest rates remain low, cash balances have increased over the last few years, keeping actual revenues steady. However, as the County continues its locally funded (i.e. not bonded) capital construction projects, increasing returns will be partially offset by decreasing cash balances. Consequently, the County does not expect significant changes in its investment revenue.

## **Rent**

The County charges rent to grant funds for use of County space. As grant funded programs expand and require more space, this revenue will increase. The budgets are based on the annual operating expenditures in the General Fund's Building and Grounds departments plus a fixed charge for capital costs where appropriate.

## **Component Units**

### **Road Commission**

The Road Commission receives funds from the state and local units for road improvements and repairs.

### **Drains**

The drainage districts receive reimbursements for drainage projects or other services rendered. The budgets are based on anticipated projects of the drain commissioner.

Chapter 6 Drains - Projects petitioned for by individuals

Chapter 20 Drains - Intra-County projects usually petitioned for by townships

Chapter 21 Drains - Inter-County projects petitioned for by a governmental unit

## **Public Utilities System**

Under Public Act 342 of 1937, the Public Utilities System records monies received to provide technical and administrative assistance to townships, cities and villages in regard to water and sanitation systems and facilities as well as operating costs.

## **Ottawa County Central Dispatch Authority (OCCDA)**

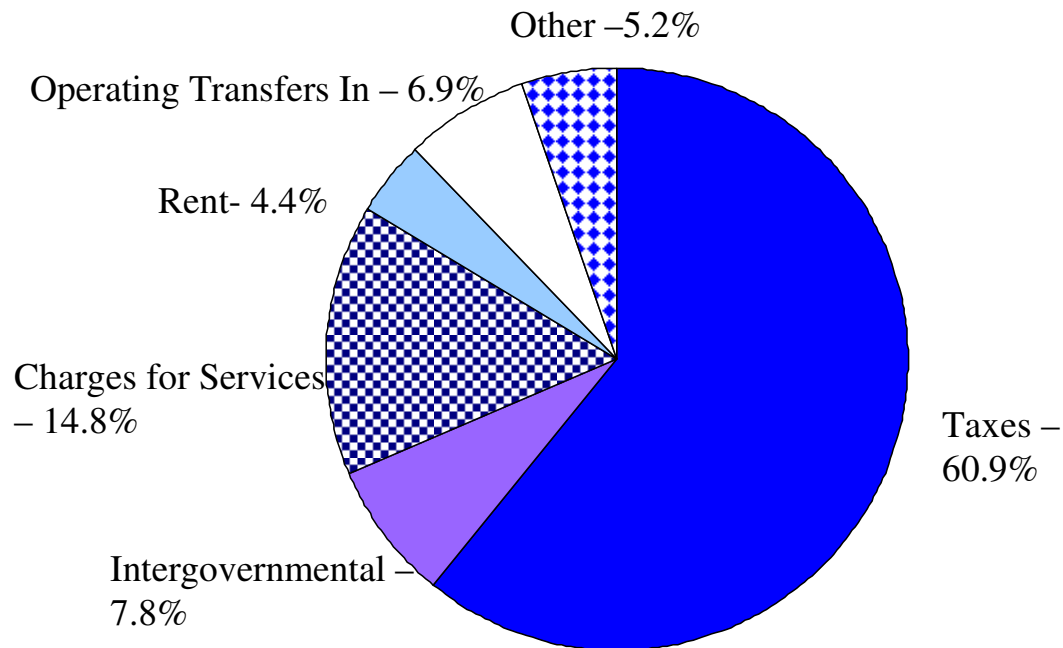
In addition to the property tax levy in Ottawa County, OCCDA receives property taxes from Allegan County for the portion of the City of Holland that is in Allegan County.

OCCDA receives surcharge revenue from Allegan County which represents a designated amount charged to each landline phone at a business or residence. OCCDA also receives surcharge revenue from the State of Michigan. The State collects the revenue from wireless phone providers and allocates it to participating counties. Surcharge revenue must be used for capital expenditures, mainly technology.

## GENERAL FUND

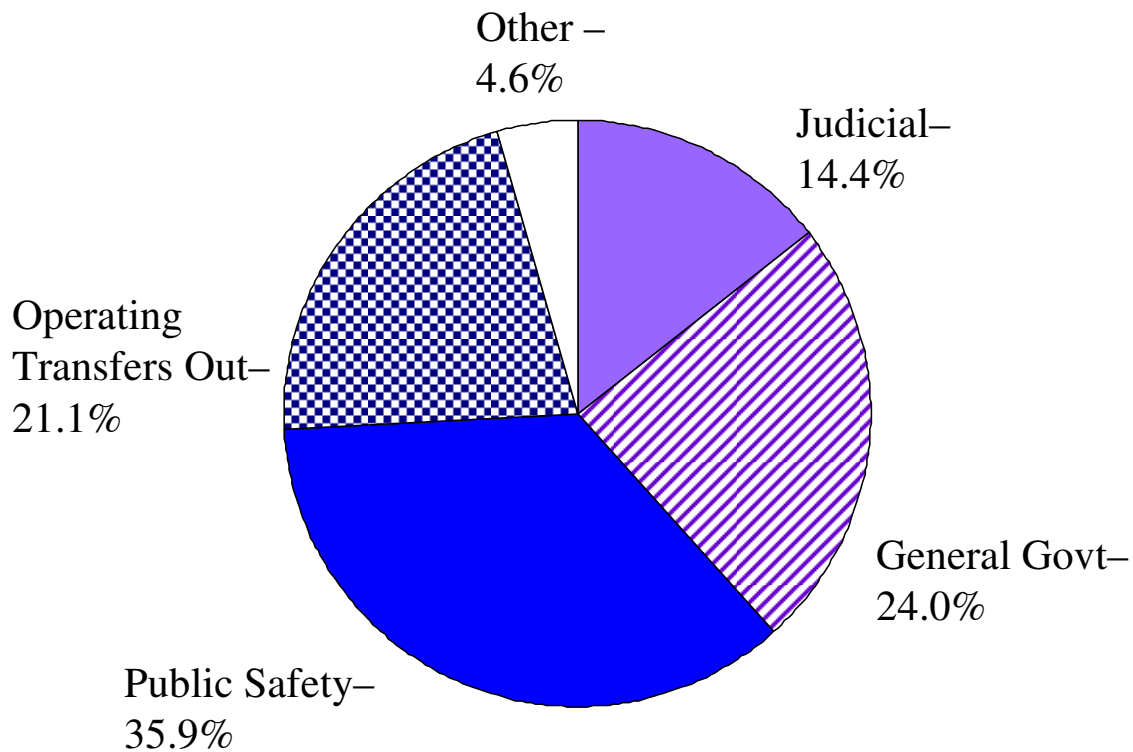
The General Fund is used to account for all revenues and expenditures applicable to the general operations of the County except for those required or determined to be more appropriately accounted for in another fund (e.g., Special Revenue fund.) Revenues are derived primarily from property tax, intergovernmental revenues and charges for services.

# General Fund 2007 Revenues



Source	2006 Amended Budget	2007 Adopted Budget	2007 % of Total	% of Change
Taxes	\$36,985,420	\$38,478,211	60.9%	4.04%
Intergovernmental	4,841,431	4,947,755	7.8%	2.20%
Charges for Services	8,889,545	9,382,034	14.8%	5.54%
Fines and Forfeits	1,069,100	1,098,100	1.7%	2.71%
Interest on Investments	1,600,000	1,600,000	2.5%	0.00%
Rental	2,734,303	2,802,863	4.4%	2.51%
Licenses and Permits	300,025	298,825	0.5%	-0.40%
Other Revenue	368,147	292,293	0.5%	-20.60%
Operating Transfers In	4,235,432	4,362,495	6.9%	3.00%
	\$61,023,403	\$63,262,576	100.0%	3.67%

# General Fund 2007 Expenditures



Source	2006 Amended Budget	2007 Adopted Budget	2007 % of Total	% of Change
Legislative	\$564,656	\$632,595	1.0%	12.0%
Judicial	8,675,522	9,248,794	14.4%	6.6%
General Government	15,095,858	15,424,512	24.0%	2.2%
Health and Welfare	629,554	641,254	1.0%	1.9%
Public Safety	21,337,831	23,016,289	35.9%	7.9%
Public Works	227,850	201,750	0.3%	-11.5%
Community & Economic Development	640,813	634,476	1.0%	-1.0%
Other	1,356,282	827,336	1.3%	-39.0%
Operating Transfers Out	13,796,697	13,560,616	21.1%	-1.7%
	<u>\$62,325,063</u>	<u>\$64,187,622</u>	<u>100.0%</u>	<u>3.0%</u>



**COUNTY OF OTTAWA  
GENERAL FUND  
COMPARATIVE ANALYSIS  
ACTUAL 2004 & 2005  
BUDGET 2006 & 2007**

**REVENUES**

DEPT	DEPARTMENT NAME	ACTUAL 2004	ACTUAL 2005	CURRENT		AMENDED BUDGET 2006	2007 ADOPTED BY BOARD	\$ CHANGE 2006 TO BOARD	% CHANGE 2006 TO BOARD
				YEAR 2006 ESTIMATED	YEAR 2006 ESTIMATED				
1310	Circuit Court	\$187,950	\$179,911	\$196,200	\$189,000	\$199,000	\$10,000	5.29%	
1360	District Court	\$2,688,577	\$2,906,946	\$3,110,189	\$2,790,908	\$2,995,000	\$204,092	7.31%	
1361	District Court SCAO Drug Court Grant	\$3,622	\$104,257	\$7,123	\$7,123	\$0	-\$7,123	-100.00%	
1370	Drug Court Planning	\$24,112	\$7,888	\$0	\$0	\$0	\$0	N/A	
1371	SCAO Adult Drug Court Grant	\$0	\$25,379	\$4,621	\$4,621	\$0	-\$4,621	-100.00%	
1380	Circuit Court Strategic Planning Initiative	\$28,837	\$0	\$22,500	\$22,500	\$0	-\$22,500	-100.00%	
1480	Probate Court	\$61,526	\$64,529	\$65,100	\$65,100	\$62,100	-\$3,000	-4.61%	
1490	Family Court - Juvenile Services	\$129,245	\$154,774	\$131,675	\$145,905	\$119,645	-\$26,260	-18.00%	
1491	Byrne Juvenile Drug Court Grant	\$19,856	\$49,414	\$0	\$0	\$0	\$0	N/A	
1492	Juvenile Accountability Incentive Block Grant	\$50,530	\$51,255	\$19,873	\$19,873	\$15,471	-\$4,402	-22.15%	
1660	Family Counseling	\$25,043	\$28,003	\$27,000	\$27,000	\$28,000	\$1,000	3.70%	
1910	Elections	\$13,260	\$27,059	\$47,000	\$47,000	\$17,000	-\$30,000	-63.83%	
1920	Canvassing Board	\$1,111	\$1,355	\$2,550	\$2,550	\$1,500	-\$1,050	-41.18%	
2010	Fiscal Services	\$559,233	\$2,440,463	\$3,497,253	\$5,661,632	\$3,646,018	-\$2,015,614	-35.60%	
2120	Budget	\$2,183,722	\$373,939	\$0	\$0	\$0	\$0	N/A	
2150	County Clerk	\$548,429	\$562,146	\$564,000	\$573,000	\$580,800	\$7,800	1.36%	
2250	Equalization	\$104	\$136	\$100	\$100	\$100	\$0	0.00%	
2290	Prosecuting Attorney	\$139,705	\$136,318	\$149,540	\$143,616	\$177,300	\$33,684	23.45%	
2330	Administrative Services	\$11,875	\$10,925	\$11,700	\$11,700	\$11,700	\$0	0.00%	
2360	Register of Deeds	\$2,900,338	\$2,729,411	\$2,360,000	\$2,437,500	\$2,139,360	-\$298,140	-12.23%	
2430	Property Description & Mapping	\$8,571	\$8,724	\$100	\$8,000	\$100	-\$7,900	-98.75%	
2450	Survey & Remonumentation	\$158,360	\$213,869	\$53,750	\$215,000	\$158,919	-\$56,081	-26.08%	
2530	County Treasurer	\$30,951,920	\$32,162,354	\$36,835,976	\$36,321,860	\$38,096,235	\$1,774,375	4.89%	
2570	Co-Op Extension	\$46,402	\$54,058	\$45,200	\$54,560	\$56,740	\$2,180	4.00%	
2590	Geographic Information Systems	\$140,891	\$158,655	\$102,423	\$128,630	\$118,000	-\$10,630	-8.26%	
2651	Facilities Maintce - Hudsonville Human Serv	\$47,991	\$57,407	\$58,644	\$75,380	\$76,123	\$743	0.99%	
2652	Facilities Maintce - Holland Human Serv	\$204,583	\$187,925	\$209,225	\$210,447	\$221,854	\$11,407	5.42%	
2653	Facilities Maintce - Fulton Street	\$28,077	\$50,397	\$78,939	\$89,787	\$86,157	-\$3,630	-4.04%	
2655	Facilities Maintce - Holland Health Facility	\$162,147	\$170,320	\$218,268	\$213,178	\$216,481	\$3,303	1.55%	
2658	Facilities Maintce - Grand Haven Health	\$126,355	\$133,291	\$139,728	\$137,818	\$143,057	\$5,239	3.80%	
2659	Facilities Maintce - CMH Facility	\$153,229	\$187,030	\$246,872	\$252,180	\$257,620	\$5,440	2.16%	
2660	Facilities Maintce - Coopersville	\$22,412	\$27,290	\$27,453	\$30,834	\$37,470	\$6,636	21.52%	
2665	Facilities Maintce - Juvenile Serv Complex	\$1,206,391	\$1,325,120	\$1,395,307	\$1,419,072	\$1,459,821	\$40,749	2.87%	

**COUNTY OF OTTAWA  
GENERAL FUND  
COMPARATIVE ANALYSIS  
ACTUAL 2004 & 2005  
BUDGET 2006 & 2007**

**REVENUES**

DEPT	DEPARTMENT NAME	ACTUAL 2004	ACTUAL 2005	CURRENT		AMENDED BUDGET 2006	2007 ADOPTED BY BOARD	\$ CHANGE 2006 TO BOARD	% CHANGE 2006 TO BOARD
				YEAR 2006 ESTIMATED	YEAR 2007				
2667	Facilities Maintce - Administrative Annex	\$50,891	\$57,887	\$60,410	\$59,249	<b>\$62,624</b>	\$3,375	5.70%	
2668	Facilities Maintce - FIA	\$230,526	\$207,948	\$251,254	\$254,958	<b>\$248,656</b>	-\$6,302	-2.47%	
2750	Drain Commission	\$109,329	\$225,198	\$220,445	\$220,445	<b>\$96,000</b>	-\$124,445	-56.45%	
3020	Sheriff	\$184,394	\$203,069	\$165,980	\$165,980	<b>\$182,680</b>	\$16,700	10.06%	
3100	West Mi Enforcement Team - Operations	\$10,846	\$3,895	\$10,350	\$10,350	<b>\$10,350</b>	\$0	0.00%	
3112	COPS Allendale/Jenison	\$330,061	\$348,662	\$359,343	\$365,231	<b>\$412,188</b>	\$46,957	12.86%	
3113	COPS Holland/West Ottawa	\$59,179	\$50,949	\$57,924	\$57,924	<b>\$67,483</b>	\$9,559	16.50%	
3119	City of Coopersville	\$383,985	\$453,510	\$459,825	\$458,494	<b>\$486,505</b>	\$28,011	6.11%	
3120	City of Hudsonville	\$0	\$0	\$210,946	\$263,366	<b>\$437,557</b>	\$174,191	66.14%	
3130	Zoning Enforcement-Holland Twmsp	\$170,341	\$167,572	\$175,217	\$175,217	<b>\$198,333</b>	\$23,116	13.19%	
3160	Sheriff Curb Auto Theft (SCAT)	\$47,049	\$55,406	\$63,285	\$63,285	<b>\$69,024</b>	\$5,739	9.07%	
3170	Blendon/Holland/Robinson/Zeeland (CITE)	\$36,033	\$35,146	\$39,124	\$39,124	<b>\$40,282</b>	\$1,158	2.96%	
3200	Sheriff Training	\$18,714	\$15,309	\$27,195	\$20,000	<b>\$27,500</b>	\$7,500	37.50%	
3250	Central Dispatch	\$3,419,770	\$3,613,436	\$3,830,547	\$3,777,731	<b>\$4,013,656</b>	\$235,925	6.25%	
3310	Marine Safety	\$67,986	\$75,250	\$67,478	\$82,978	<b>\$68,000</b>	-\$14,978	-18.05%	
3510	Jail	\$693,029	\$675,976	\$646,000	\$624,000	<b>\$601,750</b>	-\$22,250	-3.57%	
3540	Local Corrections Academy Grant	\$2,837	\$3,937	\$2,141	\$5,913	<b>\$0</b>	-\$5,913	-100.00%	
3550	Excelling - Corr Env Grant	\$6,798	\$0	\$0	\$0	<b>\$0</b>	\$0	N/A	
4260	Emergency Services	\$174,241	\$30,205	\$38,106	\$38,106	<b>\$30,000</b>	-\$8,106	-21.27%	
4261	SHSGP Exercise Grant	\$16,961	\$0	\$0	\$0	<b>\$0</b>	\$0	N/A	
4262	Solution Area Planner Grant	\$27,119	\$15,881	\$0	\$0	<b>\$0</b>	\$0	N/A	
4263	Haz Mat Response Team	\$64,753	\$26,382	\$37,508	\$37,508	<b>\$42,753</b>	\$5,245	13.98%	
4264	Training Grant	\$74,050	\$129,476	\$0	\$0	<b>\$0</b>	\$0	N/A	
4265	Homeland Security Equipment Grant	\$52,959	\$1,169,611	\$17,724	\$39,724	<b>\$0</b>	-\$39,724	-100.00%	
6300	Substance Abuse	\$692,488	\$729,581	\$790,813	\$802,726	<b>\$880,669</b>	\$77,943	9.71%	
6480	Medical Examiners	\$2,028	\$1,595	\$2,200	\$2,200	<b>\$2,500</b>	\$300	13.64%	
7210	Planning - Transportation	\$0	\$0	\$0	\$0	<b>\$0</b>	\$0	N/A	
7212	Road Salt Management	\$0	\$35,202	\$14,762	\$14,762	<b>\$0</b>	-\$14,762	-100.00%	
9300	Transfers In Control	\$6,638,481	\$6,323,127	\$4,235,432	\$4,235,432	<b>\$4,362,495</b>	\$127,063	3.00%	
<b>TOTAL REVENUE</b>		<b>\$56,399,252</b>	<b>\$59,248,154</b>	<b>\$61,419,302</b>	<b>\$63,126,600</b>	<b>\$63,262,576</b>	<b>\$135,976</b>	<b>0.22%</b>	

**COUNTY OF OTTAWA  
GENERAL FUND  
COMPARATIVE ANALYSIS  
ACTUAL 2004 & 2005  
BUDGET 2006 & 2007**

**EXPENDITURES**

DEPT	DEPARTMENT NAME	ACTUAL 2004	ACTUAL 2005	CURRENT		2007 BUDGET ADOPTED BY BOARD	\$ CHANGE 2006 BUDGET TO BOARD	% CHANGE 2006 BUDGET TO BOARD
				YEAR 2006 ESTIMATED	AMENDED BUDGET 2006			
1010	Commissioners	\$462,228	\$549,011	\$535,725	\$562,868	<b>\$630,765</b>	\$67,897	12.06%
1290	Tax Allocation Board	\$990	\$662	\$1,788	\$1,788	<b>\$1,830</b>	\$42	2.35%
1310	Circuit Court	\$1,572,900	\$1,716,790	\$1,871,254	\$1,909,293	<b>\$1,985,070</b>	\$75,777	3.97%
1360	District Court	\$4,231,598	\$4,443,318	\$4,919,482	\$4,775,228	<b>\$5,385,813</b>	\$610,585	12.79%
1361	District Court SCAO Drug Court Grant	\$3,621	\$108,148	\$10,905	\$10,905	<b>\$0</b>	-\$10,905	-100.00%
1370	Drug Court Planning	\$24,112	\$7,888	\$0	\$0	<b>\$0</b>	\$0	N/A
1371	SCAO Adult Drug Court Grant	\$0	\$25,379	\$7,518	\$7,518	<b>\$0</b>	-\$7,518	-100.00%
1380	Circuit Court Strategic Planning Initiative	\$35,466	\$0	\$27,000	\$27,000	<b>\$0</b>	-\$27,000	-100.00%
1480	Probate Court	\$656,618	\$739,696	\$778,734	\$766,254	<b>\$794,549</b>	\$28,295	3.69%
1490	Family Court - Juvenile Services	\$1,671,252	\$1,260,127	\$939,212	\$989,386	<b>\$903,665</b>	-\$85,721	-8.66%
1491	Byrne Juvenile Drug Court Grant	\$19,856	\$49,413	\$0	\$0	<b>\$0</b>	\$0	N/A
1492	Juvenile Accountability Incentive Block Grant	\$56,978	\$56,116	\$22,076	\$22,076	<b>\$17,190</b>	-\$4,886	-22.13%
1520	Adult Probation	\$120,528	\$102,627	\$123,714	\$124,401	<b>\$117,481</b>	-\$6,920	-5.56%
1660	Family Counseling	\$31,894	\$39,599	\$42,981	\$37,981	<b>\$39,461</b>	\$1,480	3.90%
1670	Jury Board	\$3,442	\$5,576	\$5,480	\$5,480	<b>\$5,565</b>	\$85	1.55%
1910	Elections	\$216,437	\$79,718	\$258,584	\$258,934	<b>\$169,828</b>	-\$89,106	-34.41%
1920	Canvassing Board	\$2,788	\$1,361	\$2,550	\$2,550	<b>\$2,550</b>	\$0	0.00%
2010	Fiscal Services	\$551,410	\$804,902	\$903,504	\$918,604	<b>\$961,377</b>	\$42,773	4.66%
2020	Auditing	\$159,985	\$18,035	\$0	\$0	<b>\$0</b>	\$0	N/A
2100	Corporate Counsel	\$158,261	\$179,967	\$188,399	\$189,174	<b>\$195,383</b>	\$6,209	3.28%
2120	Budget	\$134,095	\$21,866	\$0	\$0	<b>\$0</b>	\$0	N/A
2150	County Clerk	\$1,085,245	\$1,205,112	\$1,290,921	\$1,319,889	<b>\$1,404,788</b>	\$84,899	6.43%
2230	Administrator	\$242,778	\$327,812	\$378,559	\$412,755	<b>\$419,654</b>	\$6,899	1.67%
2250	Equalization	\$639,444	\$661,942	\$645,435	\$690,582	<b>\$709,668</b>	\$19,086	2.76%
2260	Human Resources	\$506,678	\$573,820	\$513,578	\$543,785	<b>\$577,800</b>	\$34,015	6.26%
2290	Prosecuting Attorney	\$2,532,140	\$2,672,707	\$2,915,738	\$2,964,724	<b>\$3,143,879</b>	\$179,155	6.04%
2330	Administrative Services	\$180,811	\$178,800	\$191,172	\$193,966	<b>\$210,721</b>	\$16,755	8.64%
2360	Register of Deeds	\$654,317	\$669,141	\$714,048	\$711,548	<b>\$730,175</b>	\$18,627	2.62%

**COUNTY OF OTTAWA  
GENERAL FUND  
COMPARATIVE ANALYSIS  
ACTUAL 2004 & 2005  
BUDGET 2006 & 2007**

**EXPENDITURES**

DEPT	DEPARTMENT NAME	CURRENT				AMENDED BUDGET 2006	2007 BUDGET ADOPTED BY BOARD	\$ CHANGE 2006 BUDGET TO BOARD	% CHANGE 2006 BUDGET TO BOARD
		ACTUAL 2004	ACTUAL 2005	YEAR 2006 ESTIMATED	YEAR 2006 ESTIMATED				
2430	Property Description & Mapping	\$271,205	\$323,406	\$332,236	\$352,627	<b>\$366,588</b>	\$13,961	3.96%	
2450	Survey & Remonumentation	\$227,470	\$272,850	\$152,958	\$557,957	<b>\$291,594</b>	-\$266,363	-47.74%	
2470	Plat Board	\$3,587	\$3,304	\$3,963	\$3,963	<b>\$3,963</b>	\$0	0.00%	
2530	County Treasurer	\$725,210	\$712,674	\$768,211	\$783,255	<b>\$822,086</b>	\$38,831	4.96%	
2570	Co-Op Extension	\$472,360	\$490,274	\$515,698	\$520,589	<b>\$537,093</b>	\$16,504	3.17%	
2590	Geographic Information System	\$501,044	\$442,761	\$447,032	\$470,520	<b>\$493,776</b>	\$23,256	4.94%	
2610	Building Authority	\$2,429	\$3,043	\$3,035	\$3,035	<b>\$3,467</b>	\$432	14.23%	
2651	Facilities Maintce - Hudsonville Human Serv	\$89,709	\$160,263	\$173,714	\$196,705	<b>\$200,314</b>	\$3,609	1.83%	
2652	Facilities Maintce - Holland Human Serv	\$146,525	\$166,970	\$182,249	\$182,223	<b>\$195,131</b>	\$12,908	7.08%	
2653	Facilities Maintce - Fulton Street	\$48,547	\$63,939	\$70,599	\$81,447	<b>\$77,923</b>	-\$3,524	-4.33%	
2654	Facilities Maintce - Grand Haven	\$395,701	\$424,623	\$521,417	\$528,795	<b>\$548,717</b>	\$19,922	3.77%	
2655	Facilities Maintce - Holland Health Facility	\$168,025	\$178,181	\$218,268	\$213,178	<b>\$216,481</b>	\$3,303	1.55%	
2656	Facilities Maintce - Holland District Court	\$67,576	\$72,054	\$148,466	\$146,216	<b>\$219,901</b>	\$73,685	50.39%	
2657	Facilities Maintce - Jail	\$115,201	\$106,125	\$64,343	\$64,343	<b>\$86,128</b>	\$21,785	33.86%	
2658	Facilities Maintce - Grand Haven Health	\$54,924	\$61,551	\$65,760	\$63,850	<b>\$69,186</b>	\$5,336	8.36%	
2659	Facilities Maintce - CMH Facility	\$153,227	\$163,464	\$191,108	\$196,416	<b>\$201,856</b>	\$5,440	2.77%	
2660	Facilities Maintce - Coopersville	\$41,187	\$50,220	\$49,285	\$55,356	<b>\$67,362</b>	\$12,006	21.69%	
2661	Facilities Maintce - Emergency Services	\$2,938	\$3,506	\$5,250	\$5,250	<b>\$5,150</b>	-\$100	-1.90%	
2662	Facilities Maintce - Community Haven	\$785	\$867	\$2,600	\$3,200	<b>\$1,100</b>	-\$2,100	-65.63%	
2664	Facilities Maintce - 4th & Clinton	\$25,943	\$27,973	\$32,926	\$31,974	<b>\$35,714</b>	\$3,740	11.70%	
2665	Facilities Maintce - Juvenile Serv Complex	\$626,517	\$779,438	\$780,784	\$804,549	<b>\$846,367</b>	\$41,818	5.20%	
2666	Facilities Maintce - 434 Franklin	\$932	\$1,036	\$1,360	\$1,360	<b>\$1,377</b>	\$17	1.25%	
2667	Facilities Maintce - Administrative Annex	\$532,805	\$627,697	\$638,237	\$610,961	<b>\$665,312</b>	\$54,351	8.90%	
2668	Facilities Maintce - FIA	\$254,952	\$266,998	\$311,729	\$299,331	<b>\$308,900</b>	\$9,569	3.20%	
2750	Drain Commission	\$475,423	\$627,198	\$686,297	\$685,481	<b>\$613,937</b>	-\$71,544	-10.44%	
2800	Ottawa Soil & Water Conservation District	\$17,829	\$19,539	\$26,766	\$26,766	<b>\$19,266</b>	-\$7,500	-28.02%	
3020	Sheriff	\$6,367,948	\$6,488,140	\$7,142,002	\$7,224,553	<b>\$7,926,265</b>	\$701,712	9.71%	
3100	West Mi Enforcement Team - Operations	\$520,846	\$519,357	\$559,491	\$546,037	<b>\$585,863</b>	\$39,826	7.29%	

**COUNTY OF OTTAWA  
GENERAL FUND  
COMPARATIVE ANALYSIS  
ACTUAL 2004 & 2005  
BUDGET 2006 & 2007**

**EXPENDITURES**

DEPT	DEPARTMENT NAME	ACTUAL 2004	ACTUAL 2005	CURRENT		2007 BUDGET ADOPTED BY BOARD	\$ CHANGE 2006 BUDGET TO BOARD	% CHANGE 2006 BUDGET TO BOARD
				YEAR 2006 ESTIMATED	AMENDED BUDGET 2006			
3110	COPS Georgetown/Jamestown	\$0	\$0	\$0	\$0	\$0	\$0	N/A
3112	COPS Allendale/Jenison	\$330,061	\$348,666	\$359,343	\$365,231	\$412,188	\$46,957	12.86%
3113	COPS Holland/West Ottawa	\$88,327	\$76,042	\$76,974	\$86,547	\$101,235	\$14,688	16.97%
3119	City of Coopersville	\$383,985	\$453,511	\$459,825	\$458,494	\$486,505	\$28,011	6.11%
3120	City of Hudsonville	\$0	\$0	\$210,946	\$256,203	\$437,557	\$181,354	70.79%
3130	Zoning Enforcement-Holland Twnbsp	\$170,341	\$167,573	\$175,877	\$175,217	\$198,333	\$23,116	13.19%
3160	Sheriff Curb Auto Theft (SCAT)	\$75,909	\$76,618	\$88,995	\$88,666	\$96,107	\$7,441	8.39%
3170	Blendon/Holland/Robinson/Zeeland (CITE)	\$73,883	\$71,753	\$77,845	\$77,698	\$82,408	\$4,710	6.06%
3200	Sheriff Training	\$18,714	\$15,309	\$27,195	\$26,000	\$27,500	\$1,500	5.77%
3250	Central Dispatch	\$3,436,927	\$3,611,058	\$3,802,094	\$3,802,094	\$4,013,656	\$211,562	5.56%
3310	Marine Safety	\$170,730	\$193,828	\$183,947	\$224,419	\$214,990	-\$9,429	-4.20%
3510	Jail	\$6,143,971	\$6,631,126	\$7,151,043	\$7,259,341	\$7,661,936	\$402,595	5.55%
3540	Local Corrections Academy Grant	\$2,887	\$4,737	\$2,141	\$5,913	\$0	-\$5,913	-100.00%
3550	Excelling - Corr Env Grant	\$6,798	\$0	\$0	\$0	\$0	\$0	N/A
4260	Emergency Services	\$342,779	\$210,435	\$223,779	\$232,577	\$309,425	\$76,848	33.04%
4261	SHSGP Exercise Grant	\$16,961	\$0	\$0	\$0	\$0	\$0	N/A
4262	Solution Area Planner Grant	\$29,742	\$14,094	\$0	\$0	\$0	\$0	N/A
4263	Haz Mat Response Team	\$47,335	\$46,325	\$74,020	\$74,019	\$85,611	\$11,592	15.66%
4264	Training Grant	\$74,050	\$131,907	\$0	\$0	\$0	\$0	N/A
4265	Homeland Security Equipment Grant	\$52,959	\$1,174,495	\$17,724	\$61,268	\$0	-\$61,268	-100.00%
4300	Animal Control	\$354,893	\$348,629	\$327,637	\$373,554	\$376,710	\$3,156	0.84%
4450	Drain Assessments	\$106,128	\$15,816	\$227,850	\$227,850	\$201,750	-\$26,100	-11.45%
4490	Road Commission	\$48,250	\$12,250	\$0	\$0	\$0	\$0	N/A
6300	Substance Abuse	\$253,804	\$259,190	\$340,020	\$340,020	\$303,301	-\$36,719	-10.80%
6480	Medical Examiners	\$204,552	\$242,425	\$254,099	\$228,449	\$265,128	\$36,679	16.06%
6810	Veterans Burial	\$57,162	\$53,100	\$67,000	\$58,000	\$67,000	\$9,000	15.52%
6890	Soldiers & Sailors	\$1,467	\$193	\$3,085	\$3,085	\$5,825	\$2,740	88.82%
7210	Planning - Transportation	\$641	\$0	\$0	\$0	\$0	\$0	N/A

**COUNTY OF OTTAWA  
GENERAL FUND  
COMPARATIVE ANALYSIS  
ACTUAL 2004 & 2005  
BUDGET 2006 & 2007**

**EXPENDITURES**

DEPT	DEPARTMENT NAME	ACTUAL 2004	ACTUAL 2005	CURRENT	AMENDED BUDGET 2006	2007 BUDGET ADOPTED BY BOARD	\$ CHANGE 2006 BUDGET TO BOARD	% CHANGE 2006 BUDGET TO BOARD
				YEAR 2006 ESTIMATED				
7211	Planner - Grants	\$497,828	\$536,301	\$586,092	\$618,357	<b>\$631,476</b>	\$13,119	2.12%
7212	Road Salt Management	\$6,400	\$5,099	\$22,456	\$22,456	<b>\$3,000</b>	-\$19,456	-86.64%
8650	Insurance	\$107,577	\$119,565	\$156,542	\$127,690	<b>\$174,100</b>	\$46,410	36.35%
8900	Contingency	\$0	\$0	\$25,000	\$1,029,510	<b>\$553,236</b>	-\$476,274	-46.26%
9010	Equipment Pool	\$0	\$0	\$0	\$199,082	<b>\$100,000</b>	-\$99,082	-49.77%
9650	Operating Transfers Out	\$12,287,446	\$14,287,835	\$13,767,032	\$16,064,403	<b>\$13,560,616</b>	-\$2,503,787	-15.59%
TOTAL EXPENDITURES		\$53,659,224	\$58,664,864	\$60,092,702	\$64,592,769	<b>\$64,187,622</b>	-\$405,147	-0.63%
TOTAL REVENUE		\$56,399,252	\$59,248,154	\$61,419,302	\$63,126,600	<b>\$63,262,576</b>		
FUND BALANCE (USE)		\$2,740,028	\$583,290	\$1,326,600	-\$1,466,169	<b>-\$925,046</b>		

*Based on historical activity, the County does not anticipate actually having to use the \$925,046 of fund balance. Please see the transmittal letter for more information.*



**2007 General Fund Budget  
Legislative Expenditures \$632,595**








<b>Function Statement</b>
---------------------------

The Ottawa County Board of Commissioners is comprised of 11 elected representatives of the citizens of Ottawa County and provides leadership and policy direction for all County activities. The Board appoints and directs the activities of the County Administrator. The Board uses a committee to discuss and direct County policies.

<b>Mission Statement</b>
--------------------------

*Ottawa County is committed to excellence and the delivery of cost-effective public services.*

-  **Goal:** To maintain and improve the strong financial position of the County
- Objective:** Identify and develop strategies to address potential financial threats  
**Measure:** Continue implementation of the 2004 budget balancing plan  
**Measure:** Fund balance will be maintained at 10-15% of the prior years audited expenditures
- Objective:** Identify and develop a plan for funding legacy costs  
**Measure:** Acquire and refine an actuarial estimate of other post employment benefits (OPEB)
- Objective:** Maintain or improve bond ratings  
**Measure:** The bond rating will be maintained or improved
- Objective:** Prioritize discretionary services to provide a basis for budget reductions in the future should they be necessary  
**Measure:** Discretionary services will be prioritized by 12/31/07
- Objective:** Citizens will be satisfied with the value of the services provided by the County for their tax dollar  
**Measure:** The citizen survey will report that less than 30% of respondents believe taxes are too high
-  **Goal:** Maintain and enhance communication with citizens, employees, and other stakeholders
- Objective:** Continue to implement new interactive features on miOttawa.org  
**Measure:** By 12/31/07, six new services will be available on the website
- Objective:** Identify and implement methods of communicating with employee groups  
**Measure:** % increase in employee satisfaction with communication from Administration will be no less than 20%
-  **Goal:** Contribute to a healthy physical, economic, & community environment
- Objective:** Investigate opportunities to impact the consequences of development  
**Measure:** Consider recommendations of the Purchase of Development Rights (PDR) Subcommittee at the Board level
- Objective:** Examine water quality policies and develop a research-based water quality action plan  
**Measure:** A plan of action with measurable results will be developed
- Objective:** Assist in completion of a groundwater resources inventory  
**Measure:** Completion of groundwater resources inventory
-  **Goal:** Continually improve the County's organization and services
- Objective:** Ensure the security and recoverability of paper and electronic records  
**Measure:** A County-wide disaster records recovery plan will be developed
- Objective:** Establish better employee-management communications  
**Measure:** 100% of Labor-Management Cooperation Committee members report improved sense of communication between labor and management  
**Measure:** 100% of Labor-Management Cooperation Committee members report greater understanding of issues facing the County  
**Measure:** 20% increase in employee satisfaction with "climate of trust"
- Objective:** Citizens will be satisfied with County services  
**Measure:** The citizen survey will report that at least 75% of respondents will rate the County as "positive" or "excellent"  
**Measure:** The citizen survey will report that of the 15 service areas, no service areas will have more than 50% of the respondents reporting that "more should be done"

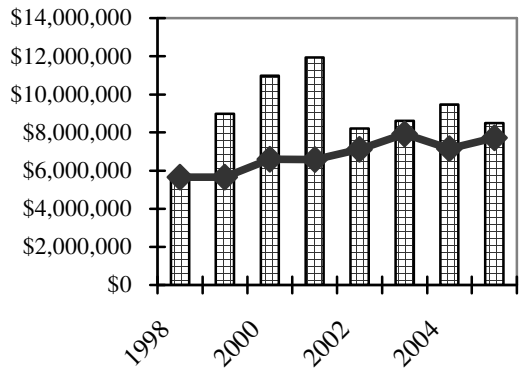
 Denotes Strategic Plan directive



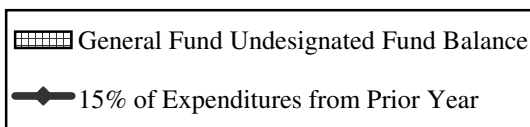
Measures	2004	2005	2006 Estimated	2007 Projected
<b>Output:</b>				
Progress made on the 2004 budget balancing plan (Yes/No)	Yes	Yes	Yes	Yes
Acquire/Refine actuary estimate of OPEB liability	N/A	N/A	Acquire	Refine
Discretionary programs prioritized (Yes/No)	N/A	N/A	N/A	Yes
Consideration of PDRs at the Board level (Yes/No)	N/A	N/A	N/A	Yes
Approval of a County-wide disaster records recovery plan	N/A	N/A	N/A	Yes
A water quality plan of action will be developed	N/A	N/A	N/A	Yes
Completion of groundwater resources inventory	N/A	N/A	N/A	Yes
<b>Efficiency:</b>				
# of new services available on the County website	N/A	N/A	12	6
% of Labor-Management Cooperation Committee members report improved sense of communication between labor and management	N/A	N/A	N/A	100%
% of Labor-Management Cooperation Committee members report greater understanding of issues facing the County	N/A	N/A	N/A	100%
% increase in employee satisfaction with "climate of trust"	N/A	N/A	N/A	20%
<b>Outcome:</b>				
General Fund fund balance as a % of prior year expenditures	19.9%	16.5%	16.8%	15%
Bond Ratings Maintained/Improved (Yes/No)	Yes	Yes	Yes	Yes
% of citizen survey respondents reporting that "taxes are too high"	N/A	N/A	27%	N/A*
% increase in employee satisfaction with communication from Administration	N/A	N/A	N/A	20%
% of citizen survey respondents who rate the County as "positive"	N/A	N/A	79%	N/A*
# of service areas for which more than 50% of citizen survey respondents feel "more should be done"	N/A	N/A	2	N/A*

\* The next citizen survey is scheduled for 2008.

General Fund Undesignated Fund Balance Analysis



The graph to the left shows that the County has been successful in its goal to maintain a fund balance of 10 - 15% of the prior year's audited expenditures. In fact, in the last few years, the General Fund has surpassed this 15% mark. During 2002, \$5.36 million was transferred out to the financing tool funds from the 2001 revenues over expenditures.



<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Commissioners	11.000	11.000	11.000	\$112,019

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<i>Expenditures</i>					
Personnel Services	\$229,064	\$237,024	\$255,746	\$276,733	\$299,792
Supplies	\$16,008	\$13,108	\$48,124	\$19,000	\$38,026
Other Services & Charges	\$234,401	\$212,096	\$245,141	\$239,992	\$292,947
Capital Outlay					
Total Expenditures	\$479,473	\$462,228	\$549,011	\$535,725	\$630,765

***Budget Highlights:***

The 2007 Other Services & Charges include additional funds for Gypsy Moth suppression.

Fund: (1010) General Fund

Department: (1290) Reapportionment

<b>Resources</b>
------------------

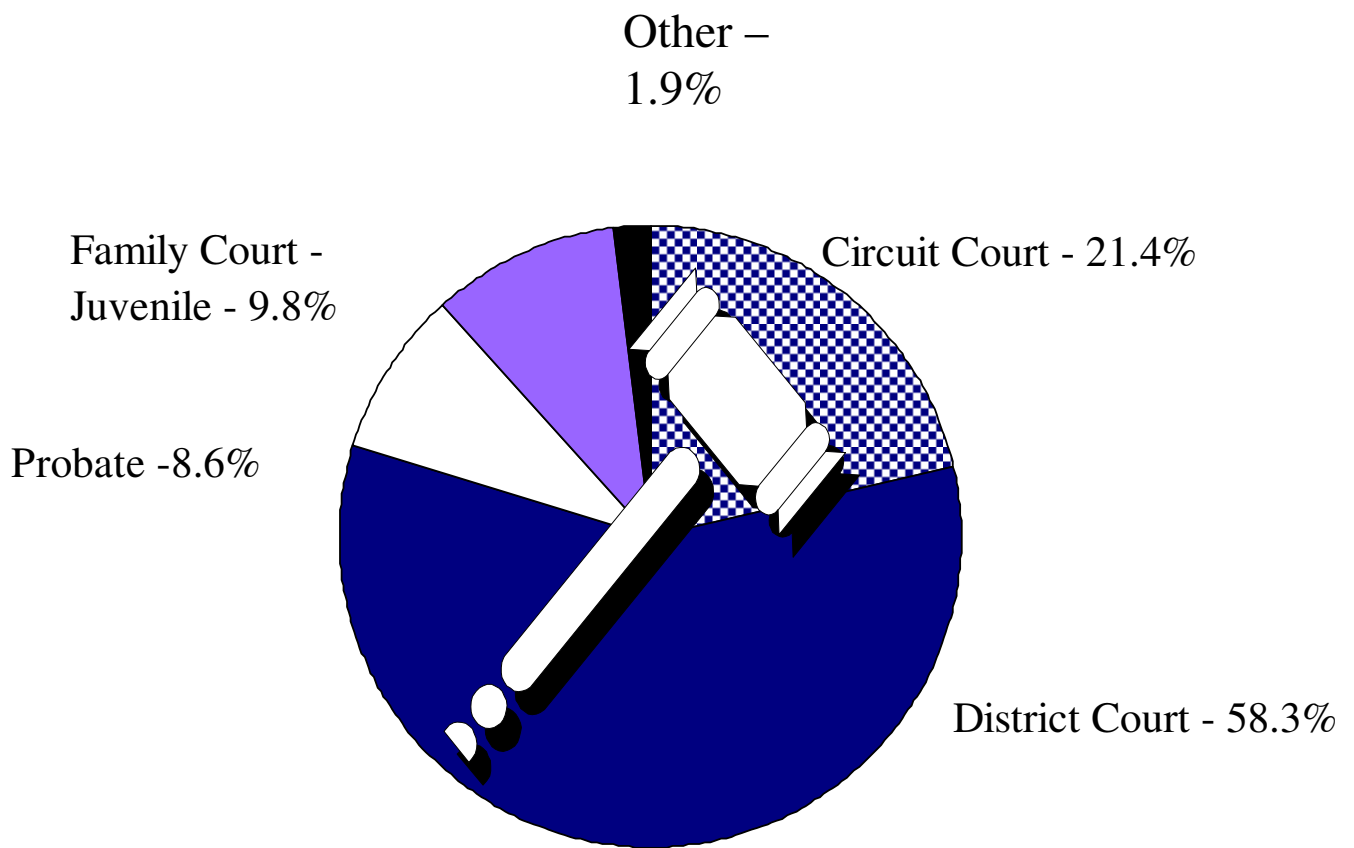
**Personnel**

*No permanent personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Expenditures</b>					
Personnel Services	\$152	\$154	\$99	\$225	\$225
Supplies					
Other Services & Charges	\$1,005	\$835	\$563	\$1,563	\$1,605
Capital Outlay					
Total Expenditures	<u>\$1,157</u>	<u>\$989</u>	<u>\$662</u>	<u>\$1,788</u>	<u>\$1,830</u>

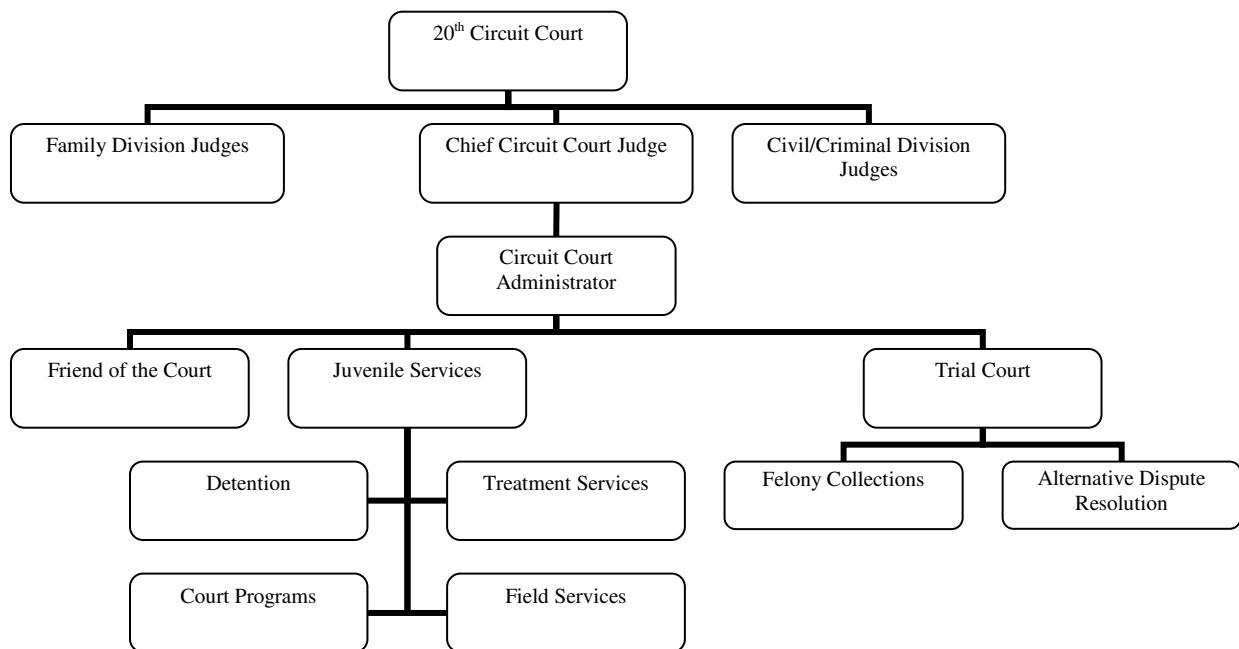
# 2007 General Fund Budget Judicial Expenditures \$9,248,794



**Function Statement**

The Circuit Court has original jurisdiction to hear criminal cases for the 20<sup>th</sup> Judicial Circuit of Michigan (Ottawa County) wherein the maximum penalty is in excess of one year, divorce and other equitable claims, and civil damage claims wherein the request for relief exceeds \$25,000; serves as the court of appellate review for decisions of the District Courts, and for some matters arising out of Probate Court.

The Circuit Court administers the Family Court.



**Mission Statement**

To administer justice, provide restorative services and apply the law with equality, integrity and timeliness through trained, courteous staff in a manner that inspires public trust.

**Goal:** To hear and decide probate cases brought by parties in Ottawa County that fall within the Court’s statutory jurisdiction.

**Objective:** Provide a timely response to all cases filed with the Circuit Court.

*Measure:* Track case processing time.

*Measure:* Compliance with SCAO court case management guidelines.

**Objective:** Increase staff training and professional development.

*Measure:* The Court Training Committee will provide trainings for professional staff development reflecting the needs of staff.

*Measure:* Facilitate and/or support the Court’s Strategic Plan to successfully implement a centralized Training Committee for the Courts.

*Measure:* Monitor attendance at conferences/trainings.

**Objective:** Provide Probate staff with necessary equipment/supplies to ensure proper case flow management.

*Measure:* Track office supply purchases/usage.

*Measure:* Monitor printing and postage

*Measure:* Monitor administrative costs

**Goal:** To provide legally required services for parties.

**Objective:** Provide resources to maintain necessary services.

*Measure:* Maintain/track attorney appointments.

*Measure:* Maintain/track juror fees.

*Measure:* Maintain/track visiting judge costs.

*Measure:* Maintain/track interpreters.

*Measure:* Maintain/track mediation services.

**Goal:** To provide exceptional facilities for all court users.

**Objective:** Respond to equipment repair/replacement and safety issues.

*Measure:* Track equipment repair/replacement to ensure responses are quick and appropriate.

*Measure:* Review safety issues and incident reports quarterly by the Safety Committee to ensure follow through.

**Objective:** Anticipate future equipment needs, provide adequate equipment and support the Master Technology Plan in order to maintain a fully-functioning court on a day-to-day basis.

*Measure:* Identify outdated equipment for replacement, determine needs.

*Measure:* Submit equipment needs as appropriate in 2007 budget.

*Measure:* Implementation and/or development of completion of Master Technology Plan.

**Objective:** Increase regular maintenance of facility.

*Measure:* Identify maintenance projects, e.g. painting of walls, replacement of carpeting in worn areas, replacement of soiled tiles, etc.

*Measure:* Create a monthly maintenance schedule that includes checking walls, flooring, ceiling tiles, entry and office doors, lights, windows, plumbing (sinks, faucets, toilets) to determine maintenance needs.

*Measure:* Submit maintenance requests and track until completed.

**Goal:** Increase and improve Felony Collections

**Objective:** Increase methods and systems to collect outstanding fines, costs and restitution.

*Measure:* Monitor and increase monies due and owing to the Court.

**Goal:** Improve Community Collaboration pursuant to the Court's Strategic Plan.

**Objective:** Complete establishment of Safe Haven's Project and establish Bench/Bar activities.

*Measure:* Collaborate with partners in submission of Safe Haven's Federal Grant Application.

*Measure:* Conduct at least 2 Bench/Bar education programs.

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Track case processing time</i>	N/A	N/A	N/A	Completion
<i>Comply with SCAO court case management Guidelines</i>	N/A	N/A	N/A	Completion
<i>The Court Training Committee will provide 4 trainings for professional staff development reflecting the needs of staff</i>	N/A	N/A	N/A	Completion
<i>Facilitate and/or support the Court's Strategic Plan to successfully implement a centralized Training Committee for the Courts</i>	N/A	N/A	N/A	Completion
<i>Monitor attendance at conferences/trainings</i>	N/A	N/A	N/A	Completion
<i>Maintain/track attorney appointments</i>	N/A	N/A	N/A	Completion
<i>Maintain/track juror fees</i>	N/A	N/A	N/A	Completion
<i>Maintain/track visiting judge costs</i>	N/A	N/A	N/A	Completion
<i>Monitor and increase monies due and owing to the court</i>	N/A	N/A	N/A	Completion
<i>Collaborate with partners in submission of Federal Grant Application</i>	N/A	N/A	N/A	Completion
<i>Conduct at least 2 Bench/Bar education programs</i>	N/A	N/A	N/A	Completion
<i>Maintain/track interpreters</i>	N/A	N/A	N/A	Completion

<b>Measures</b>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Monitor and increase monies due and owing to the court</i>	N/A	N/A	N/A	Completion
<i>Collaborate with partners in submission of Federal Grant Application</i>	N/A	N/A	N/A	Completion
<i>Conduct at least 2 Bench/Bar education programs</i>	N/A	N/A	N/A	Completion
<i>Maintain/track interpreters</i>	N/A	N/A	N/A	Completion
<i>Maintain/track mediation services</i>	N/A	N/A	N/A	Completion
<i>Track equipment repair/replacement to ensure responses are quick/appropriate</i>	N/A	N/A	N/A	Completion
<i>Review safety issues and incident reports quarterly, by the Safety Committee to ensure follow through</i>	N/A	N/A	N/A	Completion
<i>Identify outdated equipment for replacement, determine need</i>	N/A	N/A	N/A	Completion
<i>Implementation and/or completion of Master Technology Plan</i>	N/A	N/A	N/A	Completion
<i>Identify maintenance projects.,( e.g. painting of walls, replacement of carpeting in worn areas, replacement of soiled tiles, etc.)</i>	N/A	N/A	N/A	Completion
<i>Create a monthly maintenance schedule that includes checking walls, floors, ceiling tiles, entry and office doors, lights, windows, plumbing (sinks, faucets, toilets) to determine maintenance needs</i>	N/A	N/A	N/A	Completion
<i>Submit maintenance requests and track until completed</i>	N/A	N/A	N/A	Completion
<i>Track office supply purchases/usage</i>	N/A	N/A	N/A	Completion
<i>Monitor printing/postage</i>	N/A	N/A	N/A	Completion
<i>Monitor administrative costs</i>	N/A	N/A	N/A	Completion

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Judge - Circuit Court	4.000	4.000	4.000	\$182,896
Trial Court Director	1.000	1.000	1.000	\$56,626
Senior Law Clerk	0.000	1.000	1.000	\$54,836
Deputy Assignment Clerk	4.750	4.750	4.750	\$159,169
Mediation Assign/Collections Clerk	1.000	1.000	1.000	\$39,055
Court Reporter	2.000	2.000	2.000	\$109,672
Law Clerk/Bailiff	2.000	1.000	1.000	\$40,518
	<u>14.750</u>	<u>14.750</u>	<u>14.750</u>	<u>\$642,772</u>

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue					
Charges for Services	\$135,341	\$139,950	\$136,444	\$148,200	\$151,000
Fines and Forfeitures	\$21,461	\$17,045	\$20,282	\$17,000	\$17,000
Other Revenue	\$1,383	\$30,955	\$23,185	\$31,000	\$31,000
Total Revenues	<u>\$158,185</u>	<u>\$187,950</u>	<u>\$179,911</u>	<u>\$196,200</u>	<u>\$199,000</u>
<b>Expenditures</b>					
Personnel Services	\$710,415	\$729,816	\$867,642	\$922,340	\$976,761
Supplies	\$32,437	\$32,672	\$44,232	\$49,750	\$39,316
Other Services & Charges	\$854,628	\$810,412	\$804,916	\$899,164	\$968,993
Capital Outlay					
Total Expenditures	<u>\$1,597,480</u>	<u>\$1,572,900</u>	<u>\$1,716,790</u>	<u>\$1,871,254</u>	<u>\$1,985,070</u>

**Budget Highlights:**

Effective 1/1/05, a fourth Circuit Court opened. Consequently, expenditures increased overall. In attorney fees are also increasing significantly.



<b>Function Statement</b>
---------------------------

The function of the 58<sup>th</sup> District Court is to dispense justice to the citizens of Ottawa County. There are three District Court locations in Ottawa County: Grand Haven, Holland, and Hudsonville. The Courts are divided into the following divisions: Traffic, Criminal, Civil, and Probation.

The Traffic Division is responsible for entering tickets into the computer system, taking payment for tickets, scheduling hearings for disputed tickets, and notifying the Secretary of State of case dispositions.

The Criminal Division handles State and ordinance criminal cases. It is responsible for scheduling all matters, accepting payments, receiving and disbursing bonds, issuing restricted driver licenses, and notifying Secretary of State and Michigan State Police Records of case dispositions.

The Civil Division processes all civil and small claim cases filed in the Court. It schedules civil hearings and trials, processes all civil writs, receives and disburses money. This division also handles weddings that are performed by the Court.

The Probation Division supervises persons placed on probation by the Court. They are responsible for monitoring the requirements that must be performed by the Probationer as well as refer such persons to community rehabilitative and employment programs. The Probation Officers prepare bond screening reports and pre-sentence investigations for the Court. The Probation Department also performs assessments of alcohol offenders and conducts chemical testing to determine if a person on probation is using drugs.

<b>Mission Statement</b>
--------------------------

The Mission of the 58th District Court is to interpret and apply the law with fairness, equality and integrity, and promote public accountability for improved quality of life in Ottawa County.

**Goal:** Be sensitive and responsive to the needs of a diverse community

**Objective:** Improve access to the court and its processes with equitable treatment

**Measure:** % of surveyed court users giving a favorable response for a person's overall contact with the Court will be at least 60%

**Goal:** Ensure that court procedures and structures best facilitate the expedient and economical resolution of matters before the court

**Objective:** Move files through the court process in an expeditious manor

**Measure:** Maintain a clearance rate of 100% or better each year

**Objective:** Dispose of cases within time frames set by the Court's local administrative order.

**Measure:** Time guidelines for various case types will be met at least 90% of the time

**Objective:** Maintain trials held on the first date scheduled

**Measure:** % of cases adjourned past their first trial date

**Objective:** Process cases in a cost efficient manner.

**Measure:** The cost per case by case type

**Goal:** Improve the collection of fines and costs.

**Objective:** Collect fines and costs at the time of sentencing.

**Measure:** % of cases for which fines and costs have been collected at the time of sentencing will be at least 75%

**Goal :** Improve employee satisfaction.

**Objective:** Receive a favorable response from the court employee satisfaction survey

**Measure:** % of employees giving a favorable response will be at least 70%

**Goal:** Ensure probationer compliance of probation order.

**Objective:** Increase the number of home checks by 10%

**Measure:** % increase in home checks

**Objective:** Increase the number of drug tests.

**Measure:** % increase in the number of drug tests administered to probationers during the course of a year.

**Goal:** Divert substance abuse offenders from jail.

**Objective:** Increase the use of jail alternative programs

**Measure:** # of people ordered to jail alternative programs in a year.

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Efficiency:</i>				
<i>% of surveyed court users rating the service of the District Court favorably</i>	N/A	N/A	N/A	60%
<i>Case clearance rate</i>	N/A	N/A	N/A	105%
<i>% of cases where the time guideline is met for the case type</i>	N/A	N/A	N/A	90%
<i>% of cases adjourned past their first trial date</i>	N/A	N/A	N/A	20%
<i>Establish a base cost per case type (Yes/No)</i>	N/A	N/A	N/A	Yes
<i>% of cases for which fines and costs have been collected at time of sentencing.</i>	N/A	N/A	N/A	75%
<i>% of employees satisfied with court employment</i>	N/A	N/A	N/A	70%
<i>% increase in probationer home checks</i>	N/A	N/A	N/A	10%
<i>% increase in probationer drug tests</i>	N/A	N/A	N/A	10%
<i>% increase in number of people ordered to a jail alternative program</i>	N/A	N/A	N/A	10%

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Judge - District Court	4.000	4.000	4.000	\$182,896
Court Administrator	1.000	1.000	1.000	\$78,432
Director of Probation Services	0.100	0.100	0.100	\$7,155
Assistant Director of Probation Services	0.700	0.700	0.750	\$43,789
Chief Deputy Court Clerk	3.000	3.000	3.000	\$148,641
Assignment Clerk	3.000	3.000	3.000	\$107,499
Administrative Assistant	1.000	1.000	1.000	\$35,817
Deputy Court Clerk II	9.000	9.000	9.000	\$320,220
Deputy Court Clerk I	11.850	11.750	10.750	\$320,521
Traffic Clerk	1.000	1.000	1.000	\$33,169
Court Recorder	4.000	4.000	4.000	\$153,148
Court Officer	0.875	0.875	0.875	\$31,354
Case Manager	0.000	0.000	1.000	\$33,169
Probation-Treatment Specialist	7.000	8.000	8.400	\$436,097
Probation Secretary	1.000	0.700	0.700	\$21,184
Probation Assistant	0.000	1.000	1.000	\$36,602
Bailiff	0.700	0.700	0.700	\$18,238
Magistrate	1.000	1.000	1.000	\$54,836
	49.225	50.825	51.275	\$2,062,767

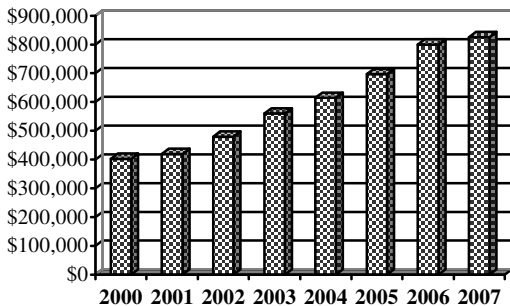
**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$43,065	\$40,819	\$51,589	\$84,189	\$40,000
Charges for Services	\$1,514,909	\$1,629,945	\$1,798,803	\$1,943,000	\$1,872,000
Fines and Forfeitures	\$964,365	\$1,007,041	\$1,043,487	\$1,076,000	\$1,076,000
Other Revenue	(\$245)	\$10,772	\$13,067	\$7,000	\$7,000
<b>Total Revenues</b>	<b>\$2,522,094</b>	<b>\$2,688,577</b>	<b>\$2,906,946</b>	<b>\$3,110,189</b>	<b>\$2,995,000</b>
<b>Expenditures</b>					
Personnel Services	\$2,320,393	\$2,561,278	\$2,669,284	\$2,911,328	\$3,112,287
Supplies	\$185,813	\$180,158	\$200,381	\$222,000	\$181,075
Other Services & Charges	\$1,566,722	\$1,490,162	\$1,573,653	\$1,786,154	\$2,092,451
<b>Total Expenditures</b>	<b>\$4,072,928</b>	<b>\$4,231,598</b>	<b>\$4,443,318</b>	<b>\$4,919,482</b>	<b>\$5,385,813</b>

**Budget Highlights:**

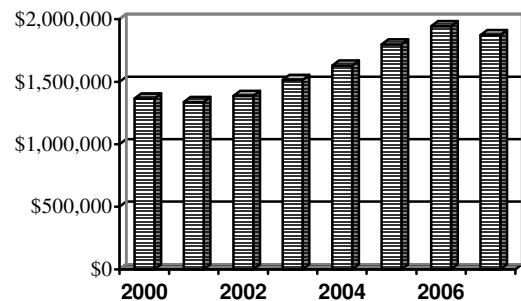
During 2006, full time equivalents were reorganized between District Court and Community Corrections to better reflect work assignments. In addition, in 2007 indirect administrative expense is increasing in connection with the renovation and expansion of the Hudsonville facility.

District Court Indigent Legal Fees



The graph to the left shows the increasing cost of legal fees for indigent clients. Caseloads have been increasing the last few years, and there is a corresponding increase in legal fees. Although court fees revenue has also increased, the General Fund is still paying more for District Court activities.

District Court Fee Collections



<b>Resources</b>
------------------

**Personnel**

*No permanent personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$124,456	\$47,590	\$186,938	\$11,744	
Other Revenue		\$28,837		\$22,500	
<b>Total Revenues</b>	<b>\$124,456</b>	<b>\$76,427</b>	<b>\$186,938</b>	<b>\$34,244</b>	
<b>Expenditures</b>					
Personnel Services	\$202,054	\$20,890	\$141,274	\$5,392	
Supplies	\$5,701	\$2,957	\$19,413	\$8,042	
Other Services & Charges	\$63,120	\$59,209	\$30,141	\$31,989	
Capital Outlay					
<b>Total Expenditures</b>	<b>\$270,875</b>	<b>\$83,056</b>	<b>\$190,828</b>	<b>\$45,423</b>	

***Budget Highlights:***

Prior to 2004, this department recorded costs associated with the Juvenile Treatment program. Beginning in 2004, the County began receiving grants to explore the establishment of a drug court. Effective with the 2007 budget, these grants are recorded in Special Revenue fund 2170.

<b>Function Statement</b>
---------------------------

The function of the Ottawa County Probate Court is to hear and decide cases brought by parties within the County that fall within its statutory jurisdiction. These cases include guardianship, decedents' estates, and mentally ill persons. The Judge of Probate also serves in the Circuit Court Family Division.

<b>Mission Statement</b>
--------------------------

*To administer justice, provide restorative services and apply the law with equality, integrity and timeliness through trained, courteous staff in a manner that inspires public trust.*

**Goal:** To hear and decide probate cases brought by parties in Ottawa County that fall within the Court's statutory jurisdiction.

**Objective:** Provide a timely response to all cases filed with the Probate Court.

**Measure:** Track case processing time.

**Measure:** Compliance with SCAO court case management guidelines.

**Objective:** Increase staff training and professional development.

**Measure:** The Court Training Committee will provide 4 trainings for professional staff development reflecting the needs of staff.

**Measure:** Facilitate and/or support the Court's Strategic Plan to successfully implement a centralized Training Committee for the Courts.

**Measure:** Monitor attendance at conferences/trainings.

**Objective:** Provide Probate staff with necessary equipment/supplies to ensure proper case flow management.

**Measure:** Track office supply purchases/usage.

**Measure:** Monitor printing and postage.

**Measure:** Monitor administrative costs.

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Track case processing time</i>	N/A	N/A	N/A	Completion
<i>Compliance with SCAO court case management guidelines</i>	N/A	N/A	N/A	Completion
<i>The Court Training Committee will provide 4 trainings for Professional staff development reflecting the needs of staff</i>	N/A	N/A	N/A	Completion
<i>Facilitate and/or support the Court's Strategic Plan to successfully implement a centralized Training Committee for the Courts.</i>	N/A	N/A	N/A	Completion
<i>Monitor attendance at conferences/trainings</i>	N/A	N/A	N/A	Completion
<i>Track office supply purchases/usage</i>	N/A	N/A	N/A	Completion
<i>Monitor printing and postage</i>	N/A	N/A	N/A	Completion
<i>Monitor administrative costs</i>	N/A	N/A	N/A	Completion

**Goal:** To provide legally required services for parties.

**Objective:** Provide resources to maintain necessary services.

**Measure:** Maintain/track attorney appointments.

**Measure:** Maintain/track juror fees.

**Measure:** Maintain/track visiting judge costs.

**Measure:** Maintain/track independent medical evaluations.

**Measure:** Maintain/track interpreters.

**Measure:** Maintain/track mediation services.

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Maintain/track attorney appointments</i>	N/A	N/A	N/A	Completion
<i>Maintain/track juror fees</i>	N/A	N/A	N/A	Completion
<i>Maintain/track visiting judge costs</i>	N/A	N/A	N/A	Completion
<i>Maintain/track independent medical evaluations</i>	N/A	N/A	N/A	Completion
<i>Maintain/track interpreters</i>	N/A	N/A	N/A	Completion
<i>Maintain/track mediation services</i>	N/A	N/A	N/A	Completion

**Goal:** To provide exceptional facilities for all court users.

**Objective:** Respond to equipment repair/replacement and safety issues.

*Measure:* Track equipment repair/replacement to ensure responses are quick and appropriate.

*Measure:* Review safety issues and incident reports quarterly by the Safety Committee to ensure follow through.

**Objective:** Anticipate future equipment needs, provide adequate equipment and support the Master Technology Plan in order to maintain a fully-functioning court on a day-to-day basis.

*Measure:* Identify outdated equipment for replacement, determine needs.

*Measure:* Implementation and/or development of completion of Master Technology Plan.

**Objective:** Increase regular maintenance of facility.

*Measure:* Identify maintenance projects, e.g., painting of walls, replacement of carpeting in worn areas, replacement of soiled tiles, etc.

*Measure:* Create a monthly maintenance schedule that includes checking walls, flooring, ceiling tiles, entry and office doors, lights, windows, plumbing (sinks, faucets, toilets) to determine maintenance needs.

*Measure:* Submit maintenance requests and track until completed.

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Track equipment repair/replacement to ensure responses are quick and appropriate</i>	N/A	N/A	N/A	Completion
<i>Review safety issues and incident reports quarterly by the Safety Committee to ensure follow through</i>	N/A	N/A	N/A	Completion
<i>Identify outdated equipment for replacement, determine needs</i>	N/A	N/A	N/A	Completion
<i>Implementation and/or development of completion of Master Technology Plan</i>	N/A	N/A	N/A	Completion
<i>Identify maintenance projects, e.g., painting of walls, replacement of carpeting in worn areas, replacement of soiled tiles, etc.</i>	N/A	N/A	N/A	Completion
<i>Create a monthly maintenance schedule to determine maintenance needs</i>	N/A	N/A	N/A	Completion
<i>Submit maintenance request and track until completed</i>	N/A	N/A	N/A	Completion

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Judge - Probate Court	1.000	1.000	1.000	\$139,919
Probate Register	1.000	1.000	1.000	\$54,836
Chief Deputy Probate Register	1.000	1.000	1.000	\$41,257
Deputy Probate Register	1.000	1.000	1.000	\$34,876
Judicial Clerk I	2.000	2.000	2.000	\$62,128
	<u>6.000</u>	<u>6.000</u>	<u>6.000</u>	<u>\$333,016</u>

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Charges for Services	\$44,133	\$47,342	\$50,089	\$50,000	\$50,000
Fines and Forfeitures			\$50	\$100	\$100
Other Revenue	\$13,076	\$14,184	\$14,390	\$15,000	\$12,000
Total Revenues	<u>\$57,209</u>	<u>\$61,526</u>	<u>\$64,529</u>	<u>\$65,100</u>	<u>\$62,100</u>
<b>Expenditures</b>					
Personnel Services	\$402,007	\$417,525	\$445,454	\$469,447	\$471,906
Supplies	\$22,541	\$20,681	\$26,941	\$23,105	\$18,529
Other Services & Charges	\$226,199	\$218,413	\$267,301	\$286,182	\$304,114
Total Expenditures	<u>\$650,747</u>	<u>\$656,619</u>	<u>\$739,696</u>	<u>\$778,734</u>	<u>\$794,549</u>

**Function Statement**

The Juvenile Services Division of the Ottawa County Family Court provides a legal forum for case processing and effective services for youth and their families. The function of the department is to focus on prevention, intervention, accountability, public safety, victim and community restoration.

**Mission Statement**

To administer justice, provide restorative services and apply the law with equality, integrity and timeliness through trained courteous staff in a manner that inspires public trust.

**Goal:** To reduce juvenile delinquency

**Objective:** Provide a timely response to all cases referred to the Court

**Measure:** Track case processing time

**Measure:** Comply with State Court Administrative Office (SCAO) and Court case management guidelines

**Goal:** To provide quality resources for all Court users

**Objective:** Provide resources to maintain level of Court professionalism

**Measure:** Maintain and track membership dues in professional organizations

**Measure:** Maintain and track the solicitation of price-competitive service contracts and services

**Measure:** Track training and professional meetings attended

**Goal:** To provide exceptional facilities for all Court users

**Objective:** Respond to equipment repair/replacement and safety issues

**Measure:** Track equipment repair/replacement to ensure responses are quick and appropriate

**Measure:** Review safety issues and incident reports quarterly, by the Safety Committee ensure follow-through.

**Objective:** Anticipate future equipment needs, provide adequate equipment and support the Master Technology Plan in order to maintain a fully-functioning Court on a day-to-day basis

**Measure:** Identify outdated equipment for replacement, determine need

**Measure:** Implementation and/or development completion of Master Technology Plan

**Measure:** Implementation and/or development of the Phase III Circuit Court Case Management System (CCCMS-web-based system)

**Objective:** Increase regular, maintenance of facility

**Measure:** Identify maintenance projects, e.g. painting of walls, replacement of carpeting in worn areas, replacement of soiled tiles, etc.

**Measure:** Create a monthly, maintenance schedule that includes checking walls, flooring, ceiling tiles, entry and office doors, lights, windows, plumbing (sinks, faucets, toilets) to determine maintenance needs

**Measure:** Submit maintenance requests and track until completed



**Fund: (1010) General Fund**

**Department: (1490) Juvenile Court**

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Track case processing time</i>	N/A	N/A	N/A	Completion
<i>Comply with State Court Administrative Office (SCAO) and Court case management guidelines</i>	N/A	N/A	N/A	Completion
<i>Maintain and track membership dues in professional organizations</i>	N/A	N/A	N/A	Completion
<i>Maintain and track the solicitation of price-competitive service contracts and services</i>	N/A	N/A	N/A	Completion
<i>Track training and professional meetings attended</i>	N/A	N/A	N/A	Completion
<i>Track equipment repair/replacement to ensure responses are quick and appropriate.</i>	N/A	N/A	N/A	Completion
<i>Review safety issues and incident reports quarterly, by the Safety Committee ensure follow-through</i>	N/A	N/A	N/A	Completion
<i>Identify outdated equipment for replacement, determine need</i>	N/A	N/A	N/A	Completion
<i>Implementation and/or development completion of Master Technology Plan</i>	N/A	N/A	N/A	Completion
<i>Implementation and/or development of the Phase III Circuit Court Case Management System (CCCMS-web-based system)</i>	N/A	N/A	N/A	Completion
<i>Identify maintenance projects, e.g. painting of walls, replacement of carpeting in worn areas, replacement of soiled tiles, etc.</i>	N/A	N/A	N/A	Completion
<i>Create a monthly maintenance schedule to determine maintenance needs</i>	N/A	N/A	N/A	Completion
<i>Submit maintenance requests and track until completed</i>	N/A	N/A	N/A	Completion

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Circuit Court Administrator	1.000	1.000	1.000	\$101,415
Juvenile Services Director	1.000	1.000	1.000	\$87,290
Juvenile Court Referee	1.000	1.000	1.000	\$72,119
Casework Services Supervisor	0.250	0.250	0.000	\$0
Asst Director - Juvenile Svcs	0.250	0.250	0.125	\$8,944
Judicial Clerk Juvenile	1.000	1.000	1.000	\$27,888
Senior Case Worker	0.250	0.250	0.000	\$0
Caseworkers	3.000	3.000	0.000	\$0
Juvenile Register	1.000	1.000	1.000	\$48,343
Reimbursement Specialist	1.000	1.000	1.000	\$31,533
Assistant Juvenile Register	1.000	1.000	0.000	\$0
	<u>10.750</u>	<u>10.750</u>	<u>6.125</u>	<u>\$377,532</u>

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$90,943	\$82,024	\$93,705	\$78,760	\$78,616
Charges for Services	\$47,782	\$47,222	\$45,853	\$41,918	\$41,029
Fines and Forfeitures	\$1,298				
Other Revenue			\$15,216	\$10,997	
Total Revenues	<u>\$140,023</u>	<u>\$129,246</u>	<u>\$154,774</u>	<u>\$131,675</u>	<u>\$119,645</u>
<b>Expenditures</b>					
Personnel Services	\$1,232,396	\$1,025,397	\$699,425	\$493,277	\$544,450
Supplies	\$58,042	\$83,727	\$55,700	\$51,482	\$18,183
Other Services & Charges	\$571,478	\$562,131	\$505,002	\$394,453	\$341,032
Capital Outlay					
Total Expenditures	<u>\$1,861,916</u>	<u>\$1,671,255</u>	<u>\$1,260,127</u>	<u>\$939,212</u>	<u>\$903,665</u>

**Budget Highlights:**

During 2006, additional full time equivalents and various other expenditures were moved to the CI Care fund to reflect the activities performed.

Fund: (1010) General Fund      Department: (1492) Juvenile Accountability Incentive Block Grant

<b>Function Statement</b>
---------------------------

This department records the Juvenile Accountability Block Grant (JABG) which consists of State and Federal funding used primarily for equipment purchases.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$27,757	\$50,530	\$51,255	\$19,873	\$15,471
<b>Total Revenues</b>	<b>\$27,757</b>	<b>\$50,530</b>	<b>\$51,255</b>	<b>\$19,873</b>	<b>\$15,471</b>
<b>Expenditures</b>					
Personnel Services					
Supplies	\$1,040	\$9,491	\$3,828	\$1,371	
Other Services & Charges	\$17,973	\$32,666	\$52,288	\$20,705	\$17,190
Capital Outlay	\$10,645	\$14,820			
<b>Total Expenditures</b>	<b>\$29,658</b>	<b>\$56,977</b>	<b>\$56,116</b>	<b>\$22,076</b>	<b>\$17,190</b>

<b>Function Statement</b>
---------------------------

The Adult Probation department has two primary functions. First, Adult Probation completes pre-sentence investigations for the Circuit Court. These investigations are required by statues and number approximately 72 per month. Second, Adult Probation supervises offenders who are placed on probation by the Circuit Court and those released on parole from prison. There are approximately 1,000 offenders on felony-level community supervision in Ottawa County. In addition to the traditional types of supervision, we have agents who supervise offenders on the electronic monitoring system and through the newly established Drug Court. Workload averages have remained relatively stable over the past few years.

The Adult Probation department has representatives in three locations: Grand Haven Holland, and Hudsonville. The 24 employees in the Adult Probation department are employees of the Michigan Department of Corrections. Ottawa County provides office space, supplies and other operating necessities.

<b>Mission Statement</b>
--------------------------

*To protect the public from crime by enforcing conditions ordered by the courts and the Parole Board and developing investigative reports including appropriate sentencing recommendations to the courts.*

### PROTECTION OF THE PUBLIC

**Goal:** Offenders to successfully discharge from probation supervision.

**Objective:** Develop supervision plans for all offenders to successfully discharge from probation.

**Measure:** % of offenders successfully discharged from probation will be at least 70%

**Objective:** Increase the percentage of those paid in full at discharge.

**Measure:** % of offenders paid in full at discharge/revocation will be at least 80%

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Efficiency:</i>				
<i>% of Offenders Successfully Discharged from Probation</i>	N/A	N/A	N/A	70%
<i>% of offenders paid in full at discharge/revocation.</i>	N/A	N/A	N/A	80%

### INVESTIGATIVE REPORTS

**Goal:** Providing courts with appropriate recommendations for sentencing.

**Objective:** Develop sentencing recommendations based on sentencing guidelines.

**Measure:** % of departures due to recommended sentencing guidelines.

**Measure:** Prison commitment rate.

**Goal:** Providing sentencing reports to the court in a timely manner.

**Objective:** Submitting reports to the court within a timely manner.

**Measure:** % of reports submitted to the court within established time frames.

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Efficiency:</i>				
<i>% of departures completed.</i>	N/A	N/A	N/A	95%
<i>% of reports submitted within three business day</i>	N/A	N/A	N/A	95%
<i>Outcome:</i>				
<i>Prison commitment rate</i>	10.8%	N/A	N/A	<10%

Fund: (1010) General Fund

Department: (1520) Adult Probation

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Expenditures</b>					
Supplies	\$17,226	\$17,344	\$21,017	\$13,950	\$13,450
Other Services & Charges	\$135,053	\$103,184	\$81,610	\$109,764	\$104,031
<b>Total Expenditures</b>	<b>\$152,279</b>	<b>\$120,528</b>	<b>\$102,627</b>	<b>\$123,714</b>	<b>\$117,481</b>

Fund: (1010) General Fund

Department: (1660) Family Counseling

<b>Function Statement</b>
---------------------------

This department is a result of Public Act 155 of 1964 (as amended by Public Act 16 of 1980) which establishes that a portion of the fees charged for marriage licenses be allocated to the Circuit Court family counseling services such as domestic violence and child abuse. Funds not expended by year are required to be reserved for future counseling services.

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Licenses and Permits	\$27,293	\$25,043	\$28,003	\$27,000	\$28,000
<b>Total Revenues</b>	<b>\$27,293</b>	<b>\$25,043</b>	<b>\$28,003</b>	<b>\$27,000</b>	<b>\$28,000</b>
<b>Expenditures</b>					
Other Services & Charges	\$22,212	\$31,894	\$39,599	\$42,981	\$39,461
<b>Total Expenditures</b>	<b>\$22,212</b>	<b>\$31,894</b>	<b>\$39,599</b>	<b>\$42,981</b>	<b>\$39,461</b>

<b>Function Statement</b>
---------------------------

The Jury Board is a statutory board appointed by the Governor for the purpose of selecting a pool of jurors for the County Court System.

<b>Resources</b>
------------------

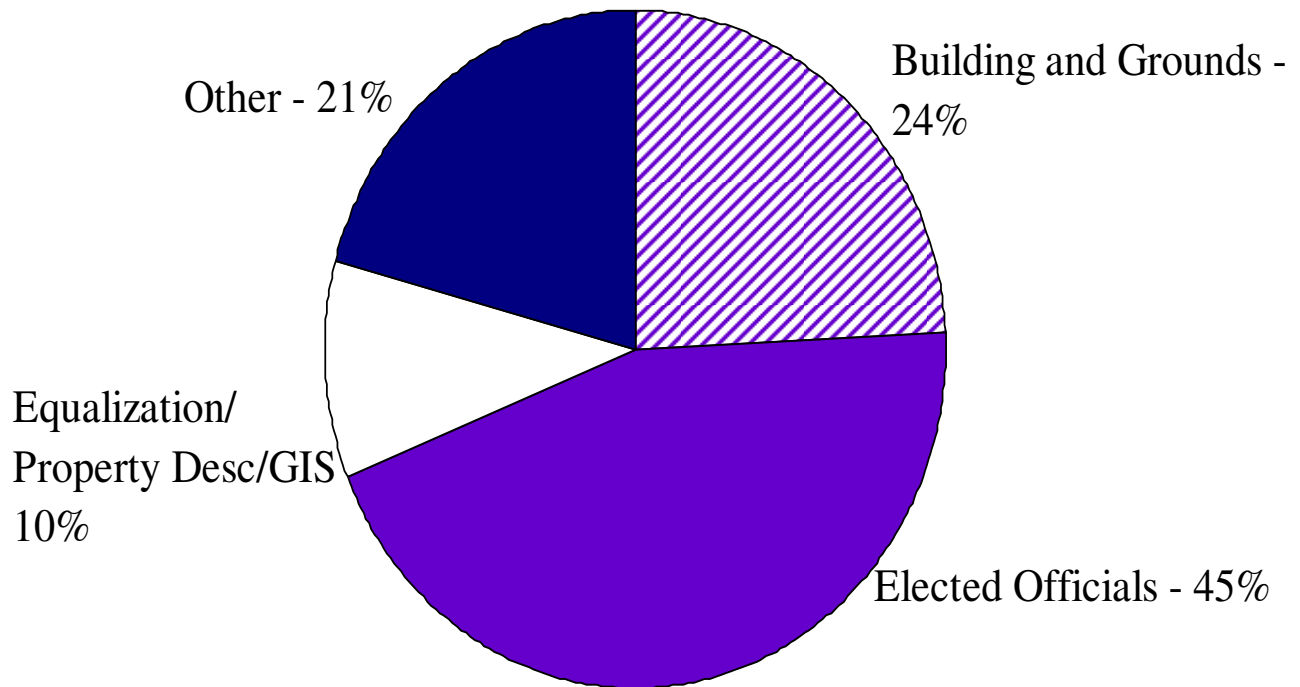
**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Expenditures</b>					
Supplies	\$3,191	\$1,552	\$2,564	\$3,025	\$3,025
Other Services & Charges	\$2,158	\$1,890	\$3,012	\$2,455	\$2,540
Total Expenditures	<u>\$5,349</u>	<u>\$3,442</u>	<u>\$5,576</u>	<u>\$5,480</u>	<u>\$5,565</u>

2007 General Fund  
General Government Expenditures  
\$15,424,512



<b>Function Statement</b>
---------------------------

The Elections department conducts and/or oversee all elections in Ottawa County; sets dates for special elections upon request; assists in providing information and direction in the elections process including but not limited to administration, management, petition drives, recounts, and recalls; provides a County-wide voter registration process; and assists in the registration of voters throughout the County.

<b>Mission Statement</b>
--------------------------

*The purpose of this division is to conduct and/or oversee all elections in Ottawa County; to serve the public accurately, efficiently and effectively; and to follow the Michigan Constitution, statutes, and other directives along with pertinent Federal laws and regulations.*

**Goal:** Provide timely and accurate information to voters and candidates about upcoming elections

**Objective:** Election and filing date information to candidates at least 10 days prior to their respective dates

**Objective:** Notice of campaign finance reports sent out 10 days prior to due date

**Objective:** Notice of last day of registration is published in local papers at least 10 days prior to the last day to register

**Objective:** Notice of Election Day is published in local papers at least 10 days prior to elections

**Goal:** Ensure capable, qualified election officials.

**Objective:** Train Inspectors and other election officials to provide voters assistance with voting procedures, proper use of ballots, and operation of voting machines as appropriate during elections

**Objective:** Disseminate candidate names to clerks no more than 10 days after the filing deadline

**Objective:** Provide ballots to clerks at least 45 days prior to Federal and State elections and at least 20 days prior to local elections

**Objective:** Inspectors follow voting procedures as reported on by clerks

**Objective:** Ensure the accuracy of ballot information

**Goal:** Respond to requests from the public regarding election law

**Objective:** Customer ratings of satisfaction with information provided. (Survey to be completed in 2007)

**Objective:** Requests responded to within five working days of receipt of request

**Objective:** Customer ratings of satisfaction with total elapsed time between requesting and receiving desired information. (Survey to be completed in 2007)

**Goal:** Ensure customer satisfaction in serving the Board of Canvassers and the Election Commission.

**Objective:** Annual survey ratings of satisfaction with Election Division services and support by these two groups. (To be started in 2007)

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>% of candidates receiving election and filing date information at least 10 days prior to the respective date</i>	100%	100%	100%	100%
<i>% campaign finance reports sent out 10 days prior to due date</i>	100%	100%	100%	100%
<i>% of time the notice of election day is published in local papers at least 10 days prior to elections</i>	100%	100%	100%	100%



Fund: (1010) General Fund

Department: (1910) Elections

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Training sessions are offered to inspectors and other election officials (Yes/No)</i>	N/A	N/A	N/A	Yes
<i>% of time candidate names are disseminated to clerks no more than 10 days after the filing deadline</i>	100%	100%	100%	100%
<i>Ballots provided to clerks at least 45 days prior to Federal and State elections and at least 20 days prior to local elections (Yes/No)</i>	N/A	N/A	N/A	100%
<i>Efficiency:</i>				
<i>Customer satisfaction with information provided per survey</i>	N/A	N/A	N/A	85%
<i>% of requests responded to within five working days of receipt of request</i>	N/A	N/A	N/A	100%
<i>Customer satisfaction with speed of service</i>	N/A	N/A	N/A	85%
<i>Customer satisfaction with Elections services</i>	N/A	N/A	N/A	85%

<b>Resources</b>
------------------

<b>Personnel</b>	2005	2006	2007	2007
Position Name	# of	# of	# of	Budgeted
	Positions	Positions	Positions	Salary
Elections Assistant	1.000	1.000	1.000	\$35,171
Records Processing Clerk III	1.000	1.000	1.000	\$28,124
Records Processing Clerk II	0.000	1.000	1.000	\$25,487
	2.000	3.000	3.000	\$88,782

<b>Funding</b>	2003	2004	2005	2006	2007
	Actual	Actual	Actual	Current	Adopted
				Year	by Board
				Estimated	

<b>Revenues</b>					
Charges for Services	\$13,808	\$13,149	\$6,158	\$20,000	\$14,000
Other Revenue	\$6,022	\$111	\$20,901	\$27,000	\$3,000
<b>Total Revenues</b>	\$19,830	\$13,260	\$27,059	\$47,000	\$17,000

<b>Expenditures</b>					
Personnel Services	\$55,008	\$63,735	\$52,950	\$131,027	\$145,816
Supplies	\$4,519	\$104,781	\$12,373	\$96,991	\$13,300
Other Services & Charges	\$13,090	\$42,546	\$14,395	\$30,566	\$10,712
Capital Outlay		\$5,375			
<b>Total Expenditures</b>	\$72,617	\$216,437	\$79,718	\$258,584	\$169,828

**Budget Highlights:**

2007 is not an election year for the County; consequently, expenditures for Supplies and Other Services & Charges show a large decrease in 2007.

<b>Function Statement</b>
---------------------------

The Canvass Board is a statutory board charged with the review of all elections to determine the fi certification of the election results.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Other Revenue	\$1,304	\$1,111	\$1,355	\$2,550	\$1,500
Total Revenues	\$1,304	\$1,111	\$1,355	\$2,550	\$1,500
<b>Expenditures</b>					
Personnel Services					
Supplies					
Other Services & Charges	\$1,304	\$2,788	\$1,361	\$2,550	\$2,550
Total Expenditures	\$1,304	\$2,788	\$1,361	\$2,550	\$2,550

<b>Function Statement</b>
---------------------------

The Fiscal Services Department records all financial activity within the County and provides timely financial reports to the Elected Officials and Department Heads. The primary functions of the department include payroll processing, accounts payable, general ledger, grant reporting, maintaining the fixed asset listing, and invoice receivables related to inmates, jail and Sheriff functions, Community Corrections, Register of Deeds, Probate Court, Prosecuting Attorney, and Geographic Information Systems. The Fiscal Services Administration also supervises the insurance and Medicaid billings for Community Mental Health receivables, Health receivables, and provides fiscal services personnel support for the Health and Mental Health Departments.

In addition, the Fiscal Services department is responsible for the preparation of the Comprehensive Annual Financial Report (CAFR) and the Schedule of Federal Financial Assistance (single audit). The Department is also responsible for monitoring the financial/accounting systems and financial policy development to ensure integrity and compliance with State and Federal laws as well as Governmental Accounting Standards Board (GASB) statements. The Ottawa County CAFR has been a recipient of the Government Finance Officers Association' Certificate of Achievement for Excellence in Financial Reporting for the past nineteen years. The CAFR is distributed to various County departments, the State of Michigan, and outside organizations such as financial institutions and rating agencies that use the document to assess the County's financial stability and for rating bonds for Ottawa County.

Last, the Fiscal Services department is responsible the preparation of the annual budget. This includes providing departments with information necessary to complete their portion of the budget, reviewing, analyzing, and summarizing the information for the Finance Committee and the Board of Commissioners. Special emphasis is given to long-term planning (via the Financing Tools) and capital improvement projects. In addition, it is the responsibility of the Fiscal Services Department to ensure compliance with all State (P.A. 621) and Federal laws, as well as Governmental Accounting Standards Board statements. Budgeting responsibilities also include reviewing all County budgets and recommends corrective action when necessary and/or prudent to the achievement of long-term County goals.

<b>Mission Statement</b>
--------------------------

*To administer an efficient financial management system that facilitates sound fiscal planning, accurate and timely reporting, and reliable service to board members, administrators, employees, vendors, and citizens.*

**AUDIT/BUDGET**

**Goal:** Continue to improve the County's financial stability and maintain financial integrity by adhering to standards and practices set by Generally Accepted Accounting Principals (GAAP), the Governmental Accounting Standards Board (GASB), the Financial Accounting Standards Board (FASB), and the Government Finance Officers Association (GFOA).

**Objective:** Complete the Comprehensive Annual Financial Report by June 15 of each year.

*Measure:* Completed report by deadline.

**Objective:** Complete the single audit by July 31 of each year.


*Measure:* Completed report by deadline.

**Objective:** File the State of Michigan F-65 Report by June 30 of each year.

*Measure:* Completed report by deadline.

**Objective:** Present the Budget to the Board of Commissioners for approval in October of each year.

*Measure:* Completed by deadline.

 **Objective:** Strive to maintain or improve the County's current bond ratings with credit agencies.

*Measure:* Bond rating maintained or improved.

**Objective:** Provide accurate and timely information to Administrative staff, the Board, and other decision makers regarding the financial status of the County

*Measure:* Adjusting for variances caused by new grants received during the year, revenues and expenditures in the General Fund will be within 5 percent of the adopted budget


*Measure:* Audit adjustments generated by the external auditors will not exceed 5 per year

*Measure:* Complete general ledger month end close within three working days

**Objective:** Assure financial integrity and provide proper stewardship of County funds

*Measure:* Receive zero audit comments from external auditors

*Measure:* No grant expenditures will be disallowed

 Denotes strategic plan directive

## Fund: (1010) General Fund

Department: (2010) Fiscal Services

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Complete the CAFR by June 15 of each year</i>	N/A	N/A	6/15/06	6/15/07
<i>Complete the single audit by July 31 of each year</i>	5/14/04	3/24/05	5/3/06	7/31/07
<i>Complete the F-65 Report by June 30 of each year</i>	Before 6/30/04	Before 6/30/05	6/27/06	6/30/07
<i>Present the Budget by October of each year</i>	10/12/06	10/11/06	10/10/06	10/09/06
<i>Outcome/Efficiency:</i>				
<i>Bond rating maintained or improved</i>	Maintained	Maintained	Maintained	Maintained
<i>Variance between adopted budget and actual revenues (adjusting for grants)</i>	-4%	-2.5%	-1.7%	<5%
<i>Variance between adopted budget and actual expenditures (adjusting for grants) *</i>	-5.7%	-5.7%	-4.7%	<5%
<i># of audit adjustments</i>	4	1	2	<5
<i>% of time general ledger monthly close is within 3 working days</i>	100%	100%	100%	100%
<i># of audit comments from auditors</i>	0	1	1	0
<i>\$ of disallowed costs from grants</i>	\$0	\$0	\$0	\$0

\* Two of the main reasons the General Fund has been under budget is due to unused contingency and health insurance opt outs. The 2007 budget includes a reduction in the contingency amount and an adjustment to reflect insurance opt outs.

**PAYROLL**

**Goal:** Prepare and report bi-weekly payrolls in accordance with federal and state statutes, County policies, and collective bargaining unit agreements.

**Objective:** Issue payroll checks bi-weekly and error free.

**Measure:** % of checks issued without error.

**Objective:** Prepare and report tax deposits bi-weekly and error free.

**Measure:** Completed by deadline with no IRS notices

**Objective:** Prepare and report wage and tax reports quarterly and error free.

**Measure:** Completed by deadline with no IRS notices

**Objective:** Provide W-2 forms to employees by January 31 and to the IRS and State by February 28.

**Measure:** Completed by deadline.

<b>Measure</b>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i># of checks/direct deposits issued</i>	27,597	28,206	28,210	28,210
<i>Provide W-2 forms to employees, IRS, &amp; State by deadline (met/not met)</i>	Met	Met	Met	Met
<i>Efficiency:</i>				
<i>% of payroll checks issued w/o error</i>	99.99%	99.99%	100.00%	100.00%
<i>% of bi-weekly tax deposits w/o error</i>	100.00%	100.00%	100.00%	100.00%
<i>% of quarterly wage and tax reports w/o error</i>	100.00%	100.00%	100.00%	100.00%

**ACCOUNTS PAYABLE**

**Goal:** Process accounts payable disbursements to meet the financial obligations of the County according to IRS guidelines and County policies.

**Objective:** Pay all invoices within three weeks of receipt and 99.0% error free.

**Measure:** % of checks issued without error

**Measure:** No complaints regarding timeliness of payments

**Objective:** Provide 1099 forms to vendors by January 31 and submit to the IRS, State, and cities by February 28.

**Measure:** Deadline met.

**Measure:** % of 1099 forms sent without error

Measure	2004	2005	2006 Estimated	2007 Projected
<i>Output:</i>				
# of invoices processed	49,367	48,513	48,581	48,600
# of 1099 forms produced	944	1,056	1,100	1,100
# of 1099 B forms issued	30	16	<55	<55
Provide 1099 forms to vendors, IRS, State, and cities by deadline(met/not met)	Met	Met	Met	Met
<i>Efficiency:</i>				
% of checks issued w/o error	N/A	N/A	99.0%	99.0%
% of 1099 forms issued without error	96.8%	98.5%	99%	99%
# voided checks due to A/P error	N/A	N/A	<60	<60
# of complaints regarding timeliness	N/A	N/A	<25	<25

### ACCOUNTS RECEIVABLE

**Goal:** Prepare invoices for all accounts receivable to facilitate prompt reimbursement.

**Objective:** Invoice 100% of billable services within 15 days of the end of the billing cycle.

**Measure:** % of invoices produced by the end of the billing cycle.

**Objective:** Report 100% of eligible expenditures for grant funding reimbursement by the due date of each grant contract.

**Measure:** % of grants reported by the due date.

**Measure:** Outstanding grant dollars at year end will be no older than 60 days

Measure	2004	2005	2006 Estimated	2007 Projected
<i>Output:</i>				
Number of invoices processed	8,671	10,222	10,950	11,730
Number of grant reports and cash requests produced	1,165	1,395	1,411	1,425
<i>Outcome/Efficiency:</i>				
% of billable services invoiced w/ in 15 days	N/A	N/A	100%	100%
% of grant reports processed by due date	N/A	N/A	100%	100%
# days grant reimbursements are outstanding at year end	34	57	<60	<60

### Financial Benchmarking Project:

During 2002, the Ottawa County Finance Department initiated a financial benchmarking project to look at performance relative to neighboring counties, Michigan counties of similar size, and Michigan Counties with a AAA bond rating. The project is updated every few years and was last updated with 2003 figures. Several of the measures reported were suggested from David Ammon's book, *Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards*. Descriptions of the measures and their significance follow.

**SEV (State Equalized Value):** reflects 50% of the true cash value of property.

**Taxable Value:** Under Proposal A of 1994, the State approved an amendment to the Michigan constitution permitting legislature to authorize ad valorem taxes on a non-uniform basis. This new measure of property value is known as "taxable value." Taxable value of existing property is limited to the lesser of the percentage net change in SEV from the preceding year to the current year, up to five percent or the rate of inflation (which ever is lower). When property is sold or transferred, taxable value is adjusted to the SEV.

**Percentage Variance Between SEV and Taxable Value:** Lower percentages can reflect both high property turnover and/or strong new growth in the municipality.

**County Operating Levy:** Property taxes used to fund most County operations. For the benefit of the taxpayer, low rates are favorable.

**Operating Millage Cushion:** The difference between the maximum levy allowed by State statute and the actual levy approved. The higher the number, the better as this represents financial flexibility for the municipality.

**Total Millage Levy:** All property tax levies for a municipality. This will include the operating levy and any special voted millages such as E-911 and Public Safety.

**Total Governmental Funds Fund Balance as a Percentage of Governmental Funds Expenditures:** Governmental Funds include the General, Special Revenue, Debt Service, Capital Projects, and Permanent funds. Higher numbers reflect greater financial flexibility.

**Debt Amortization:** Reflects how fast a municipality is repaying its debt. Higher numbers are preferred, and rating agencies expect that no less than 50 percent of the will be paid back within ten years.

**Expenditures per Capita:** Lower numbers may suggest a more efficient operation, but the results will vary depending on the range of services provided.

**FTEs (Full-time Equivalents) per 1,000 residents:** The number of full time staff members per 1,000 residents. Lower numbers may indicate greater efficiency, but the results will vary depending on the range of services provided.

**Bonded Debt per Capita (primary government):** The amount of debt outstanding for the municipality per resident. Lower numbers reflect greater financial flexibility.

**Bonded Debt per Capita (reporting entity):** The amount of debt outstanding for the municipality and its component units (e.g. public utilities) per county resident.

**Debt Service Ratio:** The amount of annual debt payments as compared to the total expenditure budget. A lower percentage may indicate greater financial flexibility.

### Ottawa County Financial Benchmarks as Compared to Neighboring Counties:

Measure	Ottawa	Allegan	Muskegon	Kent
SEV	\$9,735,663,464	\$4,591,867,887	\$4,840,137,970	\$20,930,699,290
Taxable Value	\$8,017,866,823	\$3,407,174,542	\$3,795,561,731	\$18,015,373,868
% Variance Between SEV and Taxable Value	17.6%	25.8%	21.6%	13.9%
County Operating Levy	3.5000	4.7100	5.6984	4.2803
Operating Levy Cushion	.7762	0.0000	0.5016	0.0397
Operating Levy Cushion as a % of Operating Levy	22.2%	0.0%	8.8%	0.9%
Total Millage Levy	4.2593	6.6275	6.7957	5.3140
Total Fund Balance as a % of Total Governmental Funds Expenditures	57.0%	36.4%	19.5%	57.7%
% Debt Amortized in 5 yrs	43.8%	43.52%	34.00%	44.30%
% Debt Amortized in 10 yrs	74.2%	74.62%	58.00%	63.70%
Expenditures per Capita	\$414.85	\$568.63	\$234.94	\$372.32
FTEs per 1,000 residents	3.66	6.19	7.60	3.18
Bonded Debt per Capita (Primary Government)	\$71.37	\$125.71	\$86.26	\$295.53
Bonded Debt per Capita (Reporting Entity)	\$373.28	\$302.59	\$320.22	\$714.00
Debt Service Ratio	2.23%	5.55%	3.70%	3.69%

**Ottawa County Financial Benchmarks as Compared to Counties of Similar Size:**

Measure	Ottawa	Washtenaw	Saginaw	Genesee	Kalamazoo
SEV	\$9,735,663,464	\$16,314,985,717	\$5,378,529,278	\$12,294,546,948	\$8,022,206,352
Taxable Value	\$8,017,866,823	\$12,821,032,767	\$4,621,922,499	\$10,108,083,643	\$6,757,516,459
% Variance Between SEV and Taxable Value	17.6%	21.4%	14.1%	17.8%	15.8%
County Operating Levy	3.5000	4.611	4.8607	5.5095	4.6871
Operating Levy Cushion	.7762	0.8890	0.0000	0.0000	0.0000
Operating Levy Cushion as a % of Operating Levy	22.2%	19.3%	0.0%	0.0%	0.0%
Total Millage Levy	4.2593	5.3610	7.6343	6.4793	6.1362
Total Fund Balance as a % of Total Governmental Funds					
Expenditures	57.0%	23.6%	37.9%	41.3%	16.2%
% Debt Amortized in 5 yrs	43.8%	41.00%	54.70%	38.51%	28.20%
% Debt Amortized in 10 yrs	74.2%	74.00%	86.90%	27.66%	59.69%
Expenditures per Capita	\$414.85	\$473.71	\$452.92	\$687.22	\$436.30
FTEs per 1,000 residents	3.66	4.87	3.45	2.85	4.04
Bonded Debt per Capita (Primary Government)	\$71.37	\$130.66	\$80.30	\$274.52	\$39.24
Bonded Debt per Capita (Reporting Entity)	\$373.28	\$279.68	\$144.87	\$298.74	\$99.62
Debt Service Ratio	2.23%	3.33%	2.47%	1.88%	2.97%

**Ottawa County Financial Benchmarks as Compared to AAA Investment Rated Michigan Counties:**

Measure	Ottawa	Kent	Oakland	Macomb
SEV	\$9,735,663,464	\$20,930,699,290	\$70,296,996,641	\$33,721,486,758
Taxable Value	\$8,017,866,823	\$18,015,373,868	\$55,986,490,872	\$26,980,530,368
% Variance Between SEV and Taxable Value	17.6%	13.9%	20.4%	20.0%
County Operating Levy	3.5000	4.2803	4.1900	4.2000
Operating Levy Cushion	.7762	0.0397	0.0459	0.3971
Operating Levy Cushion as a % of Operating Levy	22.2%	0.9%	1.1%	9.5%
Total Millage Levy	4.2593	5.3140	4.4322	4.8007
Total Fund Balance as a % of Total Governmental Funds				
Expenditures <sup>1</sup>	57.0%	57.7%	51.9%	109.8%
% Debt Amortized in 5 yrs	43.8%	44.30%	45.60%	33.00%
% Debt Amortized in 10 yrs	74.2%	63.70%	73.70%	59.00%
Expenditures per Capita	\$414.85	\$372.32	\$291.03	\$287.00
FTEs per 1,000 residents	3.66	3.18	3.76	3.41
Bonded Debt per Capita (Primary Government)	\$71.37	\$295.53	\$127.33	\$63.50
Bonded Debt per Capita (Reporting Entity)	\$373.28	\$714.00	\$258.33	\$63.50
Debt Service Ratio	2.23%	3.69%	8.73%	2.39%

**Analysis**

It should be clear that Ottawa County's tax base, and therefore its property tax revenue, is more than able to fund County services. Important to note is the percentage cushion with our operating levy. Ottawa County could have levied 22% more in property taxes

2003 than it did levy, well above neighboring counties, counties of similar size, and even AAA counties in the State of Michigan. This cushion speaks well for the financial flexibility of the County. In addition, the level of fund balance (expressed as a percentage of governmental expenditures) also enhances the financial stability of the County.

The Ottawa County debt burden is high relative to the comparison counties. Although the direct debt of the County is quite modest, Ottawa County guarantees the water and sewer issues of municipalities within the County. Since Ottawa County has had substantial growth in the last decade, it is the infrastructure requirements of this growth that has resulted in the elevated debt levels. Moody's Investors Service is comfortable with the County's debt levels. In assigning a rating to bonds issued in November of 2002, they noted: "Moody's believes the County's average debt burden will remain manageable given continued significant tax base growth and limited future borrowing plans for direct County needs."

<b>Resources</b>					
<b>Personnel</b>					
	2005 # of Positions	2007 # of Positions	2007 # of Positions	2007 Budgeted Salary	
Position Name					
Fiscal Services Director	0.800	0.500	0.500	\$42,989	
Finance Director	0.500	0.000	0.000	\$0	
Budget/Audit Manager	0.600	0.600	0.600	\$39,161	
Senior Accountant	0.000	0.800	0.800	\$44,858	
Accountant II	2.900	3.900	3.900	\$185,970	
Payroll Specialist	1.000	1.000	1.000	\$42,924	
Account Clerk II	2.500	2.500	2.500	\$83,791	
Accountant I	1.500	0.500	0.500	\$22,598	
Account Clerk I	1.000	2.000	2.000	\$59,973	
Administrative Assistant	0.500	0.000	0.000	\$0	
	11.300	11.800	11.800	\$522,264	
<b>Funding</b>					
	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$18,800	\$22,000	\$16,000	\$18,000	\$16,000
Charges for Services	\$2,663,384	\$2,719,351	\$2,795,717	\$3,119,354	\$3,626,686
Other Revenue	\$1,448	\$1,605	\$2,685	\$4,216	\$3,332
Total Revenues	<u>\$2,683,632</u>	<u>\$2,742,956</u>	<u>\$2,814,402</u>	<u>\$3,141,570</u>	<u>\$3,646,018</u>
<b>Expenditures</b>					
Personnel Services	\$612,721	\$676,529	\$649,040	\$726,425	\$779,221
Supplies	\$40,603	\$37,391	\$63,220	\$49,389	\$45,218
Other Services & Charges	\$135,529	\$131,572	\$132,543	\$127,690	\$136,938
Total Expenditures	<u>\$788,853</u>	<u>\$845,492</u>	<u>\$844,803</u>	<u>\$903,504</u>	<u>\$961,377</u>

***Budget Highlights:***

During 2005, the Finance and Accounting departments were reorganized into one Fiscal Services department. The position and budgetary figures above reflect the consolidation over each of the years. Revenue from the Indirect Administrative cost study are recorded in this department. Amounts can vary depending on the total cost allocated and the distribution of those costs determined by the study.



<b>Function Statement</b>
---------------------------

The office of Corporate Counsel represents the County, its Board of Commissioners, and constituent departments and agencies in all legal matters. The office is responsible for preparing formal and informal legal opinions, drafting and reviewing contracts, policies, and resolutions, and representing the County in civil litigation and proceedings. Establishment of the office of Corporate Counsel is authorized by MCLA 49.71; MSA 5.824

<b>Mission Statement</b>
--------------------------

*To provide quality legal services to all departments and elected officials of Ottawa County government.*

**Goal:** Respond to growing demand for legal services

**Objective:** Shorten response time on requests for legal services.

**Measure:** Institute tracking system to record receipt and response dates for requests for legal services

**Goal:** Revisions of Board Policies and Procedures

**Objective:** Finish revisions written Board Policies and Procedures during budget year

**Measure:** Completion by December 31, 2007

**Goal:** Assure Freedom of Information Act (FOIA) Compliance

**Objective:** Provide Freedom of Information Act Training for County Departments

**Measure:** Provide FOIA training by December 31, 2007

**Goal:** Assure Health Insurance Portability and Accountability (HIPAA) Compliance

**Objective:** Provide HIPAA Compliance training for all affected departments

**Measure:** Provide HIPAA training by December 31, 2007

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Institute tracking system to record receipt and response Dates for requests for legal services</i>	N/A	N/A	N/A	Implementation
<i>Completion of revisions to written board policies</i>	N/A	N/A	N/A	Completion
<i>Provide Freedom of Information Act training for County Departments</i>	N/A	N/A	N/A	Completion
<i>Provide HIPAA Compliance training for all affected departments</i>	N/A	N/A	N/A	Completion

<b>Resources</b>
------------------

<b>Personnel</b>	2005	2006	2007	2007
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary
Corporate Counsel	0.950	0.950	0.950	\$96,344
Administrative Secretary I	0.625	0.625	0.625	\$25,768
	1.575	1.575	1.575	\$122,112

<b>Funding</b>	2003	2004	2005	2006 Current	2007
	Actual	Actual	Actual	Year Estimated	Adopted by Board
<b>Expenditures</b>					
Personnel Services	\$133,382	\$138,878	\$158,292	\$162,091	\$171,336
Supplies	\$6,827	\$8,243	\$11,237	\$9,308	\$8,050
Other Services & Charges	\$12,414	\$11,140	\$10,438	\$17,000	\$15,997
Total Expenditures	\$152,623	\$158,261	\$179,967	\$188,399	\$195,383

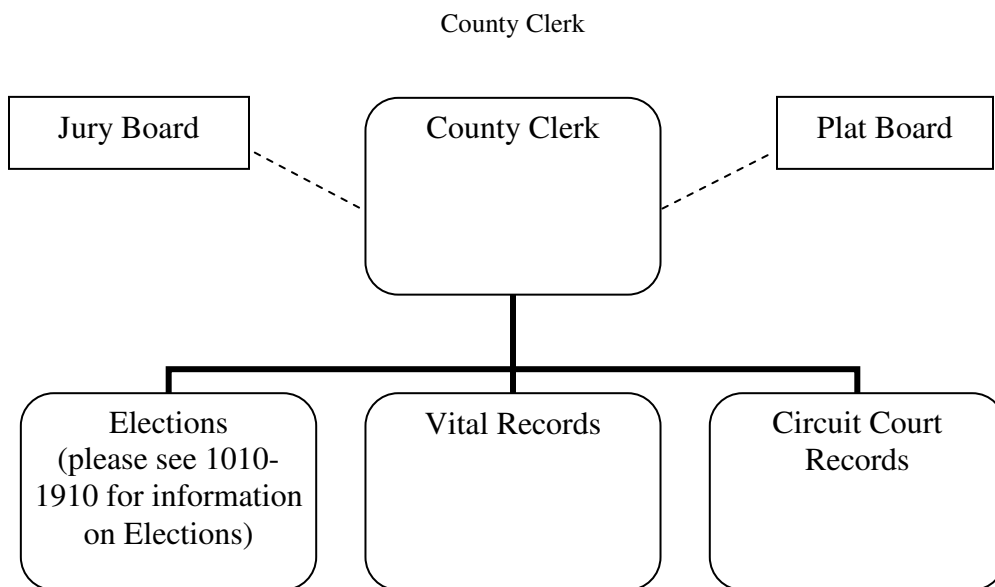
**Function Statement**

The office of the County Clerk is one of the major service offices in the County. It is responsible for maintaining vital records such as births, deaths, marriages, concealed weapons (CCWs), assumed names, and plats as well as providing access to those records by the general public. We issue a large number of passports every year and provide services to the public. By maintaining satellite offices in the Holland Hudsonville areas, we are able to provide these services more conveniently for the public.

Along with the vital records, records of the proceedings of the Board of Commissioners and their committees are kept. We also maintain the proceedings of the plant Board, Concealed Weapons Board, Elections Commission, Canvass Board, and many other County committees.

The County Clerk’s office is also responsible for the oversight of all elections held in he County, for development and printing of ballots, and the ordering of all election supplies for all State and Federal elections. Beginning in 2005, the County Clerk’s office will also be responsible for running all school board and special elections as mandated under the Election Consolidation Act of 2003. The office is also responsible for training election workers for those elections and for the dissemination of campaign finance information as well as filling all local campaign finance committees and their reports. After every election, the County Clerk’s office also reviews all election returns and assists the Board of Canvassers in finalization of the election results.

Circuit Court Records, a division of the County Clerk’s office, commences and maintains all files for the Circuit Court by recording all hearings and pleadings, attesting and certifying court orders, and preparing commitments to jail and prison. Other duties include 1) preparing quarterly statistical reports and sending hem to the State Court Administrators Office. 2) Abstracting all criminal convictions involving automobiles to the Secretary of State’s office, 3) Judicial disposition reporting of criminal convictions to the Michigan State Police, and 4) Preparation of juror list, notifications, excuses, and payroll, 5) Assisting in the preparation of Personal Protection Orders



**Mission Statement**

*To serve the public in an accurate, efficient, and effective manner and to follow the Michigan Constitutional Statutes and other directives along with pertinent Federal laws and regulations.*

**VITAL RECORDS**

**Goal:** Ensure the integrity of marriage, birth and death records.

**Objective:** Process records accurately.

**Measure:** No more than 10% returned from the State for correction.

**Objective:** Process in a timely fashion.

**Measure:** Meet State and Federal mandated filing requirements 95% of the time. (Birth, death and marriage certificates must be filed with Lansing by the 4<sup>th</sup> of each month).

**Objective:** Distribute accurate information (e.g. copies of certificate).

**Measure:** No more than 5% returned from customers because of mistakes.

**Goal:** Ensure the integrity of other vital records including business registrations, concealed weapons permits, military discharges, notary public commissioners, corporate agreements, traffic signs, missing persons, and county contract.

**Objective:** Process records accurately.

**Measure:** No more than 5% discovered to have errors.

**Objective:** Process records timely.

**Measure:** No more than 10% returned from State for correction (CCW's and Notaries).

**Objective:** Distribute accurate information.

**Measure:** No more than 10% of copies sent out returned because of mistakes.

**Goal:** Provide high quality customer service.

**Objective:** Staff is friendly to customers.

**Measure:** % of "poor" and "fair" ratings in this category on customer satisfaction cards will be no more than 10% (\*This study to be completed in 2007.)

**Objective:** Staff responds to customer needs accurately.

**Measure:** % of "poor" and "fair" ratings in this category on customer satisfaction cards will be no more than 10% (This study to be completed in 2007.)

**Objective:** Staff will be adequately cross-trained.

**Measure:** Have more cross-trained in two or more areas by the end of the year than were at the beginning.

**Objective:** Respond timely to requests for forms, procedures, information to Federal, State and County Offices.

**Measure:** Process all requests within 2 business days.

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Efficiency:</i>				
<i>% of marriage, birth and death records returned from State for correction</i>	N/A	N/A	N/A	<10%
<i>% of time marriage, birth and death records meet State and Federal filing requirements</i>	N/A	N/A	N/A	95%
<i>% of marriage, birth and death records returned by customers for correction</i>	N/A	N/A	N/A	<5%
<i>% of other vital records with errors</i>	N/A	N/A	N/A	<5%
<i>% of time CCWs and notaries are returned from State for correction</i>	N/A	N/A	N/A	<10%
<i>% of other vital records returned by customers for correction</i>	N/A	N/A	N/A	<10%
<i>% of customer satisfaction cards rating the friendliness of staff as "poor" or "fair"</i>	N/A	N/A	N/A	<10%
<i>% of customer satisfaction cards rating the responsiveness of staff as "poor" or "fair"</i>	N/A	N/A	N/A	<10%
<i>% of staff cross trained</i>	N/A	N/A	N/A	50%
<i>% of requests processed within 2 business days</i>	N/A	N/A	N/A	95%

**CIRCUIT COURT RECORDS**

**Goal:** To following Federal and State statues and guidelines regarding the security of all public records and the protection of specific information on those records from unauthorized public access.

**Objective:** The new building meets all Federal and State guidelines.

**Goal:** Eliminate use of paper in Circuit Court Records and develop the utilization of electronic processes for storage and dissemination of records.

**Objective:** Implement a digitized imaging system and train staff on the utilization of such system.

**Goal:** Ensure the integrity of all files for the Circuit Court by recording all hearings and pleadings, attesting and certifying court orders, and preparing commitments to jail and prison.

**Objective:** Process records accurately and timely.

**Measure:** No more than 5% discovered to have errors.

**Objective:** Distribute accurate information.

**Measure:** No more than 10% of copies sent out returned because of mistakes.

**Goal:** Provide high quality customer service.

**Objective:** Staff is friendly to customers.

**Measure:** Number of "poor" and "fair" ratings in this category on customer satisfaction cards. (\*This study to be completed in 2007.)

**Objective:** Staff responds to customer needs accurately.

**Measure:** Number of "poor" and "fair" ratings in this category on customer satisfaction cards. (This study to be completed in 2007.)

**Objective:** Have several staff cross-trained.

**Measure:** Have more cross-trained in two or more areas by the end of the year then were at the beginning.

**Objective:** Respond timely to requests for forms, procedures, information to Federal, State and County Offices.

**Measure:** Process all requests within 2 business days.

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Records meet State and Federal guidelines for security (Yes/No)</i>	N/A	N/A	N/A	Yes
<i>Implement and train staff on digitized imaging system (Yes/No)</i>	N/A	N/A	N/A	Yes
<i>Efficiency:</i>				
<i>% of Circuit Court records with errors</i>	N/A	N/A	N/A	<5%
<i>% of copies of Circuit Court records returned due to error</i>	N/A	N/A	N/A	<10%
<i>% of customer satisfaction cards rating the friendliness of staff as "poor" or "fair"</i>	N/A	N/A	N/A	<10%
<i>% of customer satisfaction cards rating the responsiveness of staff as "poor" or "fair"</i>	N/A	N/A	N/A	<10%
<i>% of staff cross trained</i>	N/A	N/A	N/A	50%
<i>% of requests processed within 2 business days</i>	N/A	N/A	N/A	95%

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
County Clerk	1.000	1.000	1.000	\$77,590
Chief Deputy County Clerk	1.000	1.000	1.000	\$48,991
Assistant Chief Deputy County Clerk	1.000	1.000	1.000	\$36,157
Administrative Secretary I	1.000	1.000	1.000	\$39,502
Deputy Court Clerk I	1.000	1.000	1.000	\$36,353
Records Processing Clerk I	4.000	4.000	4.000	\$89,865
Records Processing Clerk II	8.600	8.600	8.600	\$244,862
Records Processing Clerk III	4.000	3.000	3.000	\$93,322
Records Processing Clerk IV	1.000	1.000	1.000	\$34,876
	22.600	21.600	21.600	\$701,518

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Licenses and Permits	\$21,050	\$32,867	\$31,354	\$30,000	\$29,800
Charges for Services	\$482,858	\$515,382	\$528,826	\$522,000	\$535,000
Other Revenue		\$180	\$1,966	\$12,000	\$16,000
Total Revenues	\$503,908	\$548,429	\$562,146	\$564,000	\$580,800
<b>Expenditures</b>					
Personnel Services	\$804,922	\$890,145	\$969,084	\$1,006,059	\$1,128,927
Supplies	\$56,017	\$58,195	\$73,993	\$94,145	\$83,000
Other Services & Charges	\$121,990	\$136,906	\$162,035	\$190,717	\$192,861
Capital Outlay					
Total Expenditures	\$982,929	\$1,085,246	\$1,205,112	\$1,290,921	\$1,404,788

**Budget Highlights:**

One records processing clerk III has been reassigned to Elections with the 2006 budget.

<b>Function Statement</b>
---------------------------

The Administrator is responsible for the execution of policies and procedures as directed by the Board of Commissioners and the supervision of all non-elected Department Heads.

The Administrator is responsible for the day-to-day administration of the County.




The Administrator supervises the operation and performance of all County departments and heads of departments except elected officials and their officers; and, appoints and removes all heads of departments other than elected officials, certain positions with approval of the Board of Commissioners.

In addition, the Administrator coordinates the various activities of the County and unifies the management of its affairs, attends and/or has Department Heads attend all regularly scheduled Board of Commissioners meetings, supervises the preparation and filing of all reports required of the County by law.

Lastly, the Administrator is responsible for the future direction of the County by developing a continuing strategic plan for the County and presenting it to the Board of Commissioners for approval.

<b>Department Goals and Objectives</b>
--

**Goal: Strategic Planning, Organizational Development, and Business Service Improvement**

-  **Objective:** Implement 2006-2007 Strategic Plan (update objectives in Strategic Plan)
- Objective:** Lead 2007 Business Plan development
- Objective:** Complete analysis of Animal Control options
- Objective:** Implement Veteran's Affairs Committee and continue modernization efforts of the Veteran's Affairs Board
- Objective:** Implement the Ottawa County Public Housing Commission
- Objective:** Complete Clerk's Office Study
- Objective:** Complete Prosecutor's Office Study
- Objective:** Complete hiring process of Human Resources Director
- Objective:** Finalize the Equalization/Property Description and Mapping Department Study
- Objective:** Conclude and present the Clerk-Register Combination Study
-  **Objective:** Continue the development and use of an outcome-based performance measurement system to justify and measure the impact of new personnel, significant operating and capital and equipment budget requests so that it would become a more meaningful and important part of the annual budget process
- Objective:** Review phone system performance
- Objective:** Improve team use and sophistication (Six Sigma)
- Objective:** Evaluate selected administrative policies and procedures including identification and codification of unwritten policies and procedures
-  **Objective:** Continue implementation of *miOttawa.org* interactive website
- Objective:** Expand annual performance review to Parks Director and Community Mental Health Director

 **Goal: Maintain and Improve County Financial Health**

- Objective:** Maintain or improve bond ratings
- Objective:** Continue plan to eliminate operating budget deficit in 5 years
- Objective:** Fund financing tools to the extent possible
- Objective:** Complete financial forecasting model
- Objective:** Complete Board ranking of spending priorities

 **Goal: Continue and Improve Communication Plan**

- Objective:** Continual improvement of communication at all levels including the Board of Commissioners, citizens, employees, department heads, elected officials, and judiciary, Road Commission, local units of government, and other County stakeholders
- Objective:** Develop critical communicator network
- Objective:** Continue to improve Lansing-based activity with Michigan Association of Counties (MAC), Governmental Consultant Services, Inc. (GCSI), and Ottawa legislative delegation
- Objective:** Continue to improve media relations
- Objective:** Implement improved grass roots legislative communication on state and federal issues
- Objective:** Continue to implement local unit newsletter and semi-annual quadrant meetings
- Objective:** Continue quarterly department director meetings, monthly meetings with elected officials, and quarterly meetings with Road Commission officials

 **Goal: Improve Relations with County Employees**

- Objective:** Continue to work with Group T, Ottawa County Employee's Association (OCEA) and Friend of the Court (FOC) employees to foster a non-union environment
- Objective:** Continue and enhance brown-bag lunches
- Objective:** Continue Labor-Management Cooperation Committee meetings to enhance communication and cooperation between management and employees.
- Objective:** Continue overseeing the production of the Ottawa County employee newsletter, *County Connections*, by an employee-established editorial board

**Accomplishments**

- Led process and completion of 2006-2007 Board of Commissioners Strategic Plan which included the development of a new mission statement, values statement, goals and objectives
- Developed annual Business Improvement Plan
- Successfully engaged employees in SEIU election process in attempting to maintain a non-union/management relationship
- Worked to settle all six outstanding labor contracts by mid-February
- Conducted Labor-Management Cooperation Committee meetings to improve communication and cooperation between management and employees
- Completed the Ottawa County 2006 Citizen Survey
- Created the Ottawa County Public Housing Commission
- Received and responded to recommendations from the Employee Survey Work Team and Employee Recognition Team
- Initiated Focus Group Meetings with Group T employees to determine trends and issues in an effort to work effectively with them in a non-union environment
- Developed recommendation for Board of Commissioner on future location and expansion of county services and facilities in Grand Haven and at the Fillmore Street Complex
- Worked to get necessary Medical Examiner agreements and policies in place
- Initiated effort to modernize Soldiers and Sailors Relief Commission to Veteran's Affairs Board
- Assisted in developing and staffing the first-time Officers Compensation Commission deliberations
- Bond ratings from Fitch Ratings, Standard & Poors & Moody's maintained
- Successful continued implementation of five-year budget deficit plan
- Worked with Fiscal Services on implementation of the new performance measurement system
- Assisted departments in examining the cost of services and providing mandated services to provide the Board of Commissioners more information by which to rank services
- Initiated Water Quality Forum to assist in resolving concerns with sand ecoli contamination
- Continued work with Governmental Consultant Services, Inc. (GCSI) and legislators on bills and issues of concern
- Participated in West Michigan Strategic Alliance meetings
- Several new programs launched on miOttawa.org
- Completed hiring process for Health Officer and Michigan Works!/Community Action Agency Executive Director positions

Fund: (1010) General Fund

Department: (2230) Administrator

- Assisted with policy decisions regarding the Holland District Court facility development project
- Held local unit informational meetings for input regarding the Clerk-Register Combination and the effects on services provided
- Continued quarterly department director meetings, monthly meetings with elected officials, quarterly meetings with Road Commission officials, quarterly quadrant meetings with local unit officials, and brown bag lunches with employees at different County facilities
- Presented 2<sup>nd</sup> State of the County Address and 2<sup>nd</sup> Countywide Annual Report
- Realized \$42,000 in first year savings from combination of Finance and Accounting Departments into new Fiscal Services Department
- Financing Tools fully funded
- Completed implementation of executive performance evaluation system for administrative department heads
- Continued review and update of all County policies
- Created Veteran's Affairs Committee



Denotes Strategic Plan directive

<b>Resources</b>
------------------

<b>Personnel</b>	2005	2006	2007	2007
<u>Position Name</u>	# of	# of	# of	Budgeted
	Positions	Positions	Positions	Salary
Administrator	0.840	0.840	0.840	\$113,977
Assistant County Administrator	0.000	0.000	1.000	\$80,630
Business Improvement/ Communications Coordinator	1.000	1.000	0.000	\$0
Administrative Assistant	0.500	1.000	1.000	\$40,596
	2.340	2.840	2.840	\$235,203

**Funding**

	2003	2004	2005	2006	2007
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
<b>Expenditures</b>					
Personnel Services	\$198,400	\$205,217	\$279,143	\$286,914	\$336,781
Supplies	\$2,909	\$16,008	\$7,346	\$22,973	\$22,254
Other Services & Charges	\$12,825	\$21,554	\$41,323	\$68,672	\$60,619
<b>Total Expenditures</b>	<b>\$214,134</b>	<b>\$242,779</b>	<b>\$327,812</b>	<b>\$378,559</b>	<b>\$419,654</b>



<b>Function Statement</b>
---------------------------

The Equalization Department is statutorily mandated to administer the real and personal property tax system at the County level and to conduct valuation studies in order to determine the total assessed value of each classification of property in each township and city. The department also makes all of the tax limitation and "Truth in Taxation" calculations, provides advice and assistance to local unit assessors, school districts and other tax levying authorities.

<b>Mission Statement</b>
--------------------------

*To assist the County Board of Commissioners by examining the assessment rolls of the 23 townships and cities and ascertain whether the real and personal property in the townships or cities have been equally and uniformly assessed at 50% of true cash value and to furnish assistance to local assessing officers and other county departments in the performance of their duties.*

**Goal:** To examine the assessment rolls of the 23 townships and cities and ascertain whether the real and personal property has been equally and uniformly assessed.

**Objective:** To complete 100% of the appraisal studies required each year to determine the true cash value of all real property classes (except those done by sales study) for all 23 local units of government by Dec 1 for their review.

*Measure:* % of the appraisal studies completed by December 1

**Objective:** To complete 100% of the sales studies required each year to determine the true cash value of the all real property class (except those done by appraisal study) in all units of government by August 15 for their review.

*Measure:* % of the sales studies completed for local review by August 15

**Objective:** To complete Personal Property audits in each of the 23 local units of Government to determine the true cash value of personal property in each local unit by December 15 for their review.

*Measure:* % of 23 Personal Property studies completed by December 15

**Objective:** To complete the 4018's, Analysis for Equalized Value, for each unit, and send them to the Michigan State Tax Commission by December 31 with all local units being in agreement as to the True Cash Value for all classes in their unit.

*Measure:* % of Local units sent to State Tax Commission by December 31.

**Objective:** To audit the completed Assessment Rolls of the 23 local units to ascertain if they have been equally and uniformly assessed at true cash value and present to Commissioners at April session.

*Measure:* Presentation of audit of completed assessment rolls to the Board of Commissioners by the second Board meeting in April

**Goal:** To provide assistance to all local assessing officers in the performance of their duties.

**Objective:** To provide training classes in assessment related matters.

*Measure:* % in attendance who found the training useful

**Objective:** To provide other assistance to local assessors as requested.

*Measure:* % of assessors surveyed who feel the Equalization Department met their needs

**Goal:** To perform administrative and other related functions as required by the County board of Commissioners, and State statutes.

**Objective:** To perform an annual audit of the Principle Residence Exemption.

*Measure:* % of units with Principle Residence Exemptions audited

*Measure:* Number of denials issued

*Measure:* % of Principle Residence Exemptions denied that were uncontested or upheld upon appeal

Fund: (1010) General

Department (2250) Equalization

**Objective:** Represent the County in the tax appeal process

**Measure:** % of 116 separate Equalization studies completed without appeal

**Measure:** % of time the State Tax Commission (STC) sides with the County

**Measure:** Measurable cost to County

**Measure:** % of principal residence exemption denials that have been appealed

**Measure:** % of time the Michigan Tax Tribunal (MTT) sides with the County in tax appeals

**Measure:** Measurable cost to County

**Measure:** % of personal property audits appealed to STC/MTT from filing of 211.154 petitions to change personal property assessments

**Measure:** % of time the STC/MTT sides with the County in tax appeals

**Measure:** Measurable cost to County

**Objective:** To perform all duties related to annual apportionment report.

**Measure:** The apportionment report will be presented to the Board of Commissioners no later than their second meeting in October

Measure	2004	2005	2006 Estimated	2007 Projected
<i>Output:</i>				
# of Appraisals completed for studies	1,188	1,344	1,400	1,400
Equalization Report completed for Commissioners second board meeting in April (Yes/No)	Yes	Yes	Yes	Yes
# of Principal Residence Exemptions denied	241	90	80	100
Provide Apportionment to Board of Commissioners in October (Yes/No)	Yes	Yes	Yes	Yes
<i>Efficiency:</i>				
% of real property appraisal studies completed by December 1	100%	100%	100%	100%
% of sales studies completed for local review by August 15	100%	100%	100%	100%
% of 23 personal property audits completed by December 15	100%	100%	100%	100%
% of local unit 4018 forms sent to State Tax Commission by December 31	100%	100%	100%	100%
% of 116 separate Equalization studies completed without appeal	100%	100%	100%	100%
% of training participates who found the training useful	N/A	N/A	N/A	100%
% of local assessors who felt County Equalization department met their needs	N/A	N/A	N/A	100%
% of units with Principle Residence Exemptions audited	100%	100%	100%	100%
% of Principle Residence Exemptions denied that were uncontested or upheld upon appeal	N/A	N/A	N/A	90%

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Equalization Director	0.900	0.900	0.900	\$77,380
Deputy Equalization Director	1.000	1.000	1.000	\$64,174
Personal Property Auditor	1.000	1.000	1.000	\$51,240
Appraiser III	4.000	4.000	3.000	\$144,585
Appraiser II	0.000	0.000	1.000	\$31,952
Records Processing Clerk II	2.000	2.000	2.000	\$62,128
	8.900	8.900	8.900	\$431,459

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Charges for Services	\$151	\$104	\$136	\$100	\$100
Total Revenues	\$151	\$104	\$136	\$100	\$100
<b>Expenditures</b>					
Personnel Services	\$505,804	\$535,203	\$558,484	\$557,612	\$618,844
Supplies	\$7,354	\$17,373	\$38,757	\$13,490	\$14,994
Other Services & Charges	\$50,116	\$86,868	\$64,701	\$74,333	\$75,830
Capital Outlay					
Total Expenditures	\$563,274	\$639,444	\$661,942	\$645,435	\$709,668

<b>Function Statement</b>
---------------------------

The Human Resources Department represents a full-service personnel operation for the various departments that make up Ottawa County. It is a people-management operation including programs in the areas of personnel management, benefits administration, labor relations, classification maintenance, and training.

Among the diverse responsibilities are recruitment, selection, interviews (exit interviews), promotion, training, contract negotiations, grievance resolution, disciplinary process, employee compensation, administration of benefits, and employee wellness activities.

The department creates and enforces County policies and procedures approved by the Board for the administration of Human Resource functions.

Also included in the department's responsibilities is the function of labor relations, which includes representation for the County in contract negotiations with eight (8) bargaining units. The department is responsible for contract negotiations with several organized unions that include not only negotiations but also contract administration and review sessions with the Board of Commissioners. Additional responsibilities associated with labor relations are the handling of grievances and representation in processes such as mediation, fact finding, and both grievance and interest arbitration.

Training opportunities are also the responsibility of the department for the development of personnel throughout the organization. This is accomplished by offering a variety of in-house training, ranging from customer service skills to the development of skills for supervisors.

The department is engaged in a collaborative effort to provide employee wellness activities and educational opportunities. Employees are encouraged to participate in utilization of the on-site exercise facilities. The program is based on the premise that healthier County employees equate to limitations/reductions in the County's cost of its health plan.

In an effort to develop a program of employee retention, the department conducts exit interviews with all employees upon receiving notice of resignation. Also included in this retention program is an annual Service Awards Program designed to recognize the employee's duration of employment with Ottawa County. Special recognition is given to each employee every five years.

<b>Mission Statement</b>
--------------------------

*Provide employment related programs and services to County departments, employees and citizens that help enable the provision of quality services to the public through a diverse and qualified workforce.*

## RECRUITMENT

**Goal:** Provide recruitment services to departments to assure a qualified, ethnically diverse workforce in an efficient manner.

**Objective:** Assist departments in selecting qualified applicants for open positions in a timely manner through effective applicant screening, testing and interviewing.

**Measure:** The average number of interviews per position will be no more than 4

**Measure:** % of time departments received screened applicant pool within four weeks

**Measure:** % of time unsuccessful applicants were notified within 7 days of the decision

**Measure:** % of new hires successfully completing six months of employment will be more than 75%

**Objective:** Ensure hiring practices comply with the law, and educate department heads and elected officials and other hiring managers with regard to the County's Equal Employment Opportunity plan and their responsibilities in hiring a diverse workforce

**Measure:** The Employee Selection Personnel Policies and Procedures will be regularly reviewed and updated to insure compliance with applicable legislation and EEOC Guidelines.

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i># of employment applications received/processed</i>	4,597	4,290	4,400	4,400
<i># of positions filled</i>	204	206	200	200
<i># of new hires</i>	135	133	135	135
<i>Personnel policies are in compliance with the law and EEOC guidelines (Yes/No)</i>	Yes	Yes	Yes	Yes
<i>Efficiency:</i>				
<i>Average # of interviews per posted position</i>	N/A	2.2	<4	<4
<i>% of time unsuccessful applicants are notified within 7 days of the decision</i>	N/A	N/A	100%	100%
<i>% of time departments received screened applicant pool within four weeks</i>	N/A	N/A	100%	100%
<i>Outcome</i>				
<i>% of new hires successfully completing 6 months of employment</i>	N/A	N/A	>75%	>75%

## EMPLOYEE RETENTION

**Goal:** Provide compensation that will allow the County to retain quality employees

**Objective:** Conduct a compensation study every three years that ensures compensation is competitive with the local labor market and identified comparable counties

**Measure:** Ottawa County employee turnover ratio will be less than 10%

**Goal:** To provide employee benefit programs designed to attract and retain high quality employees in a manner that meets legal compliance, and ensure employees are aware of the benefits available to them.

**Objective:** Provide and administer a quality array of benefits to employees at a fair and reasonable cost to the County and employees.

**Measure:** The percent of employees who report satisfaction with the health plan will be more than 75%

**Objective:** Effectively communicate/educate employees about their benefits, and promote benefits that may have a significant impact on employees at a low cost to the County

**Measure:** 30 percent of permanent employees will participate in the County's flexible spending (Section 125) plan

**Measure:** Representatives of the County's Deferred Compensation program will provide onsite visitation no less than twice per year

**Measure:** 75 percent of permanent employees will participate in the County's Deferred Compensation plan.

**Measure:** The County will offer no cost counseling services to employees through the Employee Assistance Center

**Measure:** The County will maintain the employee recognition program

**Objective:** Provide education and training programs to enhance the skills and abilities of the County's workforce.

**Measure:** Number of hours of training offered to employees will be at least 55

**Measure:** The County will offer tuition reimbursement for eligible course work

**Measure:** The % of employees who report satisfaction with the training opportunities offered by the County will be more than 85%

**Goal:** Provide and maintain an efficient employee recordkeeping system that is in compliance with applicable laws.

**Objective:** Collect, protect the privacy of, maintain and retain employment records (electronic and hard copy) for all active and terminated employees and maintain 100% compliance with State and Federal laws, local affiliations, and accreditations.

**Measure:** % of personnel files in compliance with guidelines.

**Objective:** Design, recommend, review and manage employee benefit plans to assure compliance with applicable laws and control costs

**Measure:** 100 % of leaves of absence will be processed in compliance with the Family and Medical Leave Act (FMLA)

**Measure:** 100% of worker's compensation (W/C) claims will be processed in compliance with worker compensation laws

**Measure:** 100 % of unemployment claims will be contested

**Measure:** % of unemployment claims proceeding to hearing will be minimal

**Objective:** Examine the possibility of converting employee records to electronic format (imaging).

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
# of employees	950	960	962	962
% of employees participating in flexible spending	N/A	28%	>30%	>30%
% of employees participating in deferred compensation	N/A	72%	72%	75%
No cost counseling available to employees (Yes/No)	Yes	Yes	Yes	Yes
Employee Recognition Program maintained (Yes/No)	Yes	Yes	Yes	Yes
# training hours offered to employees	N/A	56	55	55
Tuition Reimbursement program offered (Yes/No)	Yes	Yes	Yes	Yes
<i>Efficiency:</i>				
% of personnel files in compliance with guidelines	100%	100%	100%	100%
% of leaves of absence processed in compliance with FMLA	100%	100%	100%	100%
% of W/C claims processed in compliance with W/C laws	100%	100%	100%	100%
% of unemployment claims contested	N/A	N/A	100%	100%
<i>Outcome</i>				
Employment turnover ratio	N/A	7.07%	<10%	<10%
% of employees satisfied with benefit package	N/A	N/A	>75%	>75%*
% of employees satisfied with training opportunities	N/A	N/A	N/A	>85%*
% of unemployment claims proceeding to hearing	N/A	N/A	0%	0%
* The next employee survey will be done in 2007				

## LABOR RELATIONS

- Goal:** Provide professional labor relations services to the County Board of Commissioners, employees and departments.
- Objective:** Negotiate fair, timely, and affordable collective bargaining agreements on behalf of the County Board of Commissioners with all existing labor unions.
- Measure:** New collective bargaining agreements will be successfully negotiated on behalf of the Board of Commissioners within in six months of the expiration of the existing contract
- Objective:** Provide timely response to employee and union grievances and complaints
- Measure:** Human Resources will respond to grievances forwarded to them within the time frames specified in employment contracts 100% of the time
- Measure:** % of written grievances resolved prior to arbitration will be more than 90%
- Objective:** Respond to complaints filed with the Human Resources department within the guidelines established by the Problem Resolution Policy
- Measure:** Human Resources will respond to complaints forwarded to them within the time frames specified by the Problem Resolution Policy 100% of the time
- Objective:** Provide answers to contract interpretation questions in a timely fashion.
- Measure:** Questions on contract interpretation are answered within 2 business days.
- Objective:** Counsel department managers on employee discipline matters to promote fair treatment and compliance with employment laws
- Measure:** The number of wrongful termination cases lost by the County will be 0.

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
# of bargaining units	8	8	7	7
<i>Efficiency:</i>				
# of bargaining units that worked with an expired contract during the year	N/A	N/A	N/A	0
% of time grievances are responded to within contractually specified time frame	100%	100%	100%	100%
% of time complaints are responded to within time frames established by the Problem Resolution Policy	100%	100%	100%	100%
% of time contract interpretation questions are answered within 2 business days	100%	100%	100%	100%
<i>Outcome</i>				
% of written grievances resolved before arbitration	N/A	N/A	100%	100%
# of wrongful termination cases lost	0	0	0	0

<b>Resources</b>
------------------

<b>Personnel</b>	2005	2006	2007	2007
Position Name	# of	# of	# of	Budgeted
	Positions	Positions	Positions	Salary
Human Resources Director	0.750	0.750	0.750	\$64,483
Personnel Specialist	0.400	0.400	0.400	\$26,107
Personnel Benefits Specialist	0.100	0.100	0.100	\$4,955
Administrative Secretary I	1.000	1.000	0.000	\$0
Administrative Secretary II	1.000	1.000	1.000	\$45,196
Interviewer	1.000	1.000	1.000	\$49,546
Administrative Clerk	0.000	0.000	1.000	\$33,925
Records Processing Clerk I	1.000	1.000	0.000	\$0
	5.250	5.250	4.250	\$224,212

<b>Funding</b>	2003	2004	2005	2006	2007
	Actual	Actual	Actual	Current	Adopted
				Year	by Board
				Estimated	
<b>Expenditures</b>					
Personnel Services	\$308,812	\$326,008	\$313,368	\$332,659	\$335,105
Supplies	\$20,202	\$30,512	\$22,273	\$25,798	\$21,974
Other Services & Charges	\$128,624	\$150,157	\$238,179	\$155,121	\$220,721
Total Expenditures	\$457,638	\$506,677	\$573,820	\$513,578	\$577,800

**Budget Highlights:**

During 2006, the Human Resource department eliminated their Administrative Secretary I position.



The 2007 Other Services & Charges budget includes \$60,000 for department management studies.



Denotes Strategic Plan directive

<b>Function Statement</b>
---------------------------

The Prosecuting Attorney is the chief law enforcement officer of the County, charged with the duty to see that the laws are faithfully executed and enforced to maintain the rule of law. The Prosecutor is responsible for the authorization of criminal warrants and the prosecution of criminal cases on behalf of the People of the State of Michigan. The Prosecutor also provides legal advice to the various police agencies in the County concerning criminal matters. While the principal office is located in the County building in Grand Haven, the Prosecuting Attorney staffs a satellite office in the Holland District Court Building and West Olive Administrative Complex.

The Prosecuting Attorney is an elected constitutional officer whose duties and powers are prescribed by the legislature. The Prosecuting Attorney is charged with the fair and impartial administration of justice. The Prosecuting Attorney acts as the chief administrator of criminal justice for the County and establishes departmental policies and procedures. The Prosecuting Attorney and staff provide legal advice and representation on behalf of the People of the State of Michigan at all stages of prosecution, from the initial investigation through trial and appeal. The Prosecuting Attorney and staff similarly provide advice and representation in Family Court abuse and neglect, delinquency, and mental commitment proceedings.

<b>Mission Statement</b>
--------------------------

*The mission of the Ottawa County Prosecutor's Office is to preserve and improve the quality of life for Ottawa County residents by promoting lawful conduct and enhancing safety and security through diligent efforts to detect, investigate, and prosecute criminal offenses in Ottawa County.*

### CRIMINAL DIVISION

**Goal:** Deliver the highest quality legal services on behalf of the People of the State of Michigan despite significant growth in caseloads in some areas.

**Objective:** Increase the amount and quality of training and education in prosecution skills.

**Objective:** Retain experienced career prosecutors.

**Objective:** Establish a tracking and data retrieval method for monitoring case processing time from arrest through disposition. Once a baseline is determined a performance goal can be set.

**Measure:** Track and monitor case processing time and establish a baseline measure

**Goal:** Provide leadership, along with other criminal justice system leaders, in devising and implementing strategies to reduce crime and victimization and thereby improve the quality of life in our community

**Objective:** Participate with community organizations, local law enforcement, and service providers in collaborative efforts to address issues effecting crime and victimization

**Goal:** Maintain a high conviction rate and rigid plea negotiation standards

**Objective:** Maintain a staffing level which affords Assistant Prosecutor's adequate case preparation

**Objective:** Increase the annual number of felony and misdemeanor cases with a "quality plea" disposition. A quality plea being an admission of guilt to the highest charge (based on penalty)

**Measure:** Track felony dispositions and establish baseline measure

**Measure:** Track misdemeanor dispositions and establish baseline measure

**Goal:** Solve high visibility crimes which remain open investigations

**Objective:** Maintain an adequate staff level to enable the assignment of Assistant Prosecutor's to the Cold Case Teams formed in Ottawa County

**Goal:** Review and respond to requests for warrants within 48 hours of receipt

**Objective:** Establish a tracking method for recording review and processing time for warrant requests

**Measure:** To be established after baseline data gathered.



<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i># of felony cases filed</i>	1,463	1,414	1,485	1,559
<i># of misdemeanor cases filed</i>	7,279	8,275	8,689	9,123
<i>Establish a method to track case processing time and establish a baseline measure (Yes/No)</i>	N/A	N/A	N/A	Yes
<i>Track felony dispositions and establish baseline measure (Yes/No)</i>	N/A	N/A	N/A	Yes
<i>Track misdemeanor dispositions and establish baseline measure. (Yes/No)</i>	N/A	N/A	N/A	Yes
<i>Establish a method to track warrant request processing time and establish a baseline measure (Yes/No)</i>	N/A	N/A	N/A	Yes
<i>Outcome/Efficiency:</i>				
<i>% of felony cases with plea to highest charge</i>	N/A	N/A	N/A	TBD
<i>% of misdemeanor cases with plea to highest charge</i>	N/A	N/A	N/A	TBD
<i>% of Warrant requests processed within 48 hours</i>	N/A	N/A	N/A	TBD
<i>TBD: To be determined based on the baseline measures established in 2007</i>				

**CHILD SUPPORT DIVISION**

**Goal:** Maintain an 80% rate or higher performance level on child support cases obtaining an order of support

**Objective:** Establish a policy and procedure for closing cases on the State Michigan Child Support Enforcement System (MiCSES) where it has been determined a respondent is not the biological father of the child

**Measure:** Monitor support order performance level

**Goal:** Maintain an 80% or higher performance level on paternity establishment

**Objective:** Review quarterly to determine current performance level

**Measure:** Monitor paternity establishment performance level

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i># of Paternity Cases Filed</i>	234	193	203	213
<i># of Non-Support Cases Filed</i>	446	381	400	420
<i>Efficiency:</i>				
<i>Support order performance level</i>	N/A	79.79%	80%	80%
<i>Paternity establishment level</i>	N/A	92.98%	80%	80%

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Prosecuting Attorney	1.000	1.000	1.000	\$119,981
Division Chief	1.000	3.000	3.000	\$267,231
Chief Prosecuting Attorney	1.000	1.000	1.000	\$101,415
Assistant Prosecuting Attorney III	9.000	8.000	7.000	\$591,467
Office Administrator	1.000	1.000	1.000	\$56,756
Senior Secretary	8.500	8.500	8.500	\$289,026
Records Processing Clerk II	0.000	0.000	1.000	\$24,781
Child Support Specialist	1.200	1.600	1.600	\$72,314
Domestic Violence Intervention Officer	2.000	2.000	2.000	\$102,480
Assistant Prosecuting Attorney I	1.000	0.000	1.000	\$51,569
Assistant Prosecuting Attorney II	1.000	1.000	1.000	\$67,950
	26.700	27.100	28.100	\$1,744,970

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$113,368	\$116,316	\$107,617	\$124,044	\$151,091
Charges for Services		\$18,576	\$21,403	\$19,000	\$19,609
Other Revenue	\$5,458	\$4,813	\$7,298	\$6,496	\$6,600
Total Revenues	\$118,826	\$139,705	\$136,318	\$149,540	\$177,300
<b>Expenditures</b>					
Personnel Services	\$1,866,673	\$1,991,130	\$2,145,564	\$2,308,809	\$2,489,028
Supplies	\$107,965	\$96,727	\$79,537	\$101,567	\$106,659
Other Services & Charges	\$421,418	\$444,285	\$447,606	\$505,362	\$548,192
Capital Outlay					
Total Expenditures	\$2,396,056	\$2,532,142	\$2,672,707	\$2,915,738	\$3,143,879

**Budget Highlights:**

During 2006, a Records Processing Clerk II position was added in connection with the new Holland District Court facility.

**Function Statement**

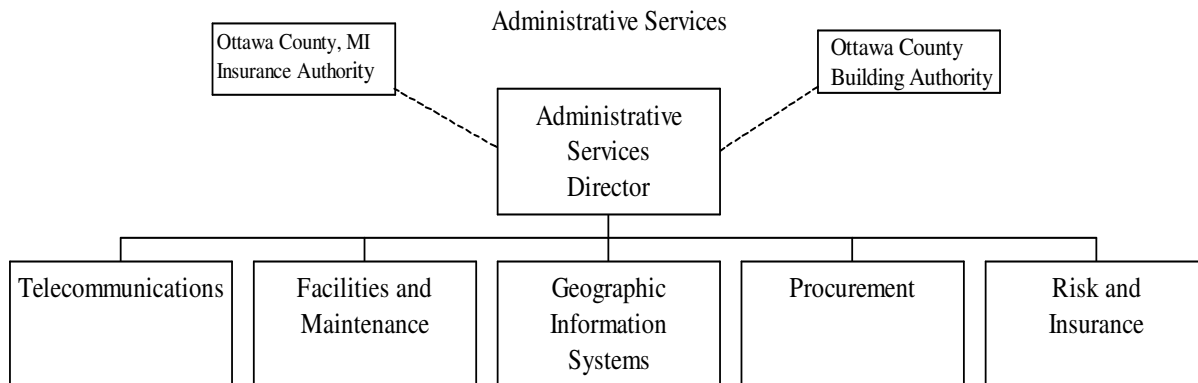
The function of the Administrative Services Department is to provide for fair and equitable treatment of all persons involved in public purchasing in Ottawa County and its constituent departments and agencies, to maximize the purchasing value of public funds in procurement, and to provide safeguards for maintaining a procurement system of equality and integrity. County policy requires a purchase order be approved and issued by the Administrative Service Department for all procurements in excess of \$500. It is the responsibility of Administrative Services to assure the purchasing system encourages competition and that vendors meet worker’s compensation, general liability, and automobile liability requirements and submit Material Safety Data Sheets as appropriate.

In addition, the Administrative Services Department monitors compliance with the County’s purchasing policy including the preparation and issuance of all sealed bids, Requests for Proposal and Qualification documents for major purchases of goods and services.

It is also the responsibility of this department to control and oversee Telecommunications, GIS, printing, duplicating, and the equipment pool. This includes the procurement of all capital items, insurance coverages, and related contractual services.

Further, the Administrative Service Department administers and manages all capital projects and oversees all building and property related matters. This includes the planning and coordination of any new construction, expansion, modification and/or reconfiguration to or within County owned or leased properties/facilities.

The Administrative Services Director serves as the staff liaison to the Ottawa County, MI Insurance Authority and the Ottawa County Building Authority.



**Mission Statement**

*Provide administrative services, including purchasing and facilities maintenance in support of the effective and efficient operations of Ottawa County.*

**Goal:** Ensure all purchases comply with purchasing policy and internal protocols.

**Objective:** Provide annual training and distribute annual memorandum about purchasing policy/protocols

**Measure:** Training program conducted

**Measure:** Memorandum distributed

**Objective:** Review all requisitions and purchase orders over \$500 for compliance with policy

**Measure:** % of purchase order requisitions complying with policy/protocols

**Objective:** Implement corrective procedures for purchases with non-compliance issues to improve compliance

**Measure:** % of purchase order requisition forms returned for correction

**Objective:** Ensure that all purchases over \$20,000 are made by the competitive sealed bid/competitive sealed request for proposal (RFP) process and are reviewed and selected in a fair and equitable manner

**Measure:** % of purchases requiring the competitive sealed bid/RFP process in compliance

**Measure:** % of competitive sealed bids/RFPs awarded without valid protest

**Goal:** Process purchase order requisitions in a timely manner.

**Objective:** Process valid/completed purchase order requisitions within three business days

**Measure:** Percent of valid/complete purchase order requisitions processed within three business days

Measure	2004	2005	2006 Estimated	2007 Projected
<i>Output:</i>				
Conduct training purchasing policy/protocol training program (Yes/No)	N/A	N/A	N/A	Yes
Draft and distribute memorandum regarding purchasing policy/protocol to all County departments (Yes/No)	N/A	N/A	N/A	Yes
# of purchase orders processed	1,107	1,506	1,650	1,700
<i>Efficiency:</i>				
% of requisitions complying with policy/protocols	N/A	N/A	N/A	100%
% of purchase order requisitions returned for correction	N/A	N/A	N/A	10%
% of purchases requiring the competitive sealed bid/RFP process in compliance	N/A	N/A	N/A	100%
% of competitive sealed bids/RFPs awarded without valid protest	N/A	N/A	N/A	100%
% of valid/complete purchase order requisitions processed within three days	N/A	N/A	N/A	100%

<b>Resources</b>
------------------

Personnel	2005	2006	2007	2007
	# of Positions	# of Positions	# of Positions	Budgeted Salary
Administrative Services Director	0.540	0.540	0.540	\$46,428
Administrative Secretary II	0.750	0.750	0.750	\$33,897
Records Processing Clerk II	1.000	1.000	1.000	\$28,779
	2.290	2.290	2.290	\$109,104

Funding	2003	2004	2005	2006	2007
	Actual	Actual	Actual	Current Year Estimated	2007 Adopted by Board

Revenues	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
Charges for Services	\$12,050	\$11,875	\$10,925	\$11,700	\$11,700
Total Revenues	\$12,050	\$11,875	\$10,925	\$11,700	\$11,700

Expenditures	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
Personnel Services	\$132,542	\$138,023	\$139,895	\$153,499	\$164,656
Supplies	\$12,712	\$5,408	\$18,274	\$8,928	\$9,125
Other Services & Charges	\$32,367	\$37,381	\$20,631	\$28,745	\$36,940
Total Expenditures	\$177,621	\$180,812	\$178,800	\$191,172	\$210,721

<b>Function Statement</b>
---------------------------

The Register of Deeds is the repository of all official records of real and personal property transactions including deeds, mortgages, liens, and numerous other kinds of instruments.

The recording process includes the following activities:

- Determining if an instrument is acceptable for recordation
- Tax certification
- Collection of recording fees
- Collection of State and County real estate tax
- Date and time stamping
- Liber and page numbering
- Imaging
- Computer data entry
- Customer Service on data retrieval

Recorded information is retrievable on computer terminals in the Register of Deeds office and via the internet by referencing the grantor, grantee, property description, or any partial entry combinations thereof.

<b>Mission Statement</b>
--------------------------

*To put into public record all land related documents to safeguard ownership and monetary obligations.*

**Goal:** To provide timely recording of documents, as mandated by various statutes (over 180). The goal is to record 100% of all recordable documents each day.

**Objective:** Provide education training for all staff to increase the efficiency of the workflow.

**Measure:** The Register of Deeds and Chief Deputy will receive training on state statutes, legislation and office standardization. Minimum 38 hours per year, per person

**Measure:** Team leaders will receive training on state statutes, organizational skills, dealing with employees and motivational techniques. Minimum 12 hours per year, per person

**Measure:** Line staff will receive training on office morale, productivity and skill improvements. Minimum 6 hours per year, per person.

**Objective:** Offer training to title companies & banks on how to prepare recordable documents.

**Measure:** Training programs conducted

**Measure:** Number of training offers sent out

**Measure:** At least 50% of training participants will report they are better able to prepare recordable documents after training session

**Objective:** Educate & encourage companies to electronically file documents.

**Measure:** # of company's efilings: increase from 20 to 23

**Measure:** \$ value of internet sales

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Input/Output:</i>				
<i># of hours of Training, Register of Deeds/Chief Deputy</i>	N/A	N/A	N/A	76
<i># of hours of Training, Team Leaders</i>	N/A	N/A	N/A	24
<i># of hours of Training, Line Staff</i>	N/A	N/A	N/A	42
<i># of training programs conducted</i>	N/A	1	1	2
<i># of training offers sent out</i>	N/A	N/A	5	20
<i>Outcome/Efficiency:</i>				
<i>% of recordable documents, recorded each day</i>	N/A	N/A	100%	100%
<i>% of training participants better able to prepare recordable documents after training</i>	N/A	N/A	N/A	50%
<i># of companies efilings</i>	5	14	20	23
<i>\$ of internet sales</i>	\$4,309	\$14,649	\$61,078	\$70,000

**Goal:** Provide a quality index system for all documents with easy access and retrieval of documents on the internet and in our office, as mandated by State law

**Objective:** Provide an accurate index of recordable documents in searchable fields. Errors in indexing would be 5% or less.

**Measure:** % of errors when indexing documents

**Objective:** Make document copies available to the public, provide copies to the public, and provide for examination & inspection of records by the public, as mandated.

**Objective:** Survey our users bi-annually to assure we are providing quality service on the internet and in our office.

**Measure:** % of complaints from users

**Measure:** # of surveys distributed bi-annually

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Number of surveys distributed bi-annually</i>	0	0	0	50
<i>Outcome/Efficiency:</i>				
<i>Percent of errors when indexing document</i>	N/A	N/A	N/A	<5%
<i>Percent of complaints from users</i>	N/A	N/A	N/A	<7%

**Goal:** Make all useable records (deeds, miscellaneous, etc.) electronic for use by staff, in the vault and on the internet as mandated by State law

**Objective:** Staff will back index deed books back to 1942. Merge images with the index for full display when searching in the office, vault or online.

**Objective:** Contract services to convert paper deed books into electronic format on a DVD for use in the office.

**Objective:** Contract services to convert paper miscellaneous books into electronic format on a DVD for use in the office.

**Objective:** Contract services to back index liber & page of deed books from 1941 back to 1836. Merge image with liber & page index for quick reference in the database for vault or internet use. More indexes can be added, for enhanced searching, once the record has been initially preserved as an image and quick reference.

**Objective:** Contract services to back index liber & page of miscellaneous books from 1968 back to 1836. Merge image with liber & page index for quick reference in the database for vault or internet use. More indexes can be added, for enhanced searching, once the record has been initially preserved as an image and quick reference.

**Measure:** Completion of above projects

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Staff indexing of Deed Books to 1942 (complete/incomplete)</i>	N/A	N/A	N/A	Complete
<i>Contract indexing of Deed Books to 1836 (complete/incomplete)</i>	N/A	N/A	N/A	Complete
<i>Convert paper deed books to electronic DVD (complete/incomplete)</i>	N/A	N/A	N/A	Complete
<i>Convert miscellaneous books to electronic DVD (complete/incomplete)</i>	N/A	N/A	N/A	Complete
<i>Back index liber &amp; page of deed books from 1941 back to 1836 (complete/incomplete)</i>	N/A	N/A	N/A	Complete
<i>Back index liber &amp; page of miscellaneous books from 1968 back to 1836.</i>	N/A	N/A	N/A	Complete

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Register of Deeds	1.000	1.000	1.000	\$75,676
Chief Deputy Register of Deeds	1.000	1.000	1.000	\$54,312
Records Processing Clerk II	7.000	7.000	7.000	\$211,296
Records Processing Clerk III	1.000	0.000	0.000	\$0
Records Processing Clerk IV	1.000	2.000	2.000	\$69,752
	11.000	11.000	11.000	\$411,036

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Charges for Services	\$3,896,661	\$2,900,338	\$2,729,411	\$2,360,000	\$2,139,360
Total Revenues	\$3,896,661	\$2,900,338	\$2,729,411	\$2,360,000	\$2,139,360
<b>Expenditures</b>					
Personnel Services	\$536,699	\$551,076	\$553,876	\$597,109	\$640,006
Supplies	\$55,662	\$39,665	\$30,796	\$33,315	\$30,884
Other Services & Charges	\$248,637	\$63,576	\$84,469	\$83,624	\$59,285
Capital Outlay					
Total Expenditures	\$840,998	\$654,317	\$669,141	\$714,048	\$730,175

<b>Function Statement</b>
---------------------------

Property Description and Mapping is a division of Equalization. This department maintains the parcel and related layers in the County Geographic Information System (GIS) (109,000+ parcels), including changes in property (splits, combinations, plats), and keeping the legal descriptions, owner names and addresses, and current values updated. Maintain through hand entry and import and export local unit assessment roll data for all 23 local units. The department gives out property information to the public by phone and fax.

<b>Mission Statement</b>
--------------------------

*Update and maintain property records in the County GIS system and provide information to local units and the public*

- Goal:** Maintain the integrity of Ottawa County property tax parcel maps and descriptions by ensuring they reflect current property boundaries, subdivisions, condominiums, right of ways, etc.
- Objective:** Assign new parcel numbers, entering same into both the County BS&A system and the split history system by the first Monday in March for splits requested by local assessors prior to February 1.
- Measure:** % of requests by local assessors completed prior to first Monday in March
- Objective:** New parcels will be digitally mapped for the current year assessment roll by the first Monday in April.
- Measure:** % of new parcels digitally mapped by first Monday in April
- Objective:** Tax descriptions for new parcels will be created and entered into the BS&A Assessing system for the current year assessment roll by the first Monday in April.
- Measure:** % of new tax descriptions completed by first Monday in April
- Objective:** Return changes to local unit assessor within two weeks with the new parcel numbers, maps showing the new boundaries and the new descriptions.
- Measure:** % of requests for boundary changes returned within two weeks
- Goal:** Maintain comprehensive, countywide property records with current data as provided by the local units for various County departments use and to be available on the County's web site to the general public.
- Objective:** Respond to requests from local units for name and address, exports, etc., and encourage exports at least monthly.
- Measure:** % of units with either an export sent or contact with the assessor each month
- Objective:** Import data into the county Assessing system within two days of receiving data.
- Measure:** % of import data that is updated within two days of receiving
- Goal:** Prepare documents recorded in the Register of Deeds Office for further processing in the Assessing System and viewing on the County's web site.
- Objective:** Read recorded documents and determine correct parcel number or numbers and if it is a split by either mapping out the description or comparing it to a tax description.
- Measure:** # of recorded documents received from the Register of deeds Office processed
- Objective:** In a timely fashion, process export from Register of Deeds system for each local unit and pass on the completed project for further processing.
- Measure:** Establish base line for time needed to process Register of Deeds export
- Objective:** Import majority of deeds into the Equalizer system and have imported data available on the County web site soon after completion of Register of Deeds recording process.
- Measure:** Establish base line for time needed to process deeds



Fund: (1010) General

Department (2430): Property Description & Mapping

**Goal:** Serve as a resource for local unit staff and other County departments with questions about descriptions, mapping or assessing procedures.

**Objective:** Provide training sessions to teach County and local unit staff to read legal descriptions.

**Measure:** # of staff attending training sessions

**Measure:** % of attendees who found the training useful

<b>Measure</b>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i># of parcels numbered and processed prior to 1<sup>st</sup> Monday in March</i>	3,851	3,343	3,400	3,400
<i>% of units with either an export sent or contact with the assessor each month</i>	N/A	N/A	100%	100%
<i># of recorded documents processed</i>	N/A	N/A	N/A	13,000
<i>Establish base line for time needed to process export of deeds (Yes/No)</i>	N/A	N/A	N/A	Yes
<i>Establish base line for time needed to import deeds (Yes/No)</i>	N/A	N/A	N/A	Yes
<i># of staff attending training sessions</i>	N/A	N/A	N/A	5
<i>Efficiency:</i>				
<i>% of parcels numbered and processed prior to 1<sup>st</sup> Monday in March</i>	100%	100%	100%	100%
<i>% of parcels digitally mapped prior to 1<sup>st</sup> Monday in April</i>	100%	100%	100%	100%
<i>% of new tax descriptions completed by 1st Monday in April</i>	100%	100%	100%	100%
<i>% of requests for boundary changes returned within two weeks</i>	N/A	N/A	100%	100%
<i>% of import data that is updated within two days of receiving</i>	N/A	N/A	100%	100%
<i>% of attendees who found the training useful</i>	N/A	N/A	N/A	100%

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Equalization Director	0.100	0.100	0.100	\$8,598
Property Description Coordinator	1.000	1.000	1.000	\$49,546
Description & Mapping Specialist	2.500	2.500	2.500	\$97,638
Records Processing Clerk II	1.500	2.000	2.000	\$62,128
Records Processing Clerk I	0.500	0.000	0.000	\$0
	5.600	5.600	5.600	\$217,910

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Charges for Services	\$7,109	\$8,570	\$8,724	\$100	\$100
Total Revenues	\$7,109	\$8,570	\$8,724	\$100	\$100

**Expenditures**

Personnel Services	\$223,395	\$239,931	\$287,909	\$286,346	\$325,384
Supplies	\$9,294	\$6,887	\$7,839	\$18,498	\$7,827
Other Services & Charges	\$25,624	\$24,390	\$27,658	\$27,392	\$33,377
Capital Outlay					
Total Expenditures	\$258,313	\$271,208	\$323,406	\$332,236	\$366,588

<b>Function Statement</b>
---------------------------

The Department oversees the remonumentation and setting of Global Positioning System (GPS) coordinates of property-controlling, government corners pursuant to Act 345 of 1990 and the County Remonumentation Plan.

<b>Mission Statement</b>
--------------------------

*Facilitate the Remonumentation and GPS coordinates of all County corners by December 31, 2011*

**Goal:** Oversee the County Remonumentation Plan for public land survey corners pursuant to Act 345 of 1990

**Objective:** Check one-hundred and forty five corners (per year) for damage and to verify they remain as originally established as a part of the Maintenance Phase of the Remonumentation Program

**Measure:** Number of corners checked and verified

**Measure:** Number of damaged corners fixed or replaced

**Objective:** Establish GPS coordinates on 296 of the 2876 Remonumentation Corners in Ottawa County

**Measure:** Number of corners GPS'd

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Number of corners checked and verified</i>	N/A	N/A	N/A	145
<i>Number of damaged corners fixed or replaced</i>	N/A	N/A	N/A	145
<i>Number of corners GPS'd</i>	N/A	N/A	N/A	296

<b>Resources</b>
------------------

<b>Personnel</b>	2005	2006	2007	2007
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary
Planner/Grants Director	0.050	0.050	0.050	\$3,947
<b>Funding</b>			2006	2007
	2003	2004	2005	2006
	Actual	Actual	Actual	Current Year Estimated
				2007 Adopted by Board
<b>Revenues</b>				
Intergovernmental Revenue	\$110,573	\$158,360	\$213,869	\$53,750
Total Revenues	\$110,573	\$158,360	\$213,869	\$53,750
<b>Expenditures</b>				
Personnel Services	\$3,959	\$4,463	\$5,165	\$5,153
Supplies	\$1,505	\$1,086	\$81	\$2,000
Other Services & Charges	\$368,680	\$221,920	\$125,784	\$145,805
			\$141,820	\$285,166
Total Expenditures	\$374,144	\$227,469	\$272,850	\$152,958

**Budget Highlights:**

Due to a disagreement with the State of Michigan, a contract for survey and remonumentation services was not signed until the last quarter of 2006. Consequently, 2006 expenditures are low.

<b>Function Statement</b>
---------------------------

The Plat Board is a statutory board charged with the review of all plats proposed within the County determine some extent of validity and accuracy before being sent on to a state agency.

<b>Resources</b>
------------------

**Personnel**

*No permanent personnel has been allocated to this department.*

**Funding**

	2003	2004	2005	2006	2007
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
<b>Expenditures</b>					
Personnel Services	\$3,603	\$3,587	\$3,304	\$3,963	\$3,963
Supplies					
Other Services & Charges					
Total Expenditures	<u>\$3,603</u>	<u>\$3,587</u>	<u>\$3,304</u>	<u>\$3,963</u>	<u>\$3,963</u>

<b>Function Statement</b>
---------------------------

The primary functions of the County Treasurer's office are 1) revenue accounting; 2) custodian of all County funds; 3) Collect delinquent property taxes and tax foreclosure; 4) custodian of all property tax rolls; 5) property tax certification; 6) public information center; and 7) dog licenses. The County Treasurer is a member of the County Elections Commission, Apportionment Committee, County Plat Board, County Tax allocation Board, Ottawa County Economic Development Corporation, and the Ottawa County, Michigan Insurance Authority.

<b>Mission Statement</b>
--------------------------

*Develop and implement systems to invest and protect cash assets of the county; to protect the rights of property owners; and to provide accurate information relative to the treasurer's operation on a timely basis.*

**CUSTODIAN OF COUNTY FUNDS**

**Goal:** To develop strategy to ensure safety and liquidity of public funds

**Objective:** Diversify investments

**Measure:** % of investments in compliance with Investment Policy

**Objective:** Ladder investments to meet cash flow needs with a maximum duration of three years

**Measure:** Portfolio weighted average maturity at December 31

**Measure:** # of months the portfolio exceeded maturity policy

**Objective:** Evaluate creditworthiness of financial institutions holding county funds in deposit form

**Measure:** # of annual evaluations of financial institutions

**Measure:** # of mid year evaluations of financial institutions

**Objective:** Protect invested principal

**Measure:** Invested principal lost during the year

**Measure:** % of negotiable investments held in third-party safekeeping

**Goal:** To maximize return on investment

**Objective:** Shorten the time frame between revenue received and invested cash

**Measure:** % of dollars collected through electronic deposits to increase by 25% over 5 years

**Measure:** # of days between the receipt of money and its investment

**Objective:** Investments General Pool to be in fixed income instruments at competitive rates

**Measure:** Average monthly balance – Pooled Funds

**Measure:** Ottawa County fixed income total rate of return – Pooled Funds

**Measure:** Consumer Price Index (CPI)

**Measure:** Lehman 1-5 year Maturity Govt Index

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>% of investments in compliance with Investment Policy</i>	100%	100%	100%	100%
<i># of annual evaluations of financial institutions</i>	16	19	20	20
<i># of mid year evaluations of financial institutions</i>	0	19	20	20
<i>% of negotiable investments held in third-party safekeeping</i>	100%	100%	100%	100%
<i># of days between the receipt of money and its investment.</i>	4	4	3	3
<i>Average monthly balance – Pooled Fund (in millions)</i>	N/A	\$104.7	\$100	\$90
<i>Efficiency:</i>				
<i>Portfolio weighted average maturity at December 31</i>	1.9 years	1.8 years	2.0 years	3.0 Years

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i># of months the portfolio exceeded maturity policy</i>	0	0	0	0
<i>% of dollars collected through electronic deposits</i>	N/A	66.7%	70.0%	75%
<i>Outcome:</i>				
<i>Invested principal lost during the year</i>	\$0	\$0	\$0	\$0
<i>Ottawa County fixed income total rate of return – Pooled Funds</i>	1.84%	2.15%	2.5%	2.5%
<i>Outcome Benchmarks::</i>				
<i>Consumer Price Index (CPI)</i>	2.62%	2.82%	N/A	N/A
<i>Lehman 1-5 year Maturity Govt Index</i>	1.54%	1.48%	N/A	N/A

### PROPERTY TAX FORFEITURE AND FORECLOSURE

**Goal:** Provide persons with property interest information and assistance to keep their property from forfeiture and foreclosure

**Objective:** Send notices 4 times in the first year of delinquency

*Measure:* Number of properties returned delinquent

*Measure:* Number of 1<sup>st</sup> class notices mailed

**Objective:** Send two certified notices before foreclosure

*Measure:* Number of certified notices mailed

*Measure:* % of properties forfeited

**Objective:** Make personal contact with occupied residential and business property owners

*Measure:* Number of properties delinquent 90 days before foreclosure

*Measure:* % of persons with delinquent properties contacted within 90 days of foreclosure

*Measure:* % of properties foreclosed of those properties previously forfeited

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i># of properties returned delinquent</i>	6,453	6,814	6,325	6,400
<i># of 1<sup>st</sup> class notices mailed</i>	10,780	9,231	9,500	9,600
<i># of certified notices mailed</i>	1,316	1,305	2,686	2,500
<i>% of properties forfeited</i>	N/A	6.1%	5.9%	6%
<i># of properties delinquent 90 days before foreclosure</i>	87	62	100	100
<i>Efficiency:</i>				
<i>% of persons contacted within 90 days of foreclosure</i>	40	40	50	50
<i>% of properties foreclosed of properties forfeited</i>	N/A	1.4%	2.5%	2.4%

**ADMINISTRATIVE**

**Goal:** Develop operating policies and procedures to provide service to the public in a cost-effective manner

**Objective:** Increase the number of electronic transactions from manual transactions by 20% over the next three years

**Measure:** % of tax searches processed on the Internet

**Measure:** % of dog license renewals processed on the Internet

**Measure:** # of electronic accounts payable disbursement transactions

**Objective:** Provide staff education to increase service opportunities

**Measure:** Number of internal and external training hours in the department

**Measure:** % of staff who have received 4 hours of external training with in the past year

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i># of internal and external training hours in the department</i>	N/A	N/A	325	400
<i>% of staff who have received 4 hrs of external training/year</i>	N/A	N/A	25	50
<i>Efficiency:</i>				
<i>% of tax searches processed on the Internet</i>	0%	0%	13%	20%
<i># of dog license renewals processed on the Internet</i>	N/A	0%	2%	9%
<i># of electronic accounts payable disbursement transactions</i>	N/A	N/A	120	4,000

<b>Resources</b>					
<b>Personnel</b>		2005	2006	2007	2007
Position Name		# of	# of	# of	Budgeted
		Positions	Positions	Positions	Salary
County Treasurer		0.950	0.950	0.950	\$80,832
Chief Deputy Treasurer		1.000	1.000	1.000	\$54,312
Deputy Treasurer		1.000	1.000	1.000	\$49,546
Cashier Supervisor		1.000	1.000	1.000	\$45,196
Delinquent Property Tax Specialist		0.000	1.000	1.000	\$39,055
Account Technician		2.000	1.000	1.000	\$36,353
Records Processing Clerk II		2.000	2.000	2.000	\$62,128
Records Processing Clerk IV		1.000	1.000	1.000	\$34,876
		8.950	8.950	8.950	\$402,298
<b>Funding</b>					
				2006	
				Current	2007
				Year	Adopted
				Estimated	by Board
	2003	2004	2005		
	Actual	Actual	Actual		
<b>Revenues</b>					
Taxes	\$24,874,923	\$26,324,807	\$29,244,839	\$33,215,689	\$34,464,555
Licenses and Permits	\$165,678	\$156,905	\$156,879	\$158,025	\$158,025
Intergovernmental Revenue	\$5,897,126	\$3,470,957	\$1,733,047	\$1,708,971	\$1,717,364
Charges for Services	\$20,937	\$23,316	\$19,663	\$21,000	\$21,000
Fines and Forfeitures	\$6,668	\$2,711	\$6,130	\$4,000	\$5,000
Interest and Rents	\$941,249	\$830,652	\$866,449	\$1,600,000	\$1,600,000
Other Revenue	\$206,241	\$142,571	\$135,347	\$128,291	\$130,291
Total Revenues	\$32,112,822	\$30,951,919	\$32,162,354	\$36,835,976	\$38,096,235
<b>Expenditures</b>					
Personnel Services	\$447,195	\$485,604	\$509,995	\$554,852	\$603,060
Supplies	\$80,514	\$63,934	\$57,502	\$64,264	\$56,660
Other Services & Charges	\$147,474	\$175,673	\$145,177	\$149,095	\$162,366
Total Expenditures	\$675,183	\$725,211	\$712,674	\$768,211	\$822,086

**Budget Highlights:**

The 2007 tax revenue budget represents 3.6000 mills (the approved levy) out of the estimated 4.2611 mills allowable for 2007. This rate is .1 mill higher than the 2006 levy.



<b>Function Statement</b>
---------------------------

The basic function of Ottawa County Michigan State University Extension (MSUE) is to disseminate and encourage the application of research-generated knowledge and leadership techniques to individuals, families, youth, and communities. Extension responds to local needs through a unique partnership of County, State, and Federal resources. Information is extended to all Ottawa County residents through MSU's non-formal education system, which assists people to make better decisions about issues that affect their lives.

Ottawa County MSU Extension offers educational programs in the following general program areas:

The **Agriculture Program** uses research-based information to help retain competitiveness and profitability for the varied agricultural industries of Ottawa County.

The **Natural Resources Program** provides information about management and conservation of our County's economically valuable resources. Technical information is provided to decision-makers to help them form and implement sound public policies for land, forest, water, and wildlife issues. Through **Sea Grant**, research is brought to bear on Great Lakes issues.

The **Horticulture Program** offers information and assistance to commercial horticulture industries; fruit, vegetable, greenhouse and nursery producers, enabling them to efficiently grow and market quality products and services. The Horticulture Program provides homeowners scientific information to properly manage their home environments. The **Master Gardener Program** provides in-depth horticultural knowledge, and through volunteer service, extends this information throughout the community.

The **Children, Youth, and Family Program** offers families valuable, timely and practical research-based information to help them manage their resources to meet needs for food, clothing, shelter, money management, energy, parenting, health, and human development. Through our **Family Nutrition Program** (FNP), nutrition is taught to food stamp recipients. FNP works with low-income families referred to us by local agencies, to become more efficient and effective users of resources in planning and preparing meals.

The **4-H Youth Development Program** helps young people become self-directing, productive and contributing members of society through hands-on learning experiences, which help them to develop their potential. Children can become involved in 4-H by joining volunteer driven 4-H clubs, school enrichment programs and special interest groups. 4-H serves urban, suburban, and rural youth. The **Journey Program**, a collaborative effort between MSU Extension and Ottawa County Family Court/ Juvenile Services, was inaugurated in 1995. This youth mentoring initiative focuses on high-risk youth, with priority given to those involved in the court system. The program recruits, selects and intensively trains volunteer mentors. These volunteers then work one-on-one with a youth. The program aims to reduce the frequency and severity of delinquent behavior.

The **Community and Economic Development Program** enhances human and economic well-being and quality of life by providing educational and technical assistance to business, government, and community organizations.

<b>Mission Statement</b>
--------------------------

*Helping the citizens of Ottawa County improve their lives through an educational process that applies knowledge to critical needs and opportunities*

### **JOURNEY/4-H YOUTH DEVELOPMENT PROGRAM**

**Goal:** Youth are exposed to dangerous life styles and need healthy families that exhibit positive role-models and life experiences which will lead to success. Ottawa/MSUE will increase access to and involvement of youth and families in available reinforcing programs.

**Objective:** Assist the Ottawa County Family Court Juvenile Services Division in coordinating a mentoring program

**Measure:** # of youth mentored

**Measure:** % of mentoring clients who commit offenses while in the mentoring program (includes non-criminal offenses)

**Measure:** # of days between the request for a mentor and the assignment of that mentor

**Objective:** Provide technical assistance and training to staff, volunteers and communities who provide programming to at-risk youth and families

**Measure:** # of new Journey mentors trained each year

**Measure:** #of community mentoring programs attaining National and State standards for youth mentoring programs

**Objective:** Expand youth mentoring through collaboration with the Ottawa County Mentoring Collaborative

**Measure:** # of new mentors trained for mentoring collaborative partners

**Objective:** Ensure funding support for mentoring activities

**Measure:** # of businesses providing funding for mentoring activities

**Objective:** Maintain or expand involvement in 4-H youth programs

**Measure:** # of Ottawa County youth between the ages of 5 and 18 involved in 4-H

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i># of youth mentored</i>	N/A	N/A	40	45
<i># of new Journey mentors trained</i>	N/A	N/A	35	40
<i># of community mentoring programs attaining National and State standards</i>	N/A	N/A	2	2
<i># of new mentors trained for mentoring Collaborative partners</i>	N/A	N/A	300	325
<i>% of businesses providing funding for Mentoring activities</i>	N/A	N/A	30	30
<i># of Ottawa County youth between the ages of 5 and 18 involved in 4-H</i>	N/A	N/A	4,900	5,000
<i>Efficiency:</i>				
<i># of days between the request for a mentor and the assignment of that mentor</i>	N/A	N/A	N/A	90
<i>Outcome:</i>				
<i>% of mentoring clients who commit offenses while in the mentoring program</i>	N/A	N/A	20%	18%

## FARM PRESERVATION

**Goal:** Ensure Ottawa County maintains and enhances its diverse economy by increasing awareness and providing opportunities for the agriculture industry to create new products and/or reach new markets.

**Objective:** Identify critical issues and offer educational programs essential to the continued growth and profitability of agriculture

**Measure:** # of Ottawa County farms reached through MSUE programs

**Measure:** Average annual farm receipts

**Measure:** The County will maintain/improve State Agricultural Rankings

**Objective:** Assist agriculture develop new niche markets and other value added opportunities

**Measure:** # of new and expanded value added agriculture enterprises

**Goal:** Provide youth and adults with opportunities for agricultural career exploration and development of skills that result in job preparedness as well as enhanced employability

**Objective:** Conduct an Integrative Pest Management (IPM) Scout training course for our blueberry growers and Hispanic workforce

**Measure:** % of IPM training participants who establish competence as blueberry insect scouts

**Objective:** Evaluate the effectiveness of the "Ag in the Classroom" school program

**Measure:** Survey teachers to determine satisfaction with the program

**Goal:** Cost of energy will negatively impact the survival of agriculture. Through research, education and demonstration projects promote the use of alternative sources of energy including anaerobic digestion, wind energy, gasification and direct combustion of biomass

**Objective:** Communicate opportunities for individual reduction of energy usage by introducing the concept of energy auditing to area agriculture

**Measure:** # of agricultural energy audits conducted

**Objective:** Facilitate access of area producers to funding and grant opportunities for alternative energy production

**Measure:** # of Julian Stille Value Added Grant proposals

**Objective:** Agriculture will utilize alternative forms of energy to fuel agricultural production and generate renewable energy for other uses

**Measure:** # of experimental anemometers on farms

**Measure:** # of farms incorporating alternative energy production

**Measure:** Establishment of a regional Anaerobic Digestion Facility (planned for 2009)

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i># of farms served</i>	850	850	850	850
<i>Average annual farm receipts (in thousands)</i>	N/A	N/A	\$8,500	\$8,500
<i>State Agricultural Rankings:</i>				
<i>Overall</i>	1	1	1	1
<i>Dairy</i>	7	7	7	7
<i>Nursery Stock and Floriculture</i>	1	1	1	1
<i>Fruits and Berries</i>	2	2	2	2
<i>Cattle and Calves</i>	4	4	4	4
<i>Poultry</i>	1	1	1	1
<i>Completion of "Ag in the Classroom" evaluation (Yes/No)</i>	N/A	N/A	N/A	Yes
<i># of agricultural energy audits conducted</i>	N/A	N/A	N/A	10
<i># of Grant Proposals submitted</i>	N/A	N/A	7	10
<i># of Farm anemometers</i>	N/A	N/A	7	7
<i># of farms incorporating alternative energy production</i>	N/A	N/A	7	10
<i>Efficiency:</i>				
<i>% of IPM participants who demonstrate competency</i>	N/A	N/A	N/A	50%
<i>Outcome:</i>				
<i># of new/expanded Value Added enterprises</i>	N/A	N/A	10	10

## WATER QUALITY

**Goal:** Increase the capability of Ottawa County landowners to minimize their impact on water quality.

**Objective:** Provide assistance to farmers to minimize the environmental impact of manure application and maximize the nutrient value of manure generated on their farms.

**Measure:** # of producers who implement new practices which minimize environmental impacts of manures and nutrients

**Measure:** % of all livestock producers who use new practices which minimize environmental impacts of manures and nutrients

**Measure:** Reduction in the number of tons of Nutrients applied/acre

**Objective:** Provide assistance to residential property owners on the proper application of fertilizers to turf and other plant materials.

**Measure:** # of homeowner submitted soil tests

**Measure:** # of pounds of zero phosphorus fertilizer purchased by Ottawa County home owners based on survey (baseline to be determined in 2007).

**Objective:** Enhance awareness and reduce conflict between agriculture and residents by educating decision makers and citizens about the environmental stewardship role of agriculture.

**Measure:** Decrease in the number of Michigan Department of Agriculture/Michigan Department of Environmental Quality agriculture-related water quality complaints

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i># of producers who implement new practices</i>	N/A	N/A	50	60
<i># of homeowner submitted soil tests</i>	N/A	N/A	125	150
<i>Decrease in the # MDEQ/MDA complaints</i>	N/A	N/A	6	5
<i>Efficiency:</i>				
<i>Reduction in the number of tons of Nutrients applied/acre</i>	N/A	N/A	250	300
<i>% of Homeowners who use zero Phosphorus fertilizers</i>	N/A	N/A	10	20
<i>Outcome:</i>				
<i>% of producers using environmentally friendly practices</i>	N/A	N/A	N/A	50%
<i>Pounds of zero phosphorus fertilizer sold</i>	N/A	N/A	N/A	TBD
<i>TBD = To be determined</i>				

Long-term Indicators:

The Environmental Health division of the Health department, Special Revenue Fund 2210, discusses long term outcome indicators for water quality.

**FAMILY NUTRITION PROGRAM (FNP)**

**Goal:** Promote healthy lifestyles with families across the socioeconomic spectrum by providing nutrition education, cost effective meal planning and strengthening food preparation skills

**Objective:** Through the FNP program, effectively provide food assistance to eligible families and individuals with nutrition education

**Measure:** # of participants in the FNP program completing series

**Measure:** # of referrals provided by Women, Infants and Children (WIC), Health and Human Services and Center for Civil Justice

**Measure:** % of participants who report improved food and nutrition skills

**Objective:** Through Project Fresh, increase the utilization of locally grown produce by income eligible families

**Measure:** # of WIC clientele completing Project Fresh Training

**Objective:** Expand Project Fresh to include Ottawa County senior citizens.

**Measure:** # of Senior Citizens reached

**Measure:** # of Coupons redeemed

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i># of referrals to the FNP program</i>	N/A	137	110	125
<i># of WIC clientele completing Project Fresh training</i>	N/A	172	192	200
<i># of senior citizens reached</i>	N/A	143	212	220
<i># of food coupons redeemed by senior citizens</i>	N/A	130	150	1605
<i>Outcome:</i>				
<i>% of participants reporting improved food and nutrition skills</i>	N/A	N/A	N/A	75%

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Records Processing Clerk II	3.925	3.300	3.300	\$102,511
Records Processing Clerk III	1.000	1.000	1.000	\$32,899
Account Clerk II	0.000	0.625	0.625	\$21,798
	4.925	4.925	4.925	\$157,208

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue					
Charges for Services	\$2,553	\$2,951	\$5,321	\$4,200	\$4,200
Other Revenue	\$37,714	\$43,451	\$48,737	\$41,000	\$52,540
Total Revenues	\$40,267	\$46,402	\$54,058	\$45,200	\$56,740
<b>Expenditures</b>					
Personnel Services	\$165,024	\$188,144	\$198,175	\$215,702	\$237,978
Supplies	\$37,151	\$32,163	\$39,318	\$38,220	\$31,700
Other Services & Charges	\$255,233	\$252,054	\$252,781	\$261,776	\$267,415
Capital Outlay					
Total Expenditures	\$457,408	\$472,361	\$490,274	\$515,698	\$537,093

<b>Function Statement</b>
---------------------------

Geographic Information Systems (GIS) is an expanding department started in the fourth quarter of 1999. GIS provides better access to Ottawa County's information using the latest in information technology to improve the delivery and quality of government services, while experiencing improved efficiencies, productivity, and cost effective service. The advances in technology and the requirements of a more informed citizenry have increased the need for development of an enhanced access / informational delivery system. Our goal is to enable county-wide accessibility to GIS technology, data and procedures to support the County Departmental business functions. In addition, to maximize the ability of the County's GIS staff, while working to educate other County Departments, external agencies and Local Units of Government, on how to use GIS as a tool to make their existing tasks and duties more efficient. The efficiencies gained combined with increased capabilities results in better service to the public and economic advantages for the County as a whole.

<b>Mission Statement</b>
--------------------------

*Enhance the efficiency, decision-making capabilities, and business practices of the County's public and private sectors by providing efficient management of GIS-related data; seamless integration of GIS services with other county and local government services; and timely, economical, and user-friendly access to GIS data and services.*

**DATA MANAGEMENT**

**Goal:** Continue stewardship and quality assurance and quality control of GIS data

**Objective:** Provide relevant data to customers

*Measure:* Data layers will be updated quarterly

*Measure:* All requests for later additions to the Spatial Database Engine (SPE) will be provided within the promised time frame.

**Objective:** GIS data will be available to our users on demand

*Measure:* # of hours of server "downtime" will be less than 5 hours per year

**Objective:** Increase accuracy of data

*Measure:* Based on a sample of 20% of the parcels, the % of parcels with errors will be less than 3%

*Measure:* Based on a sample of 10% of the non- parcel data, the % of data with errors will be less than 3%

**Objective:** Provide staff with training and/or conferences to improve knowledge

*Measure:* # of hours of training provided

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i># of layers of GIS data available</i>	N/A	N/A	313	350
<i>Quarterly update of data layers (Yes/No)</i>	N/A	N/A	Yes	Yes
<i># of hours of training provided</i>	N/A	N/A	N/A	160
<i>Outcome/Efficiency:</i>				
<i>% of SPE layer requested completed within promised time frame</i>	N/A	N/A	100%	100%
<i># of hours of server "downtime"</i>	N/A	N/A	<5	<5
<i>% of parcels with errors</i>	N/A	N/A	N/A	<3%
<i>% of non-parcel data with errors</i>	N/A	N/A	N/A	<3%

**GIS INTEGRATION**

**Goal:** Integrate GIS services into the workflow of County departments as recommended by consultant in order to improve efficiency, enhance decision-making capabilities, and provide a valuable service

**Objective:** Improve the decision making capability and efficiency of County departments

*Measure:* Based on the annual survey, % of internal users who report that GIS data improves their efficiency will be at least 70%

*Measure:* Based on the annual survey, % of internal users who report that GIS data is used in their decision making process will be at least 70%

**Objective:** Increase data and services used by County departments for projects and daily tasks

*Measure:* % increase in data requests for County departments will be 5%

*Measure:* % increase in map requests for County departments will be 10%

**Objective:** Increase competency of GIS users through internal GIS trainings

*Measure:* % of training participants who report the training was useful and they will be able to apply it to their jobs will be at least 90%

**Goal:** Integrate GIS services into the workflow of the Department's partner organizations in order to improve efficiency, enhance decision-making capabilities, and provide cost and labor savings

**Objective:** Establish partnership with non-participating local units of government

*Measure:* # of new partners

**Objective:** Increase efficiency and enhance decision making capability of partner organizations

*Measure:* Based on the annual survey, % of external users who report that GIS data improves their efficiency will be at least 70%

*Measure:* Based on the annual survey, % of external users who report that GIS data is used in their decision making process will be at least 70%

**Objective:** Increase data and services used by partner organizations for projects and daily tasks

*Measure:* % increase of data and services used by local units for daily tasks

*Measure:* % increase in data requests for local units will be 5%

*Measure:* % increase in map requests for local units will be 10%

**Objective:** Increase competency of GIS users in partner organizations through GIS trainings

*Measure:* % of training participants who report the training was useful and they will be able to apply it to their jobs will be at least 90%

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i># of new partners</i>	8	5	2	3
<i># of data requests from county departments</i>	N/A	N/A	10	20
<i># of map requests from county departments</i>	N/A	N/A	22	40
<i># of data requests from local units</i>	N/A	N/A	5	10
<i># of map requests from local units</i>	N/A	N/A	44	50
<i>Efficiency:</i>				
<i>% of internal users who report GIS services improves their efficiency</i>	N/A	N/A	N/A	70%
<i>% of external users who report GIS services improves their efficiency</i>	N/A	N/A	N/A	70%
<i>% training participants who report the training was useful for their jobs</i>	N/A	N/A	N/A	90%
<i>Outcome:</i>				
<i>% of internal users who report that GIS data is used in their decision making process</i>	N/A	N/A	N/A	70%
<i>% of external users who report that GIS data is used in their decision making process</i>	N/A	N/A	N/A	70%

## ACCESS TO GIS DATA AND SERVICES

**Goal:** Enhance value as a public service by providing useful web services

**Objective:** Increase use of GIS web site and web services

*Measure:* Annual visits to web site will increase by 5%

*Measure:* Average daily unique visitors will increase by 5%

*Measure:* Average pages viewed per visit will increase by 5%

**Goal:** Earn revenue by offering cost-effective products and services

**Objective:** Re-evaluate/adjust product and service pricing schedule

**Measure:** Pricing schedules will be reviewed for appropriateness

**Objective:** Increase revenue generated from new data and services

**Measure:** Amount of revenue generated from data and services developed during 2007 will be no less than \$5,000

**Goal:** Deliver data and maps to customers in a timely fashion

**Objective:** Complete requests for available in a maximum of two days

**Measure:** % of requests completed within two days

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
% increase in annual visits to website	N/A	N/A	N/A	5%
% increase in average daily unique visitors	N/A	N/A	N/A	5%
% increase in average # of pages viewed per visit	N/A	N/A	N/A	5%
Pricing schedules reviewed (Yes/No)	N/A	N/A	N/A	Yes
Amount of revenue generated by new products	N/A	N/A	N/A	\$5,000
<i>Efficiency:</i>				
% increase in profit margin	N/A	N/A	N/A	5%
% increase in revenue after pricing change	N/A	N/A	N/A	10%
% of requests completed within 2 days	N/A	N/A	N/A	100%

### Resources

Personnel	2005	2006	2007	2007
	# of Positions	# of Positions	# of Positions	Budgeted Salary
GIS Coordinator	1.000	1.000	1.000	\$67,097
GIS Technician	2.000	2.000	2.000	\$90,392
GIS Programmer/Technician	1.000	1.000	1.000	\$43,079
Programmer/Analyst	1.000	1.000	1.000	\$49,016
	5.000	5.000	5.000	\$249,584

### Funding

	2003	2004	2005	2006	2007
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
<b>Revenues</b>					
Charges for Services	\$72,985	\$140,891	\$158,655	\$102,423	\$118,000
Total Revenues	\$72,985	\$140,891	\$158,655	\$102,423	\$118,000
<b>Expenditures</b>					
Personnel Services	\$203,482	\$225,662	\$305,815	\$345,925	\$371,290
Supplies	\$14,612	\$25,892	\$26,171	\$19,601	\$23,803
Other Services & Charges	\$78,341	\$235,334	\$110,775	\$81,506	\$98,683
Capital Outlay		\$14,158			
Total Expenditures	\$296,435	\$501,046	\$442,761	\$447,032	\$493,776

### Budget Highlights:

2005 Other Services and Charges includes the completion of the aerial photography project.



<b>Function Statement</b>
---------------------------

The Ottawa County Building Authority was established by the Ottawa County Board of Commissioners in August 1984 pursuant to Public Act 31 of 1948. The three-member Authority, appointed for three-year terms by the Commissioners, are selected from the general public (Ottawa County only) based on their expertise in bonding, construction, and operation of capital improvements.

The Authority functions according to established by-laws and their Articles of Incorporation to complete and manage specific projects as requested by resolution of the Ottawa County Board of Commissioners.

The Authority has been assigned the following projects since inception:

Project	Funding Level	Financing
• Health Department and Human Services Administration	\$2,390,000	Local Funds (1989)
• Coopersville Human Services	\$ 651,000	Local Funds (1989)
• Life Consultation Center for Community Mental Health	\$1,400,000	20-Year Bond Issue (1985) (1)
• Ottawa County Central Dispatch Authority	\$4,420,000	20-Year Bond Issue (1990) (1) (3)
• Probate Court, Juvenile Services/Detention And Adult Barracks Facility	\$6,000,000	19-Year Bond Issue (1992) (2)
• Fillmore Street Sheriff Administration, Jail Expansion, and Administrative Annex	\$15,800,000	20-Year Bond Issue (1997) (3) Grant Funding
• Addition to the Fillmore Street Jail	\$7,500,000	20-Year Bond Issue (1997) (3)
• Holland District Court	\$8,000,000	20-Year Bond Issue (2005)
• Grand Haven/West Olive	\$24,000,000	To be bonded in 2007

(1) In the fall of 1993, these two issues were refunded, saving the County approximately \$344,000.

(2) In August of 1997, this issue was refunded, saving the County approximately \$260,000.

(3) In August of 2005, these issues were refunded, saving the County approximately \$553,000.

This budget covers expenditures associated with the administration of the Building Authority such as per diem fees and mileage for Board members.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006	2007
				Current Year Estimated	Adopted by Board
<b>Expenditures</b>					
Supplies	\$60		\$473	\$185	\$185
Other Services & Charges	\$1,045	\$2,429	\$2,570	\$2,850	\$3,282
Total Expenditures	\$1,105	\$2,429	\$3,043	\$3,035	\$3,467

**Fund: (1010) General**

**Department (2651 – 2668): Facilities Maintenance**

**Function Statement**

The Ottawa County Facilities Maintenance Department is responsible for maintaining and protecting County-wide assets including all facilities, grounds, and related equipment. In addition, the department assures we operate in compliance with all federal, state, and local building codes. The Facilities Maintenance Department takes pride in maintaining a safe, clean, and comfortable environment for all employees, clients, and visitors.

**Mission Statement**

*Operate and maintain buildings, grounds and equipment so they are efficient, safe, clean and comfortable.*

**Goal:** Perform preventative maintenance

**Objective:** Perform daily inspections of all County facilities and related systems

*Measure:* % of work days when all required inspections were made

*Measure:* # of times significant deficiencies require a dispatch of personnel to correct.

**Objective:** Check climate control system no less than two times a day.

*Measure:* % of work days when climate controls were checked twice

**Objective:** Follow Federal, State and Local codes with no violations.

*Measure:* # of building code violations. .

*Measure:* # of reported accidents in buildings or on grounds.

**Goal:** Provide a timely response to identified building issues

**Objective:** Complete 95% of work orders in scheduled time

*Measure:* % of work orders not completed on schedule.

**Objective:** When preventative maintenance is not able to correct problems before they occur, outside contractors will correct the problem promptly

*Measure:* # of significant deficiencies requiring more than four (4) hours to correct

*Measure:* # of hours of building “down” time

**Goal:** Maintain and operate buildings in a cost efficient manner

**Objective:** The maintenance and operation cost per square foot will not increase more than the consumer price index for fuel and utilities

*Measure:* Target average maintenance and operation cost per square foot for 2007 for all County facilities is \$5.80 per square foot

<b>Measure</b>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Total Square Footage – all buildings</i>	542,173	520,725	562,500	562,500
<i># work orders processed</i>	32,547	35,569	37,000	39,000
<i>% of work days that all daily inspections were made</i>	N/A	N/A	N/A	100%
<i># of times significant deficiencies require a dispatch of personnel to correct</i>	N/A	N/A	0	0
<i>% of work days when climate controls were checked twice</i>	N/A	N/A	N/A	100%
<i>Efficiency:</i>				
<i>% of work orders not completed on schedule.</i>	N/A	N/A	5%	5%
<i># of significant deficiencies requiring more than four (4) hours to correct</i>	N/A	N/A	0	0
<i>Average maintenance cost per square foot</i>	\$4.68	\$5.42	\$5.60	\$5.80
<i>% increase</i>	N/A	15.8%	3.3%	3.6%
<i>CPI for Fuel and Utilities</i>	4.8%	10.6%	3.2%	N/A
<i>Outcome:</i>				
<i># of reported accidents in buildings or on grounds</i>	N/A	N/A	0	0
<i># of hours of building “down” time</i>	0	0	0	0

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Facilities Maintenance Superintendent	1.000	1.000	1.000	\$71,554
Building & Grounds Supervisor	1.000	1.000	1.000	\$54,317
Custodial/Maintenance Supervisor	1.000	1.000	1.000	\$42,931
Administrative Services Director	0.310	0.310	0.310	\$26,658
Custodian II	5.000	5.000	5.000	\$138,812
Maintenance Worker	10.000	10.000	10.000	\$355,630
Housekeeper	5.250	5.250	5.250	\$113,533
Secretary	0.000	1.000	1.000	\$32,904
Records Processing Clerk II	1.600	0.000	0.000	0.000
Records Processing Clerk I	0.000	0.600	0.600	\$15,308
	25.160	25.160	25.160	\$851,647

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Charges for Services					
Rents	\$2,156,724	\$2,225,581	\$2,397,103	\$2,679,100	\$2,802,863
Other Revenue	\$3,757	\$7,021	\$7,512	\$7,000	\$7,000
Total Revenues	\$2,160,481	\$2,232,602	\$2,404,615	\$2,686,100	\$2,809,863
<b>Expenditures</b>					
Personnel Services	\$860,738	\$982,844	\$1,129,849	\$1,228,182	\$1,339,745
Supplies	\$164,897	\$152,802	\$174,975	\$182,800	\$183,860
Other Services & Charges	\$1,654,335	\$1,589,854	\$1,850,081	\$2,047,113	\$2,223,314
Capital Outlay	\$53,044				
Total Expenditures	\$2,733,014	\$2,725,500	\$3,154,905	\$3,458,095	\$3,746,919

**Budget Highlights:**

2007 reflects the new, larger Holland District Court facility which expanded from 13,000 square feet to 57,200 square feet. This expansion has been felt most acutely in the utilities costs. So far, they are operating without additional employees, but this will be evaluated over the next year.

<b>Function Statement</b>
---------------------------

The Drain Commissioner provides direction to private land owners and units of government through organization of projects as petitioned or as maintained, to insure proper storm water drainage. Funding is arranged for all projects through drain assessments as warranted. The office keeps records and accounts for all legally established County drains. Storm water management guidelines are provided for land development with the County. The Drain Commissioner oversees storm water quality, in particular, as it relates to the Soil Erosion and Sedimentation Control Act, P.A. 347 and Phase II of the Federal Clean Water Act.

<b>Mission Statement</b>
--------------------------

*Minimize damage caused by flooding thru proper stormwater management for the citizens of Ottawa County and protect surface waters through the development review process, soil erosion control and water quality educational programs.*

**Drain Code Administration**

**Goal:** Provide leadership in stormwater management and facilitate establishment and maintenance of County Drains to provide, drainage, flood prevention and stream protection to urban and agricultural lands

**Objective:** Respond to petition requests to create or maintain drains within 5 days of request

*Measure:* Percent of petitions prepared within 5 days of request

**Objective:** Hold public hearing within 90 days of receipt of petition

*Measure:* Percent of public hearings held within 90 days of receipt of petition

**Objective:** Prepare plans and bid documents within 180 days of determination of necessity

*Measure:* Percent of plans & bid documents completed within 180 days of determination of necessity for petition

**Objective:** Respond to drainage complaints/maintenance requests within 48 hours

*Measure:* Percent of drainage complaints responded to within 48 hours of receipt of complaint

**Objective:** Resolve drainage complaints within 30 days which are Drain Commissioner responsibility

*Measure:* Percent of complaints resolved within 30 days of receipt of complaint

**Objective:** Secure 100% of financing necessary for drain projects before project begins.

*Measure:* Percent of projects where financing was secured prior to commencement of project

**Objective:** Provide research and general drainage information to citizens of Ottawa County

*Measure:* Percent of citizen requests that are provided assistance

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Outcome/Efficiency:</i>				
<i>% of petition requests completed within 5 days</i>	n/a	n/a	100%	100%
<i>% of public hearings held within 90 days of receipt of petition</i>			90%	100%
<i>% of plans &amp; bid documents completed within 180 days of determination of necessity for petition</i>	n/a	n/a	100%	100%
<i>% of drainage complaints responded to within 48 hours of receipt of complaint</i>	n/a	n/a	100%	90%
<i>% of drainage complaints under Drain Commissioner jurisdiction resolved within 30 days</i>	n/a	n/a	100%	100%
<i>% of drain projects where financing was secured prior to commencement of project</i>	100%	100%	100%	100%
<i>% of citizen requests that are provided assistance</i>	100%	100%	100%	100%

**Development Review**

Michigan Subdivision Control Act (Act 591, PA of 1996)

**Goal:** Review and approve stormwater management systems within all plats

**Objective:** Issue preliminary site plan approval within 30 days of receipt of application, plans and fee

**Measure:** Percent of preliminary plat site plans approved within 30 days of receipt of required information

**Objective:** Issue construction plan approval within 30 days of receipt of construction plans and fee

**Measure:** Percent of plat construction plans approved with 30 days of receipt of required information

**Objective Three:** Issue final site plan approval within 10 days of receipt of required documentation

**Measure:** Percent of plat mylars signed (given final approval) within 10 days of receipt of required documentation

**Goal:** Provide a legal mechanism for platted developments to allow for future maintenance of the drainage infrastructure

**Objective:** Establish stormwater infrastructure within all plats as a County Drain

**Measure:** Percent of County Drains established in new plats

**Goal:** Require design criteria in the Drain Commissioners Stormwater Control Policy to reduce the probability of flooding of both the property within a development and adjacent to a development.

**Objective:** Review and/or update the Drain Commissioner’s Stormwater Control Policy annually

**Measure:** Completion of review and/or update

Mobile Home Commission Act 96 of 1987 as Amended

**Goal:** Review and approve stormwater management systems within all mobile home parks

**Objective:** Issue drainage approval within 30 days of receipt of application, plans and fee

**Measure:** Percent of Mobile Home Park site plans approved within 30 days of receipt of required information

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Completion of annual review and/or update of Stormwater Control Policy (Yes/No)</i>	n/a	n/a	Yes	Yes
<i>Outcome/Efficiency:</i>				
<i>% of plat preliminary site plans approved within 30 days of receipt of required information</i>	n/a	n/a	100%	100%
<i>% of plat construction plans approved within 30 days of receipt of required information</i>	n/a	n/a	100%	100%
<i>% of Plats given final approval within 10 days of receipt of required documentation</i>	n/a	n/a	100%	100%
<i>% of drains established in plats reviewed and approved by the Drain Commissioner</i>	100%	100%	100%	100%
<i>% of Mobile Home Park site plans approved within 30 days of receipt of required information</i>	n/a	n/a	100%	100%

**Inland Lake Level Act – Part 307, PA 451 of 1994**

**Goal:** Facilitate establishment of Inland Lake Levels

**Objective:** Provide information and petition forms within 5 days of request to establish a lake level

*Measure:* Percent of petition forms distributed within 5 days of request

**Objective:** Review petitions received for accuracy and compliance within 30 days of receipt

*Measure:* Percent of petitions reviewed within 30 days of receipt

**Objective:** Formally submit completed petitions to Circuit Court to establish a lake level

*Measure:* Percent of petitions submitted to Circuit Court

**Goal:** Ensure all legally established Inland lake Levels are functioning as designed to maintain proper water level

**Objective:** Respond to complaints/maintenance requests within 48 hours

*Measure:* Percent of complaints/maintenance requests responded to within 48 hours of receipt

**Objective:** Conduct inspections and complete reports of said inspections for all established lake levels every three years

*Measure:* Percent of inspections made and reports completed as required

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Outcome/Efficiency:</i>				
<i>% of petition forms distributed within 5 days of request</i>	N/A	N/A	100%	100%
<i>% of petitions reviewed with 30 days of receipt</i>	N/A	N/A	100%	100%
<i>% of completed petitions submitted to Circuit Court to establish a lake level</i>	N/A	N/A	100%	100%
<i>% of complaints/maintenance requests that were responded to within 48 hours of receipt</i>	N/A	N/A	100%	100%
<i>% of inspections made and reports completed every three years for all legally established lake levels</i>	N/A	N/A	100%	100%

**Soil Erosion & Sedimentation Control**

**Goal:** Effectively prevent erosion and control sedimentation resulting from construction related activities to improve and protect the quality of the surface waters of the State

**Objective:** Review permit application & plan submitted and make initial site inspection within 30 days of submittal

*Measure:* Percent of applications and plans reviewed within 30 days

*Measure:* Percent of initial site inspections made within 30 days

**Objective:** Issue permits for all earth changing activities within 500 feet of a lake, stream or County Drain or that disturb one or more acres within 2 days of completion of the plan review and site inspection

*Measure:* Percent of permits issued within 2 days of plan review and site inspection

**Objection:** Inspect all permitted sites during construction on a regular basis to ensure permit compliance

*Measure:* Percent of site inspections made

**Objective:** Follow thru on all areas of non-compliance to minimize erosion and off-site sedimentation within 24 hours of inspection

*Measure:* Percent of violations that receive follow up within 24 hours of inspection/discovery

**Objective:** Review and/or update the County Soil Erosion & Sedimentation Control Ordinance annually

*Measure:* Completion of review and/or update

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Completion of annual review and/or update of the County Ordinance(Yes/No)</i>	N/A	N/A	Yes	Yes
<i>Outcome/Efficiency:</i>				
<i>% of permit applications &amp; plans reviewed and site inspections made within 30 days of submittal</i>	N/A	N/A	100%	100%
<i>% of permits issued within 2 days of completion of plan review &amp; site inspection</i>	N/A	N/A	100%	100%
<i>% of permitted sites inspected on a regular basis</i>	N/A	N/A	100%	100%
<i>% of violations that received follow up within 24 hours of inspection/discovery</i>	N/A	N/A	100%	100%

### Federal Clean Water Act, Phase II Stormwater Regulations

**Goal:** Develop and implement a program thru a cooperative, coordinated effort that will aid in the improvement of our surface water quality and will create public awareness of the effects of stormwater pollution on the surface waters of the State.

**Objective:** Obtain Certificate of Coverage (every five (5) years) as required by law to discharge stormwater from County Drains to waters of the State

**Measure:** Receipt of Certificate of Coverage

**Objective:** Create and begin implementation of an Illicit Discharge & Elimination Plan (IDEP) by 2/01/04 for both the Macatawa Watershed and the Lower Grand River Watershed

**Measure:** Completion of Illicit Discharge & Elimination plan for the Macatawa Watershed

**Measure:** Completion of Illicit Discharge & Elimination plan for the Lower Grand River Watershed

**Objective:** Perform inspection of all stormwater outfalls as identified in the IDEP to determine if there are pollutants being discharged from County Drains into waters of the State by 12/31/05 and re-inspect every 5 years

**Measure:** Percent of required outfalls inspected

**Measure:** Percent of outfalls requiring a second inspection be made due to **suspicion** of an illicit discharge

**Objective:** Eliminate 100% of illicit stormwater connections within 2 years of discovery

**Measure:** Percent of illicit connections eliminated within 2 years of discovery

**Objective:** Create a Public Education Plan (PEP) that will reach diverse audiences to gain community support by educating the public about the importance of water quality initiatives and the resulting benefits to the community in the Macatawa Watershed and the Lower Grand River Watershed by 2/01/04 and update every 5 years thereafter

**Measure:** Completion of PEP for the Macatawa Watershed

**Measure:** Completion of PEP for the Lower Grand River Watershed

**Objective:** Develop a StormWater Pollution Prevention Initiative (SWPPI) to implement and enforce a comprehensive stormwater management program for post-construction controls for areas of new development and significant redevelopment and create a method for assessing progress made in stormwater pollution prevention in the Macatawa Watershed and the Lower Grand River Watershed by 5/01/06 and update every 5 years thereafter

**Measure:** Completion of the SWPPI for the Macatawa Watershed

**Measure:** Completion of the SWPPI for the Lower Grand River Watershed

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Valid Certificate of Coverage obtained from MDEQ (Yes/No)</i>	Yes	Yes	Yes	Yes
<i>Completion of preparation of IDEPs</i>	Yes	N/A	N/A	N/A
<i>Completion of preparation of PEP</i>	Yes	N/A	N/A	N/A
<i>Completion of development of SWPPI</i>	N/A	N/A	Yes	N/A
<i>Outcome/Efficiency:</i>				
<i>% of stormwater outfalls inspected</i>	75%	100%	N/A	N/A
<i>% of illicit connections eliminated within 2 years of discovery</i>	N/A	N/A	100%	100%

<b>Resources</b>
------------------

<b>Personnel</b>	2005	2006	2007	2007
Position Name	# of	# of	# of	Budgeted
	Positions	Positions	Positions	Salary
Drain Commissioner	1.000	1.000	1.000	\$74,621
Deputy Drain Commissioner	1.000	1.000	1.000	\$54,312
Soil Erosion Control Agent	1.000	1.000	1.000	\$45,011
Soil Erosion Control Inspector	1.000	1.000	1.000	\$34,297
Records Processing Clerk II	0.000	1.000	1.000	\$31,064
Records Processing Clerk I	1.000	0.000	0.000	0.000
Development Coordinator	1.000	1.000	1.000	\$28,943
Construction Inspector	1.000	1.000	1.000	\$38,755
	7.000	7.000	7.000	\$307,003

**Funding**

	2003	2004	2005	2006	2007
	Actual	Actual	Actual	Current	Adopted
				Year	by Board
				Estimated	
<b>Revenues</b>					
Licenses	\$78,516	\$96,679	\$83,592	\$85,000	\$83,000
Intergovernmental Revenue			\$129,556	\$120,445	
Charges for Services	\$9,750	\$12,650	\$12,050	\$15,000	\$13,000
Total Revenues	\$88,266	\$109,329	\$225,198	\$220,445	\$96,000
<b>Expenditures</b>					
Personnel Services	\$324,305	\$357,853	\$386,358	\$426,750	\$469,579
Supplies	\$14,976	\$12,916	\$16,908	\$12,800	\$14,825
Other Services & Charges	\$94,875	\$104,654	\$223,932	\$246,747	\$129,533
Total Expenditures	\$434,156	\$475,423	\$627,198	\$686,297	\$613,937

**Budget Highlights:**

2006 reflects the completion of a \$250,000 FEMA grant to update floodplain elevations for incorporation into the Digital Flood Insurance Rate map.



<b>Function Statement</b>
---------------------------

The Ottawa Soil and Water Conservation District is a locally controlled resource management agency, created by concerned landowners, and administered by a publicly elected Board of Directors. The District provides local coordination for many State and Federal land and water management programs, and works with local governmental units to positively influence private land management decisions. Assistance and education is offered to landowners, educators, businesses, and organized groups in wise management of their natural resources.

<b>Department Goals and Objectives</b>
--

**Goal:** Assist property owners in protecting groundwater through the prevention and reduction of pollution from entering waterways from all land uses.

**Goal:** Improve water quality in Ottawa County by accelerating adoption of agricultural best management practices

**Goal:** Provide residents with an effective Gypsy Moth suppression program

**Goal:** Expedite and expand technical services and assist residents in implementing conservation practices

<b>Resources</b>
------------------

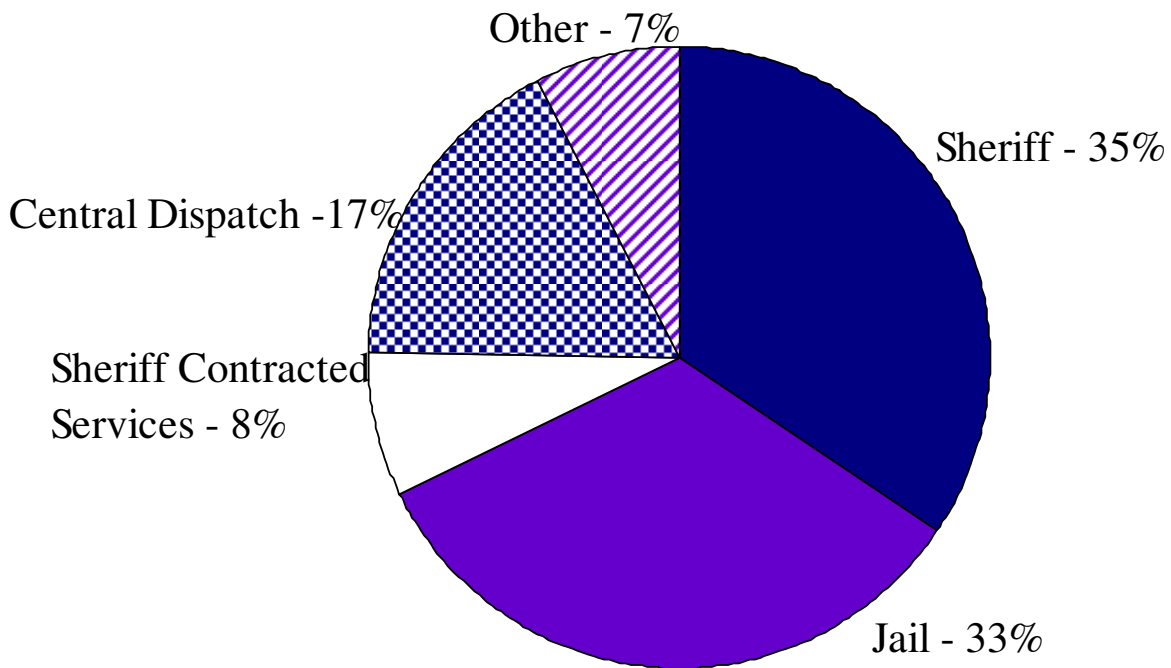
**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Expenditures</b>					
Other Services & Charges	\$60,678	\$17,829	\$19,539	\$26,766	\$19,266
<b>Total Expenditures</b>	<u>\$60,678</u>	<u>\$17,829</u>	<u>\$19,539</u>	<u>\$26,766</u>	<u>\$19,266</u>

2007 General Fund  
Public Safety Expenditures  
\$23,016,289



**Function Statement**

**Administrative Division**

The function of the Administrative Division is to set objectives for the department; make plans; develop procedures; organize and reorganize; provide for staffing and equipping the department; adopt rules and regulations for the administration; discipline; equipment and uniforms of the members and officers of the department; affixing powers and duties, prescribing penalties for violations of any such rules and regulations, and providing for enforcement thereof, inspect and recommend promotion of personnel; coordinate efforts and relationships; establish policies; report on departmental activities and/or accomplishments; maintain good public and official relations; present the department budget; provide general administration to the department; and to provide adequate training of department personnel.

In addition to our main office in West Olive, our Law Enforcement Division Operations and Services operates out of small satellite offices in Grand Haven, Holland, Spring Lake and Marne to more efficiently service those areas of the County.

Various indicators are used to discern the effectiveness of department programs. It is important to note that the Sheriff's department does not control these indicators, but rather has an influence on them. Consequently, these measures do not tell whether or not the Sheriff's department is doing a good job, but will indicate if programs additions or changes are necessary.

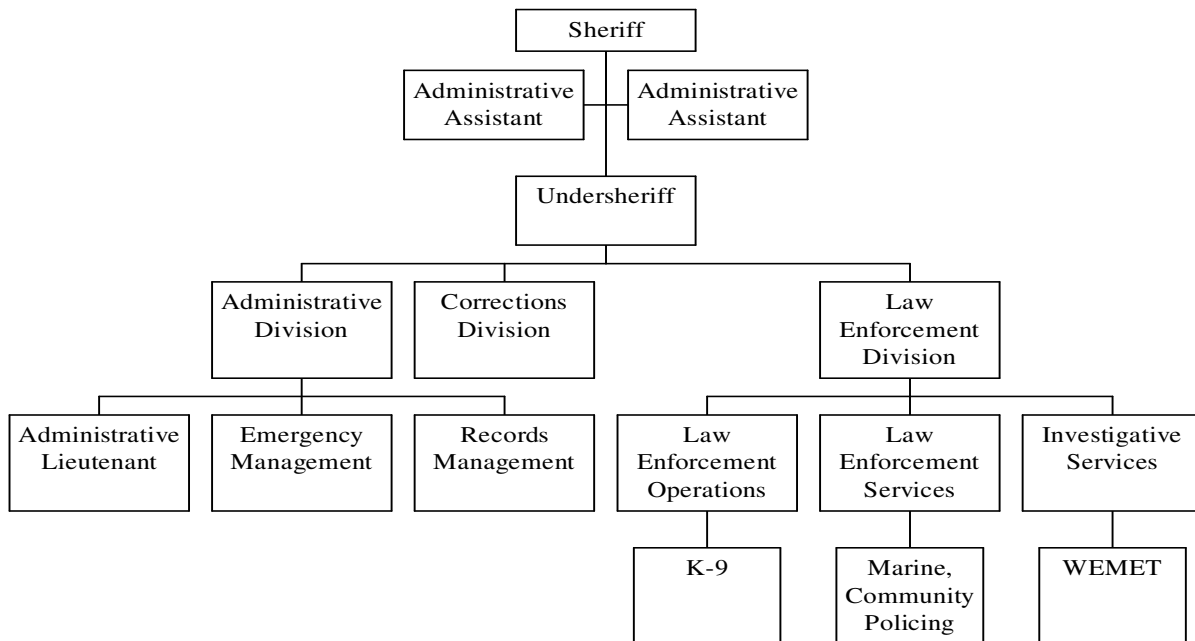
**Records Unit**

The function of the Records Unit is to maintain a centralization of records; to provide timely, accurate, and complete information to administrative and operational components of the department and provide maintenance of warrants; to document all civil process and subpoenas and expedite the timely service of said documents within the time prescribed by law.

**Investigative Unit**

The function of the Investigative Unit is to coordinate criminal investigations and investigate as necessary all criminal offenses and situations which may become criminal in nature for the purpose of apprehending, interrogating and prosecuting offenders, and recovering stolen property; interrogate arrested persons referred by Uniformed Services or Operations; investigate or arrest persons wanted for criminal offenses by other jurisdictions, and maintain investigative liaisons with other police agencies; to supply information necessary for effective operations on matters of inter-divisional interest; coordinate incoming extraditions.

Ottawa County Sheriff's Department



<b>Mission Statement</b>
--------------------------

The mission of the Ottawa County Sheriff's Office is to protect and preserve the general safety and welfare of the county residents through effective law enforcement.

### ADMINISTRATIVE DIVISION

**Goal:** To provide programs and services that minimize crime in order to assure a high quality of life for the citizens of Ottawa County.

- Objective:** Violent (Index) crimes will be below 15 per 1,000 residents
- Objective:** Non violent (Non-Index) crimes will be below 65 per 1,000 residents
- Objective:** Overall crime rate will be below 30 per 1,000 residents

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Outcome</i>				
<i>Violent crimes per 1,000 residents</i>	14	13	<15	<15
<i>Non-violent crimes per 1,000 residents</i>	61	61	<65	<65
<i>% of residents who feel safe in their neighborhood during the day *</i>	N/A	N/A	N/A	N/A
<i>% of residents who feel safe in their neighborhood at night *</i>	N/A	N/A	N/A	N/A

\* Information will be gathered on 2008 citizen survey

### RECORDS DIVISION

**Goal:** To provide quality records management services for the criminal justice system and residents of Ottawa County.

- Objective:** Enter warrants in the Michigan Law Enforcement Information Network (LEIN) within 1 day of receipt
- Objective:** Enter personal protection orders (PPO) in the Michigan Law Enforcement Information Network (LEIN) within 1 day of receipt
- Objective:** Provide police reports within 2 days of request
- Objective:** Transcribe officer reports within 2 days of receipt

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i># of documents transcribed</i>	13,829	15,386	15,541	15,698
<i># of original and supplemental reports</i>	23,375	23,910	24,151	24,250
<i>Outcome/Efficiency:</i>				
<i>% of time warrants are entered in to the LEIN within 1 day of receipt</i>	N/A	N/A	90%	90%
<i>% of time PPOs are entered in to the LEIN within 1 days of receipt</i>	N/A	N/A	100%	100%
<i>% of time police reports are provided within 2 days of request</i>	N/A	N/A	60%	75%
<i>% of time officer reports are transcribed within 2 days of receipt</i>	N/A	N/A	50%	70%

**INVESTIGATIVE DIVISION**

**Goal:** To provide closure to citizens of Ottawa County who have been the victims of crime and hold offenders accountable for their actions.

**Objective:** To attain a clearance rate on violent (Index) crimes of no less than 90%

**Measure 1:** % of violent crimes cleared

**Objective:** To attain a clearance rate on non-violent (Non-Index) crimes of no less than 90%

**Measure 1:** % of non-violent crimes cleared

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i># of cases assigned</i>	1,378	1,364	1,405	1,450
<i># of criminal arrests</i>	309	311	320	325
<i>Efficiency:</i>				
<i># cases per detective</i>	125	114	117	121
<i>Outcome:</i>				
<i>% of violent crimes cleared</i>	94%	91%	>90%	>90%
<i>% of non-violent crimes cleared</i>	98%	90%	>92%	>94%

**PATROL DIVISION**

**Goal:** To enhance public safety through the use of road patrol officers to deter and respond timely to traffic violations and crashes

**Objective:** Minimize traffic crashes

**Measure 1:** The number of traffic crashes per 1,000 citizens will be below 55

**Measure 2:** The number of fatal traffic crashes per 1,000 citizens will be below .15

**Measure 3:** The number of alcohol related crashes per 1,000 citizens will be below 3

**Objective:** To provide timely assistance to citizen calls for service

**Measure 1:** The average County-wide response time for calls will be less than 10 minutes

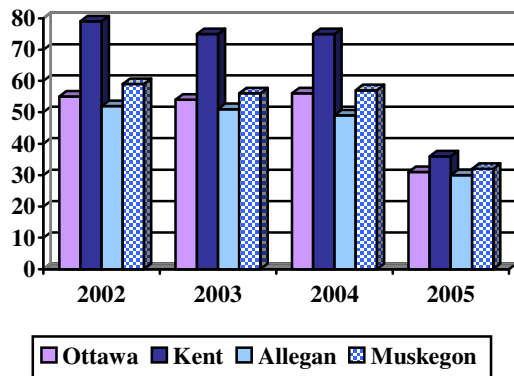
<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i># of calls for service</i>	71,459	71,737	73,889	76,106
<i># of traffic accidents investigated</i>	6,401	6,184	6,370	6,561
<i>Efficiency:</i>				
<i># citizens per deputy</i>	2,934	2,970	N/A	N/A
<i>Outcome:</i>				
<i># of traffic crashes per 1,000 citizens *</i>	56	31	<55	<55
<i># of fatal traffic crashes per 1,000 citizens *</i>	.14	.11	<.15	<.15
<i># of alcohol related crashes per 1,000 citizens *</i>	2.0	1.24	<3	<3
<i>Average # of minutes to respond to call</i>	<9	<10	<9	<10

\* Figures represent the total crashes for the entire County, whether reported by the Ottawa County Sheriff's Department or the police department of a city within Ottawa County.

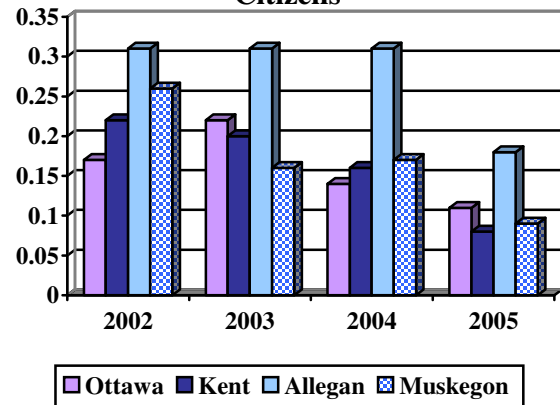
Fund: (1010) General Fund Departments: (3020) Sheriff, (3160) Sheriff Curb Auto Theft (SCAT)

<i>Outcome Benchmarks:</i>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>
<i># of traffic crashes per 1,000 citizens - Ottawa</i>	55	54	56	31
<i># of traffic crashes per 1,000 citizens - Kent</i>	79	75	75	36
<i># of traffic crashes per 1,000 citizens - Allegan</i>	52	51	49	30
<i># of traffic crashes per 1,000 citizens - Muskegon</i>	59	56	56	32
<i># of fatal traffic crashes per 1,000 citizens - Ottawa</i>	.17	.22	.14	.11
<i># of fatal traffic crashes per 1,000 citizens - Kent</i>	.22	.20	.16	.08
<i># of fatal traffic crashes per 1,000 citizens - Allegan</i>	.31	.31	.31	.18
<i># of fatal traffic crashes per 1,000 citizens - Muskegon</i>	.26	.16	.17	.09
<i># of alcohol related crashes per 1,000 citizens - Ottawa</i>	2.14	1.67	2.0	1.24
<i># of alcohol related crashes per 1,000 citizens - Kent</i>	3.02	2.83	2.93	1.73
<i># of alcohol related crashes per 1,000 citizens - Allegan</i>	2.68	2.41	2.21	1.54
<i># of alcohol related crashes per 1,000 citizens - Muskegon</i>	2.38	1.86	2.15	1.35

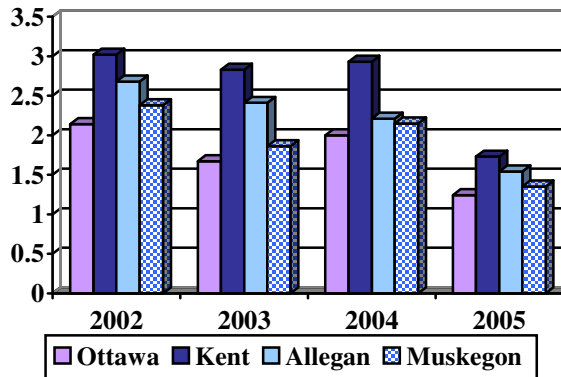
**Traffic Crashes per 1,000 Citizens**



**Fatal Traffic Crashes per 1,000 Citizens**



**Alcohol Related Crashes per 1,000 Citizens**



The graphs above show that crash rates in Ottawa County compare favorably with adjacent counties.

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Sheriff	1.000	1.000	1.000	\$104,112
Undersheriff	1.000	1.000	1.000	\$81,314
Administrative Management Director	1.000	0.000	0.000	\$0
Records Management Director	1.000	1.000	1.000	\$59,539
Sergeant	8.950	8.950	8.950	\$550,338
Lieutenant	3.000	4.000	4.000	\$278,317
Evidence Technician	1.000	1.000	1.000	\$54,566
Road Patrol Deputy	29.000	29.000	29.000	\$1,585,570
Detective	12.000	12.000	12.000	\$692,580
Administrative Secretary II	2.000	2.000	2.000	\$90,392
Clerk Typist II/Matron	9.000	9.000	9.000	\$280,273
	68.950	68.950	68.950	\$3,777,001

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue					
Charges for Services	\$158,550	\$176,475	\$171,104	\$154,800	\$173,500
Other Revenue	\$13,195	\$7,919	\$31,965	\$11,180	\$9,180
Total Revenues	\$171,745	\$184,394	\$203,069	\$165,980	\$182,680
<b>Expenditures</b>					
Personnel Services	\$4,713,529	\$5,110,841	\$5,241,439	\$5,589,072	\$6,213,078
Supplies	\$251,070	\$211,293	\$241,478	\$363,060	\$362,391
Other Services & Charges	\$1,150,733	\$1,011,896	\$1,005,223	\$1,189,870	\$1,350,796
Capital Outlay		\$33,922			
Total Expenditures	\$6,115,332	\$6,367,952	\$6,488,140	\$7,142,002	\$7,926,265

**Budget Highlights:**

The 2007 Other Services and Charges reflect equipment rental chargebacks on 16 vehicles approved for purchase in 2007.

<b>Function Statement</b>
---------------------------

The West Michigan Enforcement Team (WEMET) consists of five deputies and one sergeant assigned to the WEMET Multi-Jurisdictional Drug Enforcement Team (coordinated by the Michigan State Police) to enhance drug enforcement activities.

<b>Mission Statement</b>
--------------------------

*Enhance drug enforcement efforts and reduce drug related incidents in the county.*

**Goal:** County law enforcement will be proactive in its efforts to curtail the use and trafficking of illegal drugs.

**Objective:** Reduce the incidence of drug activity in Ottawa County

**Measure:** # of drug related complaints will be less than 1.3 per 1,000 residents

**Measure:** # of drug related deaths will be less than .05 per 1,000 residents

**Objective:** Identify deterrents to the threat of methamphetamine production in Ottawa County.

**Measure:** # of methamphetamine related incidents will be no more than .03 per 1,000 residents

**Objective:** Provide drug education in the schools to reduce juvenile use of drugs

**Measure:** # of juvenile arrests for drug and narcotic violations will be no more than .6 per 1,000 residents

**Measure:** % of juveniles reporting they have ever used marijuana will be less than 25%

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i># of Arrests</i>	318	310	200	215
<i># of Narcotic Presentations</i>	24	20	25	25
<i># of Vehicle Seizures</i>	16	12	15	15
<i>\$ of Asset Forfeitures</i>	\$37,616	\$39,976	\$41,740	\$42,200
<i>Outcome:</i>				
<i># of public complaints per 1,000 residents</i>	1.08	1.08	1.17	1.21
<i># of drug related deaths per 1,000 residents</i>	.04	.03	.04	.05
<i># of methamphetamine related incidents per 1,000</i>	<.01	<.02	<.02	<.03
<i># of juvenile arrests for drug/narcotics violations</i>	.59	.50	<.60	<.65
<i>% of juveniles reporting they have ever used marijuana</i>	N/A	26.7%	N/A	N/A*

\* The next youth assessment survey is scheduled for 2008.



Fund: (1010) General Fund

Departments: (3110-3113 and 3130-3180) Community Policing Contracts

<b>Function Statement</b>
---------------------------

This schedule reports the activity in six departments in the General Fund: 3110 - COPS -Georgeto Jamestown, 3112 - COPS - Allendale/Jenison, 3113 - COPS - Holland/West Ottawa, 3130 - Zoni Enforcement, 3170 - Blendon/Tallmadge/Holland/Zeeland (CITE), and 3180 - COPS - West Ottav Each of these departments records a contractual arrangement between the Sheriff's department and municipality for community policing services.

*Several municipalities contract with the Sheriff's Department to provide Community Policing Services. The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole.*

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Road Patrol Deputy	8.000	8.000	8.000	\$433,322

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$551,296	\$595,614	\$602,329	\$631,608	\$718,286
Other					
<b>Total Revenues</b>	<b>\$551,296</b>	<b>\$595,614</b>	<b>\$602,329</b>	<b>\$631,608</b>	<b>\$718,286</b>
<b>Expenditures</b>					
Personnel Services	\$508,236	\$576,028	\$575,490	\$602,504	\$658,532
Supplies	\$7,809	\$6,341	\$7,338	\$8,370	\$28,745
Other Services & Charges	\$80,218	\$80,243	\$81,206	\$79,165	\$106,887
Capital Outlay					
<b>Total Expenditures</b>	<b>\$596,263</b>	<b>\$662,612</b>	<b>\$664,034</b>	<b>\$690,039</b>	<b>\$794,164</b>

*The City of Coopersville contracts with the Sheriff's Department to provide Community Policing Services. The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole.*

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Sergeant	1.000	1.000	1.000	\$61,508
Road Patrol Deputy	4.000	4.000	4.000	\$214,817
	5.000	5.000	5.000	\$276,325

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$378,232	\$383,985	\$453,510	\$459,825	\$486,505
Total Revenues	\$378,232	\$383,985	\$453,510	\$459,825	\$486,505
<b>Expenditures</b>					
Personnel Services	\$335,025	\$330,862	\$401,307	\$401,864	\$427,897
Supplies	\$3,578	\$3,313	\$4,032	\$4,875	\$5,250
Other Services & Charges	\$39,631	\$49,809	\$48,172	\$53,086	\$53,358
Total Expenditures	\$378,234	\$383,984	\$453,511	\$459,825	\$486,505

*The City of Hudsonville contracts with the Sheriff's Department to provide Community Policing Services. The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole.*

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Sergeant	0.000	0.000	1.000	\$60,000
Road Patrol Deputy	0.000	0.000	5.000	\$232,388
	0.000	0.000	6.000	\$292,388

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue				\$210,946	\$437,557
Total Revenues				\$210,946	\$437,557
<b>Expenditures</b>					
Personnel Services				\$160,481	\$368,666
Supplies				\$28,175	\$6,100
Other Services & Charges				\$22,290	\$62,791
Total Expenditures				\$210,946	\$437,557

**Budget Highlights:**

During 2006, the County finalized an agreement with the City of Hudsonville to provide policing serv 2007 represents a full year of the agreement.

<b>Function Statement</b>
---------------------------

Public Act 302 of 1982 enables law enforcement agencies to receive 60% of funds generated by certified, full-time, Road Patrol Officers. Training provides and strengthens the opportunity for Officers to gain more expertise in all areas of law enforcement.

<b>Mission Statement</b>
--------------------------

*To maintain and improve the expertise of Ottawa County officers.*

**Goal:** Provide quality training to all department law enforcement officers.

**Objective:** New deputies will receive a nine week training program administered by the Road Patrol Field Training Program

**Measure 1:** 100% of new deputies will complete the nine-week training program

**Objective:** Officers will receive adequate training to achieve/maintain certification and expertise.

**Measure 1:** 100% of County deputies will be certified officers

**Measure 2:** 90% of all officers will receive 40+ hours of training per year

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i># of hours of training provided</i>	1,171	900	1,000	1,050
<i>% of officers receiving 40 hours of training per year</i>	N/A	N/A	85%	90%
<i>% of new deputies completing training course before deployment</i>	100%	100%	100%	100%
<i>% of deputies certified</i>	N/A	N/A	100%	100%
<i>Efficiency:</i>				
<i>Average Cost per officer for training sessions</i>	N/A	N/A	\$50	\$62

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003	2004	2005	2006	2007
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$27,058	\$18,714	\$15,309	\$27,195	\$27,500
Total Revenues	\$27,058	\$18,714	\$15,309	\$27,195	\$27,500
<b>Expenditures</b>					
Other Services & Charges	\$27,058	\$18,714	\$15,309	\$27,195	\$27,500
Total Expenditures	\$27,058	\$18,714	\$15,309	\$27,195	\$27,500

<b>Function Statement</b>
---------------------------

This department records the tax revenue collected for the Ottawa County Central Dispatch Authority (OCCDA), a component unit of the County, and the lease payments to cover the principal and interest payments on the bond issue for the E-911 Central Dispatch system.  
The last payment on the issue will be in the year 2009.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Taxes	\$3,260,025	\$3,419,770	\$3,613,436	\$3,830,547	\$4,013,656
Total Revenues	<u>\$3,260,025</u>	<u>\$3,419,770</u>	<u>\$3,613,436</u>	<u>\$3,830,547</u>	<u>\$4,013,656</u>
<b>Expenditures</b>					
Other Services & Charges	\$3,248,901	\$3,436,927	\$3,611,058	\$3,802,094	\$4,013,656
Total Expenditures	<u>\$3,248,901</u>	<u>\$3,436,927</u>	<u>\$3,611,058</u>	<u>\$3,802,094</u>	<u>\$4,013,656</u>

***Budget Highlights:***

The tax levy for the 2007 tax revenue is set at .4407 mills which is less than the prior year levy due to Headlee Rollback.

<b>Function Statement</b>
---------------------------

The function of the Marine Patrol is to enforce State/local ordinances; perform miscellaneous services related to public health and safety; receive and process complaints; arrest offenders; prepare reports and testify in court; investigate water accidents; maintain records and logs of activity; cooperate with the United States Coast Guard, Michigan Department of Natural Resources, and other law enforcement agencies as necessary for the preservation of law and order; furnish assistance and provide control at special events; provide emergency medical aid; assist in the recovery of bodies; assist in the recovery of submerged property.

The School Safety Program provides instruction in marine laws and operation, snowmobile laws and operation, and other matters relating to public safety.

The Dive Team assists in the rescue and/or recovery of water accident victims, the recovery of underwater evidence, standby availability at special water events, and other details as determined by the Dive Team Coordinator and/or Marine Patrol Supervisor.

<b>Mission Statement</b>
--------------------------

*Protect life and property on Ottawa County waterways and assist as needed in waterway incidents/accidents*

**Goal:** Provide Marine Safety to the citizens and visitors of Ottawa County through education and enforcement.

**Objective:** Provide boater safety classes and seize media opportunities to educate citizens about marine safety

**Measure:** # of complaints per 1,000 residents will be less than 2

**Measure:** # of accidents will be less than 28

**Measure:** # of drownings will be less than 10

**Objective:** Maintain the Dive Team for needed responses in Ottawa County.

**Measure:** # of dive calls

**Measure:** 80% of dive team members will have received training within the last 12 months

**Measure:** The average number of minutes to respond to a dive call will be less than 10 minutes

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i># of contacts</i>	3,170	4,536	4,581	4,600
<i># of tickets</i>	184	266	285	300
<i># of persons certified in boat safety</i>	633	843	880	900
<i># of Dive Calls</i>	23	19	25	30
<i>% of dive team member trained in last 12 months</i>	100%	100%	100%	100%
<i>Outcome:</i>				
<i># of public complaints per 1,000 residents</i>	.68	1.26	1.37	1.45
<i># of accidents</i>	18	12	<28	<28
<i># of drownings</i>	5	5	<10	<10
<i>Average # of minutes to respond to call</i>	8	8	9	9

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Sergeant	0.750	0.750	0.750	\$48,659

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$63,654	\$67,954	\$74,978	\$67,478	\$68,000
Charges for Services	\$88	\$32	\$272		
Other Revenue					
<b>Total Revenues</b>	<b>\$63,742</b>	<b>\$67,986</b>	<b>\$75,250</b>	<b>\$67,478</b>	<b>\$68,000</b>
<b>Expenditures</b>					
Personnel Services	\$113,040	\$105,925	\$144,691	\$132,836	\$146,715
Supplies	\$6,398	\$7,674	\$6,001	\$7,075	\$13,550
Other Services & Charges	\$37,487	\$42,190	\$43,136	\$44,036	\$54,725
Capital Outlay	\$15,775	\$14,942			
<b>Total Expenditures</b>	<b>\$172,700</b>	<b>\$170,731</b>	<b>\$193,828</b>	<b>\$183,947</b>	<b>\$214,990</b>

**Function Statement**

The function of the Sheriff's Correctional Facilities is to provide safe, secure, and clean housing for all inmates within; to insure adequate medical treatment, counseling, guidance, and educational programs; to provide rehabilitative programs to include: Alcoholics Anonymous, Narcotics Anonymous, Sentence Work Abatement Program, and the Work Release Program. Additionally, this division provides court security for all courts and judges in the County as well as transports inmates to and from all courts, prisons, and any other facility as directed by the courts, documenting such movements.

**Mission Statement**

*Protect the public from offenders that pose a danger and provide a safe and humane environment for individuals in custody*

**DETAINMENT**

**Goal:** Maintain a secure and healthy correctional facility for inmates, staff and the community

**Objective:** Injuries and illness will be minimized

**Measure:** The number of jail incidents per average daily population will be no more than 3

**Objective:** The jail will be maintained in accordance with standards set by the American Corrections Association (ACA)

**Measure:** % compliance with ACA standards

**Goal:** Citizens will be safe from inmates

**Objective:** Provide adequate supervision of inmates to reduce risk of escape

**Measure:** Incidence of escape or attempted escape from the jail will be zero

**Goal:** Continue to provide support to the inmate population

**Objective:** Provide volunteer services designed to equip inmates with the skills necessary to improve financial organization, job interview techniques, and basic health education.

**Measure:** # of inmates attending programs.

**Measure:** # of programs offered.

**Measure:** 80% of participants will report improved life skills after participation

**Objective:** Provide religious services to interested inmates

**Measure:** # of inmates attending services

**Objective:** Provide educational opportunities to inmates in the form of general equivalency programs.

**Measure:** Number of inmates receiving GED certificates

**Objective:** Continue to provide training opportunities to reduce liability and increase staff professionalism and skills

**Measure:** # of inmate grievances upheld will be zero

**Measure:** 90% of corrections officers will have had 40 hours of training in the last 12 months

**TRANSPORT**

**Goal:** Improve the efficiency and effectiveness of the correctional operation

**Objective:** Use video arraignment technology to limit the number of transports for court arraignments

**Measure:** Physical transports for arraignments will be less than 10

**Goal:** Citizens will be safe from inmates during transport to Court proceedings

**Objective:** Provide adequate supervision of inmates during transport to reduce risk of escape

**Measure:** Incidence of escape or attempted escape during transport will be zero



**COURT HOUSE SECURITY****Goal:** Provide building security at county courthouses.**Objective:** Screen members of the public for weapons/contraband at the entrance to all facilities**Measure:** There will be zero incidences of contraband items found/used in the court room**Objective:** Respond to court panic alarms and respond to medical calls within the facility in a timely fashion.**Measure:** Court panic alarms and medical calls will be responded to within 2 minutes

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Average daily jail population</i>	357	329	335	350
<i>% compliance with ACA standards</i>	100%	100%	100%	100%
<i># inmate support programs offered</i>	10	4	4	6
<i># of inmates attending support programs</i>	N/A	>9,000	>9,010	>9,020
<i># of inmates attending religious services</i>	N/A	>8,000	>8,050	>8,060
<i>% of corrections officers who have received X hours of training within the last 12 months</i>	95%	95%	95%	95%
<i># of contraband items found/confiscated by court security staff</i>	3,109	3,691	3,700	3,700
<i># of court panic/medical emergency alarms responded to by court security staff</i>	17	32	18	18
<i>Efficiency:</i>				
<i>Cost per day/inmate</i>	\$47	\$55	\$58	\$60
<i># of inmates physically transported to court</i>	8,653	9,010	9,020	9,040
<i>Outcome:</i>				
<i># of incidents per average daily population</i>	3	5	7	10
<i>% of inmates reporting improved life skills after attending support programs</i>	N/A	N/A	76%	80%
<i># inmates receiving GED certificates</i>	N/A	145	>150	>150
<i># of inmate escapes/attempted escapes during incarceration and transport</i>	0	0	0	0
<i># of contraband/weapons found at screen</i>	3,109	3,472	3,490	3,500
<i>% of court panic alarms and medical emergencies responded to within 2 minutes</i>	100%	100%	100%	100%

Fund: (1010) General Fund

Department: (3510) Jail, (3540) Local Corrections Academy Grant, (3550) Excelling in the Correctional Environment Grant

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Lieutenant/Jail Administrator	1.000	1.000	1.000	\$64,610
Sergeant	6.000	6.000	6.000	\$344,188
Corrections Officer	51.000	51.000	51.000	\$2,192,252
Transportation Officer	14.000	14.000	14.000	\$645,195
Clerk Typist II/Matron	4.500	5.000	5.000	\$152,712
	76.500	77.000	77.000	\$3,398,957

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$53,740	\$73,421	\$45,870	\$2,141	
Charges for Services	\$597,308	\$617,419	\$623,258	\$632,000	\$589,250
Other Revenue	\$15,746	\$11,824	\$10,785	\$14,000	\$12,500
<b>Total Revenues</b>	\$666,794	\$702,664	\$679,913	\$648,141	\$601,750
<b>Expenditures</b>					
Personnel Services	\$3,600,854	\$4,115,916	\$4,520,077	\$4,814,467	\$5,256,977
Supplies	\$826,347	\$757,448	\$688,472	\$833,592	\$823,602
Other Services & Charges	\$1,228,850	\$1,280,287	\$1,427,314	\$1,505,125	\$1,581,357
Capital Outlay					
<b>Total Expenditures</b>	\$5,656,051	\$6,153,651	\$6,635,863	\$7,153,184	\$7,661,936

***Budget Highlights***

The 2006 budget is higher based on the assumption that the recently completed jail pod will see greater utilization in 2006.

<b>Function Statement</b>
---------------------------

The Emergency Services department is the designated agency to coordinate disaster preparedness/response actions and recovery assistance on behalf of Ottawa County. The department performs hazards analysis, makes assessments of the response capabilities available locally and maintains an emergency operations plan to document the organization and functions of key county/local agencies in such situations (These agencies take an active role in updating these plans.) Emergency Services, by the authority of the Board of Commissioners, performs the tasks required in making disaster declarations/assistance requests to state and federal government. The department also routinely seeks ways and means to enhance local capabilities including financial assistance, performs public information/education activities, and recruits citizens for volunteer disaster response groups performing specific tasks (i.e., alternate radio liaison via amateur radio, weather spotting, and more).

<b>Mission Statement</b>
--------------------------

*Enhance public safety and promote domestic preparedness through a comprehensive emergency management program that will adequately mitigate, prepare for, respond appropriately to and quickly recover from natural, technological, and terrorist-related emergencies*

**Goal:** Provide sustained activities to eliminate or reduce the long-term risk of property damage and loss of life from hazards and their effects

**Objective:** Identify locations for temporary shelters

**Measure:** Percent of County having an identified emergency shelter

**Objective:** Minimize the occurrence of local emergency declarations

**Measure:** Number of declared emergencies

**Measure:** Number of declared disasters

**Goal:** Establish authority and responsibility for emergency actions and provide resources to support them

**Objective:** Through the Local Emergency Planning Committee, develop and maintain emergency response plans for each type of emergency

**Measure:** Emergency response plans will be written and reviewed regularly

**Objective:** Communication and activity between response team members will be coordinated through a central location

**Measure:** The Emergency Operations Center will remain properly equipped to coordinate interagency response

**Goal:** A response team will be available to respond to emergencies

**Objective:** The Technical Response team and Hazardous Materials (HAZMAT) team are adequately trained for a variety of emergencies

**Measure:** 100% of Technical Response Team/HAZMAT members are trained to respond to a variety of emergencies

**Objective:** Training exercises will be conducted to identify deficiencies and test the community's ability to respond to an emergency

**Measure:** Number of training exercises conducted

**Goal:** Response to an emergency will be prompt

**Objective:** An emergency declaration will be requested within 24 hours of the causal event

**Measure:** Time between emergency occurrence and formal declaration

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Local emergency response plans are established and up to date (Yes/No)</i>	Yes	Yes	Yes	Yes
<i>Emergency Operations Center equipped to handle interagency coordination in the event of an emergency (Yes/No)</i>	Yes	Yes	Yes	Yes
<i># of training exercises conducted</i>	4	5	5	6
<i>Outcome:</i>				
<i>% of County with an identified emergency shelter</i>	100%	100%	100%	100%
<i># of emergencies declared</i>	0	1	1	1
<i># of disasters declared</i>	0	1	1	1
<i>% of Technical Response team members trained to Medical First Responder level and five different rescue emergencies</i>	100%	100%	100%	100%
<i>% of Hazardous Material team members trained to HAZAMAT Advanced Technician Level</i>	100%	100%	100%	100%
<i>Time (in hours) between emergency occurrence and formal declaration</i>	N/A	<24	<24	<24

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Director of Emergency Management	1.000	1.000	1.000	\$65,267
L.E.P.L.. Coordinator	0.600	0.600	0.600	\$21,812
Records Processing Clerk II	0.500	0.500	0.500	\$13,181
Solution Area Planner	0.290	0.000	0.000	\$0
	2.390	2.100	2.100	\$100,260

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$146,619	\$174,241	\$30,172	\$38,106	\$30,000
Charges for Services			\$33		
Total Revenues	<u>\$146,619</u>	<u>\$174,241</u>	<u>\$30,205</u>	<u>\$38,106</u>	<u>\$30,000</u>
<b>Expenditures</b>					
Personnel Services	\$109,288	\$114,237	\$126,552	\$137,367	\$147,108
Supplies	\$97,809	\$127,480	\$12,912	\$7,100	\$10,483
Other Services & Charges	\$71,732	\$101,064	\$70,971	\$79,312	\$151,834
Capital Outlay	\$21,634				
Total Expenditures	<u>\$300,463</u>	<u>\$342,781</u>	<u>\$210,435</u>	<u>\$223,779</u>	<u>\$309,425</u>

<b>Function Statement</b>
---------------------------

In the aftermath of the 9/11 tragedy, the President created the Department of Homeland Security to address terrorism threats within the country. The department provides grant dollars to local governments to help address potential weaknesses in security specific to their region.

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Solution Area Planner	0.500	1.000	0.000	\$0

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue		\$171,089	\$1,314,968	\$17,724	
Other Revenue					
<b>Total Revenues</b>		\$171,089	\$1,314,968	\$17,724	

**Expenditures**

Personnel Services		\$51,636	\$68,793		
Supplies		\$59,175	\$851,344	\$17,146	
Other Services & Charges		\$62,900	\$119,253	\$578	
			\$281,106		
<b>Total Expenditures</b>		\$173,711	\$1,320,496	\$17,724	

***Budget Highlights:***

During 2006, the Homeland Security grants were moved to Special Revenue fund 2609.

<b>Function Statement</b>
---------------------------

In January of 2004, Ottawa County and municipalities within the County formed the Ottawa County Haz Materials Response and Technical Rescue Team. The team was formed to jointly own equipment and es training for HAZMAT operations. In addition, the HAZMAT team will respond as requested to all haza material and technical rescue incidents in the County.

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
LEPL Coordinator	0.400	0.400	0.400	\$14,542
Records Processing Clerk II	0.500	0.000	0.000	\$0
	0.900	0.400	0.400	\$14,542

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue		\$14,191	\$17,283	\$37,508	\$42,753
Other Revenue		\$50,563	\$9,099		
<b>Total Revenues</b>		<b>\$64,754</b>	<b>\$26,382</b>	<b>\$37,508</b>	<b>\$42,753</b>
<b>Expenditures</b>					
Personnel Services		\$13,903	\$16,442	\$21,197	\$22,491
Supplies		\$22,153	\$13,384	\$7,600	\$16,600
Other Services & Charges		\$11,279	\$16,499	\$45,223	\$46,520
<b>Total Expenditures</b>		<b>\$47,335</b>	<b>\$46,325</b>	<b>\$74,020</b>	<b>\$85,611</b>

**Budget Highlights:**

HAZMAT eliminated the Records Processing Clerk II position (the position had never been filled)

<b>Function Statement</b>
---------------------------

The primary function of the Animal Control Program is to investigate, as necessary, all animal-related complaints and enforce all state laws in connection with animal control. This includes issuing summons where appropriate, picking up stray animals, conducting kennel inspections, and providing education services related to animal control issues. In addition, the department is responsible for enforcing dog licensing laws, which entails canvassing a specific area for dog licenses, as well as coordinating and conducting the dog census. The department is also required to investigate all livestock loss complaints.

<b>Mission Statement</b>
--------------------------

*Enhance public health and safety by responding to animal-related complaints and addressing the stray animal population*

**Goal:** Educate the public regarding animal control issues and licensing requirements

**Objective:** Provide educational program to school children through the Be Aware, Kind & Responsible (BARK) program

**Measure:** # of children educated

**Objective:** Use media outlets and the annual dog census to promote the licensing of all dogs (in Michigan, dogs must be up-to-date on rabies vaccinations to be licensed)

**Measure:** # of dogs licensed

**Goal:** Ensure humane treatment of animals in Ottawa County of Ottawa

**Objective:** Animal Control officers will respond to animal cruelty complaints within 12 hours

**Goal:** Address public health concerns related to stray animals

**Objective:** The County will capture stray animals and transport them to the Harbor Shores Humane Society

**Measure:** # of stray animal bites will be less than 1 person per 1,000 residents

**Measure 2:** Reported incidence of rabies will be zero

**Objective:** The County will respond promptly to vicious animal complaints

**Measure 1:** Vicious animal complaints will be responded to within 10 minutes of receipt

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i># of Animals Retrieved</i>	1,633	1,599	1,610	1,640
<i># of students educated by BARK program</i>	2,161	3,225	3,300	3,300
<i># of licensed dogs</i>	20,167	20,180	20,190	20,500
<i>Efficiency:</i>				
<i>*Average # of hours before responding to animal cruelty complaints</i>	N/A	<10	<12	<12
<i>*Average # of minutes before responding to vicious animal call</i>	N/A	<10	<10	<10
<i>Outcome:</i>				
<i># of dog bites per 1,000 residents</i>	N/A	.79	<1	<1
<i># of reported cases of rabies</i>	0	0	0	0
<i># of animal cruelty complaints</i>	N/A	102	110	121

\* Time depends if Animal Control is on or off duty. During off duty time the road patrol will respond to these calls.

Fund: (1010) General Fund

Department: (4300) Animal Control

<b>Resources</b>
------------------

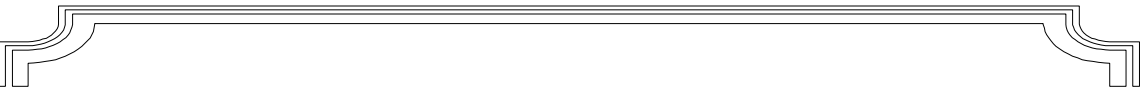
**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Animal Control Officer	3.000	3.000	3.000	\$114,894

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Expenditures</b>					
Personnel Services	\$127,966	\$137,006	\$147,296	\$134,739	\$176,298
Supplies	\$5,699	\$9,821	\$4,819	\$4,251	\$3,820
Other Services & Charges	\$210,099	\$208,068	\$196,514	\$188,647	\$196,592
Capital Outlay					
Total Expenditures	\$343,764	\$354,895	\$348,629	\$327,637	\$376,710





**2007 General Fund Budget  
Public Works Expenditures \$201,750**



<b>Function Statement</b>
---------------------------

This department records the County's share of drain assessments as determined by the Drain Commissioner's office. The amount can vary significantly by year.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003	2004	2005	2006 Current Year	2007 Adopted
	Actual	Actual	Actual	Estimated	by Board
<b>Expenditures</b>					
Other Services & Charges	\$115,478	\$106,129	\$15,816	\$227,850	\$201,750
Total Expenditures	\$115,478	\$106,129	\$15,816	\$227,850	\$201,750

***Budget Highlights:***

The County share of drain assessments varies by year depending on the number and scope of proje

<b>Function Statement</b>
---------------------------

This department records the County's share of the Ottawa County Road Commission's Board of Commissioners salary.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

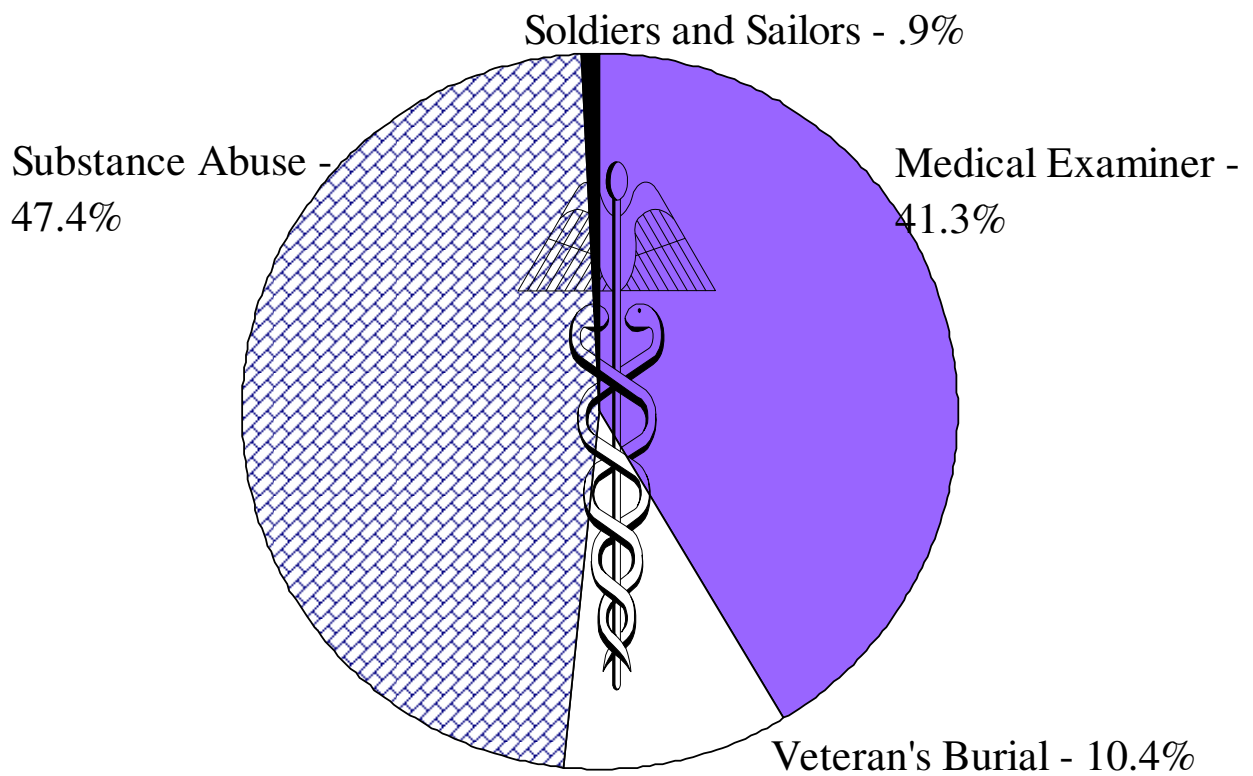
**Funding**

	2003	2004	2005	2006 Current Year	2007 Adopted
	Actual	Actual	Actual	Estimated	by Board
<b>Expenditures</b>					
Other Services & Charges	\$12,250	\$48,250	\$12,250	\$0	\$0
Total Expenditures	\$12,250	\$48,250	\$12,250	\$0	\$0

*Budget Highlights:*

Beginning in 2006, the County no longer funds a portion of the Board of the Ottawa County Road Commission's salary.

# 2007 General Fund Health and Welfare Expenditures \$641,254



<b>Function Statement</b>
---------------------------

Public Act 2 of 1986 states that at least 50% of the State Convention Facility Tax revenue shall be used for substance abuse programs within the county from which the proceeds originated. It further states that these funds shall be distributed to the coordinating agency designated for that county pursuant to Section 6226 of Act No. 368 of the Public Health Code of 1978. For Ottawa County, that coordinating agency is Lakeshore Coordinating Council (LCC). Ottawa County holds the funds and dispenses them based on contracts, budgets, and expenditure reports approved by LCC. The Council employs the following organizations to meet the substance abuse needs for Ottawa County:

Ottawa Alcoholic Rehabilitation, Inc. (OAR)	Ottawa County Family Independence Agency
Child and Family Services of West Michigan (CFSM)	Salvation Army
Crossroads Family Center/Catholic Social Services (Juvenile Detention)	

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$661,155	\$692,488	\$729,581	\$790,813	\$880,669
<b>Total Revenues</b>	<b>\$661,155</b>	<b>\$692,488</b>	<b>\$729,581</b>	<b>\$790,813</b>	<b>\$880,669</b>
<b>Expenditures</b>					
Personnel Services					
Supplies					
Other Services & Charges	\$243,519	\$253,804	\$259,190	\$340,020	\$303,301
<b>Total Expenditures</b>	<b>\$243,519</b>	<b>\$253,804</b>	<b>\$259,190</b>	<b>\$340,020</b>	<b>\$303,301</b>

<b>Function Statement</b>
---------------------------

The Medical Examiners program is responsible to investigate and attempt to establish the cause of sudden and unexpected deaths within the County. The program in Ottawa County is staffed by a C Medical Examiner, ten Deputy Medical Examiners and a clerical support person (part-time). All o examiner positions are paid on a retainer/per call basis. The Health Officer provides overall super and administrative support for the program.

<b>Resources</b>
------------------

**Personnel**

*No permanent personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Charges for Services	\$2,420	\$2,028	\$1,595	\$2,200	\$2,500
<b>Total Revenues</b>	<b>\$2,420</b>	<b>\$2,028</b>	<b>\$1,595</b>	<b>\$2,200</b>	<b>\$2,500</b>
<b>Expenditures</b>					
Personnel Services	\$3,483	\$3,567	\$4,709	\$5,449	\$5,633
Supplies	\$160	\$854	\$210	\$1,125	\$1,175
Other Services & Charges	\$275,713	\$200,132	\$237,506	\$247,525	\$258,320
<b>Total Expenditures</b>	<b>\$279,356</b>	<b>\$204,553</b>	<b>\$242,425</b>	<b>\$254,099</b>	<b>\$265,128</b>

<b>Function Statement</b>
---------------------------

The Soldiers and Sailors Relief Commission receives burial claims from funeral directors and determine eligibility for the \$300 county burial allowance. Eligibility is determined by the time and length of service during an armed conflict, honorable discharge, and length of residency in Ottawa County. The commission also sees that government headstone markers are ordered and placed if desired by the veteran's spouse or family and that installation and financial restitution be made for the services rendered.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003	2004	2005	2006 Current Year	2007 Adopted
	Actual	Actual	Actual	Estimated	by Board
<b>Expenditures</b>					
Other Services & Charges	\$53,440	\$57,162	\$53,100	\$67,000	\$67,000
Total Expenditures	\$53,440	\$57,162	\$53,100	\$67,000	\$67,000

<b>Function Statement</b>
---------------------------

The Soldiers and Sailors Relief Commission consists of three veterans appointed by the Honorable Probate Judge of Ottawa County. This department records administrative expenditures of the commission such as mileage and per diem costs.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

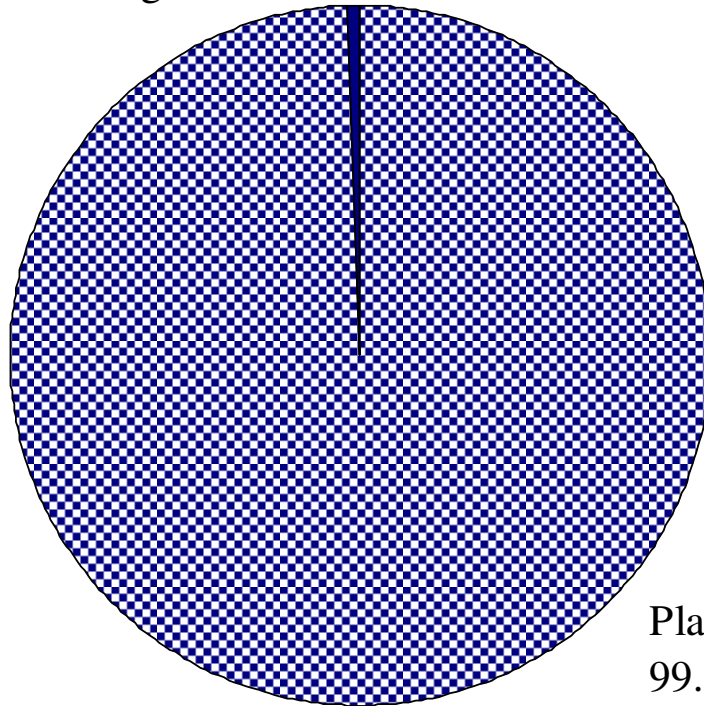
**Funding**

	2003	2004	2005	2006	2007
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
<b>Expenditures</b>					
Supplies	\$111	\$166	\$135	\$450	\$650
Other Services & Charges	\$2,780	\$1,301	\$58	\$2,635	\$5,175
Total Expenditures	\$2,891	\$1,467	\$193	\$3,085	\$5,825



2007 General Fund  
Community and Economic  
Development Expenditures  
\$634,476

Road Salt Management -.5%



Planning & Grants-  
99.5%

Fund: (1010) General Fund

Department: (7210) Planning and Transportation

<b>Resources</b>
------------------

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$51,328				
Other Revenue					
<hr/>					
Total Revenues	\$51,328				
<hr/>					
<b>Expenditures</b>					
Personnel Services	\$15,836	\$641			
Supplies	\$52				
Other Services & Charges	\$57,147				
<hr/>					
Total Expenditures	\$73,035	\$641			

***Budget Highlights:***

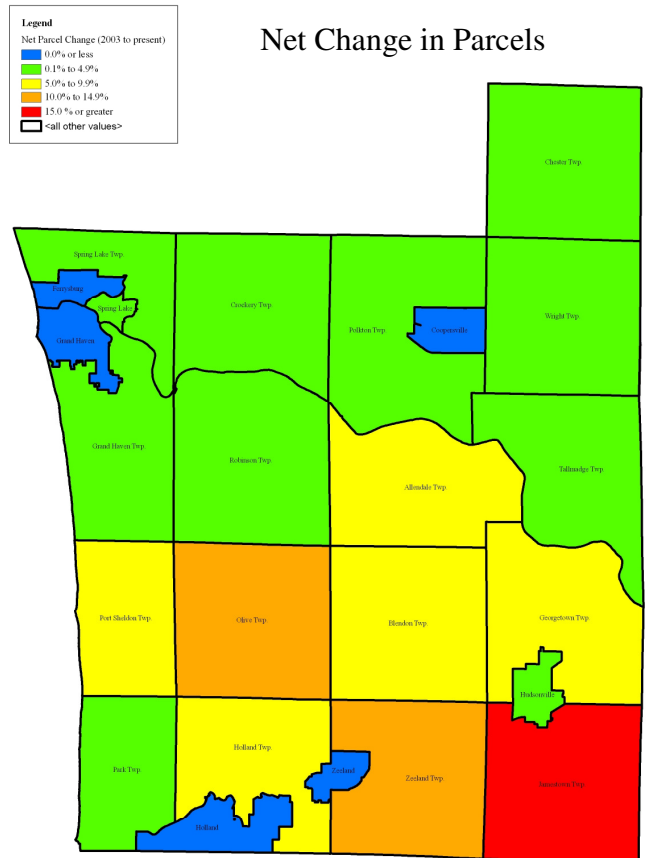
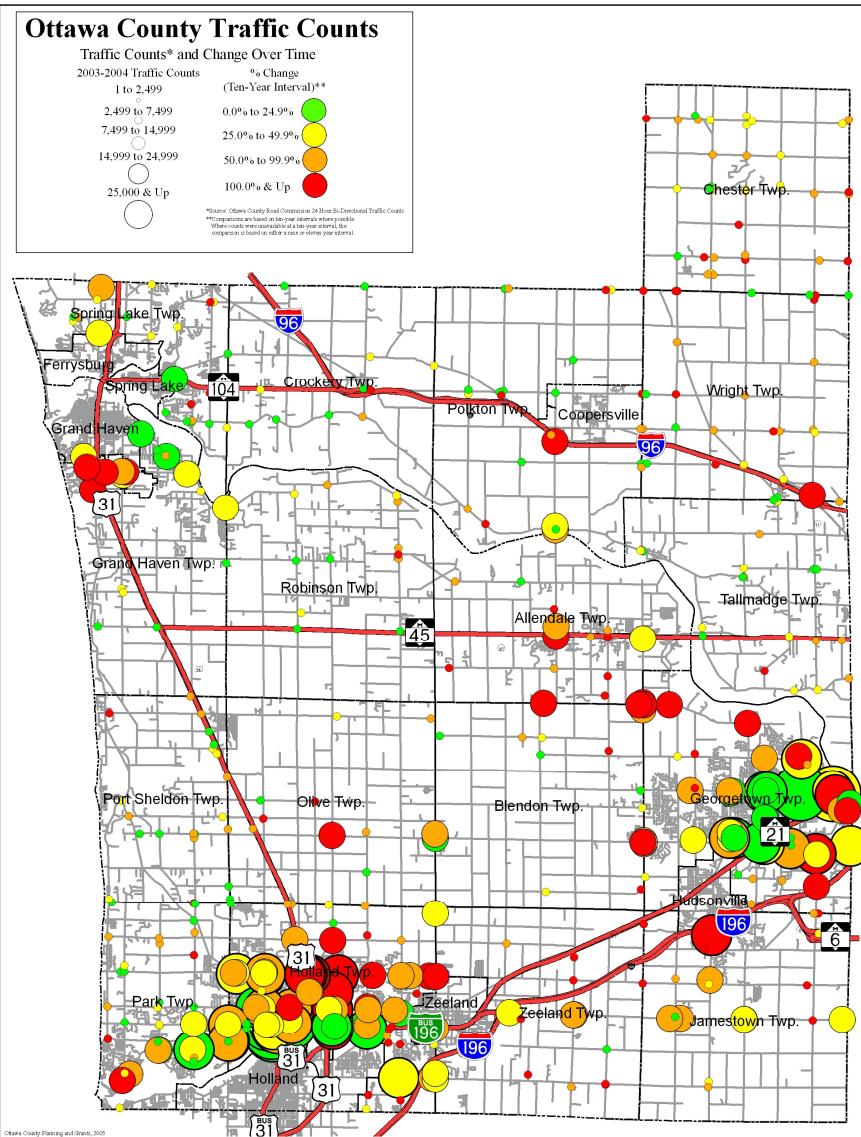
This department accounts for the LinkMichigan technology grant which ended during 2004.

**Function Statement**

The Department conducts strategic planning for county programs. The strategic planning provides a basis from which to conduct outcome-based performance evaluations. The Department also collects, publishes, and disseminates a variety of facts and data pertaining to Ottawa County. The Department also administers grants, conducts legislative analysis, and provides professional level administrative support for miscellaneous county initiatives. Last, the Department also oversees the Survey and Remonumentation program and acts as the staff liaison to the Ottawa County Planning Committee.

**Mission Statement**

*Enhance the planning efforts and general effectiveness of county and local government by providing innovative land use planning assistance, effective strategic planning and evaluation services, and administrative support.*



The images above highlight the large amount of growth the County has experienced. Consequently, it is imperative that growth is properly managed in order to avoid problems such as the lack of green space and traffic congestion. The Planning & Grants department exists in part to assist municipalities in properly planning for growth.

## LAND USE PLANNING

**Goal:** Provide planning assistance that can be utilized by local officials to maintain and improve citizens' quality-of-life as it relates to land use, transportation, and environmental issues

**Objective:** Complete a new County Development Plan

*Measure:* Completion of the County Development Plan

**Objective:** Complete Urban Smart Growth Demonstration Project

*Measure:* Completion of the Urban Smart Growth Demonstration Project

**Objective:** Obtain buy-in from four rural townships to adopt planning principles from the Rural Smart Growth Demonstration Project

*Measure:* # of townships receiving presentations on Rural Smart Growth Demonstration Project

*Measure:* # of communities that adopt Smart Growth principles

**Objective:** Complete Access Management Studies for three corridors identified in the Countywide Corridor Plan and codify the study recommendations in all of the master plans and zoning ordinances of the corridor communities

*Measure:* # of studies completed

*Measure:* % of communities adopting recommendations

**Objective:** Provide a minimum of six training seminars on land-use issues for a minimum of 150 county and local officials; and ensure that 85% of attendees learn something they can apply and cost does not exceed ten dollars per person.

*Measure:* # of Excellence-In-Training Seminars conducted

*Measure:* # of officials attending seminars

*Measure:* % of attendees learning something they can apply in their communities

*Measure:* Average cost per person for training

**Objective:** Conduct statutory reviews of all local master plan amendments and all re-zonings that occur within 500 feet of an adjoining local unit of government's boundary

*Measure:* % of master plan reviews conducted as a result of master plan amendments

*Measure:* % of re-zoning reviews conducted as a result of master plan amendments

**Objective:** Provide research and facilitation assistance for multi-jurisdictional planning efforts

*Measure:* # of requests received to assist with multi-jurisdictional efforts and percent completed

*Measure:* % of participating municipalities who rate the services of the County Planning department as "good" or better will be 85%

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Completion of the County Development Plan (Yes/No)</i>	N/A	N/A	N/A	Yes
<i>Completion of the Urban Smart Growth Demonstration Project (Yes/No)</i>	N/A	N/A	N/A	Yes
<i>#r of townships receiving presentations on Rural Smart Growth Demonstration Project</i>	N/A	N/A	N/A	4
<i># of Access Management Studies done</i>	N/A	N/A	N/A	4
<i># of Excellence-In-Training Seminar conducted</i>	N/A	N/A	N/A	6
<i>#r of officials attending seminars</i>	N/A	N/A	N/A	150
<i>% of master plan reviews conducted</i>	N/A	N/A	N/A	100%
<i>% of re-zoning reviews completed</i>	N/A	N/A	N/A	100%
<i># of municipalities assisted with multi-jurisdictional efforts</i>	N/A	N/A	N/A	10
<i>Efficiency:</i>				
<i>% of attendees learning something they can apply in their communities</i>	N/A	N/A	N/A	85%
<i>Average cost per person for training</i>	N/A	N/A	N/A	\$10
<i>% of customers of the Planning &amp; Grants department who rate the services provided as "good" or better</i>	N/A	N/A	N/A	85%
<i>Outcome/Efficiency:</i>				
<i>Number of communities that adopt Smart Growth principles</i>	N/A	N/A	N/A	4
<i>% of communities adopting recommendations of Access Management Studies</i>	N/A	N/A	N/A	100%

**STRATEGIC PLANNING AND PROGRAM EVALUATIONS**

**Goal:** Provide strategic planning and evaluation assistance to ensure county programs are effective

**Objective:** Develop strategic plans (strategic outlines, program and dataflow analysis, organizational charts, database designs, and data collection tools) for all targeted programs

**Measure:** # of targeted programs with strategic plans

**Measure:** % of all targeted county programs that have strategic plans and evaluation components

**Objective:** Evaluate twenty percent of all major county programs every year to ensure that all major programs are evaluated at minimum every five years

**Measure:** % of major county programs that have outcome-based evaluations completed

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i># of targeted program with strategic plans and evaluation components</i>	7	0	2	4
<i>Percent of all targeted county programs that have strategic plans and evaluation components</i>	100%	100%	100%	100%
<i># of targeted programs with outcome based evaluation completed</i>	0	1	6	6
<i>Percent of major county programs that have outcome-based evaluations completed</i>	100%	100%	100%	N/A

**ADMINISTRATIVE**

**Goal:** Provide statistical data that can be used by departments, agencies, local leaders, and citizens to assess quality-of-life in the county and to complete grant applications

**Objective:** Complete and/or update one Databook every year

**Measure:** A databook will be completed and/or updated annually

**Goal:** Maximize grant efforts to ensure grant funding is utilized whenever possible and ensure that grant applications adhere to administrative rule for grants

**Objective:** Process all county grant applications

**Measure:** % of county grant applications within seven business days of receiving a completed application

**Measure:** Dollar value of all grants processed

**Objective:** Research grant funding opportunities for six county initiatives

**Measure:** # of grant resources identified for county projects

**Measure:** Dollar of value of grants procured as a result of grant research

**Goal:** Provide departments, agencies, and local units of government with assistance for all requests relating to basic/applied research and technical report compilation

**Objective:** Provide research assistance and administrative support as requested

**Measure:** % of surveyed departments who report being satisfied with the Planning & Grants response to assistance requests will be no less than 85%.

**Goal:** Conduct legislative analysis on legislation which impacts the county budgetary authority, administrative authority, revenue sharing, or court functions.

**Objective:** Conduct and oversee legislative analysis on all legislation impacting Ottawa County

**Measure:** % of legislative bills having an impact on Ottawa County that were identified by the Lobbyist/Department prior to a legislative vote

**Measure:** % of bills with successful outcomes

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Update of the data book (Yes/No)</i>	Yes	Yes	Yes	Yes
<i>Dollar value of all grants processed (in millions)</i>	N/A	N/A	N/A	\$10
<i># of grant resources identified for county projects</i>	N/A	N/A	N/A	6
<i>% of major projects/initiatives for which research/administrative support is provided</i>	N/A	N/A	N/A	100%
<i>Efficiency:</i>				
<i>% of completed grant applications processed within seven business days</i>	N/A	N/A	N/A	100%
<i># of legislative bills having an impact on Ottawa County that were identified by the Lobbyist/Department prior to a legislative vote occurring</i>	N/A	N/A	N/A	100%
<i>Outcome:</i>				
<i>Dollar value of all grants procured as a result of grant research (in thousands)</i>	N/A	N/A	N/A	\$1,000
<i>% of legislative bills with successful outcomes</i>	N/A	N/A	N/A	80%

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Planning & Grants Director	0.950	0.950	0.950	\$74,510
Planning & Grants Specialist	2.000	2.000	2.000	\$85,128
Management Planning Analyst	1.000	1.000	1.000	\$56,309
Program & Research Analyst	1.000	1.000	1.000	\$45,795
Transportation Planner	1.000	1.000	1.000	\$41,307
Senior Secretary	0.000	1.000	1.000	\$34,876
Secretary	1.000	0.000	0.000	\$0
	6.950	6.950	6.950	\$337,925

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
--	----------------	----------------	----------------	--------------------------------------	-----------------------------

**Revenues**

Other Revenue			\$3,396	\$6,984	
			\$3,396	\$6,984	

**Expenditures**

Personnel Services	\$343,810	\$375,591	\$390,414	\$430,146	\$493,227
Supplies	\$9,011	\$10,047	\$16,438	\$24,318	\$13,061
Other Services & Charges	\$110,862	\$112,191	\$129,449	\$131,628	\$125,188
Total Expenditures	\$463,683	\$497,829	\$536,301	\$586,092	\$631,476

**Budget Highlights:**

The 2005 current year estimated expenditures reflect position vacancies. All of the positions are budgeted for 2006. In addition, 2006 Personnel Services reflects wage increases identified by the Rye wage study.

<b>Function Statement</b>
---------------------------

During 2004, the County began working with area farmers and the Road Commission to form a road management plan with the goal of reducing salt application in environmentally sensitive areas. According to farmers, the road salt is causing extensive damage to blueberry bushes close to roads that receive significant salt application.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

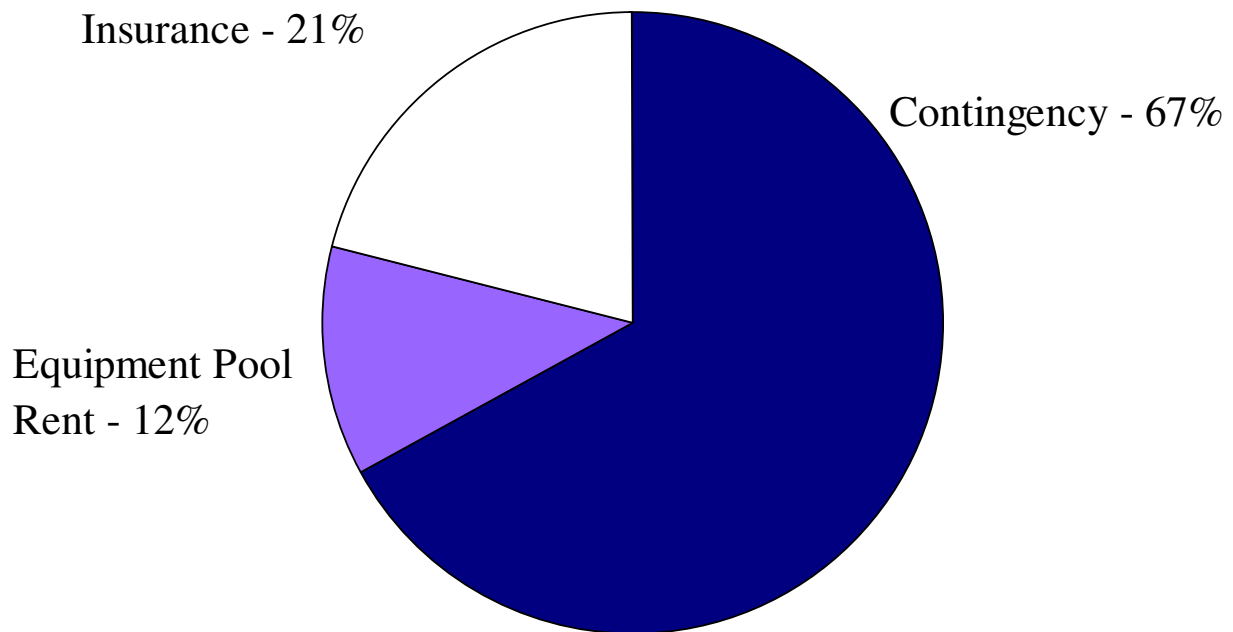
**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue			\$35,202	\$14,762	
Other Revenue					
<b>Total Revenues</b>			\$35,202	\$14,762	

**Expenditures**

Personnel Services					
Supplies					
Other Services & Charges		\$6,400	\$5,099	\$22,456	\$3,000
<b>Total Expenditures</b>		\$6,400	\$5,099	\$22,456	\$3,000

# 2007 General Fund Other Expenditures \$827,336





<b>Function Statement</b>
---------------------------

This department records the estimated costs for insurance (mainly general liability) on department's general fund not charged directly.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Expenditures</b>					
Personnel Services					
Other Services & Charges	\$99,322	\$107,577	\$119,565	\$156,542	\$174,100
<b>Total Expenditures</b>	<b>\$99,322</b>	<b>\$107,577</b>	<b>\$119,565</b>	<b>\$156,542</b>	<b>\$174,100</b>

**Function Statement**

The Contingency budget was established to allow flexibility in the County's budget by providing a of funds for unanticipated expenditures and/or revenue shortfalls. In order to draw funds from Contingency, approval must be granted from both the Finance and Administration Committee and Board of Commissioners.

**Resources**

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Expenditures</b>					
Debt Service				\$25,000	\$553,236
Total Expenditures				\$25,000	\$553,236

***Budget Highlights:***

The 2007 budget amount is in compliance with the County's financial policy, approved by the Board 1995, that recommends annual contingency amounts of 1 to 2% of the general fund's actual expenditures for the most recently completed audit.

<b>Function Statement</b>
---------------------------

The Equipment Pool budget in the General Fund was established to provide funds for equipment not budgeted, purchased from the Equipment Pool fund (6641) after the budget process, or for cost excess of the planned amount.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003	2004	2005	2006	2007
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
<b>Expenditures</b>					
Other Services & Charges					\$100,000
Total Expenditures					\$100,000

***Budget Highlights:***

Prior year actual totals as well as the current year estimate for this department are generally zero. If funds are needed, the budget is moved to the receiving department.

<b>Function Statement</b>
---------------------------

This budget records the transfers in that the General Fund receives. The majority of the transfer comes from the Revenue Sharing Reserve Fund.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

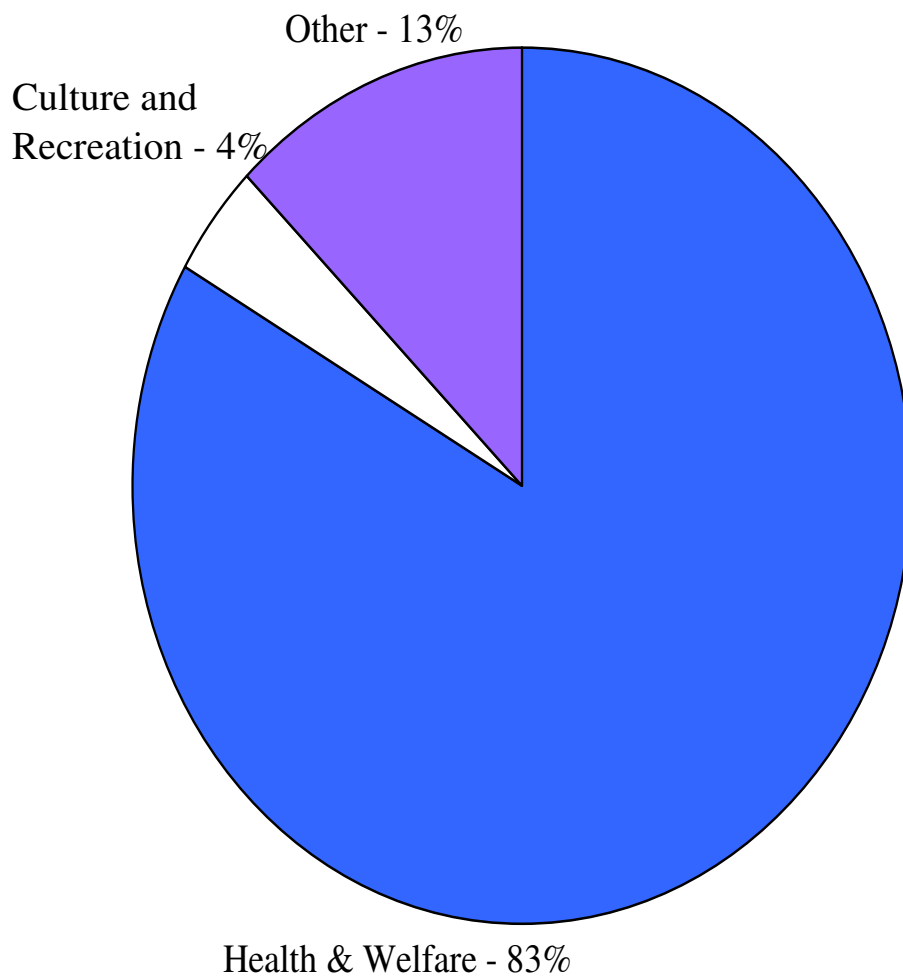
	2003	2004	2005	2006 Current Year	2007 Adopted
	Actual	Actual	Actual	Estimated	by Board
<b>Revenues</b>					
Other Financing Sources	\$1,178,500	\$6,638,481	\$6,323,127	\$4,235,432	\$4,362,495
Total Revenues	\$1,178,500	\$6,638,481	\$6,323,127	\$4,235,432	\$4,362,495

***Budget Highlights:***

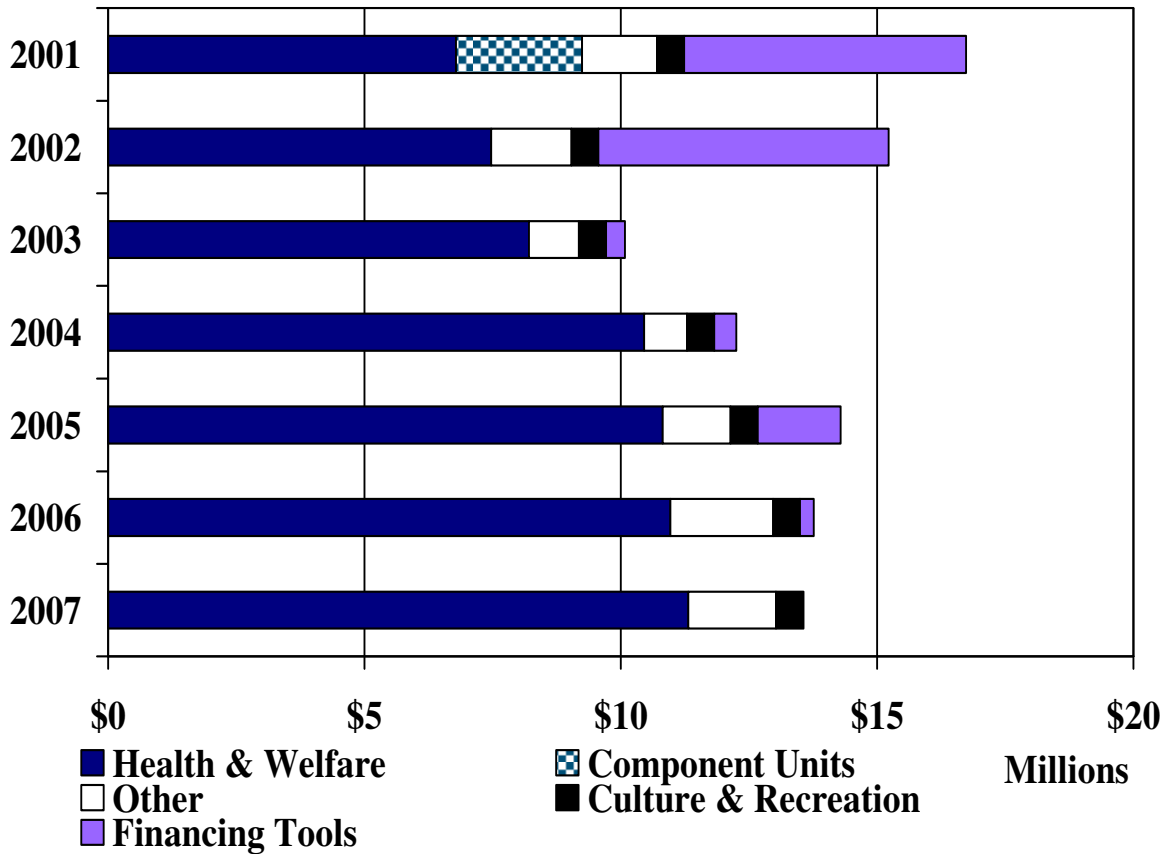
The 2006 budget suspended the transfer from the Insurance Authority and eliminated the transfer from the Delinquent Tax Revolving Fund. For both 2006 and 2007, the budget amount represents the transfer from the Revenue Sharing Reserve Fund.

Fund: (1010) General Fund      Department: (9650) Operating Transfers Out - Internal

This budget records the operating transfers out to other funds and component units within the County. The amount can vary significantly by year due to year end allocations to the County's various financing tools. The pie chart shows the expenditure type of the transfers included in the 2007 budget:



# County of Ottawa Operating Transfers Out 2001 - 2007



The above graph illustrates that the majority of the Operating Transfers are for Health & expenditures. Transfers to Component Units dropped to zero in 2002 to reflect the the implementation of GASB Statement No. 34

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Expenditures</b>					
Parks and Recreation	\$530,000	\$530,000	\$530,000	\$530,000	\$530,000
Friend of the Court	\$375,131	\$110,498	\$560,328	\$700,460	\$719,998
9/30 Judicial Grants				\$12,604	\$56,408
Health	\$3,793,146	\$4,991,343	\$5,516,930	\$5,506,398	\$5,794,137
Cigarette Tax	\$134,891	\$128,992	\$140,207	\$131,690	\$125,284
Mental Health	\$476,500	\$476,500	\$476,500	\$476,500	\$476,500
Planning Commission	\$14,314	\$104,726	\$29,267	\$31,782	\$48,995
Register of Deeds Technology			\$31,033		
Stabilization	\$366,828	\$437,297	\$1,616,118	\$268,790	
Prosecuting Attny Grants	\$9,487	\$17,390	\$25,849	\$49,775	\$49,505
Sheriff Grant Programs	\$7,178	\$6,087	\$14,520	\$945	\$2,000
O/T - Cops Universal	\$108,116	\$176,171	\$199,520	\$222,135	\$245,617
Sheriff Road Patrol		\$2,762	\$4,058	\$20,000	\$43,647
Law Library	\$26,500	\$26,500	\$26,500	\$33,125	\$31,000
WIA- 12/31 Grant Program	(\$7,502)				
WIA 9/30 Grant Funds	\$643				
Grant Pass Thru	\$6,139	\$18,061	\$20,051	\$27,575	\$33,674
Community Corrections	\$357,494	\$405,241	\$409,352	\$458,726	\$482,177
Community Action Agency	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000
Family Independence Agency	\$656,258	\$683,127	\$702,578	\$731,564	\$729,070
Child Care	\$3,085,549	\$4,023,408	\$3,846,024	\$3,974,892	\$4,077,104
Child Care-FIA	\$22,250	\$23,250	\$20,000	\$26,500	\$26,500
Soldiers & Sailors Relief	\$16,265	\$97,094	\$90,000	\$90,000	\$60,000
Information Technology	\$70,000			\$444,571	
<b>Total Expenditures</b>	<b>\$10,078,187</b>	<b>\$12,287,447</b>	<b>\$14,287,835</b>	<b>\$13,767,032</b>	<b>\$13,560,616</b>

**COUNTY OF OTTAWA**  
**SPECIAL REVENUE FUNDS**

Special Revenue Funds are used to account for revenue from specific revenue sources (other than expendable trusts or major capital projects) and related expenditures which are restricted for specific purposes by administrative action or law.

***MAJOR FUNDS:***

Parks and Recreation Fund (2081) - This Fund was established for the development, maintenance and operation of the Ottawa County parks. Funding is provided from General Fund appropriations, State grants and user charges. A Millage of .33 mills was approved by the County electorate on November 5, 1996 for ten years beginning with the December 1, 1997 levy.

Health Fund (2210) - This Fund is used to account for monies received from Federal, State and local grants and County appropriations. These monies are utilized in providing a variety of health-related services to County residents.

Mental Health Fund (2220) - This Fund is used to account for monies to provide mental health services within the County. Monies are provided by Federal, State and County appropriations, contributions and charges for services.

Public Improvement Fund (2450) - This Fund is used to account for earmarked revenues set aside for public improvements. Funding is provided from General Fund appropriations and building rentals.

Revenue Sharing Reserve Fund (2855) - This Fund is used to account for additional tax revenue received as a result of the acceleration of the millage levy from December to July. An operating transfer of the amount the County would have received in State Revenue Sharing had it not been discontinued is transferred to the General Fund every year until the fund is depleted.

***NONMAJOR FUNDS:***

Friend of the Court Fund (2160) - This Fund accounts for the operations of the Friend of the Court including the Co-op Reimbursement Grant, Medical Support Enforcement Grant, and the 3% Friend of the Court incentive payments established under Act 297 of 1982, Section 2530.

9/30 Judicial Grants (2170) - This Fund accounts for miscellaneous grant revenue received from the State and other agencies for judicial programs.



## COUNTY OF OTTAWA

### SPECIAL REVENUE FUNDS (CONTINUED)

Solid Waste Clean-Up Fund (2271) - This Fund was established to account for monies received from settlement of a claim. The monies are to be used exclusively for the clean-up of the Southwest Ottawa Landfill.

Landfill Tipping Fees Fund (2272) - This Fund was established to account for the County's share of the tipping fee surcharge of Ottawa County Farms landfill starting in 1991 in accordance with an agreement between Ottawa County, Sunset Waste System, Inc., and the Township of Polkton. The monies are to be used for implementation of the Solid Waste Management Plan.

Transportation System Fund (2320) - This Fund is used to account for a grant from the Michigan Department of Transportation to provide public transportation in concentrated areas for persons who are handicapped or who are sixty-five years of age or older.

Planning Commission Fund (2420) - This Fund was established by the County Board under MCLA 125. A planning commission was created to prepare and oversee a County Development Plan relative to the economic, social and physical development of the County.

Infrastructure Fund (2444) - This fund was established by the County Board 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.

Homestead Property Tax (2550) – This fund was established as a result of the passage of Public Act 105 of 2003 which provides for the denial of homestead status by local governments, counties and/or State of Michigan. The County's share of interest on tax revenue collected under this statute is to be used solely for the administration of this program, and any unused funds remaining after a period of three years will lapse to the county general fund (MCL 211.7cc, as amended).

Register of Deeds Technology Fund (2560) – This Fund was established under Public Act 698 of 2002 to account for newly authorized additional recording fees effective March 31, 2003. The revenue collected is to be spent on technology upgrades.

Stabilization Fund (2570) - This Fund was established to assure the continued solid financial condition of the County in case of an emergency.

Prosecuting Attorney Grants Fund (2601) - This Fund is used to account for monies granted to the County by the State for prosecution against drug offenders.

## COUNTY OF OTTAWA

### SPECIAL REVENUE FUNDS (CONTINUED)

Community Oriented Policing Services (C.O.P.S.) Funds (2608 and 2610) - These Funds account for Federal monies granted to the townships who contract with the County to improve the long-term ability of local law enforcement agencies public safety through innovative crime prevention, including community policing.

Sheriff 9/30 Grant Programs Fund (2609) - This Fund accounts for miscellaneous grant revenue received by the Sheriff's department from the State for special purpose programs.

Emergency Medical Technician ("EMT") Holland-Park Township Fund (2640) - This Fund is used to account for monies received under contractual agreements with Holland and Park Townships. Ottawa County agrees to provide police protection and emergency medical services to the Townships on a cost-reimbursement basis.

Emergency Medical Technician ("EMT") Georgetown Township Fund (2650) - This Fund is used to account for monies received under contractual agreement with Georgetown Township. The County agrees to provide police protection and emergency medical services to the Township on a cost-reimbursement basis.

Sheriff Road Patrol Fund (2661) - This Fund accounts for monies granted to the County by the State for the purpose of providing additional police supervision of traffic safety and additional patrol of the roads and parks as described in Public Act 416 of 1978.

Law Library Fund (2690) - This Fund is used to account for monies received from the Library Penal Fine Fund in accordance with Public Act 18 of 1982 and appropriations from the County for the purpose of maintaining the County's law library.

Workforce Investment Act Funds (2740, 2741, 2742, 2743, 2744, 2748 and 2749) - These Funds are used to account for Federal funds that are received by the County under the Workforce Investment Act. These Funds are targeted for training and employment programs for the under employed and economically disadvantaged citizens.

Grant Programs - Pass Thru Fund (2750) - This Fund is used to account for monies received from State and Federal grants which are passed on to outside agencies through contractual agreements to carry out the grants intended purpose.

Emergency Feeding Fund (2800) - This Fund is used to account for monies received from the State for the purpose of distributing surplus food to the impoverished residents of the County.

## COUNTY OF OTTAWA

### SPECIAL REVENUE FUNDS (CONTINUED)

Federal Emergency Management Agency Fund (2810) - This Fund is used to account for monies received through the Emergency Food and Shelter National Board program for utility payments to prevent utility disconnection or heating source loss in households that have exhausted all other resources and do not qualify for other Community Action emergency funds.

Community Corrections Fund (2850) - This Fund is used to account for State monies and fees received to enhance the delivery of adult probation services in the County.

Community Action Agency Fund (2870) - This Fund is used to account for monies received from the State to be applied to various community programs for the impoverished residents of the County.

Weatherization Fund (2890) - This Fund is used to account for monies received through a State grant which aids in weatherizing homes of the disadvantaged, the elderly and people in the poverty zone.

Family Independence Agency Fund (2900) - This Fund is used primarily to account for monies from State and local funding sources and to assist with the welfare program which offers aid to disadvantaged individuals of Ottawa County.

Child Care Funds (2920 and 2921) - These Funds are used to account for foster child care in the County. This encompasses the Ottawa County Detention Center, which is a facility that houses juveniles on a short-term basis. The primary funding comes from the State and a County appropriation which is used to aid children who require placement outside of their home.

Soldiers' and Sailors' Relief Fund (2930) - This Fund is used to account for monies earmarked for indigent veterans and is mandated by State Law.

Veterans Trust Fund (2940) - This fund was established under Section 35.607 of the Compiled laws of 1970. It is used to account for monies received by the State and distributed to needy veterans.

Compensated Absences Fund (2980) - This Fund is used to account for future payments of accumulated sick pay of County employees under the sick days/short and long-term disability plan. This fund is also used to accrue vacation pay.

COUNTY OF OTTAWA  
2007 BUDGET SUMMARY  
SPECIAL REVENUE FUNDS

FUND NUMBER	FUND NAME	2006	2007	2007	2007
		PROJECTED FUND BALANCE	REVENUE/ OPERATING TRANSFERS	EXPENDITURES/ OPERATING TRANSFERS	PROJECTED FUND BALANCE
2081	Parks and Recreation	\$5,277,114	\$4,682,921	\$4,715,832	\$5,244,203
2160	Friend of the Court		2,864,563	2,864,563	
2170	9/30 Judicial Grants		357,245	357,245	
2210	Health	1,841,663	10,243,385	10,343,385	1,741,663
2220	Mental Health	1,510,728	31,137,989	31,197,234	1,451,483
2271	Solid Waste Clean-Up	7,147,126	145,627	1,750,155	5,542,598
2272	Landfill Tipping Fees	985,508	393,806	465,975	913,339
2320	Transportation System	25,787	338,354	338,354	25,787
2420	Planning Commission	138,388	66,515	125,235	79,668
2444	Infrastructure	2,451,251	102,625	34,500	2,519,376
2450	Public Improvement	5,011,969	1,018,462	55,270	5,975,161
2550	Homestead Property Tax	131,609	35,000	500	166,109
2560	Register of Deeds Technology	113,205	284,991	277,810	120,386
2570	Stabilization	7,872,350			7,872,350
2601	Prosecuting Attorney Grants	34,092	190,330	190,330	34,092
2609	Sheriff Grant Programs		70,000	70,000	
2610	COPS Universal	199	1,889,296	1,889,296	199
2640	EMT Holland - Park		907,621	907,621	
2650	EMT Georgetown Township		734,928	734,928	
2661	Sheriff Road Patrol		306,813	306,813	
2690	Law Library	38,664	37,500	37,500	38,664
2740	Workforce Investment Act (WIA)- Administration	948	193,170	193,170	948
2741	WIA - Youth		524,896	524,896	
2742	WIA - Adult	10,016	330,659	330,659	10,016
2743	WIA - 6/30 Grant Programs	134,209	1,711,700	1,711,700	134,209
2744	WIA - 12/31 Grant Programs	53,907	132,000	132,000	53,907
2748	WIA - 9/30 Grant Programs	56,139	700,000	700,000	56,139
2749	WIA - 3/31 Grant Programs		26,378	26,378	
2750	Grant Programs - Pass Thru		100,123	100,123	
2800	Emergency Feeding		18,000	18,000	
2850	Community Corrections Program	199,425	935,391	1,035,391	99,425
2855	Revenue Sharing Reserve Fund	17,339,434	225,000	4,362,495	13,201,939
2870	Community Action Agency	111,894	477,200	477,200	111,894
2890	Weatherization	168	263,980	263,980	168
2900	Family Independence Agency	632,951	989,145	989,145	632,951
2920	Child Care - Circuit Court	1,510,057	8,697,568	8,927,568	1,280,057
2921	Child Care-Social Services	69,276	47,500	47,500	69,276
2930	Soldiers & Sailors Relief		60,000	60,000	
2940	Veterans Trust	886	12,347	12,347	886
2980	Compensated Absences	3,830,702	224,875	83,949	3,971,628
TOTAL SPECIAL REVENUE FUNDS		<u>\$56,529,665</u>	<u>\$71,477,903</u>	<u>\$76,659,047</u>	<u>\$51,348,521</u>

Fund: (2081) Parks and Recreation

**Function Statement**

The mission of the Ottawa County Parks and Recreation Commission is to provide residents and visitors to Ottawa County with the highest quality leisure opportunities and promote high standards for environmental quality and land use planning through a resource-based system of parks, open space lands, programs, and other services.

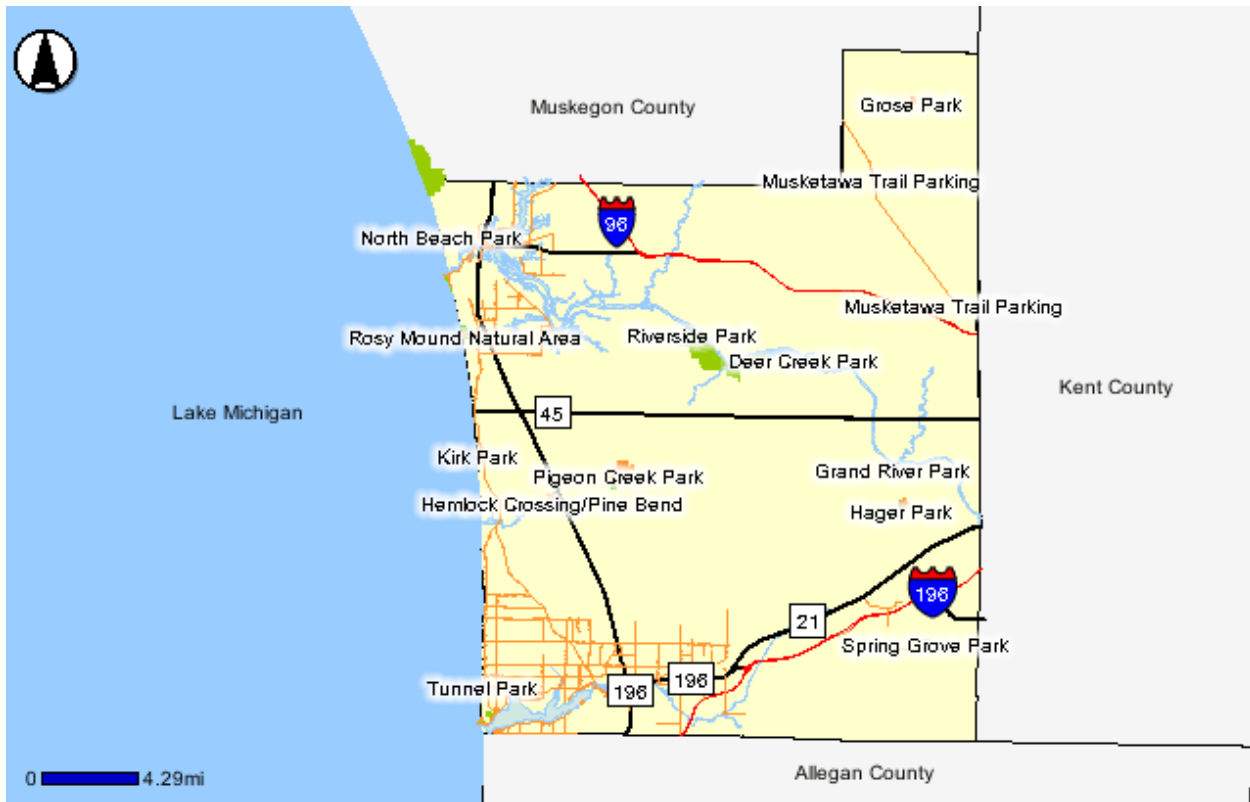
The Parks and Recreation Commission operates ten parks with a wide variety of recreational activities and manages open space lands and undeveloped park land totaling over 4,000 acres. The Commission acquires lands and develops new facilities in response to identified parks, recreation, and open space needs.

Additional services provided by the Parks and Recreation Commission include facility reservations for group outings, the sponsorship of recreation/nature interpretation programs, and special events.

**Mission Statement**

*To provide residents and visitors to Ottawa County with the highest quality leisure opportunities and promote high standards for environmental quality and land-use planning through a resource-based system of parks, open-space lands, programs and other services.*

The image below shows all County parks and County recreational opportunities available to the citizens of Ottawa County. The light blue areas represent rivers and the orange lines represent trails.



Fund: (2081) Parks and Recreation

**Goal:** Provide a high level of maintenance, operation, and management of all park properties and facilities to ensure the enjoyment and safety of visitors and the protection of natural features and resources.

**Objective:** Provide a high level of park maintenance and operations for maximum visitor enjoyment and safety.

**Objective:** Develop and implement a Land Management Plan for all park properties and make recommendations on natural resource-based management, problems, concerns, and projects.

**Objective:** Promote the visibility, image, identity and potential of the County Park system and Commission through the development of an ongoing public relations program designed to create greater awareness of Commission-operated facilities, programs and services.

**Objective:** Offer facilities, programs, and services that are accessible to all.

**Measure:** To continually assess all facilities, programs, and services and modify as needed to ensure compliance with the Americans With Disabilities Act (ADA)

**Measure:** To consider the needs of all potential users when planning new facilities, programs and services.

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Analysis of "comment cards" received plus other formal compliments and complaints</i>	Completed	Completed	Completed	Completed
<i>Park User survey results (undertaken every 5 years)</i>	N/A	N/A	N/A	N/A*
<i>% of County Residents satisfied with Park facilities and opportunities</i>	N/A	N/A	N/A	N/A*
<i>Reservation group survey (annually – ongoing)</i>	N/A	N/A	Completed	Completed
<i>Program participants survey (annually – ongoing)</i>	N/A	N/A	Completed	Completed
<i>Selected user group surveys (annually – ongoing)</i>	N/A	N/A	Completed	Completed
<i>Annual assessment of invasive species in park system.</i>	N/A	N/A	Completed	Completed
<i>Number of brochures and other promotional literature distributed.</i>	N/A	N/A	N/A	8,000
<i>% compliance with ADA</i>	N/A	N/A	N/A	100%
<i>* Next citizen survey is scheduled for 2008</i>				
<i>* Next Parks citizen survey is scheduled for 2009</i>				

**Goal:** Expand resource-based county parklands, facilities, and services to meet identified needs and improve the overall delivery of park and recreation services through better coordination among recreation providers

**Objective:** Identify areas within Ottawa County not adequately served by county parklands and facilities and expand recreation opportunities in these areas when natural resource features suitable for park development are available

**Objective:** Identify high quality natural resource features in Ottawa County and seek to preserve key lands through establishment of new parks and protected open spaces

**Measure:** Dollar investment in new facilities and major renovations

**Measure:** Acres of park and open space land acquired

**Objective:** Aggressively pursue protection of open space in Ottawa County with particular emphasis upon the Lake Michigan shoreline and other public waterways.

**Measure:** Acres of park and open space land acquired

**Objective:** Identify resource-based recreation activities and facilities that are currently deficient within Ottawa County and develop additional facilities to meet the expressed needs

Fund: (2081) Parks and Recreation

**Objective:** Provide leadership and coordination among all public and private sector recreation providers within Ottawa County and to explore opportunities for enhancing the recreational and economic level of the County including public/private joint ventures, expansion of the local tourist trade, and related economic development potential

**Objective:** Participate in the development of plans for a system of non-motorized paths in Ottawa County and define Ottawa County Park's role in the provision of these services

**Objective:** Maintain a current countywide parks, recreation and open space plan outlining action plans for existing parks and open space, new land acquisition and future development priorities, including specific site plans for development of facilities

**Goal:** Undertake specific actions aimed at high priority considerations and opportunities

**Objective:** Advocate for improved water quality levels for all regional waterways

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Number of summer visitors to Lakeshore parks</i>	133,104	149,41	200,000	200,000
<i>Number of people served through park reservations</i>	48,242	41,368	50,000	48,000
<i>Number of park reservations</i>	704	688	750	725
<i>Number of people participating in programs</i>	1,468	1,445	1,500	1,500
<i>Number of programs offered</i>	105	90	100	100
<i>Acres of park and open space land acquired</i>	162	761	300	200
<i>Dollar investment in new facilities and major renovations</i>	N/A	\$393,740	2,134,500	843,000

**Goal:** Develop and maintain solid financial base and parks policy to assure efficiency and long-term stability of Commission facilities and services.

**Objective:** Develop and promote a stable financial program for both short and long-term development, expansion, operation, and maintenance of the park system

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Entrance fees collected (dollars)</i>	133,318	202,304	200,000	200,000
<i>Reservation fees collected (dollars)</i>	48,963	50,035	51,000	52,000
<i>Number of grant applications submitted</i>	3	1	3	2
<i>Grant funds received</i>	\$731,794	\$5,952,143	\$600,000	\$544,300
<i>Use of special low cost labor sources (i.e. hours used)</i>	13,263	12,633	16,200	16,500

Fund: (2081) Parks and Recreation

<b>Resources</b>				
------------------	--	--	--	--

Personnel	2005	2006	2007	2007
Position Name	# of	# of	# of	Budgeted
	Positions	Positions	Positions	Salary
Director of Parks & Recreation	1.000	1.000	1.000	\$78,432
Coordinator of Park Planning & Development	1.000	1.000	1.000	\$55,125
Parks Planner	1.000	1.000	1.000	\$48,195
Parks Manager	1.000	1.000	1.000	\$41,200
Naturalist	1.000	1.000	1.000	\$48,195
Park Operations Superintendent	1.000	1.000	1.000	\$59,539
Park Supervisor	5.000	5.000	5.000	\$218,044
Administrative Clerk	0.000	0.000	1.000	\$37,465
Senior Secretary	1.000	1.000	1.000	\$34,876
	10.000	12.000	13.000	\$621,071

**Funding**

	2003	2004	2005	2006	2007
	Actual	Actual	Actual	Current Year	Adopted
	Actual	Actual	Actual	Estimated	by Board
<b>Revenues</b>					
Taxes	\$2,342,755	\$2,463,466	\$2,610,437	\$2,729,373	\$2,882,651
Intergovernmental Revenue	\$962,099	\$464,436	\$5,952,143	\$534,370	\$598,370
Charges for Services	\$216,500	\$190,330	\$252,634	\$250,700	\$252,400
Interest	\$172,965	\$143,424	\$165,891	\$180,000	\$180,000
Rents	\$35,291	\$42,796	\$45,908	\$24,100	\$38,500
Other Revenue	\$103,356	\$177,966	\$756,552	\$101,130	\$201,000
Other Financing Sources	\$1,495,000	\$530,000	\$530,000	\$530,000	\$530,000
Total Revenues	\$5,327,966	\$4,012,418	\$10,313,565	\$4,349,673	\$4,682,921
<b>Expenditures</b>					
Personnel Services	\$726,525	\$803,114	\$936,611	\$1,067,464	\$1,201,887
Supplies	\$102,576	\$128,539	\$129,045	\$149,140	\$156,906
Other Services & Charges	\$255,969	\$297,483	\$360,569	\$399,914	\$432,529
Capital Outlay	\$6,076,916	\$1,928,372	\$10,200,741	\$3,209,500	\$2,843,000
Debt Service	\$81,508	\$81,508	\$81,508	\$81,510	\$81,510
Total Expenditures	\$7,243,494	\$3,239,016	\$11,708,474	\$4,907,528	\$4,715,832

***Budget Highlights:***

Intergovernmental Revenue includes anticipated State of Michigan grants for land acquisition and development and varies from year to year. 2005 intergovernmental revenue includes \$3.9 million for the North Ottawa Dunes project. Other revenue in 2005 represents donations anticipated for the North Ottawa Dunes Project. Capital Outlay varies depending on land acquisitions. 2005 capital outlay includes \$7.7 million for the North Ottawa Dunes acquisition. Due to the expanding Parks system, additional administrative help was needed, and the 2007 budget includes a new administrative clerk.



**Function Statement**

The Friend of the Court has three broad statutory duties: 1) To investigate, report, and make recommendations to the 20<sup>th</sup> Judicial Circuit Court regarding child custody, parenting time, and child support issues; 2) To monitor and manage collection and disbursement of child support payments by MiSDU; and 3) To enforce child custody, parenting time, and support orders entered by the 20<sup>th</sup> Judicial Circuit Court.

**Mission Statement**

*To administer justice, provide restorative services and apply the law with equality, integrity and timeliness through trained, courteous staff in a manner that inspires public trust.*

**Goal:** Comply with all federal and state regulations regarding the centralization of functions through the State Disbursement Unit (MiSDU)

**Objective:** Respond to all MiSDU and client inquiries regarding case specific issues

**Measure:** Decrease in formal grievances filed regarding office employees or operations

**Measure:** Regular file and Michigan Child Support Enforcement System (MiCSES) audits show reasonable response time to client inquiries

**Objective:** Continue to train staff on MiCSES automated functions and accomplish state required system clean up

**Measure:** Increase in child support collections

**Measure:** Increase in IV-D caseload percentage

**Goal:** Continue to utilize bench warrant officer to improve office's effectiveness in collecting support

**Objective:** Effectively utilize bench warrant officer to coordinate arrests of individuals with bench warrants for non-payment of child support

**Measure:** Increase in the number of bench warrants resolved

**Objective:** Reduce the rate of increase of total arrears, including cases qualifying for felony warrants through cooperation with the Prosecutor's Office

**Measure:** Increase in child support collections on felony warrant cases

**Goal:** Effectively enforce support/parenting time court orders

**Objective:** Maintain historical percentage of enforcement actions relative to caseload

**Measure:** Maintain or increase show cause motions filed for enforcement purposes

**Measure:** Increase in child support collections

**Objective:** Develop parent orientation program

**Measure:** Complete development of parent orientation program

**Objective:** Develop non-custodial parent program

**Measure:** Complete development of non-custodial parent program

**Goal:** Improve items measured as performance criteria to earn federal incentive dollars

**Objective:** Decrease outstanding arrears through effective use of bench warrant officer and by closing appropriate cases.

**Measure:** Increase collection on child support arrears

**Measure:** Decrease cases with arrears amounts deemed not collectable

**Objective:** Achieve full compliance with statutory requirements regarding reviews of child support orders

**Measure:** Number of review/modifications completed

**Objective:** Increase support order establishment through coordination with Prosecuting Attorney's office and the Department of Human Services (DHS)

**Measure:** Increase support order establishment percentage with regard to performance incentive factors

**Goal:** Comply with all federal and state regulations regarding medical support enforcement

**Objective:** Ensure that FOC clients comply with orders requiring health insurance coverage for their children

**Measure:** Number of non-compliance notices / show cause hearings generated

**Objective:** Maintain or increase historical percentage of medical support ordered through FOC enforcement activity

**Measure:** Number of NMSN notices sent

**Goal:** Ensure that custody assessments are completed within 56 day of the date they are ordered by the court

Fund: (2160) Friend of the Court

**Objective:** Comply with Michigan Court Rules requirements regarding completion of custody assessments

**Measure:** % of assessments timely completed

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Child Support collections (in millions)</i>	\$34.8	\$28.5	\$29.0	\$29.2
<i># of bench warrants resolved</i>	1,454	1,701	1,705	1,708
<i>Child support collections on felony warrant cases</i>	N/A	N/A	\$76,000	\$76,500
<i># of show cause warrants issued for enforcement</i>	7,545	8,023	8,025	8,030
<i>Development of parent orientation program</i>	N/A	N/A	N/A	Completion
<i>Development of non-custodial parent program</i>	N/A	N/A	N/A	Completion
<i># of cases with arrears amount deemed not collectable</i>	N/A	N/A	0	0
<i># of Review / Modifications completed</i>	N/A	N/A	N/A	TBD
<i># of non-compliance notices / show cause hearings generated</i>	N/A	102	100	100
<i>Outcome/Efficiency:</i>				
<i>Formal grievances filed regarding office employees or operations</i>	31	17	20	19
<i>% of regular file and MiCSES audits that show reasonable response time to client inquiries</i>	N/A	N/A	100%	100%
<i>IV-D Caseload Percentage</i>	94.4%	96.9%	97.0%	97.1%
<i>% increase on child support collections on arrears from 2004</i>	N/A	69.3%	80%	80%
<i>Support order establishment percentage (% based on FY 2004)</i>	N/A	81.6%	80.0%	80.0%
<i>% of custody assessments completed timely</i>	N/A	99.0%	100.0%	100.0%

Fund: (2160) Friend of the Court

<b>Resources</b>
------------------

<b>Personnel</b>	2005	2006	2007	2007
Position Name	# of	# of	# of	Budgeted
Position Name	Positions	Positions	Positions	Salary
Friend of the Court	1.000	1.000	1.000	\$93,134
Assistant FOC - Operations	1.000	1.000	1.000	\$63,900
Accounting Manager	1.000	1.000	1.000	\$63,900
Investigators	11.000	11.000	10.000	\$452,853
Family Services Coordinator	1.000	1.000	2.000	\$97,206
Data Processing Specialist	4.000	4.000	4.000	\$126,272
Senior Data Processing Specialist	1.000	1.000	1.000	\$44,079
Location Specialist	1.000	1.000	1.000	\$35,088
Custody Field Investigators	2.000	2.000	2.000	\$101,958
Judicial Clerk II	3.000	3.000	3.000	\$102,316
FOC Accountant	3.000	3.000	3.000	\$105,264
Referee	1.000	1.000	1.000	\$80,276
Judicial Clerk I	4.000	4.000	4.000	\$110,513
Deputy/Road Patrol	1.000	1.000	1.000	\$53,844
Third Party Liability Specialist	1.000	1.000	1.000	\$44,478
	34.000	36.000	36.000	\$1,575,081

**Funding**

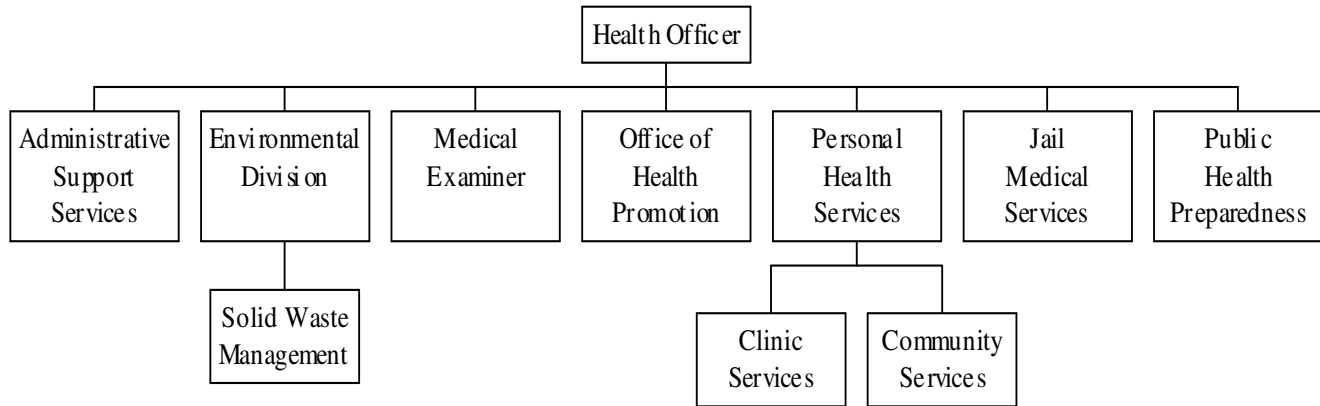
<b>Budget Summary</b>	2003	2004	2005	2006	2007
Budget Summary	Actual	Actual	Actual	Current Year	Adopted
Budget Summary	Actual	Actual	Actual	Estimated	by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$1,348,827	\$1,945,555	\$1,673,931	\$1,742,895	\$1,925,007
Charges for Services	\$172,979	\$143,379	\$203,689	\$212,757	\$219,558
Interest					
Other Financing Sources	\$578,235	\$110,498	\$560,328	\$700,460	\$719,998
<b>Total Revenues</b>	\$2,100,041	\$2,199,432	\$2,437,948	\$2,656,112	\$2,864,563
<b>Expenditures</b>					
Personnel Services	\$1,700,515	\$1,866,577	\$2,014,449	\$2,133,484	\$2,292,381
Supplies	\$118,075	\$74,331	\$70,283	\$70,975	\$57,293
Other Services & Charges	\$281,448	\$258,522	\$353,216	\$451,653	\$514,889
<b>Total Expenditures</b>	\$2,100,038	\$2,199,430	\$2,437,948	\$2,656,112	\$2,864,563

**Budget Highlights:**

The increase in intergovernmental revenue in 2007 reflects increasing expenditures due to cola and step increases, increased hospitalization rate, temporary increase in hours and 2006 short term disability pay. The administrative allocation also increased in 2007 in Other Services and Charges.

## Public Health (2210) Fund Summary

The Ottawa County Health Department provides environmental health services, client health services in both a clinic setting and the field, public health preparedness, and health education services. Services supervised by Health administration but not accounted for in fund 2210 include Landfill Tipping fees (solid waste planning - fund 2272) and Substance Abuse which is recorded in the General Fund (1010-6300).



### Budget Summary - Fund 2210

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Licenses & Permits	\$368,796	\$392,928	\$446,122	\$453,655	\$457,785
Intergovernmental Revenue	\$2,731,560	\$2,870,451	\$2,982,673	\$2,892,028	\$2,848,212
Charges for Services	\$776,873	\$765,729	\$871,643	\$875,216	\$837,573
Interest & Rents	\$4,050	\$4,150	\$750		
Other Revenue	\$88,598	\$109,340	\$155,441	\$198,604	\$180,394
Other Financing Sources	\$3,986,718	\$5,126,235	\$5,645,922	\$5,646,605	\$5,919,421
<b>Total Revenues</b>	<b>\$7,956,595</b>	<b>\$9,268,833</b>	<b>\$10,102,551</b>	<b>\$10,066,108</b>	<b>\$10,243,385</b>
<b>Expenditures</b>					
Personnel Services	\$5,395,949	\$5,792,421	\$6,114,817	\$6,187,064	\$6,754,636
Supplies	\$706,782	\$736,240	\$757,769	\$794,898	\$733,494
Other Services & Charges	\$2,197,634	\$2,184,129	\$2,635,540	\$2,854,099	\$2,855,255
Capital Outlay		\$79,293	\$26,653		
Other Financing Uses	\$17,560				
<b>Total Expenditures</b>	<b>\$8,317,925</b>	<b>\$8,792,083</b>	<b>\$9,534,779</b>	<b>\$9,836,061</b>	<b>\$10,343,385</b>

### Budget Highlights

State of Michigan revenue is decreasing or at best remaining flat as the State struggles with its own budget woes. Consequently, the local share of expenditures has been increasing as reflected in the Other Financing Sources. The Health department continues to decrease full time equivalents with the constant struggle of trying to maintain services while costs continue to rise.

Resources
-----------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Health Officer/ Administrator	1.000	1.000	1.000	\$88,878
Epidemiologist	1.000	1.000	1.000	\$64,495
Health Educator	1.000	0.000	0.000	\$0
Health Promotions Manager	0.080	0.000	0.000	\$0
Marketing Specialist	0.000	1.000	1.000	\$52,600
Administrative Secretary II	1.000	1.000	1.000	\$35,209
Senior Accountant	0.500	0.500	0.500	\$29,417
Accountant I	1.000	1.000	1.000	\$44,661
Programmer/ Analyst	0.500	0.500	1.000	\$46,814
Programmer	0.500	0.500	0.000	\$0
PC Support Specialist	1.000	1.000	1.000	\$44,661
Records Processing Clerk III	0.000	0.000	1.300	\$41,865
Records Processing Clerk II	2.000	2.000	0.000	\$0
Medical Director	1.000	1.000	1.000	\$134,493
Deputy Health Officer	0.900	0.900	1.000	\$63,061
Account Clerk I	1.000	1.000	1.000	\$32,510
	12.480	12.400	11.800	\$678,664

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$1,160,782	\$1,123,626	\$1,104,846	\$1,109,073	\$1,123,626
Charges for Services		\$3,250	\$1,485	\$1,000	\$1,440
Interest & Rents		\$4,150	\$750		
Other Revenue	\$309	\$106			
Other Financing Sources	\$3,926,232	\$5,084,081	\$5,605,612	\$5,602,790	\$5,880,270
<b>Total Revenues</b>	<b>\$5,087,323</b>	<b>\$6,215,213</b>	<b>\$6,712,693</b>	<b>\$6,712,863</b>	<b>\$7,005,336</b>

**Expenditures**

Personnel Services	\$860,004	\$812,427	\$923,170	\$811,125	\$966,471
Supplies	\$44,599	\$30,129	\$34,367	\$28,535	\$27,048
Other Services & Charges	\$720,955	\$832,917	\$895,636	\$907,747	\$942,545
Capital Outlay					
Other Financing Uses	\$17,560				
<b>Total Expenditures</b>	<b>\$1,643,118</b>	<b>\$1,675,473</b>	<b>\$1,853,173</b>	<b>\$1,747,407</b>	<b>\$1,936,064</b>

**Budget Highlights:**

Full-Time Equivalents have been redistributed within the fund as well as a few eliminations.

<b>Function Statement</b>
---------------------------

The Ottawa County Health Department (OCHD) Public Health Preparedness program is a state mandated program which serves as the central point of contact for communication with the state and local officials regarding public health emergency planning and response. The Public Health Preparedness (PHP) program develops essential protocols and provides critical training to be abided by in the event of an emergency situation. This program ensures that local health department employees and community stakeholders are knowledgeable and appropriately trained about biological, chemical, radiological and nuclear agents and/or infectious diseases resulting in public health emergencies thus assuring rapid and effective public health response to such events.

<b>Mission Statement</b>
--------------------------

*Provide a point of contact for state and local officials for use in a public health emergency*

**Goal:** Enhance preparedness to respond to public health emergencies

**Objective:** Apply the updates mandated by the Michigan Department of Community Health, Office of Public Health Preparedness for the OCHD Emergency Response Plan (ERP)

**Measure:** Apply 80% of the updates for the ERP

**Objective:** Maintain participation of collaborating agencies (local, regional, and state emergency response partners, and Ottawa County stakeholders) at events

**Measure:** Maintain an 80% participation of collaborating agencies at PHP events (meetings, exercises, testing)

**Goal:** Enhance disease surveillance capacity in Ottawa County

**Objective:** Increase the percentage of medical providers utilizing the Michigan Disease Surveillance System (MDSS) as a mechanism for disease reporting from 3% in September 2006 to 7% by September 2007

**Measure:** % of medical providers using the MDSS system will be no less than 7%

**Objective:** Maintain a 5% representation of Ottawa County in the state sentinel provider program through September 2007

**Measure:** Maintain 5% representation in the Sentinel Provider program

**Objective:** Maintain on average a 70% surveillance rating on monitoring existing surveillance systems within Ottawa County Jurisdiction through September 2007

**Measure:** Maintain a 70% surveillance average for monitoring the surveillance system

**Goal:** To enhance preparedness to respond to environmental public health issues

**Objective:** Investigate the utilization of Geographical Information System (GIS) technology for the ERP

**Measure:** Investigation of the utilization of GIS system will be completed by September 30, 2007

**Objective:** Update and implement chemical annexes and appendices mandated by the Michigan Department of Community Health (MDCH), Office of Public Health Preparedness for the Emergency Response Plan (ERP) by August 30, 2007.

**Measure:** Implementation of the chemical annexes and appendices

**Objective:** Update and implement radiological annexes and appendices mandated by the MDCH, Office of Public Health Preparedness for the Emergency Response Plan (ERP) by August 30, 2007.

**Measure:** Implementation of the radiological annexes and appendices

**Objective:** Develop and implement natural disaster annexes and appendices mandated by the Michigan Department of Community Health, Office of Public Health Preparedness for the OCHD Emergency Response Plan (ERP) by August 30, 2007.

**Measure:** Implementation of the natural disaster annexes and appendices

**Goal:** Improve communication in response to public health emergencies

**Objective:** Implement quarterly testing mechanisms for the various communication technologies of the Health Department by August 30, 2007.

**Measure:** Quarterly testing of communication technologies will be held

**Objective:** Develop and implement preventative marketing strategies for use during an epidemic as mandated by the MDCH, Office of Public Health Preparedness for the Emergency Response Plan (ERP) by August 30, 2007. (Example of Epidemic: Pandemic Flu)

**Measure:** Implementation of a preventative marketing strategy for an epidemic

**Objective:** Compose fact sheets on a variety of agents/diseases at a fifth grade reading level to communicate the dangers, effects, symptoms, and treatment in case of an exposure or outbreak of Ottawa County on an annual basis by August 30, 2007.

**Measure:** Development of fact sheets for the ERP

**Objective:** Provide translations of critical public information (fact sheets, message/signs) for distribution to residents during an emergency in the five priority languages of Ottawa County on an annual basis by August 30, 2007.

**Measure:** Translation of critical fact sheets for the ERP

**Goal:** Enhance staff and community stakeholder's response to public health emergencies

**Objective:** Increase the 10% of Ottawa County stakeholder's knowledge (County Commissioner, City/Township Managers, and Educational Institute Representatives) on PHP by 5% by August 30, 2007

**Measure:** 10% Increase of Ottawa County stakeholder knowledge on PHP

**Objective:** Develop and implement an online training utilizing the lotus notes system by August 30, 2007.

**Measure:** Implementation of an online training

**Objective:** Facilitate the development of a tabletop exercise with the Ottawa Area Intermediate School District and other educational institutions to test collaboration and response to an emergency incident by June 30, 2007

**Measure:** Tabletop exercise will be completed

**Objective:** Facilitate the development of a functional exercise with hospitals, pharmacies, medical partners, and the Ottawa County Emergency Management to test collaboration and response to an emergency incident by June 30, 2007.

**Measure:** Functional Exercise will be completed by June 30, 2007

**Objective:** Participate in a regional functional exercise to test the Ottawa County response to a pandemic flu outbreak by October 30, 2007

Measure	2004	2005	2006 Estimated	2007 Projected
<i>Output:</i>				
% of updates applied to ERP	N/A	N/A	N/A	80%
% participation of collaborating agencies at PHP events	N/A	N/A	N/A	80%
% representation in the state sentinel provider program	N/A	N/A	40%	80%
Investigation of the utilization of GIS system (Yes/No)	N/A	N/A	N/A	Yes
Implementation of chemical annexes and appendices mandated (Yes/No)	N/A	N/A	N/A	Yes
Implementation of the radiological annexes and appendices (Yes/No)	N/A	N/A	N/A	Yes
Implementation of the natural disaster annexes and appendices (Yes/No)	N/A	N/A	N/A	Yes
Quarterly testing of communication technologies (Yes/No)	N/A	N/A	N/A	Yes
Implementation of a preventative marketing strategy for an epidemic (Yes/No)	N/A	N/A	N/A	Yes
Development of fact sheets for the ERP (Yes/No)	N/A	N/A	N/A	Yes
Translation of critical fact sheets for the ERP (Yes/No)	N/A	N/A	N/A	Yes
Implementation of an online training (Yes/No)	N/A	N/A	N/A	Yes
Tabletop exercise completion (Yes/No)	N/A	N/A	N/A	Yes
Functional Exercise completion (Yes/No)	N/A	N/A	N/A	Yes
<i>Efficiency:</i>				
% of medical providers using MDSS for disease reporting	N/A	N/A	3%	7%
% of Ottawa County providers that are sentinel providers	N/A	N/A	33%	44%

<b>Resources</b>					
<b>Personnel</b>					
Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary	
PH Preparedness Coordinator	1.000	1.000	1.000	\$53,669	
Prog. Coord-Crisis Communication	1.000	1.000	1.000	\$44,294	
	2.000	2.000	2.000	\$97,963	
<b>Funding</b>					
	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$107,422	\$314,871	\$259,271	\$293,230	\$230,000
Charges for Services					
Interest & Rents					
Other Revenue					
Total Revenues	\$107,422	\$314,871	\$259,271	\$293,230	\$230,000
<b>Expenditures</b>					
Personnel Services	\$52,795	\$83,584	\$128,563	\$134,528	\$142,842
Supplies	\$7,060	\$87,365	\$39,897	\$35,159	\$12,517
Other Services & Charges	\$8,658	\$35,590	\$40,438	\$50,165	\$48,813
Capital Outlay		\$79,293	\$26,653		
Total Expenditures	\$68,513	\$285,832	\$235,551	\$219,852	\$204,172



<b>Function Statement</b>
---------------------------

Programs and services of the Environmental Health Division are all aimed at protecting resident and visitor's health through control and prevention of environmental conditions that may endanger human health and safety. We are the defense system and response team. Our business as environmental health professionals is to identify, respond and prevent, or eliminate factors that create risk to human health by taking appropriate action based on professional judgment and accepted standards/methods. Sanitarians routinely inspect restaurants, school kitchens, vending locations, and temporary food service establishments for proper food storage, preparation, and handling to protect the public from food-borne illnesses. Public and private water supplies are regulated, evaluated, and sampled to eliminate the risks of water-borne disease and toxic exposure. Through soil evaluations, issuance of permits and inspections of new on-site sewage disposal systems, the sanitarians protect against illness and health hazards. The safety and sanitation of public swimming pools, spas, and bathing beaches are maintained through inspections and testing of water quality. Potential homebuyers are provided with results of water quality and condition of sewage disposal systems through a unique real estate evaluation program. Sanitarians also inspect and evaluate mobile home parks, campgrounds, child care centers, adult and child foster homes, marinas, schools, new sub-divisions, and general nuisance complaints as well as provide educational and consultative services for the public. The Solid Waste Management Program Coordinator is responsible for administering the County's Solid Waste Management Plan under P.A. 641, coordinating programs related to recycling/resource recovery/pollution prevention, and implementing collections of hazardous waste through household waste and "Clean Sweep" collection activities.

<b>Mission Statement</b>
--------------------------

*Environmental Health Services protect public health by assuring risks from exposure to environmental hazards are minimized through prevention, identification, and response. Hazards such as unsafe food, contaminated drinking water, polluted surface water, and hazardous materials seriously threaten the health of Ottawa County residents and visitors. It is the mission of the Environmental Health Services team to address those threats by providing State and locally mandated programs in an efficient and effective manner.*

**ENVIRONMENTAL HEALTH – ON-SITE**

**Goal:** Protect the safety of on-site drinking water supplies

**Objective:** Continue to operate private and non-community public water supply protection programs in accordance with State of Michigan and Ottawa County requirements

**Measure:** Michigan Department of Environmental Quality water supply program evaluations.

**Measure:** # of groundwater water supply systems inspected prior to real estate transfers

**Objective:** Monitor and map areas of impaired groundwater quality and quantity

**Measure:** Areas of impaired groundwater quality and quantity identified and mapped.

**Goal :** Ensure the safe disposal of sewage from homes and businesses served by on-site wastewater disposal systems

**Objective:** Continue to meet or exceed the State of Michigan's minimum program requirements for residential and commercial on-site wastewater disposal

**Measure:** 100 % compliance with State of Michigan's program requirements

**Measure:** # of wastewater disposal systems inspected prior to real estate transfer

**Measure:** # of complaints received and resolved regarding illegal wastewater disposal

**Measure:** # of new and repair wastewater disposal systems permits issued.

**Goal :** Prevent exposure to unsafe surface and/or swimming waters

**Objective:** Collect water samples at public beaches on a weekly schedule between Memorial Day and Labor Day and issue "No Swim" advisories as needed

**Measure:** # of water samples collected and tested

**Measure:** # of times advisories were issued when E. coli levels exceeded acceptable limits.

**Measure:** # of times advisories were issued due to sewage overflows.

**Measure:** 100 % of public swimming pools will be inspected annually

**Measure:** # of closing/correction orders issued to public swimming pools

**Goal :** Prevent exposure to health hazards in various shelter environments

**Objective:** Maintain inspection schedule for all permanent and temporary campgrounds, and issue correction orders as needed

**Measure:** 100% of permanent and temporary campgrounds will be inspected annually.

**Measure:** # of correction orders for permanent and temporary campgrounds

**Objective:** Increase testing for residential radon and lead levels

**Measure:** # of homes investigated for lead

<b>Measures</b>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i># of groundwater supply systems (wells) inspected prior to real state transfers</i>	633	589	509	630
<i># of sewage disposal systems in new construction compliance with State of Michigan program requirements</i>	529	427	551	500
<i># of wastewater disposal systems inspected prior to real estate transfer</i>	992	912	883	960
<i># of complaints received and resolved regarding illegal wastewater disposal</i>	63	53	25	47
<i># of public beaches sampled weekly during the Summer</i>	19	17	17	17
<i># of public swimming pools inspected annually</i>	127	130	134	137
<i># of permanent and temporary campgrounds inspected annually</i>	19	19	19	19
<i># of corrective orders issued to permanent or temporary campgrounds</i>	0	1	1	1
<i># of homes investigated for lead</i>	2	0	1	2
<i># of water supplies inspected and approved for use</i>	599	524	429	500
<i># of new areas of impaired groundwater quality and quantity identified and mapped</i>	0	0	1	2
<i># of "No Swim" advisories issued at public beaches</i>	18	6	13	12
<i># of times E. coli levels exceeded 300/100ml at inland lakes</i>	13	3	9	8
<i># of times E. coli levels exceeded 300/100ml at Lake Michigan</i>	5	3	4	4

Water quality at County beaches is of great concern to Ottawa County residents. As a result, the Environmental Health division takes several water samples at inland lakes as well as Lake Michigan. There are many factors that influence E. coli levels. One significant factor relates to excessive rainfall. Sewage capacity in the City of Grand Rapids, in Kent County, is unable to handle the extra flow when heavy rainfall occurs. As a result, raw sewage is dumped into the Grand River which then flows into northern Ottawa County. Other meteorological and environmental factors affect E. coli levels as well. As a result, the number of times E. coli exceeds the standard can and does vary from year to year.

**Inland Beach Monitoring  
Ottawa County, 2003-2005**

Beaches	2003 N	2003 EX	2004 N	2004 EX	2005 N	2005 EX	Total N	Total EX
Pottawattomie Park	15	0	13	0	14	0	42	0
Lakeside Beach	15	0	13	0	14	0	42	0
Grose Park	15	0	14	1	14	0	43	1
Maplewood Lake Park	18	3	15	2	14	0	47	5
Georgetown Community Park	15	0	13	0	14	0	42	0
Holland State Park - Lake Macatawa	15	0	13	0	14	0	42	0
Fallen Leaf Park	0	0	13	0	15	1	28	1
Dunton Park	16	1	17	5	15	2	48	8
Grand Haven Boaters Park	0	0	16	2	0	0	16	2
Huizenga Park	0	0	15	3	0	0	15	3
<b>Total</b>	109	4	142	13	114	3	365	20

N= Number of sampling events (3 samples per event). EX = Number of times the level of E. coli exceeded the surface water quality standard of 300 E. coli/100ml of water.

**Lake Michigan Beach Monitoring  
Ottawa County, 2003-2005**

Beaches	2003 N	2003 EX	2004 N	2004 EX	2005 N	2005 EX	Total N	Total EX
Holland State Park	15	0	12	0	13	0	40	0
Tunnel Park	15	0	14	1	14	0	43	1
Kirk Park	15	0	13	0	14	0	42	0
North Beach Park	15	0	16	2	14	0	45	2
Grand Haven State Park	15	0	13	0	15	1	43	1
Grand Haven City Beach	17	2	15	1	14	0	46	3
Rosy Mound Recreation Area	0	0	13	0	16	2	29	2
Kouw Park	0	0	13	0	14	0	27	0
Windsnest Park	0	0	14	1	14	0	28	1
<b>Total</b>	92	2	123	5	128	3	343	10

N= Number of sampling events (3 samples per event)  
EX = Number of times the level of E. coli exceeded the surface water quality standard of 300 E. coli/100ml of water.

**ENVIRONMENTAL HEALTH - FOOD SERVICE SANITATION**

**Goal:** Reduce the risk of food borne illnesses in food service establishments

**Objective:** Continue to meet or exceed the State of Michigan's minimum program requirements for a local health department food service sanitation program

**Measure:** 100 % of State of Michigan's minimum program requirements will be met for food sanitation.

**Objective:** Partner with food service establishments with persistent or emerging problems to offer solutions by way of risk control plans and standard operating procedures.

**Measure:** Risk factors for foodborne illness will be reduced.

**Goal:** Improve the level of food safety knowledge among the food service community.

**Objective:** Provide monthly "You Hold the Key to Food Sanitation" training sessions for food service employees

**Measure:** 85 % of session participants will report improved understanding of food sanitation on their program evaluations.

**Objective:** Produce and distribute bi-annual "FOOD WRAP" newsletter

**Measure:** # of FOOD WRAP newsletters distributed

**Objective:** Create/refine an interactive basic food service sanitation training module on the County website

**Measure:** # of hits to food service training module

Measure	2004	2005	2006 Estimated	2007 Projected
<i>Output:</i>				
<i>% of Michigan food sanitation program requirements met</i>	100%	100%	100%	100%
<i># of FOOD WRAP letters distributed</i>	N/A	N/A	539	550
<i># of hits to website food training module</i>	N/A	N/A	N/A	100
<i>Efficiency:</i>				
<i>% of food training participants reporting improved understanding of food sanitation after training session</i>	N/A	N/A	N/A	85%
<i># of risk factors reduced per food service establishment</i>	N/A	N/A	1	2

<b>Resources</b>
------------------

Personnel	2005	2006	2007	2007
Position Name	# of	# of	# of	Budgeted
	Positions	Positions	Positions	Salary
Records Processing Clerk II	3.300	2.800	2.800	\$70,821
Records Processing Clerk III	0.000	0.500	0.500	\$16,255
Environmental Director	1.000	1.000	0.780	\$47,283
On Site Program Supervisor	1.000	1.000	1.000	\$55,408
Team Supervisor/VO	1.000	1.000	1.000	\$58,834
Senior Environmental Health Specialist	0.000	1.000	9.000	\$407,255
Sanitarian II	6.000	8.000	0.000	\$0
Sanitarian I	3.000	0.000	0.000	\$0
	15.300	15.300	15.080	\$655,856

**Funding**

	2003	2004	2005	2006	2007
	Actual	Actual	Actual	Current Year	Adopted
				Estimated	by Board
<b>Revenues</b>					
Licenses and Permits	\$368,796	\$392,928	\$446,122	\$453,655	\$457,785
Intergovernmental Revenue	\$83,349	\$81,254	\$104,724	\$91,860	\$94,050
Charges for Services	\$148,708	\$148,608	\$162,128	\$164,085	\$147,280
Other Revenue	\$12,654	\$11,385	\$15,829	\$16,357	\$31,660
Total Revenues	\$613,507	\$634,175	\$728,803	\$725,957	\$730,775

**Expenditures**

Personnel Services	\$696,272	\$759,500	\$892,460	\$829,156	\$969,056
Supplies	\$35,248	\$36,273	\$42,035	\$44,467	\$37,582
Other Services & Charges	\$155,618	\$188,650	\$186,592	\$193,693	\$208,451
Total Expenditures	\$887,138	\$984,423	\$1,121,087	\$1,067,316	\$1,215,089

<b>Function Statement</b>
---------------------------

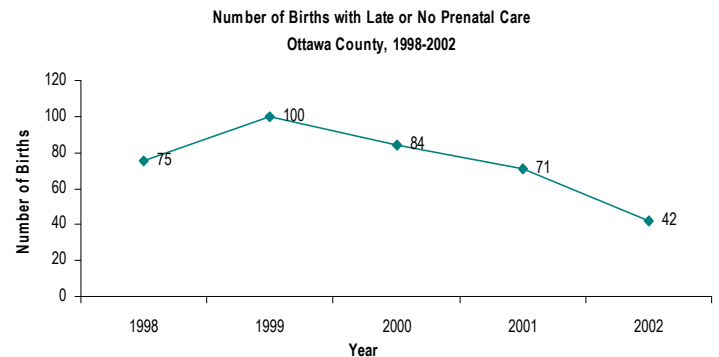
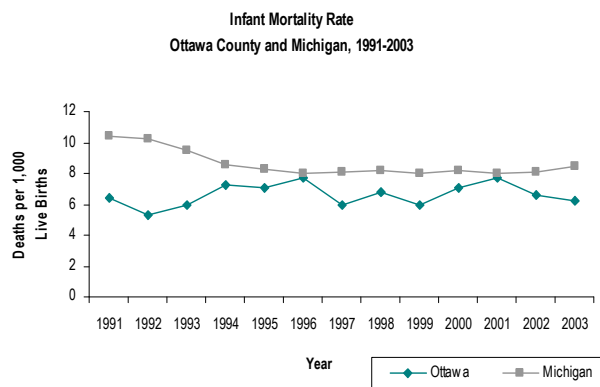
Community Health Services provides quality support, education and prevention programs to families, children and pregnant women throughout Ottawa County. Services are provided at the four satellite office locations, in clinic settings, in homes, in schools and in community locations. Services within this department include; Early-On, Hearing and Vision Screenings, Scoliosis Screenings, PNC and Enrollment, Children's Special Health Care Services, and Maternal and Infant Support Services.

<b>Mission Statement</b>
--------------------------

*The mission of Community Health Services is to provide quality support, education, and prevention programs to families, children and pregnant women in Ottawa County.*

### COMMUNITY HEALTH – MATERNAL AND INFANT HEALTH PROGRAM (MIHP) AND FAMILY SERVICES

The Community Health Profile of 2006 indicated positive trends both in the infant mortality rate as well as prenatal care. Ottawa County's infant mortality rate is lower than the State as a whole, and more mothers are receiving prenatal care. The Community Health division is striving to maintain or improve these outcomes.



**Goal:** To reduce the incidence of infant mortality and morbidity.

**Objective:** Promote the MIHP program to provide regularly scheduled prenatal care one month from enrollment through the duration of the pregnancy and regularly scheduled infant medical care one month from enrollment through the duration of the program.

**Measure:** 100% of MHP participants will receive regularly scheduled prenatal care

**Measure:** 100% of MHP participants will receive regularly scheduled infant medical care

**Measure:** The infant mortality rate of MIHP clients (infant deaths/live births multiplied by 1,000) will be less than 8

**Measure:** The MIHP infant mortality rate will be equal to or less than the County's infant mortality rate (infant deaths/live births multiplied by 1,000)

**Objective:** Participants in the MHP program who smoke will abstain from smoking around the infant

**Measure:** 50% of smokers will abstain from smoking around infant

**Objective:** Participants in the MHP program with domestic violence issues will receive counseling or be referred to a program within the first month of enrollment

**Measure:** 50% of participants with domestic violence issue will receive counseling

**Objective:** MHP participants will exhibit positive interaction and communication with their baby during the duration of the program

**Measure:** 50% of participants will exhibit positive interaction with baby

**Objective:** Participants in the MHP program with alcohol/drug abuse issues will abstain from substance use for the term of their pregnancy

**Measure:** 50% of participants with substance abuse issues will abstain from substance use

**Objective:** Participants in the MHP program with alcohol/drug abuse issues will be referred to a substance abuse program within the first month of enrollment

**Measure:** 50% of participants with substance abuse issues will be referred to substance abuse program within one month

**Objective:** Participants in the MHP program identified as smokers will abstain for the term of their pregnancy

**Measure:** 50% of smokers will abstain from smoking during pregnancy

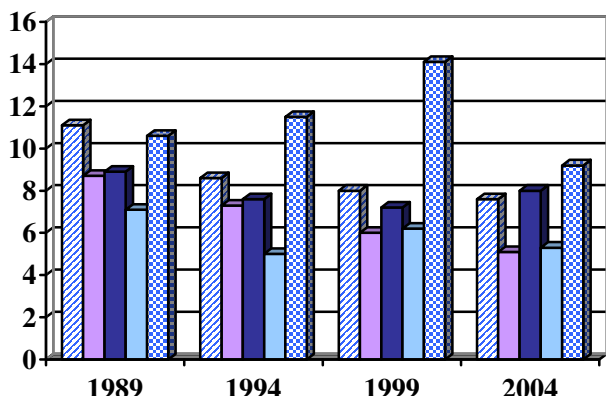
**Measure:** The percentage of newborns in the County with a low birth weight will be less than 8%

**Objective:** IHP participants will exhibit positive interaction and communication with their baby during the duration of the program

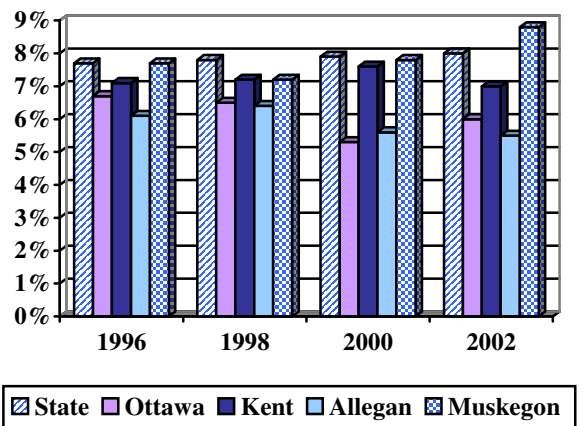
**Measure:** 50% of participants will exhibit positive interaction with their baby

Measures	2004	2005	2006 Estimated	2007 Projected
<b>Output:</b>				
# of MHP visits provided	907	1,047	1,100	1,100
# of IHP visits provided	1,614	1,916	2,000	2,000
% of MHP clients receiving regularly scheduled prenatal care	N/A	N/A	98%	100%
% of IHP clients receiving regularly scheduled infant medical care	N/A	N/A	95%	100%
% of MHP clients identified as substance abusers abstaining from substance abuse during pregnancy	N/A	N/A	50%	50%
% of MHP clients with an identified substance abuse issues referred to substance abuse program within 1 month of enrollment	N/A	N/A	50%	100%
% of MHP clients identified as smokers abstaining from smoking during pregnancy	N/A	N/A	50%	50%
% of IHP clients identified as smokers abstaining from smoking around infant	N/A	N/A	89%	50%
% of IHP clients with domestic violence issue who receive counseling	N/A	N/A	70%	50%
<b>Outcome:</b>				
% of MHP clients who exhibit positive interaction with baby	N/A	N/A	89%	50%
Infant mortality rate of MIHP clients	N/A	N/A	<8	<8
% of newborns with a low birth weight	6.5%	N/A	<8%	<8%

**Infant Mortality Rate**



**% of Newborns with Low Birth Weight**



These outcome benchmark graphs show that Ottawa County's birth statistics are in line with our neighboring counties and are significantly better than the State as a whole.

**COMMUNITY HEALTH – CHILDRENS SPECIAL HEALTH CARE SERVICES (CSHCS)**

**Goal:** Improve access to medical care of children with special health care needs who are enrolled in CSHCS

**Objective:** Promote CSHCS by providing program representation and advocacy to potential enrollees

**Measure:** Number of new enrollments will increase

**Objective:** Eligible children with possible CSHCS qualifying conditions will be referred for diagnostic evaluation

**Measure:** 100% of suspected eligible children will be referred for diagnostic evaluation

**Objective :** Provide case management and /or care coordination

**Measure:** At least 2% of enrollees will receive case management and/or care coordination

Measure	2004	2005	2006 Estimated	2007 Projected
<i>Output:</i>				
# of new CSHCS enrollees	???	103	150	100
<i>Efficiency:</i>				
% of suspected eligible children referred to diagnostic evaluation	N/A	N/A	100%	100%
% of CSHCS enrollees receiving case management and/or care coordination	0%	0%	1%	2%

**COMMUNITY HEALTH – EARLY ON**

**Goal:** Provide early identification of children at risk for developmental disabilities

**Objective:** Enroll children identified as at risk for developmental disabilities into the Early On program

**Measure:** 100% of children at risk for developmental disabilities will be enrolled into the program

**Objective:** Refer enrollees found to have growth and development delays to appropriate services within 4 weeks of enrollment

**Measure:** 100% of enrollees will be referred to appropriate services within 4 weeks of enrollment

Measure	2004	2005	2006 Estimated	2007 Projected
<i>Efficiency:</i>				
% of children identified as at risk for developmental disabilities enrolled	100%	100%	100%	100%
% of Early On enrollees referred to appropriate services within 4 weeks of enrollment	100%	100%	100%	100%

**COMMUNITY HEALTH – VISION AND HEARING**

**Goal:** Provide early identification of visual impairment in children 17 years and younger and refer as necessary for further assessment

**Objective:** Screen preschoolers, school aged children and special education children for visual impairments by October 1 of each year

**Measure:** 90% of children from preschool age to age 17 will be screened

**Objective:** Screen early childhood (under 3 yrs) children for visual impairments by October 1 of each year

**Measure:** 90% of eligible early childhood children will be screened

**Objective:** Refer children identified as having possible visual impairments on for further medical treatment by October 1 of each year

**Measure:** 100% of identified children will be referred

**Objective:** Children who are referred will receive medical follow-up

**Measure:** 80% of referred children will receive medical follow-up

**Goal:** Increase identification of hearing loss or impairment in children and adolescents under age 17 years

**Objective:** Screen preschoolers, school aged children and special educations children for hearing impairments by October 1 of each year

**Measure:** 90% of children from preschool age to age 17 will be screened

**Objective:** Screen early childhood (under 3 yrs) children for hearing impairments by October 1 of each year

**Measure:** 90% of eligible early childhood children will be screened

**Objective:** Refer children identified as having possible hearing impairments on for further medical treatment by October 1 of each year

**Measure:** 100% of identified children will be referred

**Objective:** Children who are referred will receive medical follow-up

**Measure:** 80% of referred children will receive medical follow-up

Measure	2004	2005	2006 Estimated	2007 Projected
<i>Output:</i>				
# of children screened	???	???	19,000	19,000
% of eligible children screened for vision and hearing impairments	N/A	N/A	90%	90%
% of children identified referred to appropriate services	100%	100%	100%	100%
<i>Efficiency:</i>				
% of children receiving medical follow up	N/A	N/A	80%	80%

#### COMMUNITY HEALTH – PNC and ENROLLMENT

**Goal:** Ensure that pregnant women receive early and adequate prenatal care

**Objective:** Assist low income pregnant women in applying for Medicaid/MOMS programs

**Measure:** 100% of eligible clients will be assisted.

**Objective:** Assist families in applying for health insurance coverage

**Measure:** 350 new families will be assisted in applying for health insurance coverage each year

**Objective:** Assist families in finding prenatal care medical providers

**Measure:** Assist 35 families in finding prenatal care medical providers

Measure	2004	2005	2006 Estimated	2007 Projected
<i>Output:</i>				
% of eligible clients assisted in applying form Medicaid/MOMS programs	N/A	N/A	100%	100%
# of new families assisted in applying for health insurance coverage	322	319	350	350
# of families assisted in finding prenatal care medical providers	13	28	30	35

#### COMMUNITY HEALTH – SCOLIOSIS SCREENING

**Goal:** Identify and refer children aged 17 and under with spinal curvatures in their earliest stages so that progression can be prevented

**Objective:** Provide scoliosis screenings in schools for selected age groups by October 1

**Measure:** Number of scoliosis screenings

**Objective:** Refer screening failures on to further medical evaluation

**Measure:** 100% of screening failures will be referred for medical evaluation

**Objective:** Ensure referrals made receive medical follow up within 6 months

**Measure:** Percentage of referrals receiving medical follow-up within 6 months



Measure	2004	2005	2006 Estimated	2007 Projected
<i>Output:</i>				
# of scoliosis screenings	6,950	6,841	6,841	6,500
% of screening failures referred on	100%	100%	100%	100%
<i>Efficiency:</i>				
% of referrals receiving medical follow up	N/A	N/A	55%	90%

**COMMUNITY HEALTH – PRENATAL EDUCATION**

**Goal:** Provide education to increase awareness of pregnancy related issues in teenaged program participants

**Objective:** Provide educational classes to pregnant teens and their support person

**Measure:** # of classes provided

**Objective:** Increase awareness of program participants of prenatal expectations, labor and delivery, and post natal issues as evidenced by improved scores on post-tests.

**Measure:** Program Participants on average will score a minimum of 50% higher on the post-test than they did on the pre-test.

**Objective:** Increase awareness of other Public Health Services as well as other community resources that can positively impact parenting teens

**Measure:** 90% of participants will be able to identify at least 2 Health Department services on the post-test questionnaire

Measure	2004	2005	2006 Estimated	2007 Projected
<i>Output:</i>				
# of classes provided	N/A	N/A	70	70
<i>Outcome:</i>				
% of clients scoring at least 50% higher on the program post-test	N/A	N/A	100%	100%
% of clients able to identify 2 or more Health Department Services	N/A	N/A	90%	90%

<b>Resources</b>				
<b>Personnel</b>				
Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Records Processing Clerk III	3.000	3.250	2.450	\$79,251
Records Processing Clerk II	0.500	0.500	0.750	\$23,476
Health Technician	4.200	3.200	3.200	\$110,284
Community Health Nurse II	0.000	4.400	0.000	\$0
Community Health Nurse I	8.900	4.500	8.600	\$435,714
Team Supervisor/UO	0.000	0.370	2.000	\$117,669
CSHCS Program Representative *	0.000	0.000	1.000	\$34,463
Community Health Manager	1.000	1.000	0.310	\$21,919
Community Services Manager	0.000	0.000	0.690	\$48,785
Jail RN	0.000	0.600	0.000	\$0
Child Health Supervisor	1.000	0.630	0.000	\$0
Registered Dietician	1.000	1.000	1.000	\$47,624
Scoliosis Screening & Hearing	0.000	1.000	1.000	\$34,463
Team Supervisor	1.000	1.000	0.000	\$0
Public Health Social Worker	4.200	4.200	4.200	\$200,023
	<u>24.800</u>	<u>25.650</u>	<u>25.200</u>	<u>\$1,153,671</u>

\* Childrens Special Health Care Service Program Representative

### Funding

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$421,429	\$491,406	\$573,027	\$534,076	\$510,903
Charges for Services	\$111,718	\$108,188	\$145,792	\$189,900	\$189,099
Other Revenue	\$2,170	\$69	\$15		
Total Revenues	<u>\$535,317</u>	<u>\$599,663</u>	<u>\$718,834</u>	<u>\$723,976</u>	<u>\$700,002</u>
<b>Expenditures</b>					
Personnel Services	\$1,328,520	\$1,441,098	\$1,566,128	\$1,672,951	\$1,702,449
Supplies	\$28,811	\$28,184	\$49,639	\$27,481	\$34,950
Other Services & Charges	\$228,479	\$206,438	\$194,953	\$252,010	\$270,647
Capital Outlay					
Total Expenditures	<u>\$1,585,810</u>	<u>\$1,675,720</u>	<u>\$1,810,720</u>	<u>\$1,952,442</u>	<u>\$2,008,046</u>

<b>Function Statement</b>
---------------------------

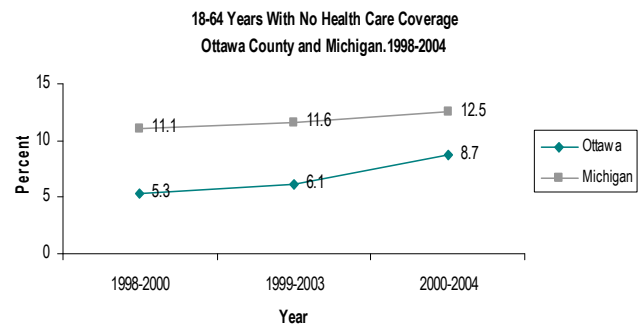
Clinic Services are provided out of homes, schools, clinics and community locations. Programs included are: Communicable Disease, investigation and follow-up; Tuberculosis Program, evaluation, treatment, and education; Sexually Transmitted Disease (STD) Clinics, confidential testing, treatment and education of STDs and anonymous counseling and testing for HIV/AIDS; Immunization Services, vaccine administration, monitoring, and distribution; Travel Clinic, information for travel and immunizations; Vision and Hearing Program, screening for preschool and school age children; Family Planning Program, medical exams, pregnancy testing/counseling, prescription birth control, and education.

<b>Mission Statement</b>
--------------------------

*Provide family planning, communicable disease and immunization services to underserved populations to reduce unplanned pregnancies and the occurrence and spread of communicable diseases in the County.*

**FAMILY PLANNING**

One trend noted by the 2006 Community Health Profile is that the County uninsured population is increasing as reflected in the graph to the right. In particular, the profile showed that citizens in the age range of 18-44 (child bearing age) were more likely to be uninsured. As a result, accommodations such as the sliding fee scale become more important to the target population.



**Goal:** Assure access to high quality clinical family planning services

**Objective:** Provide a comprehensive system of family planning services that includes education, prevention, contraception and treatment

**Measure:** 100% of Family Planning clients will receive each element in the Family Planning service plan

**Measure:** 100% of Family Planning clients will be evaluated based on income according to a sliding fee schedule to improve affordability of Family Planning services

**Goal:** Reduce unintended pregnancy in Ottawa County

**Objective:** Educate Family Planning clients on contraception methods available to them

**Measure:** 30% of the enrollees in the Family Planning Program will be teens

**Measure:** The number of clients utilizing Family Planning services between 19 and 44 years of age and at or below 185% of the poverty level will increase by 10%

**Goal :** Reduce Sexually Transmitted Infections (STI)

**Objective:** Educate all family planning and STI clients on the risk factors affecting STIs including domestic violence, sexual coercion, drugs and alcohol

**Measure:** Incidence of Chlamydia will be less than 2 per 1,000 residents

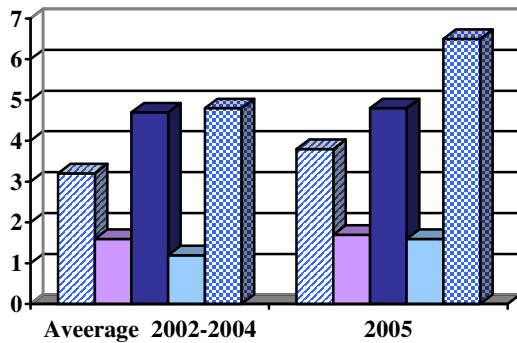
**Measure:** Incidence of Gonorrhea will be less than .5 per 1,000 residents

**Measure:** Incidence of AIDS/HIV will be less than 10

**Measure:** 100% of clients who tested positive for Chlamydia will be offered partner notification and treatment

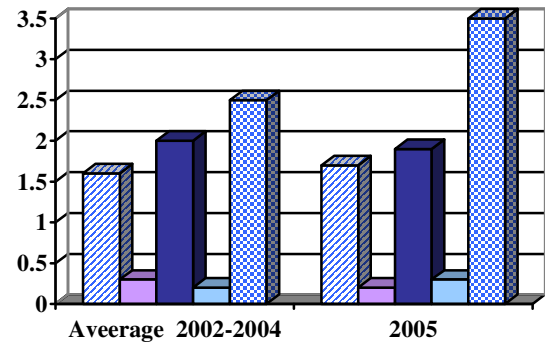
Measures	2004	2005	2006 Estimated	2007 Projected
<i>Output:</i>				
# of Family Planning Clients served	4,980	4,535	5,000	5,000
% of clients receiving comprehensive service	100%	100%	100%	100%
% of clients evaluated for sliding scale fee reductions	100%	100%	100%	100%
% of teenage Family Planning clients	N/A	31%	>30%	>30%
% of Chlamydia clients offered partner notification and treatment	100%	100%	100%	100%
Reported cases of Chlamydia per 1,000 residents	2.1	1.7	<2	<2
Reported cases of Gonorrhea per 1,000 residents	.29	.25	<.5	<.5
Reported cases of AIDS./HIV	11	6	<10	<10

**Chlamydia per 1,000 Citizens**



Legend: State (diagonal lines), Ottawa (solid purple), Kent (solid blue), Allegan (solid light blue), Muskegon (dotted blue)

**Gonorrhea per 1,000 Citizens**



Legend: State (diagonal lines), Ottawa (solid purple), Kent (solid blue), Allegan (solid light blue), Muskegon (dotted blue)

These outcome benchmark graphs show that in terms of sexually transmitted diseases, Ottawa County compares favorably to adjacent counties and the State as a whole.

**Goal:** Prevent the spread of communicable disease within Ottawa County

**Objective:** Reported cases will be investigated to confirm the diagnosis

**Measure:** 100 % of reported cases will be investigated and confirmed

**Objective:** Confirmed cases will receive prevention, education and treatment

**Measure:** 100% of confirmed cases will receive prevention education and treatment

**Measure:** # of Tuberculosis cases in Ottawa County will be less than 8

**Goal:** To protect the community against vaccine preventable disease

**Objective:** Children 19-35 months old will be fully immunized

**Measure:** 90% of 19-35 months old clients of the Health Department will be fully immunized

**Measure:** 85% of Ottawa County children ages 19-35 months will be fully immunized

**Objective:** School age children will be fully immunized

**Measure:** School districts will report that 95% (or more) of students are immunized.

**Measure:** # of reported cases of pertussis will be less than 10

Measure	2004	2005	2006 Estimated	2007 Projected
<b>Output:</b>				
% of communicable disease cases investigated and confirmed	100%	100%	100%	100%
% of confirmed cases receiving education and treatment	100%	100%	100%	100%
<b>Outcome:</b>				
# of Tuberculosis cases	3	5	<8	<8
% of 19-35 month olds in Ottawa County fully immunized	63%	73%	73%	85%
% of 19-35 month olds clients of the Health Department fully immunized	81%	87%	87%	90%
% of school age children immunized	???	???	???	95%
# of reported cases of pertussis	4	8	<10	<10

<b>Resources</b>
------------------

<b>Personnel</b>	2005	2006	2007	2007
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary
Nurse Practitioner	0.500	0.800	0.500	\$34,678
CD/STD Supervisor	1.000	1.000	0.000	\$0
Team Supervisor Clinical Immunization	1.000	1.000	0.000	\$0
Team Supervisor/UO	0.000	0.000	3.000	\$176,503
Clinic Services Manager	1.000	1.000	1.000	\$59,809
Team Supervisor Family Planning	1.000	1.000	0.000	\$0
Records Processing Clerk II	14.400	13.250	13.250	\$384,003
Community Health Nurse II	1.700	2.300	2.800	\$142,255
Community Health Nurse I	12.200	10.200	10.100	\$510,353
Health Technician	1.800	1.500	1.700	\$53,934
Licensed Practical Nurse	0.600	0.600	1.400	\$49,590
Jail RN	0.000	0.400	0.000	\$0
Health Educator	0.000	0.000	0.500	\$19,063
	35.200	33.050	34.250	\$1,430,188

**Funding**

	2003	2004	2005	2006	2007
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board

**Revenues**

Intergovernmental Revenue	\$814,276	\$719,864	\$752,498	\$672,908	\$736,842
Charges for Services	\$430,649	\$412,765	\$511,654	\$478,771	\$465,174
Interest & Rents	\$4,050				
Other Revenue	\$46,663	\$73,834	\$75,996	\$117,948	\$92,014
Total Revenues	\$1,295,638	\$1,206,463	\$1,340,148	\$1,269,627	\$1,294,030

**Expenditures**

Personnel Services	\$1,620,469	\$1,764,423	\$1,756,466	\$1,928,166	\$2,128,198
Supplies	\$382,526	\$352,869	\$369,591	\$402,245	\$399,389
Other Services & Charges	\$536,072	\$490,780	\$451,678	\$485,323	\$477,866
Capital Outlay					
Total Expenditures	\$2,539,067	\$2,608,072	\$2,577,735	\$2,815,734	\$3,005,453

**Budget Highlights:**

Full-Time Equivalents have been redistributed within the fund.

**Function Statement**

The Health Promotion Division of the Ottawa County Health Department strives to promote positive health behaviors that enable people to increase control over and improve their health. Health Promotion Services provides comprehensive prevention education programs, collaborative community project leadership, community health assessment, substance abuse prevention, chronic disease prevention programs, and oral health services.

**Mission Statement**

*Assess public health threats in the community and develop and implement prevention programs to mitigate those threats.*

As part of the strategic planning process, the Health Department gathered data for the Ottawa County Youth Assessment Survey (YAS) in 2005 in order to monitor the prevalence of youth health risk behaviors in Ottawa County. The survey was completed by 8<sup>th</sup>, 10<sup>th</sup>, and 12<sup>th</sup> graders in public schools in Ottawa County; a total of 2,008 surveys were returned.

In addition, also during 2005, data was gathered to form an Ottawa County Community Health profile. Like the YAS, the Community Profile was developed to identify health risk behaviors and trends. The results of the YAS and the Community Profile, which were distributed in 2006, are critical in designing programs that focus resources on developing and/or chronic problems found in the community. There will be several references to both studies through out the discussion of Health Department goals, objectives, and performance indicators.

**HEALTH PROMOTION-CHRONIC DISEASE PREVENTION**

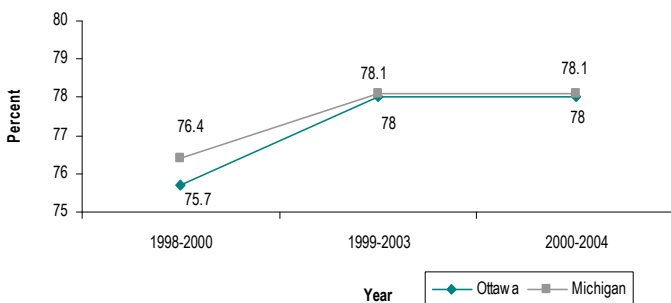
The results of the YAS indicated some troubling trends in Ottawa County youth, especially related to dietary behavior and weight. These results helped guide the programs and goals that follow:

2005 OTTAWA COUNTY YOUTH ASSESSMENT SUVEY		
Risk Category	Behavior	% Agreement
<b>Dietary Behavior</b>	<b>Ate less than 5 services of fruits or vegetables per day</b>	<b>64.8%</b>
	Drank soda 2 or more times on an average day	36.7%
<b>Weight *</b>	<b>Were classified as overweight (self-reported)</b>	<b>81.5%</b>
	<b>Thought that they were overweight (self-reported)</b>	<b>26.4%</b>
<b>Physical Activity</b>	Participated in vigorous physical activity for 20+ minutes on at least 3 of the past 7 days	71.2%
	Participated in moderate physical activity for 30+ minutes on at least 5 of the past 7 days	29.1%

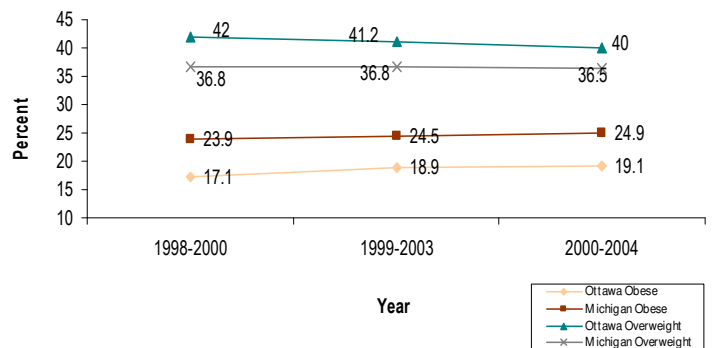
\* A body mass index (BMI) report was also completed by the Health Department on 2,678 Ottawa County students that were pre-kindergarten, 3<sup>rd</sup> graders and 6<sup>th</sup> graders. The results were still troubling in that 32% were classified as “at risk” or were overweight

The results from the Community Profile also identified some problems. Specifically, nutrition, weight and physical activity all indicate the need for improvement:

Respondents Who Do Not Consume 5 Servings of Fruits and Vegetables per Day  
Ottawa County and Michigan, 1998-2004



Weight Status Based on BMI Category.  
Ottawa County and Michigan 1998-2004

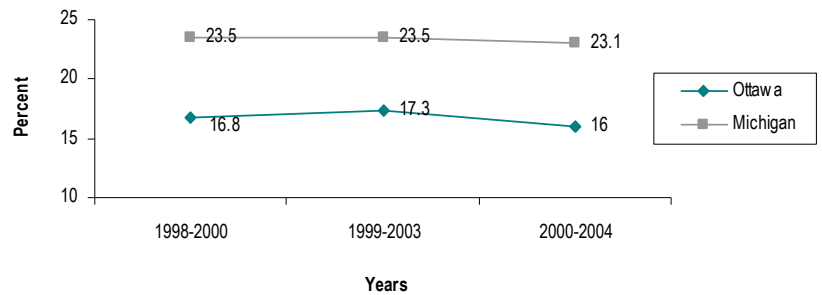


The graphs above show that the consumption of fruits and vegetables fell after 2000, and the rate of overweight persons in Ottawa County is greater than that of the State as a whole.

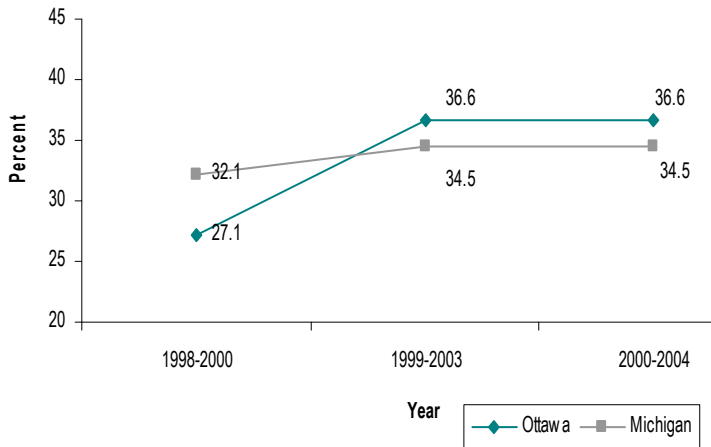
Although County residents are less likely to report no physical activity than the State as a whole, there is still room for significant improvement. 16% of County residents are estimated to get no physical exercise at all, and this is more likely in lower income residents.

Indicators for cardiovascular disease are also troubling. Of the three main risk factors for cardiovascular disease - cholesterol, blood pressure, and diabetes - the rates in Ottawa County for two of them are above those of the State as a whole:

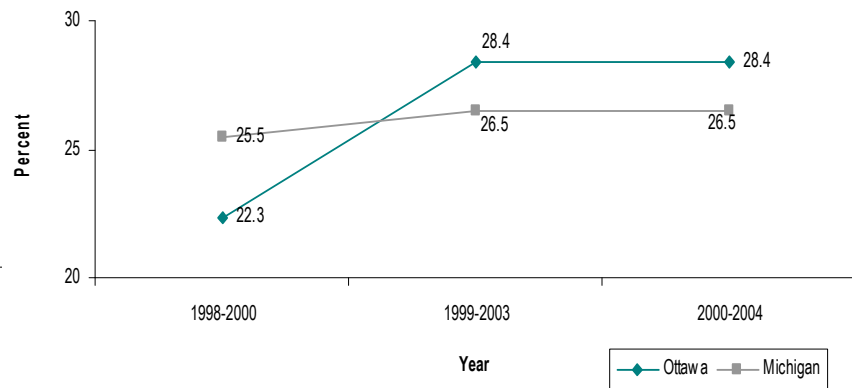
No Physical Activity, Recreation or Exercises in Their Leisure Time Within the Past Month.  
Ottawa County and Michigan, 1998-2004



Those Who Have Been Told Their Cholesterol Was High\*  
Ottawa County and Michigan, 1998-2004

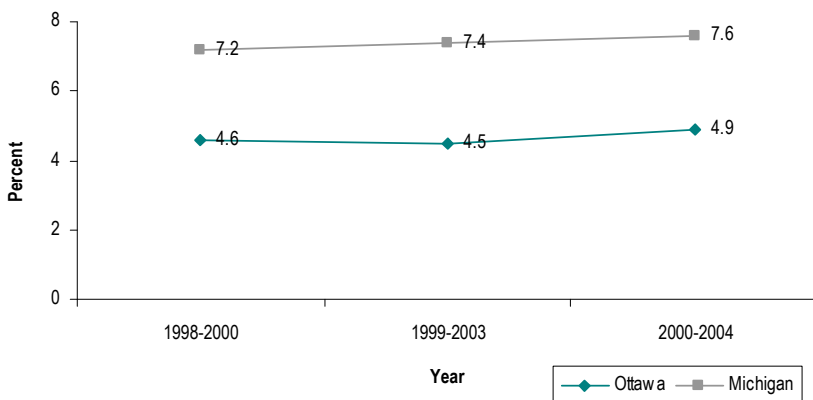


Those Who Have Been Told That Their Blood Pressure Was High  
Ottawa County and Michigan, 1998-2004



\*Among respondents who reported having had their cholesterol checked.

Those Who Have Been Told They Have Diabetes  
Ottawa County and Michigan, 1998-2004



The results of both the YAS, the Community profile and the BMI screening are driving the goals and objectives listed next.

**Goal:** Increase physical activity and healthy eating in Ottawa County residents

**Objective:** By 9/30/07, Health Promotion will facilitate the development of a strategic plan to increase access to healthy eating, physical activity and tobacco free lifestyle in Ottawa County.

**Measure:** Strategic plan to increase access to healthy eating, physical activity and tobacco free lifestyle will be developed

**Objective:** By 9/30/07, Health Promotion will collaborate with Ottawa County schools to develop a work plan to improve the health environment of each school.

**Measure:** Work plans will be completed for 10 schools

**Objective:** By 9/30/07, Health Promotion will provide programs to Ottawa County youth ages 6-18 to increase physical activity and healthy eating

**Measure:** Four physical activity and healthy eating programs will be available for youth ages 6-18

**Objective:** By 9/30/07, Health Promotion will assist in the implementation of a physical activity initiative created by the wellness coalition.

**Measure:** One physical activity initiative will be implemented

**Goal:** Assist in the creation/maintenance of healthy environments at Ottawa County worksites

**Objective:** By 9/30/07, Health Promotion will assist worksites in assessing their work environment

**Measure:** 5 worksite environments will be assessed

**Objective:** By 9/30/07, Health Promotion will develop recommendations for worksites on how to improve the healthfulness of their worksites

**Measure:** Recommendations will be developed for 5 worksites on how to improve their healthfulness

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Completed Strategic plan to increase access to healthy eating, physical activity and tobacco free lifestyle (Yes/No)</i>	N/A	N/A	N/A	Yes
<i># of school work plans completed</i>	0	0	4	10
<i># of physical activity and healthy eating plans available for youths ages 6-18</i>	0	0	0	4
<i># of physical activity initiatives implemented</i>	0	0	0	1
<i># of worksite assessments provided</i>	0	0	0	5
<i># of worksites receiving recommendations for healthier environments</i>	0	0	0	5

#### Long-term Outcomes:

Currently, strategies to counter the negative trends are still in the planning phase. It will likely take at least five years before improvement will be seen on the indicators from the YAS and the Community profile. The next Community Profile is planned for 2011.

#### HEALTH PROMOTION-SUBSTANCE ABUSE

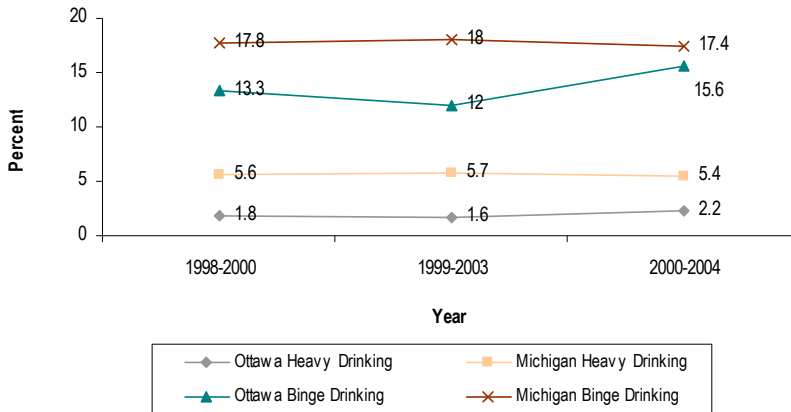
As with chronic disease prevention, the results of the YAS and the Community Health Profile also identified issues in substance abuse:

<b>2005 OTTAWA COUNTY YOUTH ASSESSMENT SUVEY</b>		
<b>Risk Category</b>	<b>Behavior</b>	<b>% Agreement</b>
<b>Alcohol Use</b>	Ever drank alcohol	48.2%
	Planned to get drunk sometime in the next year	28.7%
	<b>Felt it was very easy/sort of easy to access alcohol</b>	<b>60.2%</b>
<b>Drug Use</b>	Ever used marijuana	26.7%
	Ever used cocaine	4.9%
	Ever used methamphetamine	3.1%
	Planned to stay away from marijuana	83.0%
	Committed to a drug free life	82.5%

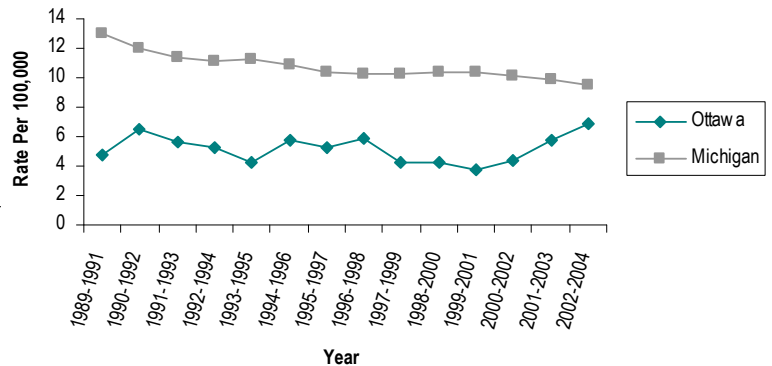


The results of the Community Health profile identified some disturbing trends in alcohol consumption in Ottawa County. While the State rate for reported binge drinking is decreasing slightly, there is a significant increase in binge drinking noted for Ottawa County residents. Not surprisingly, the liver disease death rate is also on the rise:

Heavy Drinking and Binge Drinking in the Past Month  
Ottawa County and Michigan, 1998-2004



Liver Disease Age Adjusted Death Rates  
Three Year Moving Averages  
Ottawa County and Michigan, 1989-2004



Heavy drinking is the consumption of 60 or more alcoholic drinks in the past month  
Binge drinking is the consumption of five or more drinks on one occasion at least once in the month

Although it will take time to affect these measures, the programs and strategies listed below along with their intermediate outcome measures should result in improvement of the above problems in the long-run.

**Goal:** Reduce substance use in Ottawa County youth

**Objective:** By 9/30/07, Health Promotion will increase the knowledge of participants enrolled in Project Charlie on the effects of substance use

**Measure:** Increase participant knowledge on effects of substance use by 90%

**Objective:** By 9/30/07, Health Promotion will increase the knowledge of participants enrolled in Project Charlie on the use of refusal skills

**Measure:** Increase participant knowledge on refusal skills to prevent substance use by 90% by September 30, 2007

**Objective:** The “Project Toward No Drug Abuse” program will have a positive impact on the behavior of participants

**Measure:** The recidivism rate for participants enrolled in the “Project Toward No Drug Abuse” will be less than 10%

**Objective:** By September 30 2007, Ottawa County parents participating in the Family Matters program will talk with their kids about alcohol, tobacco and other drugs

**Measure:** 75% of parents in the Family Matters program will report talking with their children about alcohol, tobacco and other drugs

**Goal:** Reduce alcohol related traffic crashes in Ottawa County

**Objective:** By October 2009, increase law enforcement arrest rates for the following alcohol related offences (OUIL, OWI, MIP, open receptacle) by 10% per offense.

**Measure:** Percentage increase in law enforcement arrest rates

**Objective:** By October 2009, increase public’s awareness of the risk of arrest when driving under the influence of alcohol by 10%

**Measure:** Percentage increase in the awareness of risk

**Goal:** To decrease patrons exiting retail establishments in Ottawa County intoxicated

**Objective:** By September 2009, increase by 50% retail establishments in Ottawa County who are Responsible Beverage Service (RBS) trained

**Measure:** Percentage increase in RBS trained managers/servers in retail establishments

**Objective:** By September 2009, increase RBS practice amongst Ottawa County establishments by a total of 40% (RBS practice:

check ID, watch for behavioral cues, count/measure drinks, slow service, and cut off patrons if necessary. Each practice will be increased by 10%)

**Measure:** The number of patrons who leave establishments intoxicated and percentage of patrons calling cabs/Last Call Ministries from a bar or restaurant intoxicated.

**Goal:** Prevent alcohol access to minors

**Objective:** By September 2009, increase by 50% off sale establishments in Ottawa County who are RBS trained.

**Measure:** Percentage increase in TIPS trained off sale establishments and percentage increase in knowledge from RBS training

**Objective:** By September 2009, increase RBS (checking identification) amongst Ottawa County off sale establishments by 1% to 97%

**Measure:** The percentage of off sale establishments in compliance with RBS

**Objective:** By September 2009, decrease by 1% minors who indicate that parties are the number one source of alcohol

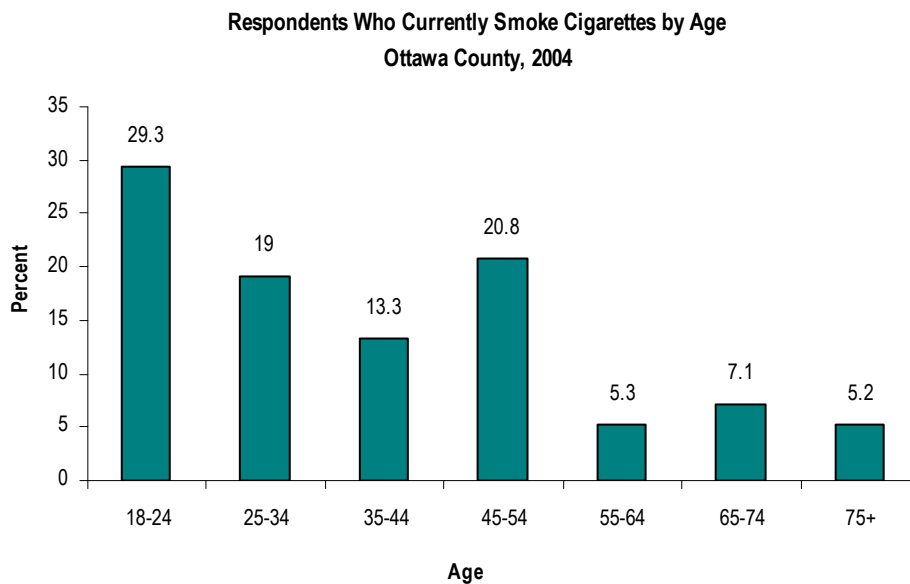
**Measure:** The percentage of minors reporting access to alcohol is through parties. Percentage increase in calls to 911/law enforcement on teen parties and use.

**HEALTH PROMOTION-TOBACCO/METHANPHETAMINE PREVENTION**

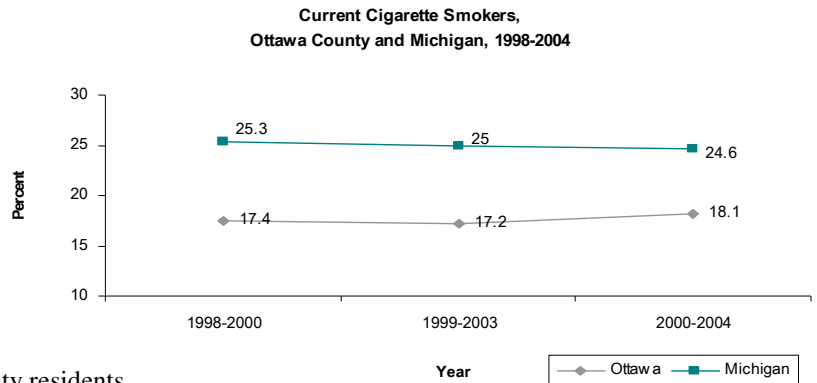
The results of the YAS below indicate that cigarettes are quite easy to access, and this results in Ottawa County youth experimenting with cigarettes at a young age.

2005 OTTAWA COUNTY YOUTH ASSESSMENT SUVEY		
Risk Category	Behavior	% Agreement
Tobacco Use	Ever smoked cigarettes	26.6%
	Reported age of onset of cigarette use before age 13	40.4%
	Felt it was very easy/sort of easy to access cigarettes	64.1%

Unfortunately, this early onset of tobacco use carries into young adulthood as indicated by the Community Health Survey:



In addition, although Ottawa County's percentage of cigarette smokers is lower than the State's, the rate has begun to increase. Consequently, it is important to develop programs that address it.



**Goal:** Minimize the use of and exposure to tobacco by County residents

**Objective:** By 9/30/07, Health Promotion will facilitate the development and implementation of a community wide strategic plan regarding tobacco use in Ottawa County

**Measure:** A strategic plan regarding tobacco prevention will be completed

**Objective:** By 9/30/07, Health Promotion will maintain an 80% compliance rate for the sale of tobacco products to underage youth in Ottawa County

**Measure:** 80% of establishments tested for the sale of tobacco to minors will not sell to them

**Goal:** Reduce exposure to environmental tobacco smoke in Ottawa County.

**Objective:** By 9/30/07, Health Promotion will increase the number of smoke free restaurants in Ottawa County

**Measure:** The number of smoke free restaurants in Ottawa County will increase by 20% by September 30, 2007

**Goal:** Reduce the use and manufacturing of methamphetamines in Ottawa County.

**Objective:** By 9/30/07, Health Promotion will conduct a needs assessment regarding the prevalence of methamphetamine use and manufacturing in Ottawa County

**Measure:** Needs assessment will be conducted

Measures	2004	2005	2006 Estimated	2007 Projected
<i>Output:</i>				
Complete a strategic plan for tobacco prevention (Yes/No)	N/A	N/A	N/A	Yes
Conduct a needs assessment on methamphetamine (Yes/No)	N/A	N/A	N/A	Yes
<i>Efficiency:</i>				
% of establishments tested that did not sell tobacco to minors	N/A	N/A	N/A	80%
<i>Outcome:</i>				
% increase in the number of smoke free restaurants	N/A	N/A	N/A	20%

**HEALTH PROMOTION-REPRODUCTIVE HEALTH**

**Goal:** To reduce unintended pregnancies in Ottawa County

**Objective:** Maintain 30% of enrollment of teens (18 and under) in the Family Planning program at September 30, 2007.

**Measure:** 30% of the enrollment in the Family Planning program are teens (18 and under)

**Measure:** The rate of teenage pregnancy will be less than 85 per 1,000 residents

**Objective:** By September 30, 2007, health promotion will increase the number of 19-44 year olds who are at or below 185 % poverty level enrolled in the Family Planning Program by 10%

**Measure:** Increase by 10% the number of 19-44 year olds @ 185% or below poverty level enrolled in Family Planning program

**Objective:** By September 30, 2007, health promotion will develop the Ottawa County Teen Sexual Health Coalition (OCTSHC).

**Measure:** OCTSHC will be established

**Objective:** By September 30, 2007, health promotion will assist the OCTSHC in the development of a strategic plan

**Measure:** Strategic plan to address teen sexuality issues will be developed

**Objective:** By September 30, 2007, 80% of parents participating in the program will indicate that they feel comfortable talking with their children about sexuality issues

**Measure:** 80% of parents will report that they are comfortable talking with their children about sexuality issues.

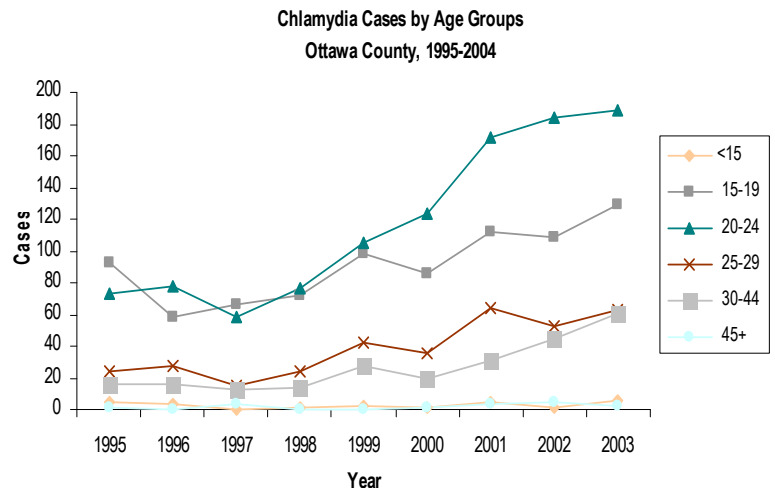
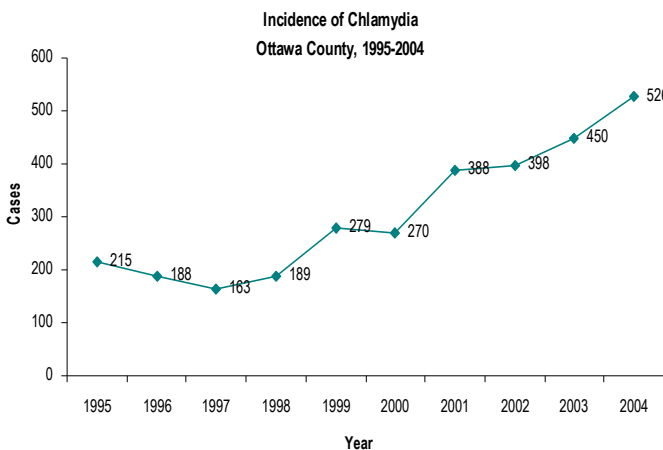
**Objective:** By September 30, 2007, health promotion will promote comprehensive sexuality education to 3 Ottawa County school boards

**Measure:** Comprehensive sexuality education will be presented/promoted to 3 Ottawa County school boards

Measures	2004	2005	2006 Estimated	2007 Projected
<i>Output:</i>				
Family planning teen clients as a % of total Ottawa County teens	N/A	N/A	N/A	30%
Establish the OTCSCH (Yes/No)	N/A	N/A	N/A	Yes
Completion of a strategic plan on teen sexuality issues (Yes/No)	N/A	N/A	N/A	Yes
# of presentations of comprehensive sexuality education made to Ottawa County school boards	N/A	N/A	N/A	3
<i>Efficiency:</i>				
% of parents reporting they feel comfortable discussing sexuality issues with children	N/A	N/A	N/A	>80%
% of 15-24 year olds who increased knowledge of Chlamydia after program	N/A	N/A	N/A	>75%
<i>Outcome:</i>				
Teenage pregnancy per 1,000 residents	71.8	N/A	<85	<85

**Goal:** To reduce the Chlamydia rate of young adults in Ottawa County

Based on the results of the Community Health Profile, Chlamydia is a growing problem in Ottawa County:



As a result, new programs are being developed to affect this negative trend, and these efforts are focused on teenagers and young adults.

**Objective:** By 9/30/07, 75% of 15-24 year olds participating in sexually transmitted disease programs will increase their knowledge on the transmission, symptoms, prevention and treatment of Chlamydia.

**Measure:** 75% of 15-24 year olds will increase their knowledge of Chlamydia

**Measure:** The incidence of Chlamydia in Ottawa County residents 19 and younger will be less than x per 1,000 residents

**Goal:** To reduce the risk of blood borne and Tuberculosis (TB) exposure of Ottawa County employees.

**Objective:** By September 30, 2007, Ottawa County "A" classified employees will be trained on the prevention of blood borne exposure

**Measure:** 100% of Ottawa County "A" classified employees will be trained on prevention of blood borne pathogens

**Objective:** By September 30, 2007, Ottawa County "A" classified employees will be trained on the prevention of TB exposure

**Measure:** 100% of Ottawa County "A" classified employees will be trained on prevention of TB exposure

**Objective:** By September 30, 2007, health promotion will Assist the Safety and Security committee in updating the Blood Borne Exposure Control plan.

**Measure:** The Blood Borne Exposure Control Plan will be updated

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>% of "A" County employees trained on prevention of blood borne pathogens</i>	N/A	N/A	100%	100%
<i>% of "A" County employees trained on the prevention of TB</i>	N/A	N/A	100%	100%
<i>Update completed of the Blood Borne Exposure Control Plan (Yes/No)</i>	N/A	N/A	N/A	Yes

#### HEALTH PROMOTION-Dental

**Goal:** Reduce dental disease among targeted at-risk populations in Ottawa County

**Objective:** By October 2007, the Dental Program will have reduced Dental Disease by 25% in Children determined to be at-risk

**Measure:** Reduce Dental Disease in children by 25%

**Goal:** To empower Ottawa county residents to make choices that promote positive Oral Health practices

**Objective:** By September 30, 2007, 75% of elementary and head start students will receive Oral Health education Program information

**Measure:** 75% of elementary school/Head Start students will receive Oral Health information

**Objective:** Oral Health Education Resources and Oral Health materials will have been distributed to Ottawa County residents

**Measure:** 7,810 oral health education resources and oral health materials will be distributed by September 30, 2007

**Goal:** To improve access to Oral Health Services for Ottawa County residents.

**Objective:** Provide referrals to patients in need of or requesting referrals

**Measure:** 100% of referral requests or patients needing additional dental work will be referred to the Dental Services Referral Network

**Objective:** Increase accessibility to Dental Service for Ottawa County residents as the result of advocacy initiatives

**Measure:** Implement 2 advocacy initiatives to increase dental service accessibility

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i># of clients served by the dental program</i>	N/A	N/A	4,600	4,700
<i>% of school children educated on oral health practices</i>	N/A	N/A	N/A	>75%
<i># of dental program material distributed</i>	N/A	N/A	N/A	7,810
<i>% of patients requesting or needing referrals that are referred</i>	N/A	N/A	N/A	100%
<i># of advocacy initiatives implemented</i>	0	0	0	2

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Records Processing Clerk II	1.500	1.150	0.650	\$19,139
Records Processing Clerk III	0.000	1.000	1.000	\$32,511
Health Educator	6.300	5.700	5.800	\$247,423
Oral Health Supervisor	1.000	1.000	0.500	\$29,417
Registered Dietician	0.000	0.600	0.500	\$23,812
Team Supervisor	0.000	0.000	1.050	\$60,556
Health Promotion Manager	0.920	1.000	1.000	\$65,181
Health Promotion Supervisor	1.000	1.000	0.450	\$25,477
Dental Clinic Manager	0.800	0.800	0.800	\$35,583
Dental Hygienist	0.800	0.800	0.800	\$43,136
	12.320	13.050	12.550	\$582,235

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$144,302	\$139,430	\$188,307	\$190,881	\$152,791
Charges for Services	\$45,959	\$37,784	\$20,615	\$20,460	\$14,180
Interest & Rents					
Other Revenue	\$24,769	\$20,957	\$62,945	\$60,725	\$52,720
Total Revenues	\$215,030	\$198,171	\$271,867	\$272,066	\$219,691

**Expenditures**

Personnel Services	\$543,085	\$602,096	\$693,910	\$811,138	\$845,620
Supplies	\$102,396	\$97,200	\$108,789	\$122,687	\$100,758
Other Services & Charges	\$223,612	\$202,919	\$234,467	\$261,656	\$210,683
Capital Outlay					
Total Expenditures	\$869,093	\$902,215	\$1,037,166	\$1,195,481	\$1,157,061

**Budget Highlights:**

2006 includes a one time Dental Grant in the amount of \$44,218 .

<b>Resources</b>					
<b>Personnel</b>					
Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary	
Jail Registered Nurse	3.000	0.000	0.000	\$0	
Records Processing Clerk II	1.000	0.000	0.000	\$0	
Jail Nurse Supervisor	1.000	0.000	0.000	\$0	
	5.000	0.000	0.000	\$0	
<b>Funding</b>					
	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue					
Charges for Services	\$39,839	\$55,134	\$29,969	\$21,000	\$20,400
Interest & Rents					
Other Revenue	\$2,033	\$2,989	\$656	\$3,574	\$4,000
Other Financing Sources	\$60,486	\$42,154	\$40,310	\$43,815	\$39,151
Total Revenues	\$102,358	\$100,277	\$70,935	\$68,389	\$63,551
<b>Expenditures</b>					
Personnel Services	\$294,804	\$329,293	\$154,120		
Supplies	\$106,142	\$104,220	\$113,451	\$134,324	\$121,250
Other Services & Charges	\$324,240	\$226,835	\$631,776	\$703,505	\$696,250
Capital Outlay					
Total Expenditures	\$725,186	\$660,348	\$899,347	\$837,829	\$817,500

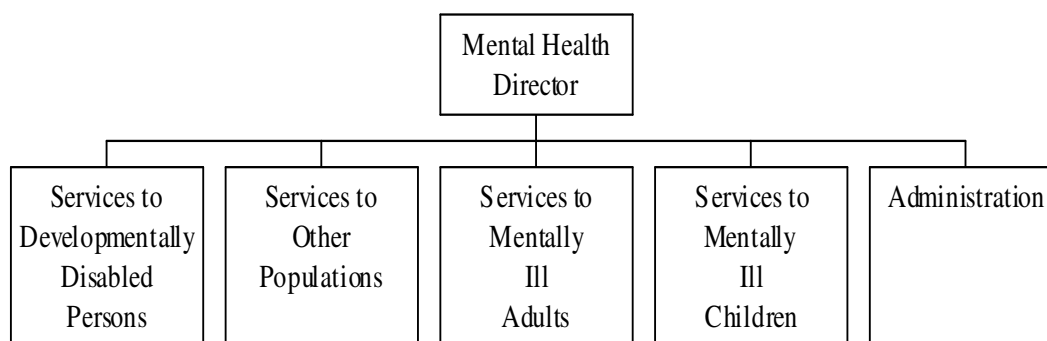
**Budget Highlights:**

Other Services & Charges represents an increase in services to inmates as well as an increase in procedure costs.

## Mental Health (2220) Fund Summary

### Function Statement

Ottawa County Community Mental Health (CMH) provides services to developmentally disabled children and adults, mentally ill children and adults, and select other populations. Below is a budget summary for the entire fund. Subsequent pages provide information for each of the populations served and CMH administration.



	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$22,885,112	\$25,378,817	\$27,089,930	\$28,057,847	\$30,077,377
Charges for Services	\$832,815	\$834,652	\$398,264	\$379,574	\$290,200
Rents	\$1,800		\$187,935	\$197,101	\$157,398
Interest			\$23,943	\$50,000	\$54,584
Other Revenue	\$120,391	\$43,930	\$65,816	\$83,045	\$81,930
Other Financing Sources	\$476,500	\$476,500	\$476,500	\$476,500	\$476,500
<b>Total Revenues</b>	<b>\$24,316,618</b>	<b>\$26,733,899</b>	<b>\$28,242,388</b>	<b>\$29,244,067</b>	<b>\$31,137,989</b>
<b>Expenditures</b>					
Personnel Services	\$9,403,019	\$10,183,301	\$11,066,578	\$11,360,133	\$11,468,320
Supplies	\$420,277	\$417,698	\$453,008	\$525,139	\$414,085
Other Services & Charges	\$14,877,269	\$16,105,798	\$16,706,281	\$17,387,634	\$19,314,829
Capital Outlay	\$109,863	\$259,401	\$50,000		
Other Financing Uses					
<b>Total Expenditures</b>	<b>\$24,810,428</b>	<b>\$26,966,198</b>	<b>\$28,275,867</b>	<b>\$29,272,906</b>	<b>\$31,197,234</b>



Fund: (2220) Mental Health

The following indicators have been identified by the Michigan Department of Community Health and the Ottawa County CMH Board as critical indicators of performance for CMH of Ottawa County. These indicators represent agency-wide performance indicators.

**Goal:** Timeliness of inpatient screens assesses CMH’s ability to respond to persons in crisis who are at risk of inpatient hospitalization. Timely response is clinically necessary, but the careful management of inpatient admissions is vital for financial performance as well

**Objective:** Screening will be complete within 3 hours of the crisis request.

**Goal:** Days between initial request and first face to face assessment is another access indicator that measures timely initiation into the CMH service network. This is a measure of the effectiveness of our system to get consumers into services without long delays.

**Objective:** 95% of consumers requesting service should receive their first service within 14 days of the request.

**Goal:** Days between the first assessment and ongoing services is a related measure that assures that consumers are not brought into services only to go on program waiting lists.

**Objective:** 95 % of consumers assessed will receive their next ongoing service within 14 days.

**Goal:** The indicator on recidivism measures the number of readmissions to inpatient hospitals within a 30 day period. This is a measure of the effectiveness of CMH’s follow-up after discharge, as well as the appropriateness of discharge planning for persons hospitalized.

**Objective:** No more than 15% of persons discharged will be readmitted within 30 days.

**Goal:** The indicator on continuity of care measures CMH response to consumers who are discharged from inpatient.

**Objective:** Persons discharged from hospitals should be seen for follow-up within 7 days. Ottawa is compared against the rest of the state on this measure, but there is no minimum standard.

**Goal:** Medicaid penetration rate compares the number of Medicaid covered consumers against the total Medicaid eligible population in the county.

**Objective:** Ottawa’s percentage is compared against other counties in the state.

Service Area	Actual 2004	Actual 2005	Estimated 2006	Budgeted 2007
Persons in Crisis will be screened within 3 hours of request (Standard: 95%)				
Children	99%	100%	100%	95%
Adult	99.2%	99.8%	98%	95%
Persons will receive their first face to face assessment within 14 days of the request for service. (Standard: 95%)	99.6%	96.9%	98%	95%
<b>Access – Timeliness Measure</b>				
Persons will receive their first ongoing service within 14 days of the initial assessment (Standard: 95%)	97.9%	91.4%	97%	95%

Fund: (2220) Mental Health

Service Area	Actual 2004	Actual 2005	Estimated 2006	Budgeted 2007
<b>Recidivism – Inpatient Care</b>				
The percentage of persons readmitted to inpatient psychiatric units within 30 days of discharge will not be greater than 15%. (Standard 15%)				
Children	9.68%	6.6%	5%	15%
Adults	9.7%	6.5%	7%	15%
<b>Continuity of Care – Follow Up to Inpatient</b>				
Persons discharged from inpatient care will be seen for follow up care within 7 days.				
Children	100%	100%	100%	100%
Adults	99.5%	98.4%	98%	100%
<b>Medicaid Population Served</b>				
Number of Medicaid consumers served by CMH as a percentage of the total Medicaid eligible population in Ottawa County.				
	CMH 5.5-6.3%	CMH 6.3-6.7%	CMH 6.5%	CMH 6.5%
(Compared to state rates)	State 6.2-6.6%	N/A	N/A	N/A

\*\* No longer tracked as performance indicator

<b>Resources</b>				
<b>Personnel</b>	2005	2006	2007	2007
Position Name	# of	# of	# of	Budgeted
	Positions	Positions	Positions	Salary
Program Supervisor	1.000	1.000	1.000	\$67,171
Program Coordinator-County	0.660	0.860	0.000	\$0
Mental Health Clinician	2.500	2.500	2.000	\$87,801
Occupational Therapist	1.000	1.000	1.000	\$51,224
Speech Therapist	0.500	0.500	0.500	\$25,612
Mental Health Nurse	2.500	1.750	0.750	\$33,932
Team Supervisor - M Health	4.000	4.000	4.000	\$219,648
Mental Health Clinician III	1.000	1.000	1.000	\$61,270
Mental Health Specialist	23.100	22.700	21.700	\$910,019
Mental Health Aide	50.000	51.000	36.000	\$989,280
Recipient Right & Info Officer	0.500	0.500	0.320	\$14,526
Mental Health Trainer	2.000	2.000	1.000	\$42,254
Account Clerk I	0.060	0.060	0.000	\$0
Records Processing Clerk III	0.700	0.700	0.700	\$21,620
	89.520	89.570	69.970	\$2,524,356

**Funding**

	2003	2004	2005	2006	2007
	Actual	Actual	Actual	Current Year	Adopted
				Estimated	by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$14,860,144	\$15,875,201	\$16,960,879	\$17,636,594	\$18,928,548
Charges for Services	\$676,320	\$649,387	\$203,816	\$189,024	\$177,250
Rents	\$1,800		\$187,935	\$197,101	\$157,398
Other Revenue	\$71,967	\$23,118	\$53,956	\$50,740	\$53,440
Total Revenues	\$15,610,231	\$16,547,706	\$17,406,586	\$18,073,459	\$19,316,636

**Expenditures**

Personnel Services	\$3,310,488	\$3,634,130	\$4,108,770	\$4,412,794	\$3,831,758
Supplies	\$100,288	\$92,851	\$40,750	\$52,262	\$36,125
Other Services & Charges	\$9,925,390	\$10,542,361	\$11,026,022	\$11,585,669	\$12,897,011
Capital Outlay	\$65,197				
Total Expenditures	\$13,401,363	\$14,269,342	\$15,175,542	\$16,050,725	\$16,764,894

**Budget Highlights:**

Intergovernmental revenue increased due to more participants in Medicaid, increased rates in Community Programs revenue and carryforward dollars. Personnel services decreased due to contract agencies providing services at a lesser cost. Other Services increased due to a full year of costs for new placements in client care in 2006.

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Program Coordinator	0.100	0.020	0.020	\$1,226
Mental Health Specialist	0.000	0.250	0.250	\$10,391
	0.100	0.270	0.270	\$11,617

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$132,557	\$157,374	\$361,673	\$311,587	\$326,594
Total Revenues	\$132,557	\$157,374	\$361,673	\$311,587	\$326,594
<b>Expenditures</b>					
Personnel Services	\$8,199	\$6,302	\$13,113	\$15,178	\$16,863
Other Services & Charges	\$96,540	\$110,679	\$257,330	\$278,842	\$290,873
Total Expenditures	\$104,739	\$116,981	\$276,636	\$294,020	\$307,736

<b>Resources</b>				
<b>Personnel</b>				
Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Program Coordinator-County	3.140	2.940	3.100	\$189,250
Psychiatrist	2.000	2.000	1.000	\$205,432
Mental Health Clinician	17.450	17.500	19.000	\$861,917
Mental Health Nurse	4.500	5.500	4.500	\$176,521
Clinical Nurse	0.00	0.00	1.000	\$63,680
Team Supervisor	5.550	5.000	6.000	\$297,696
Mental Health Specialist	17.000	20.150	21.350	\$826,651
Residential Worker	15.500	15.000	15.000	\$449,889
Medical Assistant	1.000	1.000	1.000	\$30,885
Nursing Supervisor	0.800	0.800	0.800	\$49,433
Account Clerk II	0.880	0.000	1.000	\$27,274
Account Clerk I	1.000	1.880	1.000	\$30,885
Administrative Aide	1.000	0.000	0.00	\$0.00
	67.620	71.770	74.750	\$3,209,511

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$7,026,011	\$8,933,297	\$9,235,886	\$9,576,342	\$10,335,031
Charges for Services	\$126,852	\$126,107	\$110,230	\$96,700	\$98,950
Rents					
Other Revenue	\$6,902	\$10,638	\$10,605	\$31,930	\$28,040
Total Revenues	\$7,159,765	\$9,070,042	\$9,356,721	\$9,704,972	\$10,462,021

**Expenditures**

Personnel Services	\$3,457,225	\$4,049,199	\$4,367,204	\$4,317,803	\$4,884,408
Supplies	\$107,520	\$110,837	\$225,886	\$249,550	\$276,035
Other Services & Charges	\$2,693,704	\$3,291,387	\$3,107,386	\$2,992,759	\$3,539,405
Total Expenditures	\$6,285,924	\$7,451,423	\$7,700,476	\$7,560,112	\$8,699,848

**Budget Highlights:**

Intergovernmental revenue increased due to more participants in Medicaid. Personnel services increased due to more positions charged to this department. Other Services increased due to a full year of costs for new placements in client care in 2006.

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Program Coordinator	0.100	0.400	0.100	\$6,051
Mental Health Clinician III	0.300	0.000	0.000	\$0
Account Clerk II	0.060	0.000	0.000	\$0
Account Clerk I	0.060	0.060	0.000	\$0
Mental Health Clinician	1.000	2.000	2.000	\$91,889
	1.460	2.460	2.100	\$97,939

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
--	----------------	----------------	----------------	-----------------------------------	-----------------------------

**Revenues**

Intergovernmental Revenue	\$803,800	\$394,023	\$514,906	\$525,022	\$478,902
Charges for Services	\$25,952	\$1,604	\$4,799	\$3,500	\$3,200
Rents					
Other Revenue					
<b>Total Revenues</b>	<b>\$829,752</b>	<b>\$395,627</b>	<b>\$519,705</b>	<b>\$528,522</b>	<b>\$482,102</b>

**Expenditures**

Personnel Services	\$336,155	\$84,190	\$149,594	\$156,740	\$140,119
Supplies	\$2,698	\$267	\$279	\$625	\$425
Other Services & Charges	\$393,665	\$259,603	\$287,687	\$273,044	\$269,097
Capital Outlay	\$1,518				
<b>Total Expenditures</b>	<b>\$734,036</b>	<b>\$344,060</b>	<b>\$437,560</b>	<b>\$430,409</b>	<b>\$409,641</b>

<b>Resources</b>				
<b>Personnel</b>				
Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Account Clerk I	3.250	4.500	3.000	\$92,654
Account Clerk II	1.250	1.000	2.500	\$77,300
Accountant I	1.000	1.000	1.000	\$36,195
Accountant - M.H. Billing	1.000	1.000	1.000	\$44,469
Administrative Assistant	1.000	2.000	1.375	\$49,524
Administrative Sec I	1.000	0.000	0.625	\$22,975
CMH Business Manager	1.000	1.000	1.000	\$61,271
Community. Dev. & Relations Coordinator	1.000	1.000	1.000	\$45,243
Compliance Manager	1.000	1.000	1.000	\$50,986
Contract Manager	1.000	1.000	1.000	\$46,925
Cost Analyst	1.000	1.000	1.000	\$45,243
Director of QI & Planning	1.000	1.000	1.000	\$61,270
Licensed Psychologist	0.500	0.500	0.000	\$0.00
Medical Records Assistant	1.000	1.000	1.000	\$36,663
Mental Health Director	0.000	1.000	1.000	\$96,782
Mental Health Specialist	1.000	0.000	0.000	\$0
Nursing Supervisor	0.200	0.200	0.200	\$12,358
Personnel Specialist	0.500	0.500	0.500	\$30,636
Program Coordinator- County	1.700	1.780	1.780	\$104,765
Program Director	1.000	1.000	1.000	\$80,374
Program Evaluator	1.000	1.000	1.000	\$42,254
Programmer	0.500	0.500	0.000	\$0
Programmer/ Analyst	0.500	0.500	1.000	\$58,742
Quality Improvement/ Managed Care Asst	1.000	1.000	1.000	\$45,243
Quality Improvement Asst	0.000	0.000	1.000	\$41,354
Recipient Rights	0.500	0.500	0.680	\$30,866
Recipient Rights & Info Officer	1.000	1.000	1.000	\$46,512
Records Processing Clerk III	6.000	6.000	2.000	\$55,910
Records Processing Clerk II	11.250	9.250	12.250	\$338,605
Senior Accountant	0.500	0.500	0.500	\$27,947
Team Supervisor - M.H.	1.000	0.000	0.000	\$0
Volunteer Specialist	1.000	0.000	0.000	\$0
	44.650	41.730	41.410	\$1,683,065

<b>Resources</b>					
<b>Funding</b>	2003	2004	2005	2006	2007
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$62,600	\$18,922	\$16,586	\$8,302	\$8,302
Charges for Services	\$3,691	\$57,554	\$79,419	\$90,350	\$10,800
Rents					
Interest			\$23,943	\$50,000	\$54,584
Other Revenue	\$41,522	\$10,174	\$1,255	\$375	\$450
Other Financing Sources	\$476,500	\$476,500	\$476,500	\$476,500	\$476,500
<b>Total Revenues</b>	<b>\$584,313</b>	<b>\$563,150</b>	<b>\$597,703</b>	<b>\$625,527</b>	<b>\$550,636</b>
<b>Expenditures</b>					
Personnel Services	\$2,290,952	\$2,409,480	\$2,427,897	\$2,457,618	\$2,595,172
Supplies	\$209,771	\$213,743	\$179,900	\$222,702	\$101,500
Other Services & Charges	\$1,767,970	\$1,901,768	\$2,027,856	\$2,257,320	\$2,318,443
Capital Outlay	\$15,673	\$259,401	\$50,000		
Other Financing Uses					
<b>Total Expenditures</b>	<b>\$4,284,366</b>	<b>\$4,784,392</b>	<b>\$4,685,653</b>	<b>\$4,937,640</b>	<b>\$5,015,115</b>

**Budget Highlights:**

2006 Supplies included computer equipment and licenses.



Fund: 2271 Solid Waste Clean-Up

<b>Function Statement</b>
---------------------------

The Solid Waste Clean-up fund is one of the county's "financing tools." The fund was established in 1991 to account for monies received from a \$1,100,000 settlement of the claim with Michigan Waste System Inc. Interest income and General Fund appropriations (when available) in the fund allow for growth.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue			\$278,468		
Interest	\$187,187	\$139,632	\$152,246	\$187,364	\$145,627
Other Revenue			\$4,585		
Other Financing Sources					
<b>Total Revenues</b>	<b>\$187,187</b>	<b>\$139,632</b>	<b>\$435,299</b>	<b>\$187,364</b>	<b>\$145,627</b>
<b>Expenditures</b>					
Other Services & Charges	\$171,791	\$172,543	\$117,060	\$191,785	\$152,000
Capital Outlay	\$233,577	\$60,450	\$106,650	\$652,550	\$1,598,155
<b>Total Expenditures</b>	<b>\$405,368</b>	<b>\$232,993</b>	<b>\$223,710</b>	<b>\$844,335</b>	<b>\$1,750,155</b>

***Budget Highlights:***

2006 capital expenditures of recapping the landfill and reconstructing the purge well were financed mostly by the Insurance Authority. Ottawa County is responsible for the cost in 2007. In 2006, there were higher costs to operate and maintain the landfill in Other Services and Charges.

<b>Function Statement</b>
---------------------------

Environmental Health Services protect public health by assuring risks from exposure to environmental hazards are minimized through prevention, identification, and response. Hazards such as unsafe food, contaminated drinking water, polluted surface water, and hazardous materials seriously threaten the health of Ottawa County residents and visitors. It is the mission of the Environmental Health Services team to address those threats by providing State and locally mandated programs in an efficient and effective manner.

<b>Mission Statement</b>
--------------------------

*Administer the Ottawa County Solid Waste Management Plan to provide residents with alternatives to landfills for disposing of waste*

**Goal:** Protect the public and the environment from the improper disposal of household hazardous materials by providing a household hazardous material recovery/disposal program

**Objective:** Increase capacity for Ottawa County residents to dispose of their household hazardous materials by adding a Holland area Resource Recovery Service Center.

**Measure:** A Resource Recovery center will be opened in Holland by September 30, 2007

**Objective:** Provide a medical sharps collection program

**Measure:** # of medical sharps collection boxes will be at least 400

**Goal:** Prolong landfill lifespan and encourage environmental stewardship

**Objective:** Reduce the volume of recyclable material in the municipal waste stream by promoting an effective recycling program for all residents

**Measure:** % of County residents with access to recycling.

**Measure:** % of residents with a Resource Recovery Service Center within 15 miles of home.

**Objective:** Monitor landfill disposal volumes semi-annually to verify that the amount of waste generated is not increasing

**Measure:** # of tons of landfill disposal volumes will be less than 1.5 million tons annually (as required by the Ottawa County Solid Waste Management Plan).

Measure	2004	2005	2006 Estimated	2007 Projected
<i>Output:</i>				
<i>Opening of Holland Recycling Center(Yes/No)</i>	N/A	N/A	N/A	Yes
<i># of medical sharps collection boxes</i>	700	750	800	850
<i># of gallons of used motor oil collected</i>	6,950	10,700	12,000	12,500
<i># of lbs. of pesticide collected</i>	12,488	11,502	9,021	10,000
<i># of lbs. of mercury/mercury devices collected</i>	13.9	91	45.5	50.0
<i># of lbs. of electronic waste collected</i>	38,501	51,291	45,000	50,000
<i># of gallons of antifreeze collected</i>	440	530	800	900
<i>Efficiency:</i>				
<i>% of County residents with access to recycling</i>	N/A	N/A	N/A	100%
<i>% of residents living with 15 miles of a Resource Recovery Service Center</i>	N/A	N/A	N/A	100%
<i>Outcome:</i>				
<i>% Compliance with Ottawa County Solid Waste Management Plan</i>	N/A	N/A	N/A	100%

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Solid Waste Mgt Coordinator	1.000	1.000	0.220	\$13,336
Deputy Health Officer	0.100	0.100	1.000	\$57,543
Resource Recovery Specialist	1.000	1.000	1.000	\$43,164
Recycle Center Attendant	2.000	2.000	2.000	\$51,898
Records Processing Clerk II	0.500	0.500	0.500	\$16,450
	2.600	4.600	4.720	\$182,391

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Charges for Services	\$417,582	\$411,318	\$434,964	\$350,000	\$380,000
Interest and Rents					
Other Revenue	\$4,588	\$10,724	\$13,666	\$15,345	\$13,806
Other Financing Sources					
Total Revenues	<u>\$422,170</u>	<u>\$422,042</u>	<u>\$448,630</u>	<u>\$365,345</u>	<u>\$393,806</u>
<b>Expenditures</b>					
Personnel Services	\$128,543	\$148,886	\$192,318	\$218,138	\$273,712
Supplies	\$10,864	\$21,339	\$8,319	\$18,459	\$11,630
Other Services & Charges	\$193,969	\$155,046	\$163,374	\$188,880	\$180,633
Capital Outlay	\$438,205	\$143,210	\$11,517	\$8,563	
Total Expenditures	<u>\$771,581</u>	<u>\$468,481</u>	<u>\$375,528</u>	<u>\$434,040</u>	<u>\$465,975</u>

## Fund (2320) Transportation System

<b>Function Statement</b>
---------------------------

The purpose of the Transportation System Fund is to ensure that MDOT dollars are provided to fund transportation services for Work First clients, as well as handicapped and senior citizens in rural areas of Ottawa County. The Planning and Grants Department administers the grant and subsequent contracts with two transportation providers (Georgetown Seniors and Pioneer Resources) to accomplish this objective.

<b>Resources</b>
------------------

### Personnel

*No personnel has been allocated to this department.*

### Funding

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$44,537	\$44,537	\$40,700	\$138,354	\$338,354
Other Financing Sources					
<b>Total Revenues</b>	<b>\$44,537</b>	<b>\$44,537</b>	<b>\$40,700</b>	<b>\$138,354</b>	<b>\$338,354</b>
<b>Expenditures</b>					
Supplies					
Other Services & Charges	\$44,537	\$44,537	\$40,700	\$138,354	\$338,354
<b>Total Expenditures</b>	<b>\$44,537</b>	<b>\$44,537</b>	<b>\$40,700</b>	<b>\$138,354</b>	<b>\$338,354</b>

### ***Budget Highlights:***

Additional dollars have been awarded by the State for the JARC (Job Access Reverse Commute) program.

Fund (2420) Planning Commission

**Function Statement**

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

The Planning Commission is also responsible for fulfilling the obligations of three other statutory mandates: The first is to review applications by farmers to include or remove their Ottawa County farmland from the State of Michigan's PA 116 Program (Act 116 of 1974 - Farmland and Open Space Preservation Act, as amended); The second is to review township zoning amendments (Act 184 of 1943 - Township Rural Zoning Act and Act 168 of 1959 - Township Planning Act, as amended); And the third is to review and provide a statement whether township or municipal master plan's are consistent with the county plan and any adjoining city, village, township, or regional master plans (Act 168 of 1959, Township Planning Act, as amended, and Act 285 of 1931, Municipal Planning Act, as amended).

Goals and Objectives for the Planning Commission are reflected in the goals and objectives for the Planning and Grants department, General Fund, Department 7211.

**Resources**

**Personnel**

*No permanent personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue				\$9,700	\$17,500
Charges for Services					
Other Revenue	\$876	\$75		\$20	\$20
Other Financing Sources	\$14,314	\$104,726	\$29,267	\$31,782	\$48,995
<b>Total Revenues</b>	<b>\$15,190</b>	<b>\$104,801</b>	<b>\$29,267</b>	<b>\$41,502</b>	<b>\$66,515</b>
<b>Expenditures</b>					
Personnel Services	\$732	\$547	\$575	\$1,049	\$1,129
Supplies	\$9,188	\$4,207	\$7,362	\$8,661	\$8,787
Other Services & Charges	\$9,220	\$2,078	\$6,026	\$59,818	\$115,319
<b>Total Expenditures</b>	<b>\$19,140</b>	<b>\$6,832</b>	<b>\$13,963</b>	<b>\$69,528</b>	<b>\$125,235</b>

**Budget Highlights:**

2006 Other Services & Charges include the Urban Smart Growth Study.

Fund: 2444 Infrastructur

<b>Function Statement</b>
---------------------------

The Infrastructure Fund was established during 1999 with the transfer of \$2.69 million from the General Fund. It was established to provide "seed money" for large infrastructure projects.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Charges for Services	\$75,025	\$33,727	\$32,430	\$31,133	\$29,836
Interest	\$65,956	\$54,295	\$65,020	\$75,756	\$72,789
Other Financing Sources					
<b>Total Revenues</b>	<b>\$140,981</b>	<b>\$88,022</b>	<b>\$97,450</b>	<b>\$106,889</b>	<b>\$102,625</b>
<b>Expenditures</b>					
Other Services & Charges				\$600,000	\$34,500
Capital Outlay					
Operating Transfers	\$965,000				
<b>Total Expenditures</b>	<b>\$965,000</b>			<b>\$600,000</b>	<b>\$34,500</b>

***Budget Highlights:***

A portion of the debt service payments for the Grand Haven/ West Olive project will be charged to this fund in 2007. 2006 included costs for the River Avenue Bridge Project.

Fund: 2450 Public Improvement

<b>Function Statement</b>
---------------------------

The Public Improvement fund is one of the county's "financing tools." The fund was established prior to 1978 and is used to account for earmarked revenues set aside for new county facilities and other capital improvements.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

<b>Budget Summary</b>	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Charges for Services		\$112,139			
Interest	\$372,226	\$165,294	\$101,039	\$128,476	\$131,823
Rents	\$694,747	\$737,356	\$802,010	\$863,000	\$886,639
Other			\$97,705		
Other Financing Source	(\$72,920)		\$2,542,000		
<b>Total Revenues</b>	<b>\$994,053</b>	<b>\$1,014,789</b>	<b>\$3,542,754</b>	<b>\$991,476</b>	<b>\$1,018,462</b>
<b>Expenditures</b>					
Supplies		\$229,924	\$422,086	\$400,000	
Other Services & Charge	\$3,124	\$4,319	\$30,590	\$5,582	\$55,270
Capital Outlay	\$5,683,306	\$6,676,115	\$3,618,876	\$150,000	
Operating Transfers				\$600,000	
<b>Total Expenditures</b>	<b>\$5,686,430</b>	<b>\$6,910,358</b>	<b>\$4,071,552</b>	<b>\$1,155,582</b>	<b>\$55,270</b>

***Budget Highlights:***

2006 expenditures include a portion of the Holland District Court and jail training room projects as well as a transfer to the Bulding Authority fund to cover additional expenditures for the Holland District Court. 2007 includes this fund's portion of the Grand Haven/ West Olive project debt service payments.

Fund: 2550 Homestead Property Tax

<b>Function Statement</b>
---------------------------

The Homestead Property Tax fund was established as a result of the passage of Public Act 105 of 2003 which provides for the denial of homestead status by local governments, counties and/or State of Michigan. The county's share of interest on tax revenue collected under this statute is to be used solely for the administration of this program, and any unused funds remaining after a period of three years will lapse to the county general fund (MCL 211.7cc, as amended).

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

<b>Budget Summary</b>	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Taxes		\$44,529	\$44,828	\$35,000	\$35,000
Interest		\$368	\$10,133	\$250	
<b>Total Revenues</b>		<b>\$44,897</b>	<b>\$54,961</b>	<b>\$35,250</b>	<b>\$35,000</b>
<b>Expenditures</b>					
Other Services & Charges		\$2,500	\$500	\$500	\$500
<b>Total Expenditures</b>		<b>\$2,500</b>	<b>\$500</b>	<b>\$500</b>	<b>\$500</b>



Fund: 2560 Register of Deeds Automation Fund

<b>Function Statement</b>
---------------------------

This fund was established under Public Act 698 of 2002 which designates the increase in recording fees for the Register of Deeds office be directed to a separately established fund. This revenue may only be used to upgrade technology in the Register of Deeds office. Included are the design and purchase of equipment and supplies that allow the Register of Deeds office to receive, enter, record, certify, index, store, search, retrieve, copy and process, by automated procedures and technology, the records maintained by the Register of Deeds office.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
Interest		\$11,565	\$3,667	\$4,453	\$4,991
Charges for Services	\$418,287	\$364,233	\$323,750	\$325,000	\$280,000
Other Financing Sources			\$31,033		
<b>Total Revenues</b>	<b>\$418,287</b>	<b>\$375,798</b>	<b>\$358,450</b>	<b>\$329,453</b>	<b>\$284,991</b>
Personnel Services		\$4,240			
Supplies		\$799		\$500	\$2,000
Other Services & Charges	\$63,215	\$460,871	\$514,532	\$324,626	\$275,810
<b>Total Expenditures</b>	<b>\$63,215</b>	<b>\$465,910</b>	<b>\$514,532</b>	<b>\$325,126</b>	<b>\$277,810</b>

***Budget Highlights:***

The number of documents recorded in 2007 are projected to decrease, reducing revenue. The backlog will be finished during 2006, reducing expenditures in 2007.

Fund: 2570 Stabilization

<b>Function Statement</b>
---------------------------

The Stabilization fund is one of the county's "financing tools." The fund was established in 1981 under the authority of Michigan Public Act 30 of 1978. The fund's purpose is to assure the continued solid financial condition of the county in case of emergency. The statute sets a maximum limit to the fund the lesser of 15% of the most recently completed General Fund budget, as originally adopted or 15% the average of the five most recent General Fund budgets, as amended. By law, this fund may not be the fund's only source allocated any interest income; accordingly, of growth are general fund appropriations.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
Other Financing Sources	\$366,828	\$437,297	\$1,616,118	\$268,790	
Total Revenues	\$366,828	\$437,297	\$1,616,118	\$268,790	
Other Financing Uses			\$1,047,782		
Total Expenditures			\$1,047,782		

***Budget Highlights:***

Due to budget constraints, this will not be funded at the maximum level in 2007.

Fund: (2601) Prosecuting Attorney Grants

<b>Function Statement</b>
---------------------------

The Victim's Assistance Program is a subdivision of the Prosecuting Attorney. The main function is to provide crime victims rights pursuant to the Crime Victim's Rights Act, P.A. 87 of 1985 and the Constitution of the State of Michigan. Crime Victim's Rights are provided to victims of felony and serious misdemeanor offenses committed by adults and juveniles. Services include: notification of victim's rights and services, notification of scheduled court proceedings, assistance with victim impact statements, crime victim's compensation applications, restitution calculation and collection assistance, notification of final case dispositions, post conviction rights and appeals. Services also include assistance by telephone, personal office visits, and courtroom assistance for concerns related to prosecution. When applicable, referrals are made to other service agencies within Ottawa County.

**CRIME VICTIM SERVICES**

**Goal:** Continue the evolution of the victim's rights division to provide information, support, compassion and closure for victims of crime.

**Objective:** Increase program efficiency through improved electronic policies and procedures.

*Measure:* Manual creation/completion.

**Objective:** Implement MCVNN (Michigan Crime Victim Notification Network) for court communications.

*Measure:* Once active the number of victims utilizing the service and the number of contacts can be tracked.

*Measure:* Number of victim contacts made by service.

**Objective:** Expand information provided to crime victims on the County website.

*Measure:* Track additional data made available during the year.

**Goal:** Improve communication regarding court appearance status to victims and witnesses of crime.

**Objective:** Improve victim/witness management functions at all branch locations.

**Objective:** Develop a court status calendar accessible through the County web site.

*Measure:* Once active the number of inquires on the web page can be tracked.

**Goal:** Provide a prompt response and provision of services to victims of domestic assault within 24 hours.

**Objective:** Violence Intervention Officers meet with domestic assault victims, face to face, in their homes or elsewhere, within the first 24 hours following the arrest or charging of a domestic violence offender.

*Measure:* To be set after baseline data gathered.

**Goal:** Contact victims in each case involving a crime victim to discuss case and disposition options prior to trial or plea.

**Objective:** Establish a method for tracking attorney contacts with crime victims.

*Measure:* To be set after baseline data gathered.

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Electronic policy &amp; procedure manual</i>	N/A	N/A	N/A	Completion
<i>Establish system to track the number of victims registering for MCVNN (Yes/No)</i>	N/A	N/A	N/A	Yes
<i>Additional victim education segments added to website (Yes/No)</i>	N/A	N/A	N/A	5
<i>Establish system to track number of web contacts made to court status calendar (Yes/No)</i>	N/A	N/A	N/A	Yes
<i>% of Domestic violence victim contacts made within 24 hours</i>	N/A	N/A	N/A	100%
<i>% of Victims contacted prior to trial or plea</i>	N/A	N/A	N/A	100%

Fund: (2601) Prosecuting Attorney Grants

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Victims Rights Coordinator	1.000	1.000	1.000	\$48,960
Victims Advocate	2.000	2.000	2.000	\$64,446
	3.000	3.000	3.000	\$113,406

**Funding**

<b>Budget Summary</b>	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$132,300	\$139,000	\$142,600	\$139,000	\$140,400
Other	\$404	\$440	\$425	\$425	\$425
Other Financing Sources	\$9,487	\$17,390	\$25,849	\$49,775	\$49,505
<b>Total Revenues</b>	\$142,191	\$156,830	\$168,874	\$189,200	\$190,330
<b>Expenditures</b>					
Personnel Services	\$125,835	\$140,342	\$151,541	\$160,806	\$170,061
Supplies	\$11,491	\$14,130	\$13,638	\$14,281	\$15,122
Other Services & Charges	\$4,863	\$5,172	\$3,694	\$5,113	\$5,147
<b>Total Expenditures</b>	\$142,189	\$159,644	\$168,873	\$180,200	\$190,330

Fund: 2608 COPS Fast - Allendale

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Sergeant	1.000	1.000		

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$84,339	\$86,740	\$100,910		
<b>Total Revenues</b>	<b>\$84,339</b>	<b>\$86,740</b>	<b>\$100,910</b>		
<b>Expenditures</b>					
Personnel Services	\$68,373	\$72,571	\$89,995		
Supplies	\$3,702	\$431	\$445		
Other Services & Charges	\$12,265	\$13,738	\$10,472		
<b>Total Expenditures</b>	<b>\$84,340</b>	<b>\$86,740</b>	<b>\$100,912</b>		

***Budget Highlights:***

This program has been combined with fund 2610 since its funding sources are similar.

Fund: 2609 Sheriff Grant Programs

<b>Function Statement</b>
---------------------------

This fund records miscellaneous grants obtained by the Sheriff's department. The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole (General Fund 1010 , Department 3020)

<b>Resources</b>
------------------

**Personnel**

*No permanent personnel has been allocated to this department; the personnel services budget reflects overtime wages only.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revent	\$156,248	\$63,799	\$62,383	\$1,281,625	\$68,000
Interest	\$2,050	\$422	\$86		
Other Financing Sources	\$7,178	\$6,087	\$14,520	\$945	\$2,000
<b>Total Revenues</b>	<b>\$165,476</b>	<b>\$70,308</b>	<b>\$76,989</b>	<b>\$1,282,570</b>	<b>\$70,000</b>
<b>Expenditures</b>					
Personnel Services	\$24,773	\$21,145	\$29,292	\$92,224	\$31,900
Supplies	\$72,919	\$49,164	\$26,993	\$780,638	\$1,167
Other Services & Charges	\$20,382			\$71,705	\$14,933
Capital Outlay	\$47,403		\$20,706	\$338,003	\$22,000
<b>Total Expenditures</b>	<b>\$165,477</b>	<b>\$70,309</b>	<b>\$76,991</b>	<b>\$1,282,570</b>	<b>\$70,000</b>

***Budget Highlights:***

Total expenditures and type of expenditures will vary depending on grants received.

Fund: 2610 COPS Universal

**Function Statement**

This fund records U.S. Department of Justice COPS Universal grant. The County has several contractual arrangements with local municipalities to provide community policing services in their communities.

The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole (General Fund 1010 , Department 3020)

**Resources**

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Sergeant	.000	0.000	1.000	\$58,439
Road Patrol Deputy	18.000	18.000	18.000	\$962,338
	18.000	18.000	19.000	\$1,020,777

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$1,190,118	\$1,164,507	\$1,324,582	\$1,489,228	\$1,643,679
Other	\$44	\$70	\$200	\$533	
Other Financing Sources	\$108,116	\$176,170	\$199,519	\$226,880	\$245,617
<b>Total Revenues</b>	<b>\$1,298,278</b>	<b>\$1,340,747</b>	<b>\$1,524,301</b>	<b>\$1,716,641</b>	<b>\$1,889,296</b>

**Expenditures**

Personnel Services	\$1,081,525	\$1,130,551	\$1,318,377	\$1,452,706	\$1,564,258
Supplies	\$23,601	\$18,021	\$27,387	\$42,970	\$57,425
Other Services & Charges	\$197,632	\$192,801	\$178,870	\$220,965	\$267,613
Capital Outlay					
<b>Total Expenditures</b>	<b>\$1,302,758</b>	<b>\$1,341,373</b>	<b>\$1,524,634</b>	<b>\$1,716,641</b>	<b>\$1,889,296</b>

Fund: 2640 EMT Holland-Park

<b>Function Statement</b>
---------------------------

The mission of the Ottawa County Sheriff's Office is to protect and preserve the general safety and welfare of the residents of Holland and Park Township through effective law enforcement, and providing emergency medical response to the residences and visitors of the townships.

The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole (General Fund 1010 , Department 3020)

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Sergeant	2.000	2.000	2.000	\$123,016
Road Patrol Deputy	7.000	7.000	7.000	\$380,880
	9.000	9.000	9.000	\$503,896

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$704,295	\$754,806	\$767,753	\$802,206	\$907,621
<b>Total Revenues</b>	\$704,295	\$754,806	\$767,753	\$802,206	\$907,621
<b>Expenditures</b>					
Personnel Services	\$628,153	\$674,849	\$702,616	\$726,303	\$798,488
Supplies	\$7,936	\$14,066	\$12,513	\$12,875	\$23,917
Other Services & Charges	\$68,208	\$65,890	\$52,624	\$63,028	\$85,216
Capital Outlay					
<b>Total Expenditures</b>	\$704,297	\$754,805	\$767,753	\$802,206	\$907,621



Fund (2650) EMT Georgetown Township

**Function Statement**

The mission of the Ottawa County Sheriff's Office is to protect and preserve the general safety and welfare of the residents of Georgetown Township through effective law enforcement, and providing quality emergency medical response to its residents and visitors of the township. The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole (General Fund 1010, Department 3020).

**Resources**

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Sergeant	1.000	1.000	1.000	\$61,508
Road Patrol Deputy	6.000	6.000	6.000	\$328,260
	7.000	7.000	7.000	\$389,768

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$553,846	\$608,817	\$627,442	\$696,395	\$734,928
Total Revenues	\$553,846	\$608,817	\$627,442	\$696,395	\$734,928
<b>Expenditures</b>					
Personnel Services	\$476,951	\$518,575	\$536,841	\$580,931	\$612,444
Supplies	\$12,730	\$11,818	\$13,995	\$29,294	\$22,137
Other Services & Charges	\$64,167	\$78,424	\$76,607	\$86,170	\$100,347
Capital Outlay					
Total Expenditures	\$553,848	\$608,817	\$627,443	\$696,395	\$734,928

Fund: (2661) Sheriff Road Patrol

<b>Function Statement</b>
---------------------------

The Sheriff Road Patrol fund was established in accordance with Public Act 416 of 1978, which provides State of Michigan funding for public safety services on secondary roads within Ottawa County. Specifically, the Sheriff's Department agrees to patrol and monitor traffic violations on County primary roads and County secondary roads along with any road or highway within the boundaries of a County park. In addition, the department agrees to investigate accidents involving motor vehicles, which includes providing emergency assistance to persons on or near a highway or road patrolled and monitored by assigned Deputies. The department is also expected to enforce the criminal laws of the State of Michigan, violations of which are observed by or brought to the attention of the Sheriff's Department while providing the patrolling and monitoring required. The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole (General Fund 1010, Department 3020).

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Sergeant	1.000	1.000	1.000	\$60,826
Road Patrol Deputy	2.000	2.000	2.000	\$107,688
	3.000	3.000	3.000	\$168,514

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$233,987	\$264,444	\$264,539	\$253,631	\$263,166
Other Financing Sources		\$2,762	\$4,058	\$32,952	\$43,647
Total Revenues	\$233,987	\$267,206	\$268,597	\$286,583	\$306,813
<b>Expenditures</b>					
Personnel Services	\$204,146	\$203,960	\$232,149	\$243,633	\$258,071
Supplies	\$1,737	\$10,137	\$3,220	\$1,866	\$4,060
Other Services & Charges	\$28,105	\$33,516	\$33,228	\$41,084	\$44,682
Capital Outlay		\$19,592			
Total Expenditures	\$233,988	\$267,205	\$268,597	\$286,583	\$306,813

Fund: 2690 Law Library

<b>Function Statement</b>
---------------------------

The Law Library fund is used to account for monies received from the Library Penal Fine Fund in accordance with Public Act 18 of 1982 and appropriations from the county for the purpose of maintaining the county's law library.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Fines and Forfeits	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500
Other Financing Sources	\$26,500	\$26,500	\$26,500	\$31,000	\$31,000
<b>Total Revenues</b>	<b>\$33,000</b>	<b>\$33,000</b>	<b>\$33,000</b>	<b>\$37,500</b>	<b>\$37,500</b>
<b>Expenditures</b>					
Supplies	\$30,109	\$22,174	\$28,276	\$37,500	\$37,500
<b>Total Expenditures</b>	<b>\$30,109</b>	<b>\$22,174</b>	<b>\$28,276</b>	<b>\$37,500</b>	<b>\$37,500</b>

<b>Function Statement</b>
---------------------------

The Workforce Investment Act (WIA) provides employment training to youth, adults, and dislocated workers by means of a "one stop" system. Services for adults and dislocated workers may include core services, intensive services, training services, and discretionary services (customized screening and referral of participants and customized services to employers, supportive services, and needs-related payments). Services for youth may include tutoring, study skills training, and dropout prevention activities, alternative secondary school services, summer employment opportunities, paid and unpaid work experience, and occupational skills training.

<b>Resources</b>
------------------

Personnel	2005	2006	2007	2007
Position Name	# of	# of	# of	Budgeted
	Positions	Positions	Positions	Salary
Director - E & T	1.000	1.000	1.000	\$64,794
Program Supervisor - MI Works	3.000	3.000	3.000	\$146,891
Fiscal Supervisor	1.000	1.000	1.000	\$48,962
Senior Secretary	1.000	1.000	1.000	\$34,470
Contract Monitor	1.000	1.000	1.000	\$39,050
Assessment & Eligibility Specialist	4.000	4.000	7.000	\$215,957
Housing Specialist	1.000	2.000	0.000	\$0
Case Manager	1.000	1.000	1.000	\$43,753
Career Counselor	0.000	1.000	1.000	\$34,923
Account Clerk II	0.000	1.000	1.000	\$34,463
Records Processing Clerk IV	1.000	1.000	1.000	\$34,471
Marketing Assistant - MI Works	0.000	0.000	0.500	\$13,836
Records Processing Clerk II	0.200	0.200	0.200	\$5,097
	14.200	17.200	18.700	\$716,668

Workforce Investment Act (WIA) provides administration oversight on more than twenty different grants. These grants provide an array of services to youths and adults and are accounted for in the appropriate fund depending on the funding service and grant period. See individual WIA funds for specific grant services provided.

Funding	2003	2004	2005	2006	2007
	Actual	Actual	Actual	Current Year	Adopted
				Estimated	by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$69,107	\$71,704	\$131,672	\$290,355	\$193,170
Other Revenue	\$300	\$200	\$450	\$450	
Other Financing Sources					
Total Revenues	\$69,407	\$71,904	\$132,122	\$290,805	\$193,170
<b>Expenditures</b>					
Personnel Services	\$49,430	\$50,199	\$87,114	\$147,825	\$133,031
Supplies	\$3,685	\$3,029	\$5,328	\$6,463	\$10,214
Other Services & Charges	\$16,291	\$18,474	\$39,234	\$136,517	\$49,925
Capital Outlay					
Total Expenditures	\$69,406	\$71,702	\$131,676	\$290,805	\$193,170

## Fund (2741) Workforce Investment Act - Youth

### Function Statement

The Workforce Investment Act (WIA) – Youth Program provides employment training both in school and out of school youths, ages 14 – 21. This program provides study skills and tutoring, alternative secondary school, summer employment, paid and unpaid work experience, occupational skill training, guidance and counseling, supportive services and others. The Workforce Investment Act funding was new in July of 2000 and funds many of the same client groups as the Jobs Training Partnership Act which ended 6/30/00.

### Mission Statement

*Provide employment training to eligible youth, adults, dislocated workers and welfare recipients.*

### MICHIGAN WORKS YOUTH

**Goal:** To increase the employment, retention and earnings of youth, and/or increase basic and work readiness skills.

**Objective:** To serve eligible youth by providing employment training to in-school and out-of-school youth.

*Measure:* # of youth who obtain employment

*Measure:* # of youth who receive training

**Objective:** Track youth employment retention and earning information.

*Measure:* # of youth who retain jobs

*Measure:* Measure average change in earnings

**Objective:** Increase basic and work readiness skills of youth.

*Measure:* Measure credential rate or skill attainment rate

Measure	2004	2005	2006 Estimated	2007 Projected *
<i>Output:</i>				
# of youth who receive training (older youth)	N/A	N/A	N/A	15
# of youth who receive training (younger youth)	N/A	N/A	N/A	30
Credential/ skill attainment rate (older youth)	N/A	N/A	N/A	73%
Credential/ skill attainment rate (younger youth)	N/A	N/A	N/A	90%
<i>Outcome:</i>				
% of youth who obtain employment (older youth)	N/A	N/A	N/A	80%
% of youth who retain jobs (older youth)	N/A	N/A	N/A	80%
Average change in earnings (older youth)	N/A	N/A	N/A	\$2,500

\* Numbers are dependent on receipt of funding.

Fund (2741) Workforce Investment Act - Youth

<b>Resources</b>
------------------

**Personnel**

Personnel information is recorded in Fund 2740.

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
--	----------------	----------------	----------------	-----------------------------------	-----------------------------

**Revenues**

Intergovernmental Revenue	\$191,440	\$311,243	\$514,779	\$706,686	\$524,896
Other Revenue					
Other Financing Sources					
<b>Total Revenues</b>	<b>\$191,440</b>	<b>\$311,243</b>	<b>\$514,779</b>	<b>\$706,686</b>	<b>\$524,896</b>

**Expenditures**

Personnel Services	\$21,817	\$41,644	\$70,066	\$94,197	\$78,742
Supplies	\$269	\$3,609	\$1,593	\$3,003	\$3,972
Other Services & Charges	\$169,357	\$265,989	\$443,118	\$609,486	\$442,182
Capital Outlay					
<b>Total Expenditures</b>	<b>\$191,443</b>	<b>\$311,242</b>	<b>\$514,777</b>	<b>\$706,686</b>	<b>\$524,896</b>

Fund: (2742) Workforce Investment Act - Adult

<b>Function Statement</b>
---------------------------

The Workforce Investment Act (WIA) – Adult Program provides employment training primarily to adults facing serious barriers to employment. This program has three main functions: 1) Core Services provide basic intake and registration tasks, 2) Intensive Services provide classroom training, work experience, and supportive services such as transportation and child care, and 3) Training Services provide occupational and on-the-job training.

<b>Mission Statement</b>
--------------------------

*Provide employment training to eligible youth, adults, dislocated workers and welfare recipients.*

**Goal:** To increase the employment, retention and earnings of adults.

**Objective:** To serve adults by providing employment training to eligible adults.

*Measure:* Number of adults who obtain employment

*Measure:* Number of adults who receive training

**Objective:** Track adult employment retention and earnings information

*Measure:* Number of adults who retain jobs

*Measure:* Track replacement wages of eligible adults

**Objective:** Track credential rates of eligible adults.

*Measure:* Measure credential rate

Measure	2004	2005	2006 Estimated	2007 Projected *
<i>Output:</i>				
<i>% of adults who receive training</i>	N/A	N/A	N/A	25%
<i>Credential/ skill attainment rate</i>	N/A	N/A	N/A	81%
<i>Outcome:</i>				
<i>% of adults who obtain employment</i>	N/A	N/A	N/A	85%
<i>% of adults who retain jobs</i>	N/A	N/A	N/A	80%
<i>Replacement wages of eligible adults</i>	N/A	N/A	N/A	\$3,100

\* Numbers are dependent on receipt of funding.

<b>Resources</b>
------------------

**Personnel**

Personnel information is recorded in Fund 2740.

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$131,149	\$253,503	\$422,199	\$497,776	\$330,659
Other Revenue				\$530	
<b>Total Revenues</b>	<b>\$131,149</b>	<b>\$253,503</b>	<b>\$422,199</b>	<b>\$498,306</b>	<b>\$330,659</b>
<b>Expenditures</b>					
Personnel Services	\$15,913	\$51,306	\$48,543	\$70,801	\$49,843
Supplies	\$184	\$4,547	\$15,689	\$2,653	\$2,837
Other Services & Charges	\$115,072	\$197,650	\$339,689	\$424,852	\$277,979
Capital Outlay			\$8,771		
<b>Total Expenditures</b>	<b>\$131,169</b>	<b>\$253,503</b>	<b>\$412,692</b>	<b>\$498,306</b>	<b>\$330,659</b>

**Budget Highlights:**

The grant award at budget time was less than in 2006 also including carry in dollars.

Fund: (2743) Workforce Investment Act – 6/30 Grant Programs

<b>Function Statement</b>
---------------------------

The Workforce Investment Act (WIA) – 6/30 Grant Programs fund provides employment training primarily to adult dislocated workers. This program has three main functions: 1) Core Services provide basic intake and registration tasks, 2) Intensive Services provide classroom training, work experience, and supportive services such as transportation and child care, and 3) Training Services provide occupational and on-the-job training. The Workforce Investment Act funds many of the same client groups as the Jobs Training Partnership Act funding which ended 6/30/00.

<b>Mission Statement</b>
--------------------------

*Provide employment training to eligible youth, adults, dislocated workers and welfare recipients.*

**Goal:** To increase the employment, retention and earnings of dislocated workers.

**Objective:** To serve adults by providing employment training to eligible dislocated workers.

**Measure:** Number of dislocated workers who obtain employment

**Measure:** Number of dislocated workers who receive training

**Objective:** Track dislocated worker employment retention and earnings information.

**Measure:** Number of dislocated workers who retain jobs

**Measure:** Measure average change in earnings

**Objective:** Track credential rates of eligible dislocated workers.

**Measure:** Measure credential rate

Measure	2004	2005	2006 Estimated	2007 Projected *
<i>Output:</i>				
<i>% of dislocated workers who receive training</i>	N/A	N/A	N/A	40%
<i>Credential/ skill attainment rate</i>	N/A	N/A	N/A	81%
<i>Outcome:</i>				
<i>% of dislocated workers who obtain employment</i>	N/A	N/A	N/A	90%
<i>% of dislocated workers who retain jobs</i>	N/A	N/A	N/A	88%
<i>Replacement wages of eligible dislocated workers</i>	N/A	N/A	N/A	\$1,400

\* Numbers are dependent on receipt of funding.



Fund: (2743) Workforce Investment Act – 6/30 Grant Programs

<b>Resources</b>
------------------

**Personnel**

Personnel information is recorded in Fund 2740.

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$1,032,199	\$1,344,348	\$1,907,392	\$2,165,952	\$1,711,700
Other Financing Sources					
<b>Total Revenues</b>	<b>\$1,032,199</b>	<b>\$1,344,348</b>	<b>\$1,907,392</b>	<b>\$2,165,952</b>	<b>\$1,711,700</b>
<b>Expenditures</b>					
Personnel Services	\$92,791	\$162,352	\$199,194	\$144,843	\$224,866
Supplies	\$14,262	\$39,619	\$86,311	\$147,226	\$61,722
Other Services & Charges	\$916,358	\$1,143,407	\$1,503,484	\$1,873,883	\$1,425,112
Capital Outlay			\$8,771		
<b>Total Expenditures</b>	<b>\$1,023,411</b>	<b>\$1,345,378</b>	<b>\$1,797,760</b>	<b>\$2,165,952</b>	<b>\$1,711,700</b>

***Budget Highlights:***

Funding ended for some of the grants in 2007 and more carry in dollars were budgeted in 2006.

Fund: (2744) Workforce Investment Act – 12/31 Grant Programs

<b>Function Statement</b>
---------------------------

This fund records the Community Development Block Grant which provides home rehabilitation and emergency home repair assistance to eligible homeowners.

<b>Mission Statement</b>
--------------------------

*Reduce the effects of poverty within Ottawa County.*

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)**

**Goal:** To improve the living conditions of low-income families.

**Objective:** To provide home rehabilitation to homeowners.

**Measure:** Number of homes receiving rehabilitation

**Objective:** To provide emergency repairs to homeowners.

**Measure:** Number of homes receiving emergency repair

Measure	2004	2005	2006 Estimated	2007 Projected *
<i>Output:</i>				
# of homes receiving rehabilitation	N/A	N/A	N/A	15
# of homes receiving emergency repair	N/A	N/A	N/A	7

\* Numbers are dependent on receipt of funding.

<b>Resources</b>
------------------

**Personnel**

Personnel information is recorded in Fund 2740.

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$400,050	\$169,818	\$252,273	\$341,100	\$132,000
Charges for Services	\$15,727	\$2,230	\$15,980	\$15,000	
Other Revenue	\$92,995	\$24,641	\$90,144	\$50,500	
Other Financing Sources	(\$7,502)				
<b>Total Revenues</b>	<b>\$501,270</b>	<b>\$196,689</b>	<b>\$358,397</b>	<b>\$406,600</b>	<b>\$132,000</b>
<b>Expenditures</b>					
Personnel Services	\$67,230	\$41,555	\$45,590	\$36,439	\$10,628
Supplies	\$9,910	\$1,899	\$1,356	\$1,967	\$568
Other Services & Charges	\$423,232	\$152,777	\$258,903	\$368,194	\$120,804
<b>Total Expenditures</b>	<b>\$500,372</b>	<b>\$196,231</b>	<b>\$305,849</b>	<b>\$406,600</b>	<b>\$132,000</b>

**Budget Highlights:**

The 2007 Budget does not reflect all grant awards because we were not notified of the amounts until after the preparation of the above statement.

F und: (2748) Workforce Investment Act – 9/30 Grant Programs

<b>Function Statement</b>
---------------------------

The Work First grant from the State of Michigan provides counseling, job referral, and job placement services.

<b>Mission Statement</b>
--------------------------

*Provide employment training to eligible youth, adults, dislocated workers and welfare recipients.*

- Goal:** To increase the employment, retention and earnings of welfare recipients.  
**Objective:** To serve welfare recipients by providing employment and training.  
*Measure:* Number of welfare recipients who obtain employment  
*Measure:* Number of welfare recipients who receive training  
**Objective:** Track welfare recipients' employment retention and earnings information.  
*Measure:* Number of welfare recipients who retain jobs  
*Measure:* Cases closed due to earnings

Measure	2004	2005	2006 Estimated	2007 Projected *
<i>Output:</i>				
# of welfare recipients who receive training	N/A	N/A	N/A	50
<i>Outcome:</i>				
% of welfare recipients who obtain employment	N/A	N/A	N/A	65%
% of welfare recipients who retain jobs	N/A	N/A	N/A	55%
% of cases closed due to earnings	N/A	N/A	N/A	35%

\* Numbers are dependent on receipt of funding.

<b>Resources</b>
------------------

**Personnel**

Personnel information is recorded in Fund 2740.

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$1,318,758	\$1,470,598	\$1,188,804	\$1,232,838	\$700,000
Other Revenue		\$632			
Other Financing Sources	\$643				
<b>Total Revenues</b>	<b>\$1,319,401</b>	<b>\$1,471,230</b>	<b>\$1,188,804</b>	<b>\$1,232,838</b>	<b>\$700,000</b>
<b>Expenditures</b>					
Personnel Services	\$148,705	\$99,178	\$140,496	\$243,084	\$235,252
Supplies	\$70,011	\$137,257	\$60,675	\$27,284	\$11,347
Other Services & Charges	\$1,100,689	\$1,227,097	\$939,205	\$962,470	\$453,401
<b>Total Expenditures</b>	<b>\$1,319,405</b>	<b>\$1,463,532</b>	<b>\$1,140,376</b>	<b>\$1,232,838</b>	<b>\$700,000</b>

**Budget Highlights:**

The 2007 Budget does not reflect all Grant awards because we were not notified of the amounts until after the preparation of the above statement.

Fund: 2749 Workforce Investment Act - 3/31 Grant Programs

<b>Function Statement</b>
---------------------------

This fund accounts for various fiscal year ending 3/31 grants.

<b>Resources</b>
------------------

**Personnel**

Personnel information is recorded in Fund 2740.

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$28,505	\$43,700	\$22,453	\$41,700	\$26,378
Other Revenue					
<b>Total Revenues</b>	<b>\$28,505</b>	<b>\$43,700</b>	<b>\$22,453</b>	<b>\$41,700</b>	<b>\$26,378</b>
<b>Expenditures</b>					
Personnel Services				\$6,379	\$700
Supplies	\$97	\$48	\$79	\$4,512	\$3,055
Other Services & Charges	\$28,408	\$30,079	\$18,562	\$30,809	\$22,623
<b>Total Expenditures</b>	<b>\$28,505</b>	<b>\$30,127</b>	<b>\$18,641</b>	<b>\$41,700</b>	<b>\$26,378</b>

***Budget Highlights:***

This fund can vary depending on whether grants have been extended or have ended as well as the award amount received from the State. Consequently, the budget can vary significantly from year to year.

Fund: 2750 - Grant Programs - Pass Thru

<b>Function Statement</b>
---------------------------

This fund records grants which the County passes through to other agencies. The prior year budgets included grants for juvenile services, public safety, and economic development.

<b>Resources</b>
------------------

**Personnel**

<b>Receptionist</b>	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Deputy/Road Patrol	1.000	1.000	1.000	\$53,592

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$404,402	\$443,019	\$210,684	\$55,987	\$66,758
Other Revenue					
Other Financing Sources		\$6,139	\$20,051	\$27,575	\$33,365
<b>Total Revenues</b>	<b>\$404,402</b>	<b>\$449,158</b>	<b>\$230,735</b>	<b>\$83,562</b>	<b>\$100,123</b>
<b>Expenditures</b>					
Personnel Services	\$61,916	\$45,805	\$53,865	\$72,784	\$78,226
Supplies	\$1,711	\$2,302	\$659	\$3,250	\$6,830
Other Services & Charges	\$346,913	\$412,974	\$176,212	\$7,528	\$15,067
Capital Outlay					
<b>Total Expenditures</b>	<b>\$410,540</b>	<b>\$461,081</b>	<b>\$230,736</b>	<b>\$83,562</b>	<b>\$100,123</b>

*Budget Highlights:*

2004 Intergovernmental Revenue and Other Services and Charges reflect a \$331,000 economic development grant.

Fund: (2800) Emergency Feeding

<b>Function Statement</b>
---------------------------

The Emergency Feeding Program distributes surplus USDA food items four months out of the year to eligible applicants. The Commodities Supplemental Food Program (CSFP) distributes twelve months out of the year to eligible seniors and Mothers, Infants and Children program applicants.

<b>Mission Statement</b>
--------------------------

*Reduce the effects of poverty within Ottawa County.*

**COMMUNITY SUPPLEMENTAL FOOD PROGRAM/THE EMERGENCY FOOD ASSISTANCE PROGRAM (CSFP/TEFAP)**

**Goal:** To strengthen needy families by providing food assistance.

**Objective:** To provide USDA supplemental foods to eligible households monthly (CSFP).

**Measure:** Number of individuals obtaining food monthly

**Objective:** To provide The Emergency Food Assistance Program (TEFAP) quarterly.

**Measure:** Number of individuals receiving food quarterly

Measure	2004	2005	2006 Estimated	2007 Projected *
<i>Output:</i>				
# of individuals obtaining food monthly	N/A	N/A	N/A	500
# of individuals receiving food quarterly	N/A	N/A	N/A	480

\* Numbers are dependent on receipt of funding.

<b>Resources</b>
------------------

**Personnel**

Personnel information is recorded in Fund 2740.

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$34,436	\$44,164	\$44,088	\$46,000	\$18,000
Total Revenues	\$34,436	\$44,164	\$44,088	\$46,000	\$18,000
<b>Expenditures</b>					
Personnel Services	\$14,741	\$8,521	\$21,127	\$16,835	\$9,060
Supplies	\$2,765	\$9,564	\$1,632	\$1,310	\$568
Other Services & Charges	\$16,932	\$26,078	\$21,325	\$27,855	\$8,372
Total Expenditures	\$34,438	\$44,163	\$44,084	\$46,000	\$18,000

**Budget Highlights:**

The 2007 Budget does not reflect all Grant awards because we were not notified of the amounts until after the preparation of the above statement.

Fund: 2810 Federal Emergency Management Agency (FEMA)

<b>Function Statement</b>
---------------------------

This fund is used to account for monies received through the Emergency Food and Shelter National Board program for utility payments to prevent utility disconnection or heating source loss in households that have exhausted all other resources and do not qualify for other Community Action emergency funds.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

<b>Budget Summary</b>	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue		\$4,400	\$5,000	\$20,000	
Total Revenues		\$4,400	\$5,000	\$20,000	
<b>Expenditures</b>					
Other Services & Charges		\$4,400	\$5,000	\$20,000	
Total Expenditures		\$4,400	\$5,000	\$20,000	

***Budget Highlights:***

No grant confirmation was received at budget time. Consequently, nothing is budgeted for 2007.

Fund: (2850) Community Corrections

<b>Function Statement</b>
---------------------------

The functions of the Community Corrections department are to develop alternative sentencing programs appropriate to the County's offender population, thereby reducing commitments to prison and jail and improving utilization of jail space; to evaluate alternative programs for performance and cost effectiveness; to provide a mechanism for communicating and coordinating among the different components of the criminal justice systems; and to gain support of the criminal justice community and general public in the management of alternative programs. Alternative programs managed and supervised include the following: Intensive Supervision Programs (ISP); Community Service Program, Residential Services, Cognitive Behavioral Therapy.

<b>Mission Statement</b>
--------------------------

*To provide or refer offenders to programs which divert offenders from traditional jail sentences and promote accountability, reduce criminal/delinquent behaviors and support an environment for change, while balancing the needs and insuring the safety of the people in Ottawa County.*

**ALTERNATIVE SENTENCING PROGRAMS**

**Goal:** Maximize the use of alternative sentencing options

**Objective:** Maintain jail population at 75% or less of rated design capacity.

*Measure: Percentage of jail capacity used*

**Objective:** Improve utilization of community corrections programs

*Measure: Enrollment in the court services programs will increase by 2%*

*Measure: Rate of successful completion of court services programs will be 85%*

*Measure: Residential Services beds will increase to 100% utilization*

*Measure: Enrollment in the Cognitive Behavior program will increase by 25%*

*Measure: Enrollment in Intensive Supervision Programs (ISP) will increase by 5%*

**Goal:** Improve collection of Intensive Supervision Program (ISP) fees

**Objective:** Collect 75% of ISP fees assessed.

*Measure: Use the Monthly Budget Performance Report and Aged Revenue Report to compare the amount ordered with the amount paid.*

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Average Daily Jail Population</i>	356.6	328.9	347	347
<i>Jail Capacity</i>	462	462	462	462
<i># of enrollments in court services programs</i>	891	906	924	942
<i>% increase in enrollment in court services programs</i>	30%	1.6%	1.9%	2%
<i>% of successful completions of court services programs</i>	70%	N/A	N/A	80%
<i>% of Residential Services beds used</i>	43%	98%	81%	95%
<i># of enrollments in Cognitive Behavior</i>	34	97	120	150
<i># of enrollments in ISP, DAIP &amp; YOIP *</i>	309	271	300	315
<i>% change in ISP, DAIP &amp; YOIP programs</i>	-11%	-14%	10%	5%
<i>% of ISP fees collected</i>	N/A	54.6%	40.4%	75%
<i>Outcome:</i>				
<i>% of jail capacity used</i>	77.2%	71.2%	<75%	<75%

\* DAIP = Domestic Assault Intervention Program    YOIP = Youthful Offender Intervention Program



Fund: (2850) Community Corrections

**PROBATION ENFORCEMENT**

**Goal:** Improve the accountability of Sobriety/Drug Treatment Court participant's compliance with their probation terms of curfew, alcohol and controlled substance use.

**Objective:** Increase home checks by 15%

**Objective:** Increase preliminary breathalyzer tests (PBT's) by 10%

**Objective:** Increase drug tests by 10%

**Measure:** Track number of home checks, PBTs and drug tests given program participants using the Sobriety/Drug Treatment Court (SDTC) Drug Court Case Management System.

<b>Measures</b>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Number of home checks per SDTC probationer</i>	N/A	N/A	TBD	TBD
<i>Number home checks per FTE</i>	N/A	N/A	TBD	TBD
<i>% Increase of home checks</i>	N/A	N/A	TBD	15.0%
<i>Number of PBT's per SDTC probationer</i>	N/A	N/A	TBD	TBD
<i>% increase in PBTs</i>	N/A	N/A	TBD	10.0%
<i>Number of drug tests per SDTC probationer</i>	N/A	N/A	TBD	TBD
<i>% increase in drug tests</i>	N/A	N/A	TBD	10.0%
<i>Outcome:</i>				
<i>Reduce recidivism rates.</i>	N/A	TBD	TBD	TBD

TBD: To be determined. These are newly developed measures, and Community Corrections will be establishing a baseline during 2007.

Fund: 2850 Community Corrections Program

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Director of Probation Services	0.900	0.900	0.900	\$63,634
Assistant Director of Probation Services	0.300	0.300	0.250	\$14,432
Court Services Coordinator	1.000	1.000	1.000	\$45,597
Court Community Services Officer	1.625	1.625	1.625	\$53,875
Probation - Treatment Specialist	6.000	5.000	3.600	\$177,822
Community Corrections Secretary	0.750	0.750	0.750	\$24,382
	10.575	9.575	8.125	\$379,742

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$260,155	\$290,264	\$314,041	\$324,025	\$301,270
Charges for Services	\$246,630	\$208,059	\$260,834	\$137,798	\$141,048
Other Revenue	\$13,016	\$7,129	\$9,573	\$10,896	\$10,896
Other Financing Sources	\$357,494	\$405,241	\$409,352	\$458,727	\$482,177
Total Revenues	\$877,295	\$910,693	\$993,800	\$931,446	\$935,391
<b>Expenditures</b>					
Personnel Services	\$561,182	\$636,250	\$635,069	\$627,408	\$653,001
Supplies	\$29,193	\$39,256	\$26,624	\$33,850	\$26,730
Other Services & Charges	\$245,074	\$326,133	\$342,172	\$382,301	\$355,660
Capital Outlay					
Total Expenditures	\$835,449	\$1,001,639	\$1,003,865	\$1,043,559	\$1,035,391

***Budget Highlights:***

State funding for the monitoring program referred to as Gatekeeper has been eliminated in the amount of \$22,755 as well as the County's portion covered in Other Services and Charges. Full time equivalents have decreased due in part to the elimination of a position as well as re-distribution within the County. The eliminated position was replaced by two part-time nonbenefited positions.

Fund: 2855 Revenue Sharing Reserve Fund

<b>Function Statement</b>
---------------------------

The Revenue Sharing Reserve Fund was created in 2004 as required by the State of Michigan. It accounts for the additional tax revenue received as a result of the acceleration of the millage levy from December to July. The fund transfers an amount to the General Fund equal to the amount the County would have received from the State for Revenue Sharing Payments had they not been temporarily discontinued. Projections indicate the fund will be depleted in 2011.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Taxes		\$9,354,173	\$9,354,173	\$9,354,173	
Interest			\$62,361	\$147,300	\$225,000
<b>Total Revenues</b>		<b>\$9,354,173</b>	<b>\$9,416,534</b>	<b>\$9,501,473</b>	<b>\$225,000</b>
<b>Expenditures</b>					
Other Financing Uses		\$2,593,213	\$4,104,101	\$4,235,432	\$4,362,495
<b>Total Expenditures</b>		<b>\$2,593,213</b>	<b>\$4,104,101</b>	<b>\$4,235,432</b>	<b>\$4,362,495</b>

***Budget Highlights:***

2006 was the last year of contributions for the fund. In 2007 and beyond, the only income will be interest income, and the expenditures represent transfers to the General Fund. The fund is projected to be depleted in 2011.

Fund: (2870) Community Action Agency

**Function Statement**

The Community Action Agency fund is used to account for grant monies to be applied to various community programs for the impoverished residents of Ottawa County. Such grants include employment activities, income management, housing, emergency assistance, and nutrition.

**Mission Statement**

*Reduce the effects of poverty within Ottawa County*

**Goal:** To effectively administer Community Action Agency programs and provide effective customer service by promoting effective partnerships with other agencies.

**Objective:** To effectively administer Community Action Agency (CAA) programs.

**Measure:** Utilization of Community Action Agency budget dollars

**Objective:** To create and maintain partnerships among supporters and providers of service.

**Measure:** Number of partnerships created/maintained

**Objective:** To assist every household seeking assistance.

**Measure:** Number of applicants assisted

Measure	2004	2005	2006 Estimated	2007 Projected *
<i>Output:</i>				
Utilization of CAA budget dollars	N/A	N/A	N/A	*
# of partnerships created/maintained	N/A	N/A	N/A	5
# of applicants assisted	N/A	N/A	N/A	750

\* Numbers are dependent on receipt of funding.

**Resources**

**Personnel**

Personnel information is recorded in Fund 2740.

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$279,524	\$313,696	\$406,965	\$620,946	\$428,200
Other Revenue	\$11,299	\$26,459	\$18,992	\$24,750	\$20,000
Other Financing Sources	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000
<b>Total Revenues</b>	<b>\$319,823</b>	<b>\$369,155</b>	<b>\$454,957</b>	<b>\$674,696</b>	<b>\$477,200</b>
<b>Expenditures</b>					
Personnel Services	\$136,369	\$168,753	\$200,845	\$337,543	\$312,642
Supplies	\$16,042	\$14,771	\$32,426	\$80,492	\$22,342
Other Services & Charges	\$153,849	\$189,064	\$214,573	\$256,661	\$142,216
Other Financing Uses		\$939			
<b>Total Expenditures</b>	<b>\$306,260</b>	<b>\$373,527</b>	<b>\$447,844</b>	<b>\$674,696</b>	<b>\$477,200</b>

**Budget Highlights:**

This fund can vary depending on whether grants have been extended or have ended as well as the award amount received from the State. Consequently, the budget can vary significantly from year to year.

Fund: (2890) Weatherization

<b>Function Statement</b>
---------------------------

The Weatherization Program supplies funds for weatherizing homes of the disadvantaged, elderly, and impoverished persons. The Weatherization Program also provides energy education.

<b>Mission Statement</b>
--------------------------

*Reduce the effects of poverty within Ottawa County*

**Goal:** To improve the conditions in which low-income persons live.

**Objective:** To provide energy education to customers.

**Measure:** Number of individuals receiving energy-saving education

**Objective:** To provide energy-savings measures to eligible participants.

**Measure:** # of homes receiving energy-saving measures

Measure	2004	2005	2006 Estimated	2007 Projected *
<i>Output:</i>				
<i># of individuals receiving energy-saving education</i>	N/A	N/A	N/A	200
<i># of homes receiving energy-saving measures</i>	N/A	N/A	N/A	70

\* Numbers are dependent on receipt of funding.

<b>Resources</b>
------------------

**Personnel**

Personnel information is recorded in Fund 2740.

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$269,228	\$246,372	\$185,726	\$321,219	\$263,980
Other Revenue	\$455				
Other Financing Sources		\$939			
<b>Total Revenues</b>	<b>\$269,683</b>	<b>\$247,311</b>	<b>\$185,726</b>	<b>\$321,219</b>	<b>\$263,980</b>
<b>Expenditures</b>					
Personnel Services	\$63,021	\$41,759	\$34,830	\$84,729	\$63,191
Supplies	\$104,766	\$69,029	\$70,033	\$178,052	\$147,882
Other Services & Charges	\$101,899	\$136,527	\$80,863	\$58,438	\$52,907
<b>Total Expenditures</b>	<b>\$269,686</b>	<b>\$247,315</b>	<b>\$185,726</b>	<b>\$321,219</b>	<b>\$263,980</b>

**Budget Highlights:**

Grant awards can fluctuate based on need.

Fund: (2900) Department of Human Services

**Function Statement**

This fund records both the State program from the Department of Human Services as well as the County-run Parenting Plus program. Parenting Plus is a County-wide home-based early intervention program working with children one to five years of age and their parents who are challenged by issues which may lead to, or have led to, abuse and neglect. Parenting education, developmental assessment with corresponding parent-child activities, support, and comprehensive case management are included services. Executing the orders of the Child Welfare Unit of the Department of Human Services and the Family Court are also responsibilities of the program. Working with families with children up to age 12 when Child Welfare is involved has expanded the population receiving services. Special relationships with the County Health Department and the Friend of the Court have been developed to offer parenting and family support services. Additionally, management has included Parenting Plus as part of the Early On Intervention /Services and the Family Support Network (FSN). These services are offered to preserve and maximize the family unit through encouragement of positive relationships, increasing productive support systems, enhancing parenting capabilities and child care practices, and providing access to community services to support a growing and productive lifestyle. Services in Spanish are available in the greater Holland area. Parenting Plus operates from the Department of Human Services office in Holland and utilizes the Coopersville and Hudsonville Human Services buildings on occasion.

**Mission Statement**

*Enhance the parenting and life skills of vulnerable\* families to maximize their well-being and decrease the risks associated with child abuse and neglect.*

\* In 2006, 34% of families had a head of household with mental illness, 13% with a handicap, 23% with chemical dependency and 25% involved with domestic violence.

**Goal:** Decrease the risks associated with child abuse and neglect

**Objective:** Reduce the overall impact of risk factors on family functioning

**Measure:** 80% of families will show a decrease in needs at the time of case closure

**Measure:** 90% of families will show an increase in strengths at the time of case closure

**Measure:** The strength score average for families will increase by 25% at closure (*This objective is developed to establish a baseline for the future.*)

**Objective:** Create/maintain a safe living environment for children and parents

**Measure:** 90% of cases/families served will maintain care of their children or have been reunited with them by the time of closure

**Measure:** 70% of cases/families referred by Child Protective Services (CPS) will remain intact at the time of closure and the Case Screening and Family Assessment will show improved family functioning

**Measure:** 60% of cases/families referred by Foster Care will close with children reunited and the Case Screening and Family Assessment will show improved family functioning

*Note: In the remaining 40% of cases, Parenting Plus' role may be to support the court process to quickly find a permanent safe home for children in foster care*

**Objective:** Improve parent's understanding of basic parenting skills

**Measure:** 85% of Parenting Plus parents will increase their knowledge of child development and the importance of a positive parent-child relationship

**Measure:** 75% of Parenting Plus parents will demonstrate positive, age appropriate child management skills

**Measure:** 85% of Parenting Plus parents will attend to the health and nutritional needs of their family

**Measure:** 75% of Parenting Plus parents will provide a safe and secure environment for their children

Fund: (2900) Department of Human Services

**Objective:** Enhance parent's understanding of life skills and supports for growth

**Measure:** 70% of Parenting Plus parents will maintain/improve their positive support system

**Measure:** 80% of Parenting Plus parents will utilize community resources appropriately

**Measure:** 65% of Parenting Plus parents will maintain adequate financial resources to meet basic needs

<b>Measures</b>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Outcome/Efficiency:</i>				
<i>% of families who show decreased needs @ case closure</i>	N/A	N/A	N/A	80%
<i>% of families who show increased strengths @ case closure</i>	N/A	N/A	N/A	90%
<i>Strength score for families</i>	N/A	N/A	N/A	TBD
<i>% of families with custody of their children</i>	N/A	N/A	N/A	90%
<i>% of families referred by CFS with custody of their children</i>	N/A	N/A	N/A	70%
<i>% of families referred by foster care with custody of their children</i>	N/A	N/A	N/A	60%
<i>% of parents demonstrating increased knowledge on child development &amp; parent/child relationships</i>	N/A	N/A	N/A	85%
<i>% of parents demonstrating age appropriate child management skills</i>	N/A	N/A	N/A	75%
<i>% of parents attending to the health and nutritional needs of the family</i>	N/A	N/A	N/A	85%
<i>% of parents providing a safe and secure environment</i>	N/A	N/A	N/A	75%
<i>% of parents maintaining positive support system</i>	N/A	N/A	N/A	70%
<i>% of parents utilizing community resources appropriately</i>	N/A	N/A	N/A	80%
<i>% of parents maintaining adequate financial resources to meet basic needs</i>	N/A	N/A	N/A	60%

Fund: 2900 Family Independence Agency

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Director	1.000	1.000	1.000	\$59,539
Family Resource Technician	1.000	1.000	0.000	\$0
Family Resource Specialist	7.750	7.750	8.750	\$400,808
	<u>9.750</u>	<u>9.750</u>	<u>9.750</u>	<u>\$460,347</u>

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$430,172	\$300,341	\$225,581	\$270,000	\$220,000
Charges for Services	\$30,426	\$36,420	\$35,658	\$34,020	\$39,060
Interest and Rents					
Other Revenue	\$822	\$726	\$300	\$1,025	\$1,015
Other Financing Sources	\$656,258	\$683,127	\$702,578	\$731,564	\$729,070
<b>Total Revenues</b>	<u>\$1,117,678</u>	<u>\$1,020,614</u>	<u>\$964,117</u>	<u>\$1,036,609</u>	<u>\$989,145</u>

**Expenditures**

Personnel Services	\$559,560	\$579,905	\$591,427	\$610,579	\$655,129
Supplies	\$413,879	\$310,312	\$221,826	\$262,821	\$215,082
Other Services & Charges	\$96,369	\$99,930	\$113,906	\$121,179	\$118,934
Capital Outlay					
<b>Total Expenditures</b>	<u>\$1,069,808</u>	<u>\$990,147</u>	<u>\$927,159</u>	<u>\$994,579</u>	<u>\$989,145</u>

**Budget Highlights:**

The amount budgeted for State programs is decreasing.



<b>Function Statement</b>
---------------------------

To administer justice, provide restorative services and apply the law with equality, integrity and timeliness through trained courteous staff in a manner that inspires public trust.

**Goal:** To reduce juvenile delinquency

**(Detention)**

**Objective:** Improve detainee behavior

*Measure:* Increase daily average, upper level detainees by 2 per day

**(Juvenile Community Interventions)**

**Objective:** Expand community-based programs to meet the need for alternatives to Detention programming

*Measure:* Evaluate existing programs for efficacy and need

*Measure:* Increase programming for supervised community services programming by one session per month

**Objective:** Reduce the number of Detention days for Court Wards

*Measure:* Increase the use of community-based and prevention-focused programs by 10%

*Measure:* Track the number of referrals to community partner agencies that operate prevention, restorative and intervention programs

*Measure:* Track the number of referrals to court-operated intervention programs

**Objective:** Increase foster care options by 1 home

*Measure:* Identify 4 resources for advertising the need for foster homes

*Measure:* Identify and present to at least 3 community organizations for the purpose of creating interest and generating new foster home applicants

**Objective:** Reduce the number of days youth remain in foster care by 5% with the exception of JCJ program youth

*Measure:* Track and report on a monthly basis how many days each youth has resided in foster care

*Measure:* Establish a monthly progress report of each youth residing in foster care

**Objective:** Reduce the number of days used for out-of-home residential, treatment care by 3%

*Measure:* Establish target exit dates for each youth placed upon entry into program

*Measure:* Track total number of days youth reside in residential, treatment facilities

**Objective:** Maintain a high level of diversity, quality and casework staff participation of training opportunities

*Measure:* Track staff participation in training (number and types of training)

*Measure:* Evaluate saliency of each training utilizing evaluation instrument

**(Treatment)**

**Objective:** Reduce the number of adjudications for new law violations per youth by 3%

*Measure:* Track the number of adjudications per youth in Courage, Choice and JCJ

**Objective:** Reduce the number days of out-of-home Detention by 5%

*Measure:* Track the number of juveniles placed in Detention from the Courage Program

**(Intensive Surveillance Program (ISP))**

**Objective:** Reduce the number of adjudications for new law adjudications per juvenile ordered into the ISP by 5%

*Measure:* Track adjudications prior to entry into ISP and during participation in ISP

**Goal:** To provide quality resources for professional staff

**(Detention)**

**Objective:** Seek to obtain American Correctional Association re-accreditation

*Measure:* Obtain American Correctional Association accreditation by January 2007

**Objective:** Increase the utilization of Detention's resources

*Measure:* Increase bed rental by one bed to outside counties

Fund: (2920) Child Care – Circuit Court

**(Juvenile Community Interventions)**

**Objective:** Provide resource materials for professional development of staff and use in community-based programs

**Measure:** Establish a library of materials for staff reference and use in community-based programming and staff development that includes videos, educational tools and written materials

**Objective:** Increase staff training and professional development

**Measure:** Provide 4 trainings for professional staff development reflecting the needs of staff

**Measure:** Implement and/or support the implementation of a centralized Training Committee for the Courts per the Court’s Strategic Plan

**(Treatment, Intensive Surveillance Program,)**

**Objective:** Increase staff training and professional development

**Measure:** Staff will attend 4 trainings for professional staff development reflecting the needs of the Court and program.

**Measure:** Implement and/or support the implementation of a centralized Training Committee for the Courts per the Court’s Strategic Plan

**Goal: To provide exceptional facilities for all Court users**

**(Detention)**

**Objective:** Update Technology to assist in the management of day-to-day operations

**Measure:** Install Midstate security system which includes the replacement of all electronic door locks within detention 2<sup>nd</sup> quarter of 2007 budget year

**Measure:** Install updated cameras and recording hardware to color and digital by 2<sup>nd</sup> quarter of 2007 budget year

**Measure:** Reconfigure control center area. 2<sup>nd</sup> quarter of 2007 budget year

**Measure:** Upgrade to Circuit Court Web Based Case Management System by 3<sup>rd</sup> quarter of 2007 budget year

**(Juvenile Community Interventions, Treatment)**

**Objective:** Provide a response to equipment repair/replacement and safety issues.

**Measure:** Track requests for equipment repair/replacement to ensure responses are quick and appropriate

**Measure:** Court’s Safety Committee will meet quarterly; review safety issues and incident reports to ensure follow-through

**Objective:** Maintain Holland building site

**Measure:** Complete a monthly, Holland building checklist for maintenance items

**Objective:** Complete work orders within 24 hours of incident

**Measure:** Track the number of work orders completed and sent to the Maintenance Department

**Measure:** Track completed monthly building checklist

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i>Output:</i>				
<i>Increase in daily average of upper level detainees</i>	N/A	N/A	N/A	2
<i>Evaluate existing programs for efficacy and need</i>	N/A	N/A	N/A	Completion
<i>Increase # of programming sessions for supervised community services</i>	N/A	N/A	N/A	1
<i>Increase in the use of community-based and prevention-focused programs</i>	N/A	N/A	N/A	10%
<i>Track the number of referrals to court-operated intervention programs</i>	N/A	N/A	N/A	Completion

Fund: (2920) Child Care – Circuit Court

<i>Measures</i>	<b>2004</b>	<b>2005</b>	<b>2006 Estimated</b>	<b>2007 Projected</b>
<i># of resources identified for advertising the need for foster homes</i>	N/A	N/A	N/A	4
<i># of presentations to community organizations to generate new foster home applicants</i>	N/A	N/A	N/A	3
<i>% decrease in the # of days each youth has resided in foster care</i>	N/A	N/A	N/A	5%
<i>Establish a monthly progress report of each youth residing in foster care.</i>	N/A	N/A	N/A	Completion
<i>Establish target exit dates for each youth placed upon entry into program</i>	N/A	N/A	N/A	Completion
<i>% decrease in the # number of days youth reside in residential, treatment facilities</i>	N/A	N/A	N/A	3%
<i>Track staff participation in training (number and types of training)</i>	N/A	N/A	N/A	Completion
<i>Evaluate saliency of each training utilizing evaluation instrument</i>	N/A	N/A	N/A	Completion
<i>% decrease in the # of adjudications per youth in Courage, Choice and JCJ</i>	N/A	N/A	N/A	5%
<i>% decrease in the # of juveniles placed in Detention from the Courage Program</i>	N/A	N/A	N/A	5%
<i>% decrease in the # of adjudications prior to entry into ISP and during participation in ISP</i>	N/A	N/A	N/A	5%
<i>Obtain American Correctional Association</i>	N/A	N/A	N/A	Obtained
<i>Increase in bed rental to outside counties</i>	N/A	N/A	N/A	1
<i>Establish a library of materials for reference education</i>	N/A	N/A	N/A	Completed
<i># of trainings for professional staff development (JCI, ISP, Detention and Treatment staff)</i>	N/A	N/A	N/A	4
<i>Implement and/or support the implementation of a centralized Training Committee for the Courts</i>	N/A	N/A	N/A	Completed
<i>Install Midstate security system</i>	N/A	N/A	N/A	Completed
<i>Install updated cameras and recording hardware</i>	N/A	N/A	N/A	Completed
<i>Reconfigure control center area 2<sup>nd</sup> quarter of budget year</i>	N/A	N/A	N/A	Completed
<i>Upgrade to Circuit Court Web Based Case Management System</i>	N/A	N/A	N/A	Completed
<i>Track requests for equipment repair/replacement</i>	N/A	N/A	N/A	Completed
<i>Court's Safety Committee will meet quarterly</i>	N/A	N/A	N/A	Completed
<i>Design and complete a monthly Holland building checklist for maintenance items</i>	N/A	N/A	N/A	Completed

## **2006 Accomplishments**

### **Treatment**

#### **Choice Program:**

- 23% reduction in adjudications after a youth was enrolled in the program.
- 76% of the enrolled youth did not escalate further into the system.
- 54% decrease in the number of days youth spent in out-of-home placements.
- Modified Program to provide counseling and crisis management of adjudicated youth
- Instituted a Determinate Sentence group and crisis management in the Detention Center.

#### **Courage Program:**

- 64% of enrolled youth successfully graduated from the program.
- 70% decrease in adjudications after a youth was enrolled in the program.
- Maintained the average number of youth in detention for a consequence and the length of stay for that consequence despite abolishing the residential component of the program.
- Instituted an Incentive program.
- Passed the Ropes Course inspection with 100% compliance.
- Increased the use of the Ropes Course by 50% through opening up course to other County or Court departments

#### **Juvenile Community Justice:**

- 56% decrease in adjudications after a youth was enrolled in the program.
- Decreased the number of youth committed to residential care by 20 youth.
- Increased the number of youth in JCJ by 86% from 14 to 26
- Increased by 10 the number of youth returning early from placement through State Wardship.
- Diverted 154 days per youth on average from residential placement utilizing JCJ as an alternative.
- Increased JJI student population to maximum of 25
- Completed a JJI – “Living Consciously” curriculum evaluation of program
- Developed and implemented a revised JJI student manual

#### **Drug Treatment Court:**

- Identified as a Beta site for the State’s Drug Treatment Court (DTC), web-based case management system.
- Increased DTC enrollment by 76%
- Expanded the DTC treatment curriculum
- Implemented a new screening instrument for DTC
- Revised the referral process for DTC
- Increased the incentive portion of the program by expanding the use of incentives
- Increased parent participation in the program through providing a Parent Support Group

### **Detention**

- Accessed state training system for staff training
- Decreased use of mechanical restraints
- Installed a New control board skin
- Installed a new gym floor to reduce injuries

Fund: (2920) Child Care – Circuit Court

- Conducted a Teamwork Building training for Supervisors
- Updated procedures in detention
- Achieved 100% compliance on licensing
- Completed 1 year of ACA accreditation documentation
- Upgraded to utilizing the Court’s web based case management system

**Intake/Juvenile Community Probation**

- Implemented (went live with) the CCCMS web-based case management system
- Moved Intake under the Child Care Fund and merged Intake and Community Probation into the Youth Service and Community Probation Unit
- Increased staff by hiring two probation officer positions to ensure CCF compliance
- Implemented a modified petition processing procedure
- Collaborated with the Clerk’s Office, Prosecutor, casework staff, clerical staff and attorney referees toward policy and practice refinements in preparation for elimination of status time and other statute-related issues.
- Implemented a petition screening assessment
- Moved ISP from Treatment Services to the Youth Service and Community Probation Unit
- Revised policies regarding victim rights and restitution
- Changed detention procedures to ensure judicial oversight
- Revised policies regarding record confidentiality and access
- Facilitated the shared position of Grant Coordinator/caseworker
- Continued leadership of court staff in local boards, initiatives and community collaborations

**Programs**

- Developed and implemented a new Anger Management Program curriculum for juveniles and parents
- Developed Memorandum of Understanding with Barnabas Ministries to open a foster home for girls
- Achieved 100% compliance on the Child Care Fund Audit
- Licensed new foster home
- Conducted the Institute for Racial Healing

**Support Services**

- Implemented technological advancement and efficiencies through participation on Imaging project, Circuit Court Case Management System (CCCMS), Implementation of Technology Master Plan, Justice Users Committee and implementation of credit card technology.
- Facilitated transition of 6 offices from standard furniture to modular
- Trained staff in “Non-violent Crisis Intervention”
- Trained staff in “Legal Advice vs. Access to Courts”
- Completed “Positive Group Process” survey
- Provided leadership and participation on the Customer Satisfaction Survey initiative
- Successfully achieved timelines for processing of cases under new Case Management Guidelines.

Fund: (2920) Child Care – Circuit Court

<b>Resources</b>
------------------

**Personnel**

Position Name	2005 # of Positions	2006 # of Positions	2007 # of Positions	2007 Budgeted Salary
Detention Superintendent	1.000	1.000	1.000	\$70,701
Assistant Superintendent	1.000	1.000	1.000	\$55,956
Assistant Director of Juvenile Services	0.750	0.750	0.875	\$61,864
Training Coordinator	1.000	1.000	1.000	\$45,118
Administrative Aide	4.000	4.000	4.000	\$128,323
Group Leader - Juvenile	6.000	6.000	6.000	\$222,517
Youth Specialist	20.150	20.150	19.650	\$623,759
Shift Supervisor	4.000	4.000	4.000	\$194,746
Casework Services Manager	0.750	0.750	1.000	\$57,725
Senior Caseworker	0.750	1.750	2.000	\$102,156
Treatment Specialist	7.000	6.000	6.000	\$306,468
Programs Supervisor	1.000	1.000	1.000	\$54,187
Treatment Services Manager	1.000	1.000	1.000	\$57,725
Caseworker	6.000	6.000	11.000	\$507,340
Assistant Juvenile Register	.000	0.000	1.000	\$35,104
Sergeant	0.300	0.300	0.300	\$18,236
Assessment Unit Coordinator	1.000	1.000	1.000	\$52,625
Deputy	3.000	3.000	3.000	\$160,705
	58.700	58.700	64.825	\$2,755,255

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$1,321,803	\$2,268,490	\$2,912,947	\$3,694,928	\$4,039,422
Other Revenue	\$271,300	\$230,582	\$599,894	\$569,775	\$581,042
Other Financing Sources	\$3,085,549	\$4,023,408	\$3,846,024	\$3,974,892	\$4,077,104
Total Revenues	\$4,678,652	\$6,522,480	\$7,358,865	\$8,239,595	\$8,697,568
<b>Expenditures</b>					
Personnel Services	\$1,786,290	\$2,557,878	\$3,309,913	\$3,922,033	\$4,149,115
Supplies	\$181,551	\$184,264	\$177,961	\$217,751	\$248,816
Other Services & Charges	\$2,564,406	\$2,912,924	\$3,396,434	\$4,078,151	\$4,529,637
Total Expenditures	\$4,532,247	\$5,655,066	\$6,884,308	\$8,217,935	\$8,927,568

**Budget Highlights:**

Additional full time equivalents and other costs have been moved to this fund to reflect the work performed. As a result, State of Michigan revenue and expenditures overall are increasing. In addition, Other Services & Charges includes \$460,000 for the expansion of the web-based case management system.

Fund: 2921 Child Care-Social Services

<b>Function Statement</b>
---------------------------

The Child Care - Social Services fund is used to account for the foster care of children under the direction of the Ottawa County Family Independence Agency.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

<b>Budget Summary</b>	2003	2004	2005	2006	2007
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$16,802	\$16,870	\$18,583	\$21,000	\$21,000
Other Revenue					
Other Financing Sources	\$22,250	\$23,250	\$20,000	\$26,500	\$26,500
<b>Total Revenues</b>	<b>\$39,052</b>	<b>\$40,120</b>	<b>\$38,583</b>	<b>\$47,500</b>	<b>\$47,500</b>
<b>Expenditures</b>					
Other Services & Charges	\$34,358	\$33,741	\$37,220	\$47,500	\$47,500
<b>Total Expenditures</b>	<b>\$34,358</b>	<b>\$33,741</b>	<b>\$37,220</b>	<b>\$47,500</b>	<b>\$47,500</b>

Fund: 2930 Soldiers & Sailors Relief

<b>Function Statement</b>
---------------------------

The Soldiers & Sailors Relief Commission determines the eligibility of claims from indigent veterans and authorizes the requested payments. Eligibility is determined by the time and length of service during an armed conflict, honorable discharge, and length of residency in Ottawa County.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

<b>Budget Summary</b>	2003	2004	2005	2006 Current Year	2007 Adopted by Board
	Actual	Actual	Actual	Estimated	
<b>Revenues</b>					
Other Financing Sources	\$16,265	\$97,094	\$90,000	\$90,000	\$60,000
<b>Total Revenues</b>	<b>\$16,265</b>	<b>\$97,094</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$60,000</b>
<b>Expenditures</b>					
Other Services & Charges	\$47,312	\$97,093	\$90,001	\$90,000	\$60,000
<b>Total Expenditures</b>	<b>\$47,312</b>	<b>\$97,093</b>	<b>\$90,001</b>	<b>\$90,000</b>	<b>\$60,000</b>

***Budget Highlights:***

The worsening economy has made the demand for government services increase significantly beginning in 2003.



Fund: 2940 Veterans Trust

<b>Function Statement</b>
---------------------------

The Veteran's Trust fund was established under Section 35.607 of the State of Michigan Compiled Laws of 1970. It is used to account for monies received by the state and distributed to needy veterans.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

<b>Budget Summary</b>	2003	2004	2005	2006 Current Year	2007 Adopted
	Actual	Actual	Actual	Estimated	by Board
<b>Revenues</b>					
Intergovernmental Revenue	\$17,024	\$18,230	\$21,808	\$16,032	\$12,347
Other Financing Sources					
<b>Total Revenues</b>	<b>\$17,024</b>	<b>\$18,230</b>	<b>\$21,808</b>	<b>\$16,032</b>	<b>\$12,347</b>
<b>Expenditures</b>					
Other Services & Charges	\$16,974	\$18,152	\$21,808	\$16,032	\$12,347
<b>Total Expenditures</b>	<b>\$16,974</b>	<b>\$18,152</b>	<b>\$21,808</b>	<b>\$16,032</b>	<b>\$12,347</b>

Fund: 2980 Compensated Absences

<b>Function Statement</b>
---------------------------

The Compensated Absences fund is used to account for future payments of accumulated sick pa County employees under the sick days/short and long-term disability plan. This fund is also use accrue vacation pay.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Charges for Services		\$189,079	\$134,356	\$122,000	\$129,000
Interest	\$81,876	\$63,292	\$77,042	\$92,718	\$95,875
Other Revenue					
Other Financing Sources					
<b>Total Revenues</b>	\$81,876	\$252,371	\$211,398	\$214,718	\$224,875
<b>Expenditures</b>					
Personnel Services	\$35,874	\$254,204	\$92,885	\$103,155	\$83,949
Supplies					
<b>Total Expenditures</b>	\$35,874	\$254,204	\$92,885	\$103,155	\$83,949

**COUNTY OF OTTAWA  
DEBT SERVICE FUND (5690-5694)**

Building Authority Fund (5690-5694) - This Fund was established to account for the accumulation resources for payment of principal and interest on bonds issued to finance building projects for the County of Ottawa. Bonds have been issued for the following projects: 1990-Ottawa County Central Dispatch Authority; 1992-Probate Court/Jail Complex; 1997-Jail addition and Sheriff Administrativ Annex; 2005 - Holland District Court Building. The 1990 bonds were refunded during 2003 and 20 and a portion of the 1992 bonds were refinanced during 2006. A portion of the 1997 bonds were refunded during 2005. Financing is provided by cash rental payments pursuant to lease agreements with the County of Ottawa.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

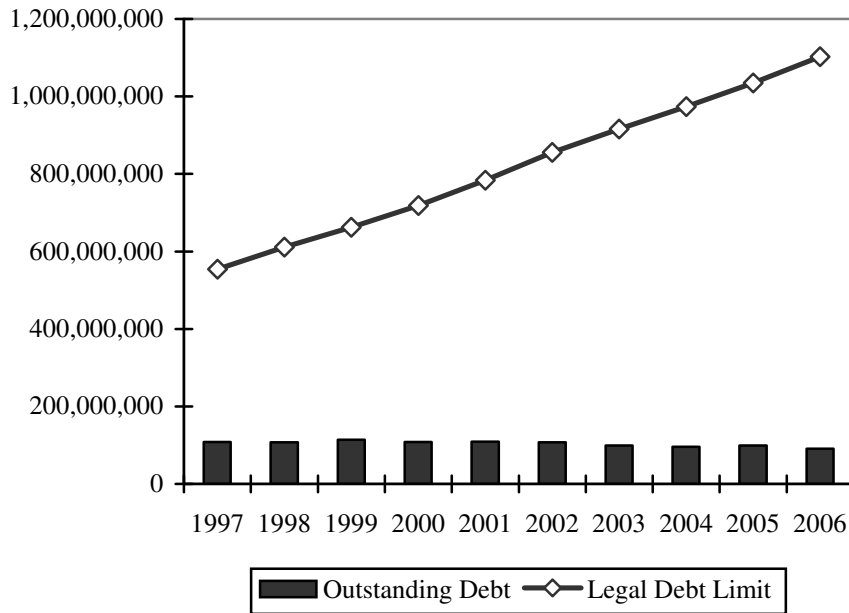
**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Charges for Services					
Interest and Rents	\$2,900	\$4,573	\$13,976	\$6,613	\$580
Rents	\$2,351,754	\$2,243,461	\$2,008,656	\$2,453,391	\$2,977,797
Other Revenue					
Other Financing Sources			\$10,562,974		
<b>Total Revenues</b>	<b>\$2,354,654</b>	<b>\$2,248,034</b>	<b>\$12,585,606</b>	<b>\$2,460,004</b>	<b>\$2,978,377</b>
<b>Expenditures</b>					
Debt Service	\$2,305,822	\$2,299,902	\$2,299,621	\$2,454,454	\$2,977,797
Other Financing Uses			\$10,792,190		
<b>Total Expenditures</b>	<b>\$2,305,822</b>	<b>\$2,299,902</b>	<b>\$13,091,811</b>	<b>\$2,454,454</b>	<b>\$2,977,797</b>

## County of Ottawa Debt Information

The County of Ottawa assumes debt to provide funding for the construction of water and sewage disposal systems, drains, buildings, and to refund previously issued bonds. Under the State of Michigan Constitution of 1963, Article VII, Section 11, “No County shall incur indebtedness which shall increase its total debt beyond 10% of its assessed valuation.” Consequently, Ottawa County, with a 2006 assessed value of \$11,028,221,992 is limited to no more than \$1,102,822,199 of debt. The County’s total debt at the statement date is \$91,002,565, or less than 1% of the assessed value, well below the legal limit. The graph below illustrates that Ottawa County’s outstanding debt as a percentage of the limit is actually decreasing.

**County of Ottawa Legal Debt Limit and Debt  
Outstanding**



Ottawa County has obtained a AAA rating from Fitch on General Obligation Limited Tax Bonds. Moody’s Bond Rating is Aa1 for General Obligation Unlimited and Limited Tax Bonds. Standard and Poor’s Bond Rating is AA for General Obligation Unlimited and Limited Tax Bonds.

### **Bonds:**

The County principally uses general obligation bonds to provide funds for these projects. The majority of the general obligation bonds, \$66,815,533, were issued by the Ottawa County Public Utilities System, a component unit of Ottawa County, for water and sewer projects. The principal and interest payments on these water and sewer project issues are repaid generally from funds received from local municipalities in the County. The interest rate on these issues ranges from 2.0% to 7.6% percent.

In addition, \$265,000 is estimated for inter-county drainage projects. Principal and interest is paid from drain assessments levied. The interest rate on these issues ranges from 4.5% to 7.0% percent.

Last, \$21,510,000 is estimated debt outstanding at 12/31/06 for four Ottawa County Building Authority projects. These four projects include the E-911 Central Dispatch operation, the Probate Court/Jail facility, and the Sheriff and Administrative Annex and additional Jail pod, and the Holland District Court facility. The activities facility and the E-911 issues were refunded during 1993. The Probate Court/Jail facility was refunded in 1997 in conjunction with the issue for the Sheriff and Administrative Annex and additional Jail pod. The unrefunded portion of the E-911 bonds and the Sheriff and Administrative Annex and additional jail pod were refunded during 2005. The Building Authority makes the principal and interest payments with revenues collected from lease agreements with the County. The interest rate on these issues ranges from 3.0% to 5.05% percent.

The County has pledged its full faith and credit for payment on the above obligations.

#### **Other Bonds:**

In November 2001, the Ottawa County Road Commission issued Public Act 143 bonds for the purpose of constructing a maintenance facility in Holland. The estimated balance of these bonds at 12/31/06 is \$2,250,000. The borrowing will be paid from State revenues allocated to the County Road Commission for road purposes. The County did not pledge its full faith and credit for the above notes.

#### **Notes Payable:**

The Drain Commissioner has issued two small notes to provide funding for drainage projects in Ottawa County. The notes total \$60,800, and the County did not pledge its full faith and credit for the above notes.

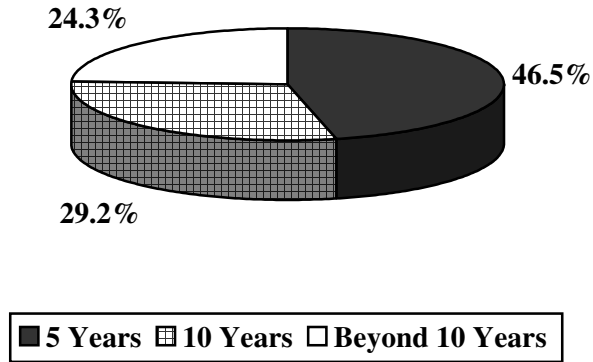
#### **Land Contracts:**

Ottawa County has an estimated \$101,231 in land contracts. The land contracts were made to secure three land purchases for the Ottawa County Parks system. The principal and interest payments will be made from the voted parks millage and recorded in the Parks and Recreation Special Revenue fund. The interest rate on these land contracts ranges from 8.0% to 9.25% percent.

#### **Debt Retirements:**

The percentage of debt to be retired in five, ten, and beyond ten years indicates how fast the County is retiring its debt. Rating agencies expect 50% of the debt to be retired within ten years. The graph that follows shows that Ottawa County, scheduled to retire 75.7% of its debt within ten years, is retiring debt significantly faster than the standard.

## County of Ottawa Debt Retirements



### Debt per Capita

Ottawa County has experienced high growth in the last several years. Consequently, debt has been issued to fund the required infrastructure. Listed below is the debt per capita information for the last ten years.

Year	Population	Net Bonded Debt per Capita County Debt
1996	212,163	\$46
1997	220,403	114
1998	224,357	107
1999	230,261	99
2000	238,314	91
2001	243,571	84
2002	245,913	78
2003	249,391	71
2004	252,351	65
2005	255,406	91

The schedule that follows details the principal and interest payments by year.

## County of Ottawa Schedule of Debt Service Requirements

OTTAWA COUNTY - PRIMARY GOVERNMENT					OTTAWA COUNTY - COMPONENT UNITS				REPORTING ENTITY
Budget Year	Amount Outstanding Beginning of Year	Principal Retirements	Interest Requirements	Total Requirements	Amount Outstanding Beginning of Year	Principal Retirements	Interest Requirements	Total Requirements	Total Requirements
<b>General Obligation Bonds (Non-major Funds):</b>					<b>General Obligation Bonds:</b>				
2007	21,510,000	1,830,000	1,394,248	3,224,248	69,330,533	7,382,000	2,778,809	10,160,809	13,385,057
2008	19,680,000	1,910,000	1,319,373	3,229,373	61,948,533	7,877,000	2,498,220	10,375,220	13,604,593
2009	17,770,000	1,995,000	784,371	2,779,371	54,071,533	6,533,000	2,195,800	8,728,800	11,508,171
2010	15,775,000	1,680,000	707,757	2,387,757	47,538,533	6,431,000	1,939,111	8,370,111	10,757,868
2011	14,095,000	1,740,000	641,493	2,381,493	41,107,533	4,831,000	1,707,217	6,538,217	8,919,710
2012	12,355,000	1,250,000	572,219	1,822,219	36,276,533	4,328,000	1,517,510	5,845,510	7,667,729
2013	11,105,000	1,290,000	525,344	1,815,344	31,948,533	4,455,000	1,336,094	5,791,094	7,606,438
2014	9,815,000	1,360,000	460,844	1,820,844	27,493,533	4,391,000	1,146,545	5,537,545	7,358,389
2015	8,455,000	1,425,000	392,844	1,817,844	23,102,533	3,353,000	981,016	4,334,016	6,151,860
2016	7,030,000	1,495,000	321,594	1,816,594	19,749,533	3,228,000	839,910	4,067,910	5,884,504
2017-2021	5,535,000	3,390,000	811,383	4,201,383	16,521,533	13,156,533	2,238,221	15,394,754	19,596,137
2022-2026	2,145,000	2,145,000	237,369	2,382,369	3,365,000	3,070,000	304,140	3,374,140	5,756,509
2027-2031					295,000	155,000	56,247	211,247	211,247
2032-2035					140,000	140,000	14,352	154,352	154,352
<b>Parks and Recreation Land Contracts (Major Fund):</b>					<b>Notes Payable*:</b>				
2007	101,232	72,392	9,117	81,509	60,800	7,600	2,779	10,379	91,888
2008	28,840	28,840	2,668	31,508	53,200	7,600	2,438	10,038	41,546
2009					45,600	7,600	2,084	9,684	9,684
2010					38,000	7,600	1,737	9,337	9,337
2011					30,400	7,600	1,389	8,989	8,989
2012					22,800	7,600	1,045	8,645	8,645
2013					15,200	7,600	695	8,295	8,295
2014					7,600	7,600	347	7,947	7,947
		<u>\$21,611,232</u>	<u>\$8,180,624</u>	<u>\$29,791,856</u>		<u>\$69,391,333</u>	<u>\$19,565,705</u>	<u>\$88,957,038</u>	<u>\$118,748,894</u>

All figures are as of 11/16/06

\*Notes payable of the component unit are not guaranteed by the County.

**COUNTY OF OTTAWA  
CAPITAL PROJECTS FUND**

Building Authority Fund (5690-5694) - This Fund was established to account for construction projects of the building authority. Financing is provided by bond proceeds, interest income and occasionally State grants. This fund records only those projects funded with bond proceeds. Other capital construction projects funded with cash are reported primarily in the Public Improvement Fund (Special Revenue Fund 2450). Projects at County park facilities are reported in the Parks and Recreation Fund (Special Revenue Fund 2081).

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue					
Interest			\$48,722	\$40,000	\$66,000
Other Financing Sources			\$7,997,998	\$600,000	\$10,000,000
<b>Total Revenues</b>			<b>\$8,046,720</b>	<b>\$640,000</b>	<b>\$10,066,000</b>
<b>Expenditures</b>					
Capital Outlay			\$3,044,672	\$3,014,153	\$9,360,000
Bond Issue Costs			\$458,638		
Other Financing Uses			\$2,169,258		
<b>Total Expenditures</b>			<b>\$5,672,568</b>	<b>\$3,014,153</b>	<b>\$9,360,000</b>

***Budget Highlights:***

In August of 2005, the County issued bonds for the construction of a new Holland District Court facility. Completion is anticipated in 2006.



# 2007 Capital Construction Projects

## Grand Haven Courthouse project County Building

The concept plan shown herein depicts a 120,000 square foot, \$18 million Courthouse Building recommended to replace the existing County Building on Washington Street in Grand Haven. This concept plan was presented the Board of Commissioners in June



2004 and approved in June 2006. The plan represents a refinement of several options that were considered. The recommended option is the replacement of the forty-year-old, 67,000

square-foot County building with this new traditionally designed Courthouse. The new Courthouse will suit the style and vision of the City of Grand Haven's Hilltop Neighborhood and signals a commitment to Grand Haven as the county seat well into the future. In addition to aesthetic improvements, prominent features of the proposed design include the ability to separate staff, victim, and defendant populations in the justice system, and the ability for citizens to access more services than are currently available in Grand Haven through a public service counter near the building's entrance. As the County grows and departmental needs change this new facility will have ample space to meet these growing demands. The County Building Authority has contracted with an Architect and Construction Manager to help with the planning, bidding and construction of this facility. Final project costs and designs are expected to be available by mid-summer 2007 and will be presented to the Board for approval before construction begins.

The County anticipates bonding for \$10 million of the project. The remainder of the cost will come from funds set aside for this project and the Fillmore Street Addition discussed next. The debt service payments are anticipated to be \$750,000 per year, and will be covered from the following funds:

Ottawa County Insurance Authority:	\$150,000
Telecommunications	: \$150,000
Delinquent Tax Revolving Fund	: \$150,000
Public Improvement	: \$175,000
Infrastructure	: \$125,000

In addition, the new facility will increase the square footage by 53,000 square feet. Consequently, additional, ongoing maintenance costs are anticipated. At this point, no additional personnel needs have been identified, so the maintenance costs reflected on the schedule that follows are based on a cost of \$6.50 per additional square foot in 2008. The \$6.50 per square foot covers utilities, grounds maintenance, insurance, and other costs directly attributable to running the facility.

### **Fillmore Street Addition project**

The present allocation of staff between Grand Haven and the Fillmore Administration Complex in West Olive has caused some operational inefficiency and created difficulty for residents to access certain County services. This plan provides an opportunity to consolidate some staff and departments in West Olive while retaining the County's presence and services in Grand Haven.



The recommended 37,000 square-foot expansion of the Administration Building on Fillmore Street will accommodate staff from Cooperative Extension, the County Clerk, Treasurer, Register of Deeds and Drain Commissioner. The move will consolidate operational staff that work together on a daily basis, reconfigure space in the existing facility and allow citizens better access some services that are now available only in Grand Haven. A resolution was adopted by the Board on June 27, 2006 authorizing the County Building Authority to move forward with the planning of a \$6 million addition at Fillmore Street. The Authority has contracted with an Architect and Construction Manager to help with the planning, bidding and construction of this facility. Final project costs and design options will be presented to the Board for approval before construction begins in June of 2007.

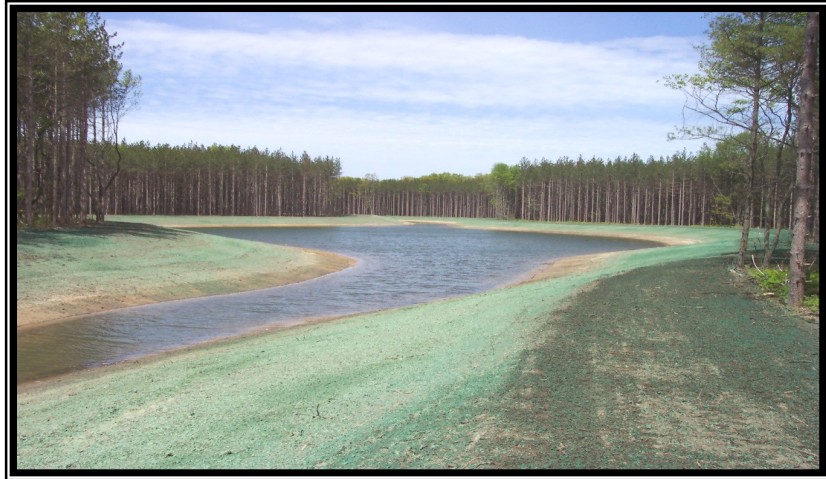
Construction costs will be paid from funds set aside for the project in various County funds. Since it is an expansion, additional, ongoing maintenance costs are anticipated. At this point, no additional personnel needs have been identified, so the maintenance costs reflected on the schedule that follows are based on a cost of \$6.50 per additional square foot in 2008. The \$6.50 per square foot covers utilities, grounds maintenance, insurance, and other costs directly attributable to running the facility. As state earlier, the County

does expect to gain efficiencies by grouping related department together, but these savings are not quantifiable.

## **SW Ottawa Landfill upgrades**

### **SW Ottawa landfill upgrades**

The 43-acre SW Ottawa landfill is located a little over one mile east of the shore of Lake Michigan in Park Township between James Street and Riley and 160<sup>th</sup> and 168<sup>th</sup>. The landfill opened in 1968 by Ottawa County for the disposal of municipal and industrial waste, it



operated until it was closed in 1981. The County, through the Ottawa County Road Commission, operated the landfill for a few years in the late 1960's and early 1970's then transferred the operation to Waste Management, under contract. In the early 1980's, Waste Management closed the operation and constructed a cap over the landfill consisting of bentonite clay, power plant fly ash and sand.

In 1987, seven purge wells were constructed along with the associated piping and electrical work to supply contaminated groundwater to a treatment plant which was constructed northwest of the intersection of James and 168<sup>th</sup> on County owned property. The treatment was designed to remove iron and volatile organic compounds from the groundwater leachate per the terms of a water restoration agreement agreed to between the County and the Michigan Department of Environmental Quality (MDEQ) in 1984.

The County is planning improvements to the extraction/treatment system at the landfill because of the degradation of the existing groundwater extraction system and in order to reduce the necessary treatment time and costs. This improvement was also necessitated by a lawsuit against the County from the MDEQ. As a result of the improvement initiative, the MDEQ has dropped its lawsuit.

Specifically, the County is planning to construct a clay cap over the landfill that would prevent the contamination located in the landfill from leaching to the groundwater via percolating rain water. The cost is expected to be approximately \$4.2 million with the work taking place throughout 2006 and 2007.

The upgrades to the SW Ottawa Landfill and clean up efforts are divided in three categories: The upgrades to the filtration plant, equipment, new piping, wells and the

reshaping, recapping and venting of the landfill. The plan is to cap the landfill, put down new purge wells, close down old ineffective wells, and install new treatment technology.

Funding for the project is coming from two places. The Ottawa County Insurance Authority is covering \$2.1 million of the cost which represents the capping of the landfill. The remainder of the project will come from the Solid Waste Clean-up fund, Special Revenue fund 2271. Ongoing maintenance costs will be required to operate the purge wells. The County anticipates it will cost approximately \$127,000 per year to cover the utility and chemical costs to operate the purge wells. The \$127,000 represents a savings from operational costs before the improvements. Specifically, from 2000 through 2005, annual operational costs averaged \$155,000. Although the improvements are also expected to reduce the treatment time, those savings are currently indeterminable

Once the improvements have been made, the County plans to use the land to provide new recreational opportunities. The top of landfill has been shaped to allow sledding and hiking. The low land pond will provide a natural flora and fauna habitat. After completion of the improvements to the landfill portion of the work, the 230-acre parcel (which includes the 43-acre landfill) will be transferred to the County Parks system.

### **Parks and Recreation Projects**

The Parks and Recreation department will continue its efforts to restore habitat at the Upper Macatawa Conservation Area in 2007 with establishment of 74 acres of native grasslands and construction of ponds and shallow water wetlands at various locations at the site. These restoration efforts will complement and complete the two large scale restoration projects undertaken in previous years. The overall goal is to restore previously farmed land to enhance the site for park and open space purposes while also improving water quality, reduce flooding, and expanding wildlife habitat.

The Parks Commission will also push forward with implementation of additional portions of the Park 12 Master Plan. The Park 12 property is the name given to twelve county owned park parcels encompassing 58 acres located near Holland State Park. The overall plan for this property focuses on expanding public use of selected park parcels that have high value for public recreation. Those parcels feature 750 feet of Lake Michigan beach front, extensive Lake Macatawa waterfront and Mt. Pisgah, a large dune which towers over the harbor.

Two projects proposed at Park 12 in 2007 include \$140,000 to continue waterfront improvements on Lake Macatawa near Black Lake Avenue. This project will include shoreline stabilization and landscaping along with a trail and a viewing deck. The second project, the Mount Pisgah Dune Protection Project, is a \$528,000 project involving construction of a paved trail to the back side of Mount Pisgah with a dune stairway leading to the top of the large dune where scenic overlook platforms will offer stunning views of Lake Macatawa, Lake Michigan and the Holland piers. Interpretive displays will describe the natural significance of the massive dune formation and the

area's unique cultural heritage. Dune plantings will help restore the eroding dune. This project is partially funded through a \$280,000 state grant.

Also planned for 2006 is the \$250,000 North Beach Phase II project which will include dune stabilization measures and the extension of stair access to the top of the huge dune with an overlook deck. Included in this project are stairs and trails linking North Beach Park to North Ottawa Dunes, a 500 acre adjacent dune parcel acquired in 2005.

Initial improvements to Riley Trails are another project planned for 2007. This \$150,000 project will include upgrades to the existing parking lot, construction of rustic toilets, installation of trail signage plus general improvements and site amenities including picnic tables and benches. Riley Trails is a 300 acre site county owned property located in Park Township which was designated by the Board of Commissioners for county park use in the fall of 2006.

Improvements to Riverside Park are also slated for 2007 with \$300,000 designated toward upgrades to the popular riverfront park located in Robinson Township. Parking lot improvements are planned along with trail construction, picnic area expansion and other general park enhancements.

Ongoing maintenance costs consisting of supplies and utilities for all of the park projects are expected to be minimal.

County of Ottawa  
 Capital Construction Projects  
 Budget Year Ending December 31, 2007

PROJECT DESCRIPTION	CAPITAL CONSTRUCTION COSTS					
	PROPOSED METHOD OF FINANCING	ESTIMATED COSTS		EXPENDED TO DATE (INC. CURRENT YR)	BUDGET YEAR 2007	FUTURE YEARS
		ORIGINAL	AMENDED			
<b>Ottawa County (primary government)</b>						
West Olive Addition	Fund Balance	\$6,000,000	\$6,000,000	\$57,000	\$5,123,604	\$819,396
Grand Haven Courthouse (1)	Bond Issue/ Fund Balance	\$18,000,000	\$18,000,000	\$86,000	\$4,236,396	\$13,677,604
SouthWest Ottawa Landfill (2)	Insurance Authority/ Landfill Surcharge	\$4,500,000	\$4,200,000	\$1,837,816	\$1,598,155	\$0
Upper Macatawa Phase II Restoration (2)	Parks & Recreation Millage	\$85,000	\$85,000	\$0	\$85,000	\$0
Park 12 - Phase II Improvements (2)	Parks & Recreation Millage	\$140,000	\$140,000	\$0	\$140,000	\$0
Riley Trails Improvements (2)	Parks & Recreation Millage	\$150,000	\$150,000	\$0	\$150,000	\$125,000
Mount Pisgah Dune Protection (2)	State Grant & Parks Millage	\$528,000	\$528,000	\$0	\$528,000	\$0
Riverside Park Improvements (2)	Parks & Recreation Millage	\$300,000	\$300,000	\$0	\$300,000	\$0
North Beach Phase II (2)	Parks & Recreation Millage	\$250,000	\$250,000	\$0	\$50,000	\$0
<b>Grand Total</b>		<b>\$29,953,000</b>	<b>\$29,653,000</b>	<b>\$1,980,816</b>	<b>\$12,211,155</b>	<b>\$14,622,000</b>

TIMATED ANNUAL OPERATION COSTS (includes debt repayment)							
PROPOSED METHOD OF FINANCING	EXPEN-DITURE TYPE	ACTUAL PRIOR YEAR 2005	ESTIMATED CURRENT YEAR 2006	BUDGET YEAR 2007	FUTURE YEARS		
					2008	2009	2010
General Fund							
Various Funds	Maintenance	\$0	\$0	\$0	\$240,500	\$247,715	\$255,146
General Fund	Maintenance	\$0	\$0	\$0	\$780,000	\$803,400	\$827,502
Various Funds	Debt	\$0	\$0	\$207,000	\$750,000	\$750,000	\$750,000
Solid Waste Clean-up Fund	Maintenance	\$0	\$0	\$152,000	\$127,000	\$127,000	\$127,000
Property Tax Levy	Maintenance	\$0	\$0	\$500	\$300	\$100	\$100
Property Tax Levy/ Park Twp.	Maintenance	\$0	\$0	\$750	\$750	\$750	\$750
Property Tax Levy	Maintenance	\$0	\$0	\$2,000	\$5,000	\$5,000	\$6,000
Property Tax Levy	Maintenance	\$0	\$0	\$500	\$1,500	\$2,000	\$2,000
Property Tax Levy	Maintenance	\$0	\$0	\$500	\$1,000	\$1,500	\$1,500
Property Tax Levy	Maintenance	\$0	\$0	\$500	\$1,500	\$2,000	\$2,000
<b>Grand Total</b>		<b>\$0</b>	<b>\$0</b>	<b>\$363,750</b>	<b>\$1,907,550</b>	<b>\$1,939,465</b>	<b>\$1,971,998</b>

1. The County anticipates issuing \$10 million in bonds for this facility with the rest of the cost paid from the various County funds. No new personnel are projected to be added, but contractual labor and overall utility costs will be larger due to the larger sizes of the buildings.
2. No debt will be issued for this project. Estimated Annual Operation Costs are for maintenance including utilities, supplies, etc. No new personnel are projected to be added.

**COUNTY OF OTTAWA  
PERMANENT FUND**

Cemetery Trust Fund (1500) - This fund was established under State statute to care for cemetery plots of individuals who have willed monies in trust to the County for perpetual care of their grave sites.

<b>Resources</b>
------------------

**Personnel**

*No personnel has been allocated to this department.*

**Funding**

	2003 Actual	2004 Actual	2005 Actual	2006 Current Year Estimated	2007 Adopted by Board
<b>Revenues</b>					
Intergovernmental Revenue					
Interest	\$58	\$52	\$122	\$266	\$260
Other Revenue					
Other Financing Sources					
<b>Total Revenues</b>	<b>\$58</b>	<b>\$52</b>	<b>\$122</b>	<b>\$266</b>	<b>\$260</b>
<b>Expenditures</b>					
Supplies					
Other Services and Charges				\$597	
<b>Total Expenditures</b>				<b>\$597</b>	

The Ottawa County Board of Commissioners

of the County of Ottawa

Grand Haven, Michigan

RESOLUTION TO APPROVE 2007 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 24, 2006, at 1:30 p.m. local time.

PRESENT: Members – Mrs. Kortman, Messrs. Swartout, Holtrop, Berghorst, Rinck, Disselkoen, Schrotenboer, Rycenga, Vander Kam, Mrs. Ruiter

ABSENT: Members – Mr. Kuyers

The following preamble and resolution were offered by Mr. Swartout and supported by Mr. Schrotenboer:

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 2007; 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 Committee, has duly deliberated, held public hearings according to law and reviewed the proposed 2007 Budgeted Revenue and Expenditures totaling \$207,835,116 and \$212,588,888 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 2007 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 "2007 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 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 - Members – Mrs. Kortman, Messrs. Swartout, Holtrop, Berghorst, Rinck, Disselkoe, Schrottenboer, Rycenga, Mrs. Ruiters

NAYS: Members – Mr. Vander Kam

ABSTAIN: Members –

ABSENT AT TIME OF VOTING: Members -

RESOLUTION DECLARED ADOPTED.

---

Chairperson, Roger Rycenga

---

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 24, 2006, 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 24<sup>th</sup> day of October, A.D., 2006.

\_\_\_\_\_  
County Clerk, Daniel Krueger

COUNTY OF OTTAWA  
2007 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

***SPECIAL REVENUE FUNDS***

<b>2007 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY</b>	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	(\$925,046)	(\$32,911)			(\$100,000)	(\$59,245)	(\$1,604,528)
<b>SOURCES:</b>							
Revenue							
Taxes	\$38,478,211	\$2,882,651					
Intergovernmental Revenue	\$4,947,755	\$598,370	\$1,925,007	\$300,837	\$2,848,212	\$30,077,377	
Charges for Services	\$9,382,034	\$252,400	\$219,558		\$837,573	\$290,200	
Penalties and Interest on Delinquent Taxes							
Fines & Forfeits	\$1,098,100						
Interest on Investments	\$1,600,000	\$180,000				\$54,584	\$145,627
Rental Income	\$2,802,863	\$38,500				\$157,398	
Licenses & Permits	\$298,825				\$457,785		
Other	\$292,293	\$201,000			\$180,394	\$81,930	
Operating Transfers In	\$4,362,495	\$530,000	\$719,998	\$56,408	\$5,919,421	\$476,500	
Bond Proceeds							
Proceeds from Refunding Bonds							
Total Revenue	<u>\$63,262,576</u>	<u>\$4,682,921</u>	<u>\$2,864,563</u>	<u>\$357,245</u>	<u>\$10,243,385</u>	<u>\$31,137,989</u>	<u>\$145,627</u>

COUNTY OF OTTAWA  
2007 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

<b>2007 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY</b>	<b><i>SPECIAL REVENUE FUNDS</i></b>						
	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
<b>ACTIVITIES:</b>							
Expenditures							
Legislative	\$632,595						
Judicial	\$9,248,794		\$2,864,563	\$357,245			
General Government	\$15,424,512						
Public Safety	\$23,016,289						
Public Works	\$201,750						\$1,750,155
Health & Welfare	\$641,254				\$10,343,385	\$31,197,234	
Culture & Recreation		\$4,715,832					
Community & Economic Development	\$634,476						
Other Government Functions	\$827,336						
Capital Projects							
Debt Service							
Operating Transfers Out	\$13,560,616						
Payment to Bond Escrow Agent							
Total Expenditures	<u>\$64,187,622</u>	<u>\$4,715,832</u>	<u>\$2,864,563</u>	<u>\$357,245</u>	<u>\$10,343,385</u>	<u>\$31,197,234</u>	<u>\$1,750,155</u>
Revenue Over (Under)							
Expenditures	<u>(\$925,046)</u>	<u>(\$32,911)</u>			<u>(\$100,000)</u>	<u>(\$59,245)</u>	<u>(\$1,604,528)</u>

COUNTY OF OTTAWA  
2007 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

***SPECIAL REVENUE FUNDS***

<b>2007 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY</b>	Landfill Tipping Fees 2272	Transportation System 2320	Planning Commission 2420	Infra- structure 2444	Public Improvement 2450	Fed Revenue Sharing 2490	Homestead Property Tax 2550	Register Deeds Automation Fund 2560
Fund Balance	(\$72,169)		(\$58,720)	\$68,125	\$963,192		\$34,500	\$7,181
<b>SOURCES:</b>								
Revenue	<hr/>							
Taxes							\$35,000	
Intergovernmental Revenue		\$338,354	\$17,500					
Charges for Services	\$380,000			\$29,836				\$280,000
Penalties and Interest on Delinquent Taxes								
Fines & Forfeits								
Interest on Investments				\$72,789	\$131,823			\$4,991
Rental Income					\$886,639			
Licenses & Permits								
Other	\$13,806		\$20					
Operating Transfers In			\$48,995					
Bond Proceeds								
Proceeds from Refunding Bonds								
Total Revenue	<u>\$393,806</u>	<u>\$338,354</u>	<u>\$66,515</u>	<u>\$102,625</u>	<u>\$1,018,462</u>		<u>\$35,000</u>	<u>\$284,991</u>

COUNTY OF OTTAWA  
2007 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

***SPECIAL REVENUE FUNDS***

<b>2007 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY</b>	Landfill Tipping Fees 2272	Transportation System 2320	Planning Commission 2420	Infra- structure 2444	Public Improvement 2450	Fed Revenue Sharing 2490	Homestead Property Tax 2550	Register Deeds Automation Fund 2560
<b>ACTIVITIES:</b>								
Expenditures								
Legislative								
Judicial								
General Government				\$34,500	\$55,270		\$500	\$277,810
Public Safety								
Public Works	\$465,975	\$338,354						
Health & Welfare								
Culture & Recreation								
Community & Economic Development			\$125,235					
Other Government Functions								
Capital Projects								
Debt Service								
Operating Transfers Out								
Payment to Bond Escrow Agent								
Total Expenditures	<u>\$465,975</u>	<u>\$338,354</u>	<u>\$125,235</u>	<u>\$34,500</u>	<u>\$55,270</u>		<u>\$500</u>	<u>\$277,810</u>
Revenue Over (Under)								
Expenditures	<u>(\$72,169)</u>		<u>(\$58,720)</u>	<u>\$68,125</u>	<u>\$963,192</u>		<u>\$34,500</u>	<u>\$7,181</u>

COUNTY OF OTTAWA  
2007 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

***SPECIAL REVENUE FUNDS***

<b>2007 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY</b>	Stabil- ization 2570	Prosecuting Attorney Grants 2601	Sheriff Grant Programs 2609	COPS Universal 2610	EMT Holland-Park 2640	EMT Georgetown 2650	Road Patrol 2661	Law Library 2690
Fund Balance								
<b>SOURCES:</b>								
Revenue								
Taxes								
Intergovernmental Revenue		\$140,400	\$68,000	\$1,643,679	\$907,621	\$734,928	\$263,166	
Charges for Services								
Penalties and Interest on Delinquent Taxes								
Fines & Forfeits								\$6,500
Interest on Investments								
Rental Income								
Licenses & Permits								
Other		\$425						
Operating Transfers In		\$49,505	\$2,000	\$245,617			\$43,647	\$31,000
Bond Proceeds								
Proceeds from Refunding Bonds								
Total Revenue		<u>\$190,330</u>	<u>\$70,000</u>	<u>\$1,889,296</u>	<u>\$907,621</u>	<u>\$734,928</u>	<u>\$306,813</u>	<u>\$37,500</u>

COUNTY OF OTTAWA  
2007 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

***SPECIAL REVENUE FUNDS***

<b>2007 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY</b>	Stabil- ization 2570	Prosecuting Attorney Grants 2601	Sheriff Grant Programs 2609	COPS Universal 2610	EMT Holland-Park 2640	EMT Georgetown 2650	Road Patrol 2661	Law Library 2690
<b>ACTIVITIES:</b>								
Expenditures								
Legislative								
Judicial								\$37,500
General Government		\$190,330						
Public Safety			\$70,000	\$1,889,296	\$907,621	\$734,928	\$306,813	
Public Works								
Health & Welfare								
Culture & Recreation								
Community & Economic Development								
Other Government Functions								
Capital Projects								
Debt Service								
Operating Transfers Out								
Payment to Bond Escrow Agent								
Total Expenditures		\$190,330	\$70,000	\$1,889,296	\$907,621	\$734,928	\$306,813	\$37,500
Revenue Over (Under)								
Expenditures								



COUNTY OF OTTAWA  
2007 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

***SPECIAL REVENUE FUNDS***

<b>2007 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY</b>	Workforce Investment Act - ACP 2740	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
Fund Balance							
<b>SOURCES:</b>							
Revenue							
Taxes							
Intergovernmental Revenue	\$193,170	\$524,896	\$330,659	\$1,711,700	\$132,000	\$700,000	\$26,378
Charges for Services							
Penalties and Interest on Delinquent Taxes							
Fines & Forfeits							
Interest on Investments							
Rental Income							
Licenses & Permits							
Other							
Operating Transfers In							
Bond Proceeds							
Proceeds from Refunding Bonds							
Total Revenue	<u>\$193,170</u>	<u>\$524,896</u>	<u>\$330,659</u>	<u>\$1,711,700</u>	<u>\$132,000</u>	<u>\$700,000</u>	<u>\$26,378</u>

COUNTY OF OTTAWA  
2007 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

***SPECIAL REVENUE FUNDS***

<b>2007 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY</b>	Workforce Investment Act - ACP 2740	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
<b>ACTIVITIES:</b>							
Expenditures							
Legislative							
Judicial							
General Government							
Public Safety							
Public Works							
Health & Welfare	\$193,170	\$524,896	\$330,659	\$1,711,700	\$132,000	\$700,000	\$26,378
Culture & Recreation							
Community & Economic Development							
Other Government Functions							
Capital Projects							
Debt Service							
Operating Transfers Out							
Payment to Bond Escrow Agent							
Total Expenditures	<u>\$193,170</u>	<u>\$524,896</u>	<u>\$330,659</u>	<u>\$1,711,700</u>	<u>\$132,000</u>	<u>\$700,000</u>	<u>\$26,378</u>
Revenue Over (Under)							
Expenditures							

COUNTY OF OTTAWA  
2007 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

***SPECIAL REVENUE FUNDS***

<b>2007 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY</b>	Grant Programs Pass Thru 2750	Emergency Feeding 2800	Federal Emergency Mgt Agency 2810	Community Corrections 2850	State Revenue Sharing Reserve 2855	Community Action Agency 2870	Weather- ization 2890	Family Independence Agency 2900
Fund Balance				(\$100,000)	(\$4,137,495)			
<b>SOURCES:</b>								
Revenue	<hr/>							
Taxes								
Intergovernmental Revenue	\$66,758	\$18,000		\$301,270		\$428,200	\$263,980	\$220,000
Charges for Services				\$141,048				\$39,060
Penalties and Interest on Delinquent Taxes								
Fines & Forfeits								
Interest on Investments					\$225,000			
Rental Income								
Licenses & Permits								
Other				\$10,896		\$20,000		\$1,015
Operating Transfers In	\$33,365			\$482,177		\$29,000		\$729,070
Bond Proceeds								
Proceeds from Refunding Bonds								
Total Revenue	<u>\$100,123</u>	<u>\$18,000</u>		<u>\$935,391</u>	<u>\$225,000</u>	<u>\$477,200</u>	<u>\$263,980</u>	<u>\$989,145</u>

COUNTY OF OTTAWA  
2007 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

***SPECIAL REVENUE FUNDS***

<b>2007 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY</b>	Grant	Federal		State Revenue		Community	Family	
	Programs	Emergency	Emergency	Mgt	Community	Sharing	Action	Weather-
	Pass Thru	Feeding	Agency	Agency	Corrections	Reserve	Agency	ization
	2750	2800	2810	2850	2855	2870	2890	2900
<b>ACTIVITIES:</b>								
Expenditures								
Legislative								
Judicial					\$1,035,391			
General Government								
Public Safety	\$100,123							
Public Works								
Health & Welfare		\$18,000				\$477,200	\$263,980	\$989,145
Culture & Recreation								
Community & Economic Development								
Other Government Functions								
Capital Projects								
Debt Service								
Operating Transfers Out						\$4,362,495		
Payment to Bond Escrow Agent								
Total Expenditures	<u>\$100,123</u>	<u>\$18,000</u>			<u>\$1,035,391</u>	<u>\$4,362,495</u>	<u>\$477,200</u>	<u>\$263,980</u>
Revenue Over (Under)								
Expenditures				<u>(\$100,000)</u>	<u>(\$4,137,495)</u>			

COUNTY OF OTTAWA  
2007 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

<b>2007 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY</b>	<b>SPECIAL REVENUE FUNDS</b>					<b>DEBT SERVICE FUND</b>	
		Child Care	Social	Soldier &	Veterans	Compensated	Total
	Circuit Court	Services	Sailors	Trust	Absences	Special	Debt
	2920	2921	2930	2940	2980	Revenue	Service
Fund Balance	(\$230,000)				\$140,926	(\$5,181,144)	\$580
<b>SOURCES:</b>							
Revenue							
Taxes						\$2,917,651	
Intergovernmental Revenue	\$4,039,422	\$21,000		\$12,347		\$48,853,231	
Charges for Services					\$129,000	\$2,598,675	
Penalties and Interest on Delinquent Taxes							
Fines & Forfeits						\$6,500	
Interest on Investments					\$95,875	\$910,689	\$580
Rental Income						\$1,082,537	\$2,977,797
Licenses & Permits						\$457,785	
Other	\$581,042					\$1,090,528	
Operating Transfers In	\$4,077,104	\$26,500	\$60,000			\$13,560,307	
Bond Proceeds							
Proceeds from Refunding Bonds							
Total Revenue	<u>\$8,697,568</u>	<u>\$47,500</u>	<u>\$60,000</u>	<u>\$12,347</u>	<u>\$224,875</u>	<u>\$71,477,903</u>	<u>\$2,978,377</u>

COUNTY OF OTTAWA  
2007 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

<b>2007 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY</b>	<b><i>SPECIAL REVENUE FUNDS</i></b>					<b><i>DEBT SERVICE FUND</i></b>	
		Child Care				Total Special Revenue	Total Debt Service
	Child Care Circuit Court 2920	Social Services 2921	Soldier & Sailors 2930	Veterans Trust 2940	Compensated Absences 2980		
<b>ACTIVITIES:</b>							
Expenditures							
Legislative							
Judicial						\$4,294,699	
General Government					\$83,949	\$642,359	
Public Safety						\$4,008,781	
Public Works						\$2,554,484	
Health & Welfare	\$8,927,568	\$47,500	\$60,000	\$12,347		\$55,955,162	
Culture & Recreation						\$4,715,832	
Community & Economic Development						\$125,235	
Other Government Functions							
Capital Projects							
Debt Service							\$2,977,797
Operating Transfers Out						\$4,362,495	
Payment to Bond Escrow Agent							
Total Expenditures	<u>\$8,927,568</u>	<u>\$47,500</u>	<u>\$60,000</u>	<u>\$12,347</u>	<u>\$83,949</u>	<u>\$76,659,047</u>	<u>\$2,977,797</u>
Revenue Over (Under)							
Expenditures	<u>(\$230,000)</u>				<u>\$140,926</u>	<u>(\$5,181,144)</u>	<u>\$580</u>

COUNTY OF OTTAWA  
2007 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY



<b>2007 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY</b>	<b><i>CAPITAL PROJECTS FUND</i></b>	<b><i>PERMANENT FUND</i></b>	<b>Total All Funds</b>
<b>2007 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY</b>	Total Capital Projects	Total Permanent Fund	Total All Funds
Fund Balance	\$706,000	\$260	<b>(\$5,399,350)</b>
<b>SOURCES:</b>			
Revenue			
Taxes			<b>\$41,395,862</b>
Intergovernmental Revenue			<b>\$53,800,986</b>
Charges for Services			<b>\$11,980,709</b>
Penalties and Interest on Delinquent Taxes			
Fines & Forfeits			<b>\$1,104,600</b>
Interest on Investments	\$66,000	\$260	<b>\$2,577,529</b>
Rental Income			<b>\$6,863,197</b>
Licenses & Permits			<b>\$756,610</b>
Other			<b>\$1,382,821</b>
Operating Transfers In			<b>\$17,922,802</b>
Bond Proceeds	\$10,000,000		<b>\$10,000,000</b>
Proceeds from Refunding Bonds			
Total Revenue	\$10,066,000	\$260	<b>\$147,785,116</b>

COUNTY OF OTTAWA  
2007 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

<b>2007 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY</b>	<i><b>CAPITAL PROJECTS FUND</b></i>	<i><b>PERMANENT FUND</b></i>	<b>Total All Funds</b>
<b>ACTIVITIES:</b>	Total Capital Projects	Total Permanent Fund	
Expenditures			
Legislative			<b>\$632,595</b>
Judicial			<b>\$13,543,493</b>
General Government			<b>\$16,066,871</b>
Public Safety			<b>\$27,025,070</b>
Public Works			<b>\$2,756,234</b>
Health & Welfare			<b>\$56,596,416</b>
Culture & Recreation			<b>\$4,715,832</b>
Community & Economic Development			<b>\$759,711</b>
Other Government Functions			<b>\$827,336</b>
Capital Projects	\$9,360,000		<b>\$9,360,000</b>
Debt Service			<b>\$2,977,797</b>
Operating Transfers Out			<b>\$17,923,111</b>
Payment to Bond Escrow Agent			
Total Expenditures	\$9,360,000		<b>\$153,184,466</b>
Revenue Over (Under)			
Expenditures	\$706,000	\$260	<b>(\$5,399,350)</b>



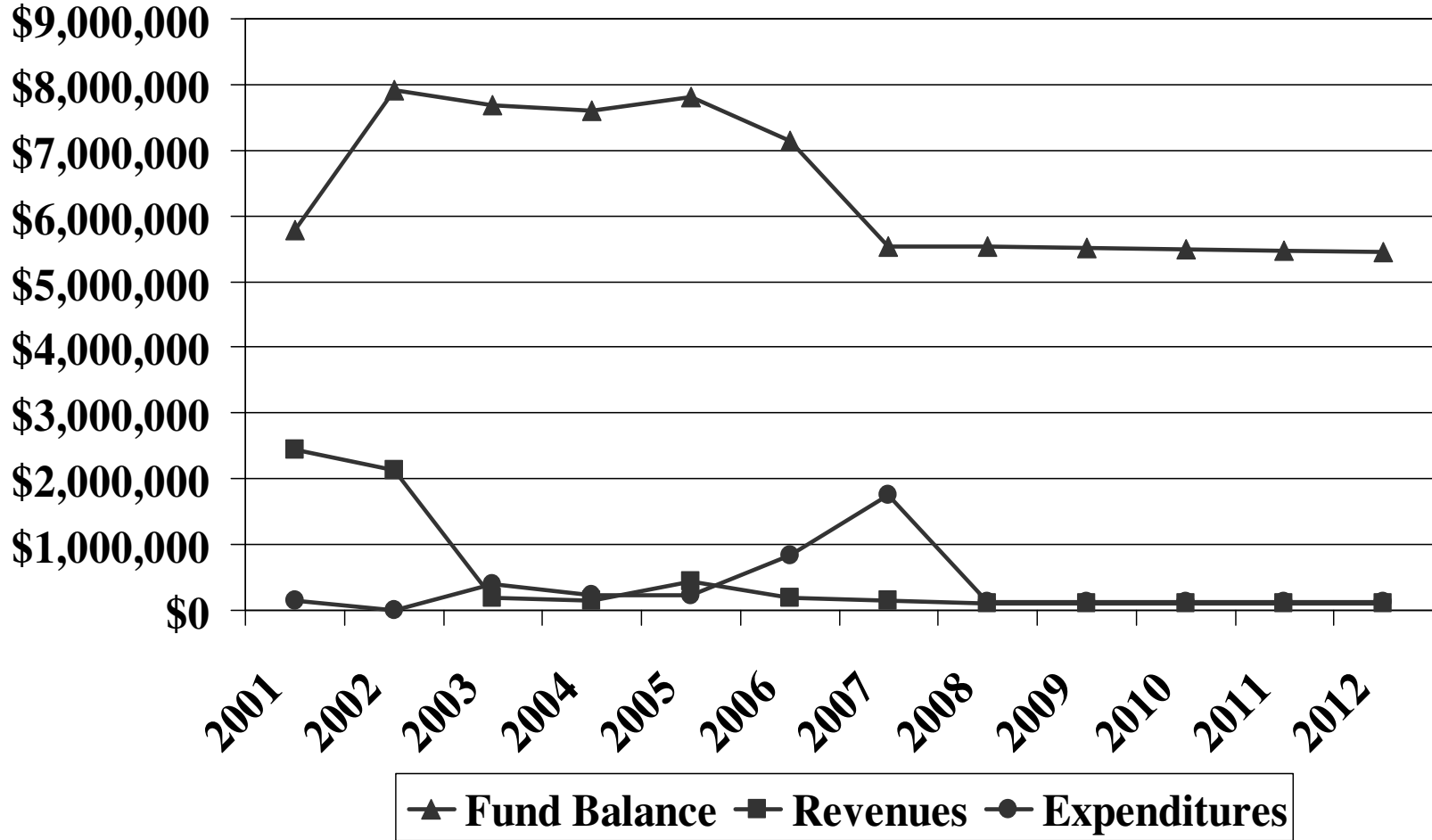
**County of Ottawa  
Financing Tools  
Solid Waste Clean-up Fund (2271)  
History/Projections**

						ESTIMATED	BUDGET	PROJECTIONS 			
	2001	2002 <sup>1</sup>	2003	2004	2005	2006	2007	2008	2009	2010	2011
Beginning Fund Balance	\$3,468,836	\$5,777,491	\$7,904,051	\$7,685,870	\$7,592,508	\$7,804,097	\$7,147,126	\$5,542,598	\$5,554,163	\$5,566,017	\$5,578,168
Revenues:											
Interest on Investments	\$275,745	\$403,545	\$187,187	\$139,632	\$152,246	\$187,364	\$145,627	\$138,565	\$138,854	\$139,150	\$139,454
Other Revenue	\$2,168,804	\$1,728,301		\$0	\$283,053	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$2,444,549	\$2,131,846	\$187,187	\$139,632	\$435,299	\$187,364	\$145,627	\$138,565	\$138,854	\$139,150	\$139,454
Expenditures:											
Landfill Clean-up	\$135,894	\$5,286	\$171,791	\$172,543	\$117,060	\$191,785	\$152,000	\$127,000	\$127,000	\$127,000	\$128,000
Capital Expenditures		\$0	\$233,577	\$60,451	\$106,650	\$652,550	\$1,598,155				
Total Expenditures	\$135,894	\$5,286	\$405,368	\$232,994	\$223,710	\$844,335	\$1,750,155	\$127,000	\$127,000	\$127,000	\$128,000
Projected Ending Fund Balance	\$5,777,491	\$7,904,051	\$7,685,870	\$7,592,508	\$7,804,097	\$7,147,126	\$5,542,598	\$5,554,163	\$5,566,017	\$5,578,168	\$5,589,622
<b>PROJECTIONS </b>											
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Beginning Fund Balance	\$5,589,622	\$5,596,862	\$5,606,784	\$5,615,953	\$5,624,042	\$5,631,010	\$5,636,817	\$5,641,418	\$5,644,771	\$5,646,832	\$5,647,553
Revenues:											
Interest on Investments	\$139,741	\$139,922	\$140,170	\$140,399	\$140,601	\$140,775	\$140,920	\$141,035	\$141,119	\$141,171	\$141,189
Other Revenue				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$139,741	\$139,922	\$140,170	\$140,399	\$140,601	\$140,775	\$140,920	\$141,035	\$141,119	\$141,171	\$141,189
Expenditures:											
Landfill Clean-up	\$132,500	\$130,000	\$131,000	\$132,310	\$133,633	\$134,969	\$136,319	\$137,682	\$139,059	\$140,450	\$141,855
Capital Expenditures											
Total Expenditures	\$132,500	\$130,000	\$131,000	\$132,310	\$133,633	\$134,969	\$136,319	\$137,682	\$139,059	\$140,450	\$141,855
Projected Ending Fund Balance	\$5,596,862	\$5,606,784	\$5,615,953	\$5,624,042	\$5,631,010	\$5,636,817	\$5,641,418	\$5,644,771	\$5,646,832	\$5,647,553	\$5,646,886

Assumes an interest rate of 2.5% beginning in 2008, and expenditures increasing 1% after 2014.



<sup>1</sup> 2002 expenditures were restated as a result of the implementation of Governmental Accounting Standard's Board Statement No. 34.

### Solid Waste Clean-Up



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

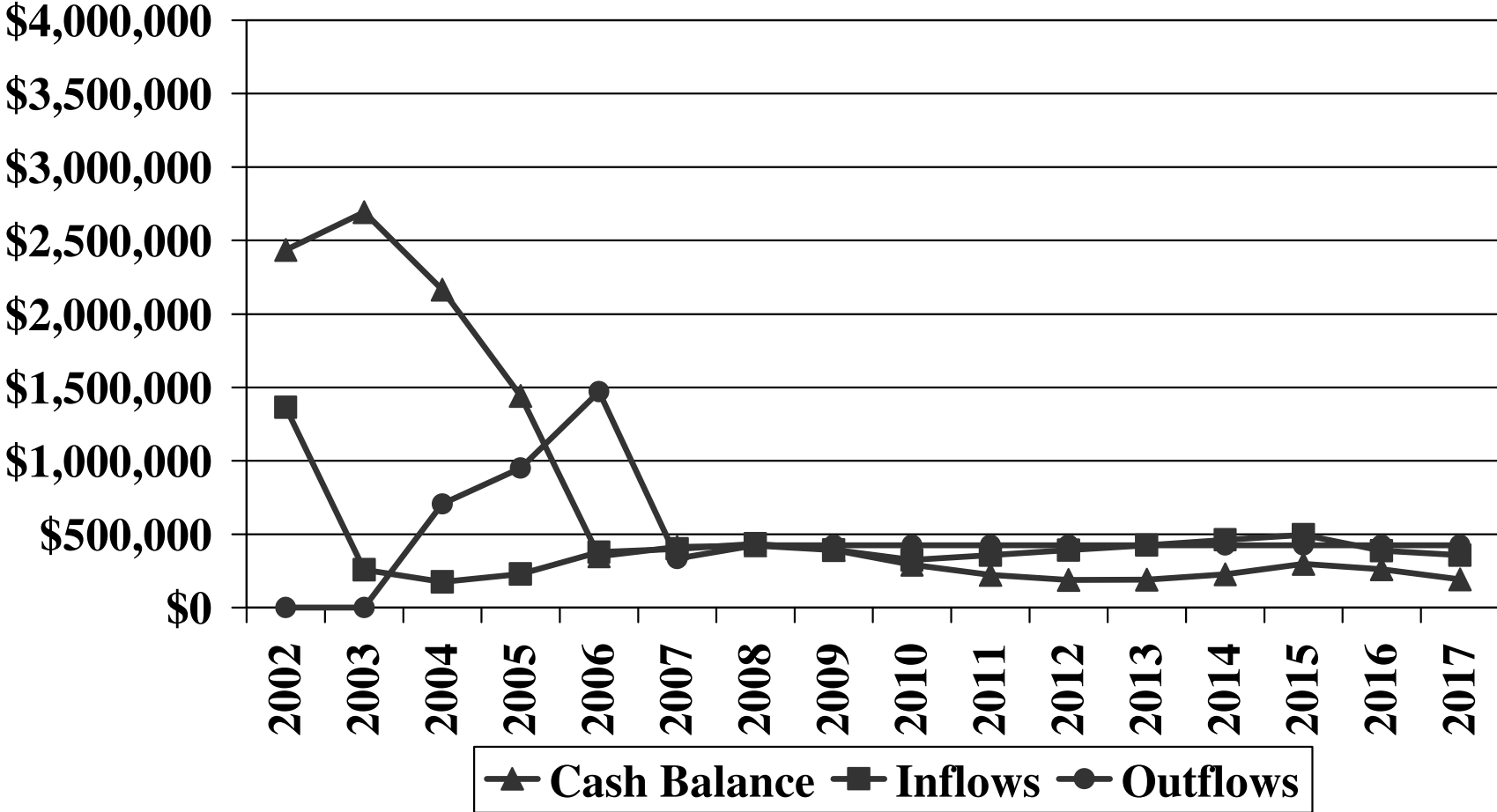
Note: This schedule is now a cash balance analysis rather than a fund balance analysis in order to track revolving loans to municipalities.

	2001	2002	2003	2004	2005	Estimated 2006	PROJECTIONS 2007	2008	 2009	2010
Beginning Cash Balance	\$1,000,000	\$1,072,495	\$2,436,059	\$2,692,933	\$2,164,073	\$1,442,605	\$348,664	\$413,992	\$423,999	\$391,620
Inflows:										
Loan Repayments <sup>1</sup>	\$72,495	\$36,322	\$75,024	\$110,184	\$184,445	\$329,360	\$392,855	\$426,727	\$384,141	\$316,511
Interest on Investments <sup>2</sup>		\$68,900	\$181,850	\$65,956	\$44,087	\$47,699	\$6,973	\$8,280	\$8,480	\$7,832
Transfer from the Project Portion		\$191,408								
Operating Transfers - General Fund		\$1,066,934	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Inflows</b>	<b>\$72,495</b>	<b>\$1,363,564</b>	<b>\$256,874</b>	<b>\$176,140</b>	<b>\$228,532</b>	<b>\$377,059</b>	<b>\$399,828</b>	<b>\$435,007</b>	<b>\$392,621</b>	<b>\$324,343</b>
Outflows										
Land & Land Improvements <sup>1</sup>	\$0	\$0	\$0	\$705,000	\$950,000	\$1,471,000	\$300,000	\$300,000	\$300,000	\$300,000
Building & Improvement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other / Consultants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$34,500	\$125,000	\$125,000	\$125,000
<b>Total Outflows</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$705,000</b>	<b>\$950,000</b>	<b>\$1,471,000</b>	<b>\$334,500</b>	<b>\$425,000</b>	<b>\$425,000</b>	<b>\$425,000</b>
Projected Ending Cash Balance	\$1,072,495	\$2,436,059	\$2,692,933	\$2,164,073	\$1,442,605	\$348,664	\$413,992	\$423,999	\$391,620	\$290,963
	<b>PROJECTIONS</b> 									
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Beginning Cash Balance	\$290,963	\$223,462	\$189,780	\$190,594	\$226,593	\$298,481	\$260,764	\$192,669	\$123,212	\$52,366
Inflows:										
Loan Repayments <sup>1</sup>	\$351,680	\$386,849	\$422,018	\$457,187	\$492,356	\$381,313	\$351,690	\$351,690	\$351,690	\$351,690
Interest on Investments <sup>2</sup>	\$5,819	\$4,469	\$3,796	\$3,812	\$4,532	\$5,970	\$5,215	\$3,853	\$2,464	\$1,047
Operating Transfers - General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Inflows</b>	<b>\$357,499</b>	<b>\$391,318</b>	<b>\$425,814</b>	<b>\$460,999</b>	<b>\$496,888</b>	<b>\$387,283</b>	<b>\$356,905</b>	<b>\$355,543</b>	<b>\$354,154</b>	<b>\$352,737</b>
Outflows										
Land & Land Improvements <sup>1</sup>	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$0
Building & Improvement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other / Consultants	\$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
<b>Total Outflows</b>	<b>\$425,000</b>	<b>\$425,000</b>	<b>\$425,000</b>	<b>\$425,000</b>	<b>\$425,000</b>	<b>\$425,000</b>	<b>\$425,000</b>	<b>\$425,000</b>	<b>\$425,000</b>	<b>\$125,000</b>
Projected Ending Cash Balance	\$223,462	\$189,780	\$190,594	\$226,593	\$298,481	\$260,764	\$192,669	\$123,212	\$52,366	\$280,103


<sup>1</sup> Assumes \$300,000 in outflows every year beginning in 2007 with a 10 year payback at 3% interest commencing in the year after construction.

<sup>2</sup> Assumes an interest rate of 2% beginning in 2008.

# Infrastructure



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

	Actual				PROJECTIONS 					
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Beginning Fund Balance	\$7,988,556	\$12,394,271	\$16,292,819	\$11,600,442	\$5,704,873	\$5,176,075	\$5,011,969	\$4,769,910	\$1,031,950	\$1,664,944
Revenues:										
Interest on Investments	\$649,541	\$810,538	\$372,226	\$165,294	\$101,039	\$128,476	\$131,823	\$143,097	\$30,959	\$49,948
12251 James Street Building	\$196,740	\$591,234	\$206,064	\$215,916	\$215,916	\$215,916	\$215,916	\$206,712	\$183,624	\$183,624
Coopersville Building	\$55,296	\$217,282	\$27,756	\$27,756	\$26,736	\$26,736	\$26,736	\$26,736	\$26,736	\$26,736
FIA Building	\$630,797	\$429,219	\$414,014	\$424,242	\$481,301	\$464,531	\$450,000	\$441,000	\$432,180	\$423,536
WEMET	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$25,000	\$26,256	\$26,256	\$26,256	\$26,256
Hudsonville Human Services						\$10,952	\$43,802	\$43,802	\$43,802	\$43,802
Grand Haven Human Services					\$0	\$64,008	\$64,008	\$66,437	\$66,437	\$66,437
Other Revenue	\$3,167,915	\$2,699,061	\$20,657	\$155,325	\$2,691,506	\$55,857	\$67,950	\$23,000	\$23,000	\$23,000
Total Revenues	\$4,726,545	\$4,773,590	\$1,066,973	\$1,014,789	\$3,542,754	\$991,476	\$1,026,491	\$977,040	\$832,994	\$843,339
Expenditures										
Building & Improvement	\$318,481	\$770,086	\$5,683,306	\$6,675,873	\$3,618,876	\$150,000	\$1,195,250	\$0	\$0	\$0
Debt Service - GH/WO	\$0	\$0	\$0	\$0	\$0	\$0	\$48,300	\$175,000	\$175,000	\$175,000
Operating Transf Out GH/WO <sup>1</sup>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,515,000	\$0	\$0
Other / Consultants	\$2,349	\$104,956	\$76,044	\$234,485	\$452,676	\$1,005,582	\$25,000	\$25,000	\$25,000	\$25,000
Total Expenditures	\$320,830	\$875,042	\$5,759,350	\$6,910,358	\$4,071,552	\$1,155,582	\$1,268,550	\$4,715,000	\$200,000	\$200,000
Projected Ending Fund Balance	\$12,394,271	\$16,292,819	\$11,600,442	\$5,704,873	\$5,176,075	\$5,011,969	\$4,769,910	\$1,031,950	\$1,664,944	\$2,308,283

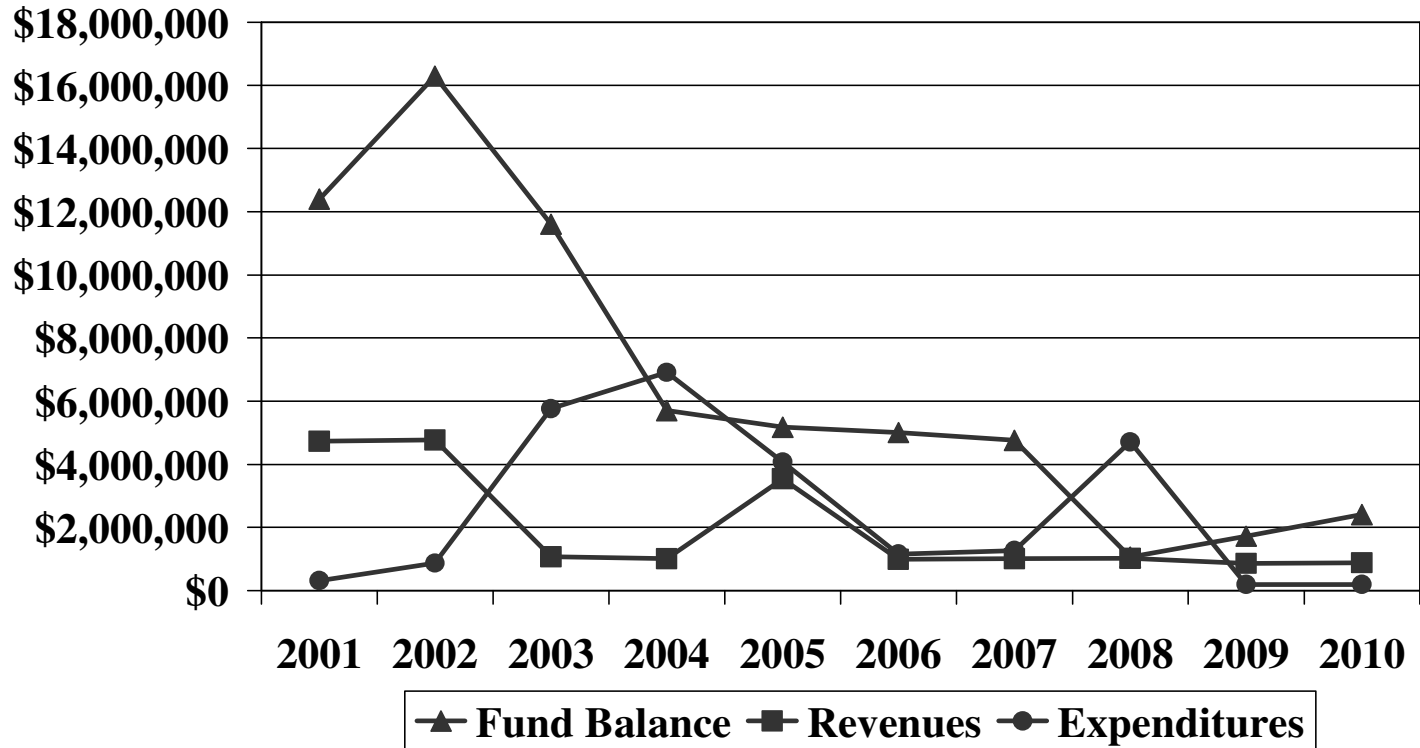
**PROJECTIONS **

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Beginning Fund Balance	\$2,308,283	\$2,951,150	\$3,605,002	\$4,270,334	\$4,947,653	\$5,567,161	\$6,199,004	\$6,843,677	\$7,501,687	\$8,173,555
Revenues:										
Interest on Investments	\$69,249	\$88,535	\$108,150	\$128,110	\$148,430	\$167,015	\$185,970	\$205,310	\$225,051	\$245,207
12251 James Street Building	\$183,624	\$183,624	\$183,624	\$183,624	\$183,624	\$183,624	\$183,624	\$183,624	\$183,624	\$183,624
Coopersville Building	\$26,736	\$26,736	\$26,736	\$26,736	\$26,736	\$26,736	\$26,736	\$26,736	\$26,736	\$26,736
FIA Building 2	\$415,065	\$406,764	\$398,629	\$390,656	\$312,525	\$306,275	\$300,150	\$294,147	\$288,264	\$282,499
WEMET	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256
Hudsonville Human Services	\$32,500	\$32,500	\$32,500	\$32,500	\$32,500	\$32,500	\$32,500	\$32,500	\$32,500	\$32,500
Grand Haven Human Services	\$66,437	\$66,437	\$66,437	\$66,437	\$66,437	\$66,437	\$66,437	\$66,437	\$66,437	\$66,437
Other Revenue	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000
Total Revenues	\$842,867	\$853,852	\$865,332	\$877,319	\$819,508	\$831,843	\$844,673	\$858,010	\$871,868	\$886,259
Expenditures										
Building & Improvement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service - GH/WO	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
Other / Consultants	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Total Expenditures	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Projected Ending Fund Balance	\$2,951,150	\$3,605,002	\$4,270,334	\$4,947,653	\$5,567,161	\$6,199,004	\$6,843,677	\$7,501,687	\$8,173,555	\$8,859,814


<sup>1</sup> This schedule assumes \$4.52 million of the cost of the Grand Haven County Building renovation will be paid in this fund.

<sup>2</sup> Assumes a 20% decrease in our contract with DHS; the lease expires in 2014.

# Public Improvement

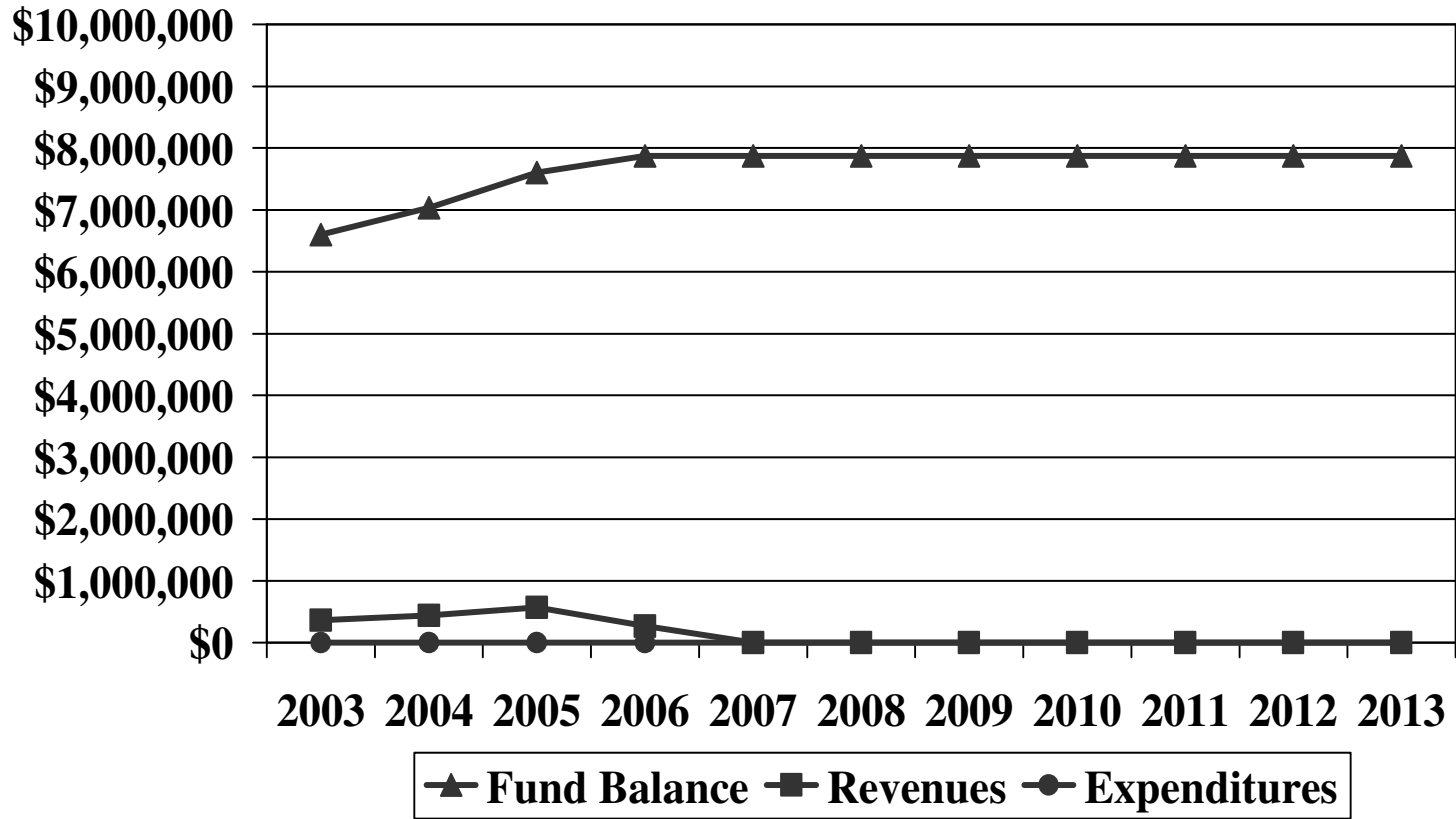


<b>County of Ottawa</b> <b>Financing Tools</b> <b>Stabilization Fund (2570)</b> <b>History/Projections</b>
---

	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Beginning Fund Balance	\$1,529,600	\$2,079,305	\$2,269,305	\$2,469,305	\$4,591,599	\$4,861,227	\$5,209,134	\$5,564,323	\$5,940,290	\$6,231,099	\$6,597,927
Revenues:											
Transfer from General Fund	\$549,705	\$190,000	\$200,000	\$2,122,294	\$269,628	\$347,907	\$355,189	\$375,967	\$290,809	\$366,828	\$437,297
Total Revenue	\$549,705	\$190,000	\$200,000	\$2,122,294	\$269,628	\$347,907	\$355,189	\$375,967	\$290,809	\$366,828	\$437,297
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	\$2,079,305	\$2,269,305	\$2,469,305	\$4,591,599	\$4,861,227	\$5,209,134	\$5,564,323	\$5,940,290	\$6,231,099	\$6,597,927	\$7,035,224
Interest Income to General Fund	\$103,965	\$113,465	\$123,465	\$229,580	\$243,061	\$260,457	\$278,216	\$297,015	\$311,555	\$329,896	\$351,761
		<b>Estimated</b>	<b>Budgeted</b>	<b>PROJECTIONS</b>							
	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Beginning Fund Balance	\$7,035,224	\$7,603,560	\$7,872,350	\$7,872,350	\$7,872,350	\$7,872,350	\$7,872,350	\$7,872,350	\$7,872,350	\$7,872,350	\$7,872,350
Revenues:											
Transfer from General Fund	\$568,336	\$268,790	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$568,336	\$268,790	\$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	\$7,603,560	\$7,872,350	\$7,872,350	\$7,872,350	\$7,872,350	\$7,872,350	\$7,872,350	\$7,872,350	\$7,872,350	\$7,872,350	\$7,872,350
Interest Income to General Fund	\$380,178	\$393,618	\$393,618	\$393,618	\$393,618	\$393,618	\$393,618	\$393,618	\$393,618	\$393,618	\$393,618


Notes: Estimated interest income to the General Fund is calculated at 8% per year for 1981 - 1991, 5% for 1992 - 2015.

## Stabilization





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

						Actual	PROJECTIONS		
	2000	2001	2002	2003	2004	2005	2006	2007	2008
Beginning Fund Balance	\$26,708,072	\$27,182,447	\$27,429,410	\$27,493,778	\$26,578,002	\$25,227,439	\$24,343,239	\$23,741,509	\$22,903,199
Revenues:									
Operating Revenue	\$1,157,093	\$1,234,332	\$1,175,605	\$968,954	\$904,369	\$959,498	\$1,108,600	\$1,165,000	\$1,165,000
Forfeiture Revenue				\$35,535	\$32,114	\$135,743	\$128,800	\$128,200	\$128,200
Nonoperating Revenue	\$1,699,367	\$1,421,743	\$1,332,432	\$547,099	\$401,166	\$807,963	\$400,000	\$357,640	\$375,612
Total Revenue	\$2,856,460	\$2,656,075	\$2,508,037	\$1,551,588	\$1,337,649	\$1,903,204	\$1,637,400	\$1,650,840	\$1,668,812
Expenses:									
Operating Expenses	\$3,559	\$3,559	\$2,651	\$3,158	\$1,868	\$1,450	\$1,450	\$1,450	\$0
Forfeiture Expenses						\$39,335	\$67,145	\$61,377	\$61,377
Operating Transfers Out	\$500,000	\$525,000	\$550,000	\$575,000	\$800,000	\$997,742	\$0	\$0	\$0
Prin & Int Pmts	\$1,878,526	\$1,880,553	\$1,891,018	\$1,889,206	\$1,886,344	\$1,748,877	\$2,170,536	\$2,426,323	\$2,605,894
Total Expenses	\$2,382,085	\$2,409,112	\$2,443,669	\$2,467,364	\$2,688,212	\$2,787,404	\$2,239,131	\$2,489,150	\$2,667,271
Ending Fund Balance	\$27,182,447	\$27,429,410	\$27,493,778	\$26,578,002	\$25,227,439	\$24,343,239	\$23,741,509	\$22,903,199	\$21,904,740
	<b>PROJECTIONS</b> 								
	2009	2010	2011	2012	2013	2014	2015	2016	2017
Beginning Fund Balance	\$21,904,740	\$20,886,044	\$20,013,226	\$19,128,645	\$18,780,055	\$18,428,511	\$18,141,831	\$17,851,099	\$17,554,465
Revenues:									
Operating Revenue	\$1,165,000	\$1,165,000	\$1,165,000	\$1,165,000	\$1,165,000	\$1,165,000	\$1,165,000	\$1,165,000	\$1,165,000
Forfeiture Revenue	\$128,200	\$128,200	\$128,200	\$128,200	\$128,200	\$128,200	\$128,200	\$128,200	\$128,200
Nonoperating Revenue	\$359,238	\$513,797	\$492,325	\$470,565	\$461,989	\$453,341	\$446,289	\$439,137	\$431,840
Total Revenue	\$1,652,438	\$1,806,997	\$1,785,525	\$1,763,765	\$1,755,189	\$1,746,541	\$1,739,489	\$1,732,337	\$1,725,040
Expenses:									
Forfeiture Expenses	\$61,377	\$61,377	\$61,377	\$61,377	\$61,377	\$61,377	\$61,377	\$61,377	\$61,377
Operating Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Prin & Int Pmts	\$2,609,757	\$2,618,438	\$2,608,729	\$2,050,978	\$2,045,357	\$1,971,844	\$1,968,844	\$1,967,594	\$1,967,844
Total Expenses	\$2,671,134	\$2,679,815	\$2,670,106	\$2,112,355	\$2,106,734	\$2,033,221	\$2,030,221	\$2,028,971	\$2,029,221
Ending Fund Balance	\$20,886,044	\$20,013,226	\$19,128,645	\$18,780,055	\$18,428,511	\$18,141,831	\$17,851,099	\$17,554,465	\$17,250,284

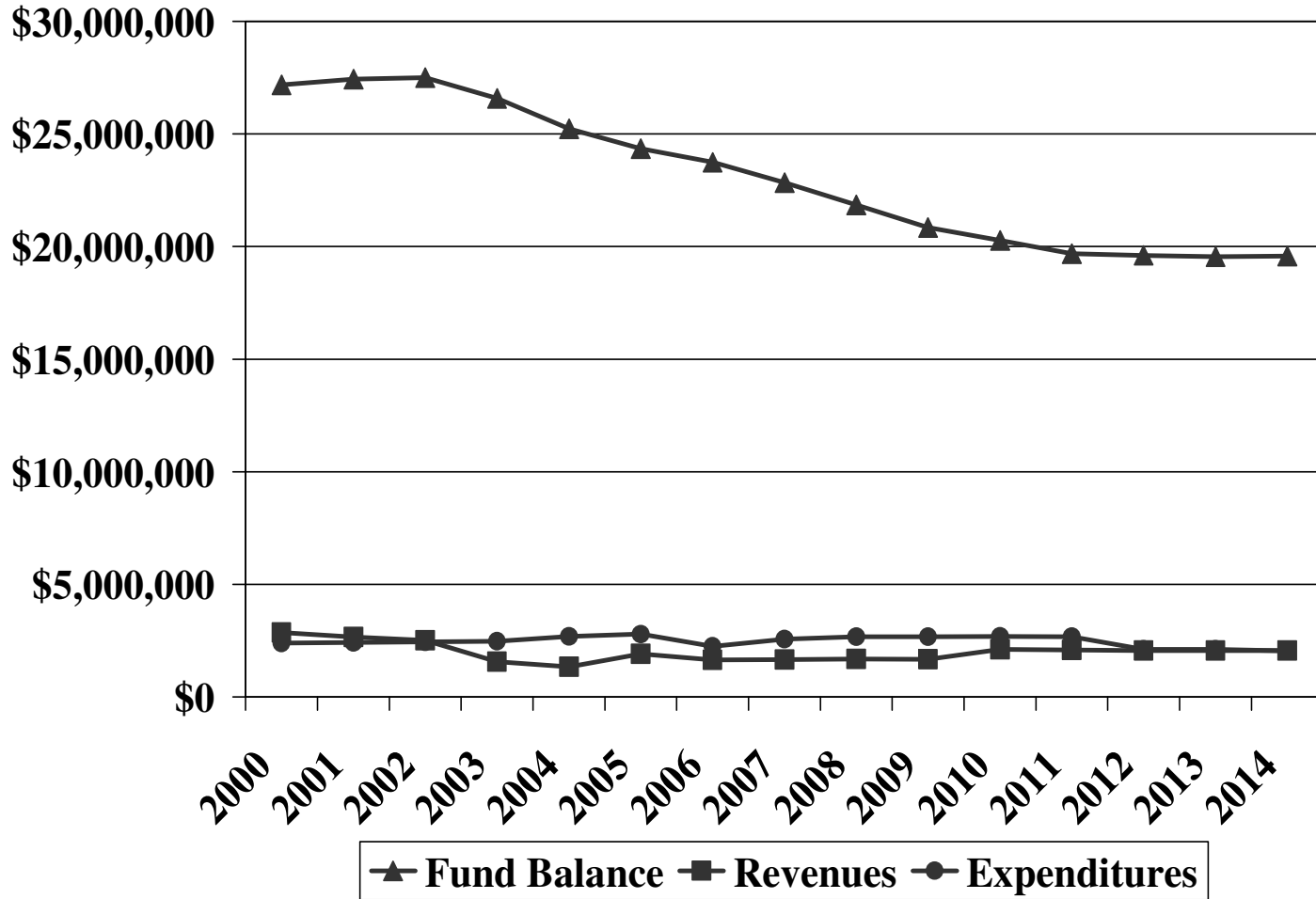
Assumes operating revenue, forfeiture revenue and expense will remain steady

Interest at 2% thru 2009; 3% 2010 on


Cash assumed to be 82% of assets

Principal and interest payments include bond fees

Delinquent Tax Revolving Fund

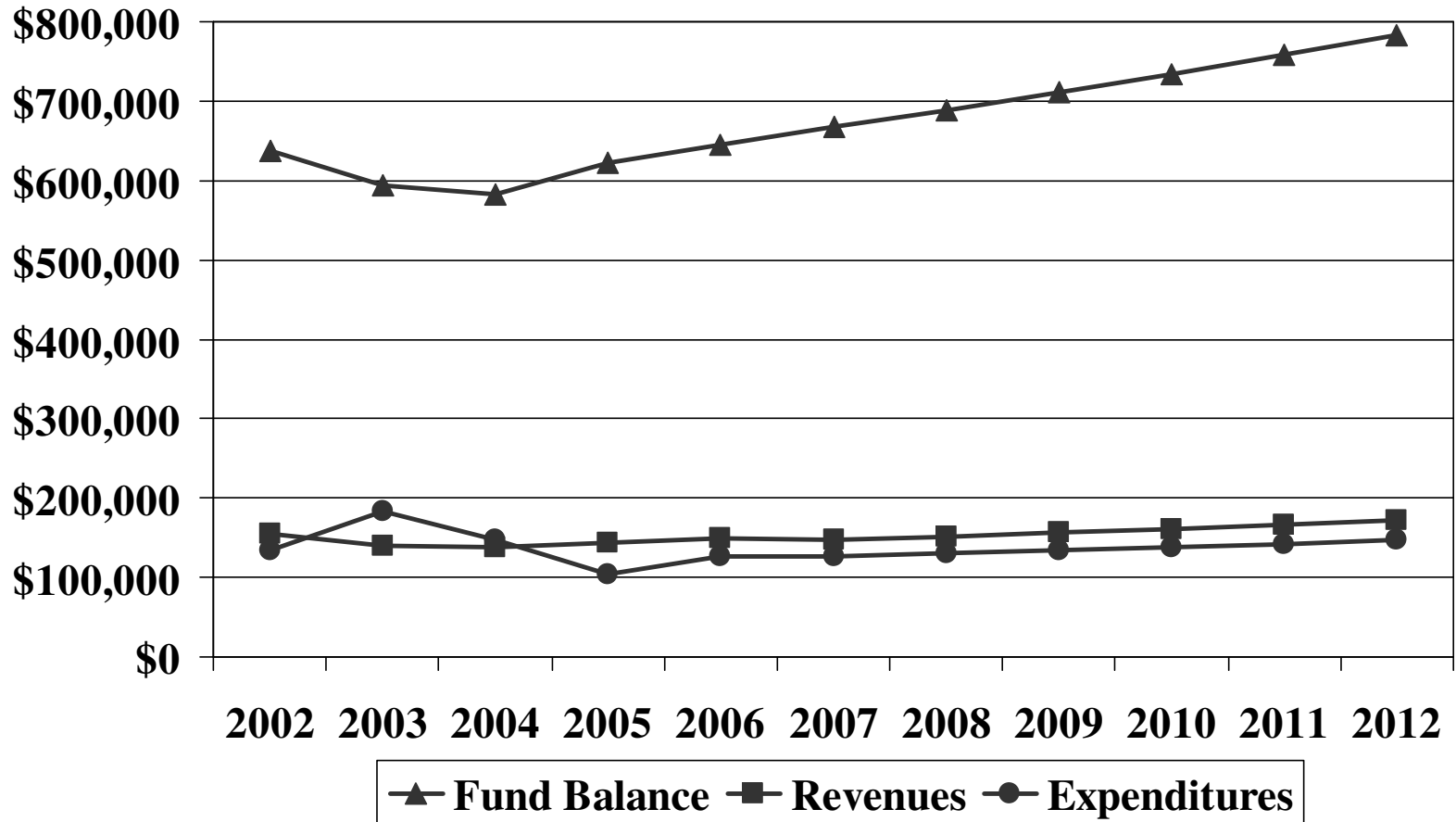


**County of Ottawa  
Financing Tools  
Duplicating Fund (6450)  
History/Projections**



	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>
Beginning Fund Equity	\$160,179	\$212,832	\$263,896	\$316,548	\$371,336	\$453,047	\$504,149	\$554,308	\$526,136	\$550,252	\$597,629
Revenues:											
Operating Revenue	\$129,179	\$131,481	\$134,126	\$150,751	\$161,576	\$145,315	\$125,684	\$127,575	\$141,376	\$141,274	\$123,929
Nonoperating Revenue	\$8,285	\$7,066	\$9,017	\$12,430	\$17,511	\$15,846	\$22,896	\$13,319	\$10,342	\$38,557	\$25,860
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	<u>\$137,464</u>	<u>\$138,547</u>	<u>\$143,143</u>	<u>\$163,181</u>	<u>\$179,087</u>	<u>\$161,161</u>	<u>\$148,580</u>	<u>\$140,894</u>	<u>\$151,718</u>	<u>\$179,831</u>	<u>\$149,789</u>
Expenses:											
Operating Expenses	\$84,811	\$87,483	\$90,491	\$108,393	\$97,376	\$110,059	\$98,421	\$169,066	\$127,602	\$132,454	\$132,892
Operating Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	<u>\$84,811</u>	<u>\$87,483</u>	<u>\$90,491</u>	<u>\$108,393</u>	<u>\$97,376</u>	<u>\$110,059</u>	<u>\$98,421</u>	<u>\$169,066</u>	<u>\$127,602</u>	<u>\$132,454</u>	<u>\$132,892</u>
Ending Fund Equity	<u>\$212,832</u>	<u>\$263,896</u>	<u>\$316,548</u>	<u>\$371,336</u>	<u>\$453,047</u>	<u>\$504,149</u>	<u>\$554,308</u>	<u>\$526,136</u>	<u>\$550,252</u>	<u>\$597,629</u>	<u>\$614,526</u>
					<b>Estimated</b>	<b>Budgeted</b>	<b>PROJECTIONS</b> 				
	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Beginning Fund Equity	\$614,526	\$636,481	\$593,246	\$583,022	\$623,065	\$645,664	\$666,749	\$688,467	\$710,836	\$733,876	\$757,607
Revenues:											
Operating Revenue	\$124,640	\$128,084	\$128,905	\$131,933	\$135,566	\$133,000	\$136,990	\$141,100	\$145,333	\$149,693	\$154,183
Nonoperating Revenue	\$30,821	\$12,703	\$9,086	\$11,573	\$14,385	\$14,700	\$15,141	\$15,595	\$16,063	\$16,545	\$17,041
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	<u>\$155,461</u>	<u>\$140,787</u>	<u>\$137,991</u>	<u>\$143,506</u>	<u>\$149,951</u>	<u>\$147,700</u>	<u>\$152,131</u>	<u>\$156,695</u>	<u>\$161,396</u>	<u>\$166,238</u>	<u>\$171,225</u>
Expenses:											
Operating Expenses	\$133,506	\$184,022	\$148,215	\$103,463	\$127,352	\$126,615	\$130,413	\$134,326	\$138,356	\$142,506	\$146,781
Operating Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	<u>\$133,506</u>	<u>\$184,022</u>	<u>\$148,215</u>	<u>\$103,463</u>	<u>\$127,352</u>	<u>\$126,615</u>	<u>\$130,413</u>	<u>\$134,326</u>	<u>\$138,356</u>	<u>\$142,506</u>	<u>\$146,781</u>
Ending Fund Equity	<u>\$636,481</u>	<u>\$593,246</u>	<u>\$583,022</u>	<u>\$623,065</u>	<u>\$645,664</u>	<u>\$666,749</u>	<u>\$688,467</u>	<u>\$710,836</u>	<u>\$733,876</u>	<u>\$757,607</u>	<u>\$782,050</u>

Note: Revenues and Expenses assume a 3% increase over prior year for 2006 - 2012.

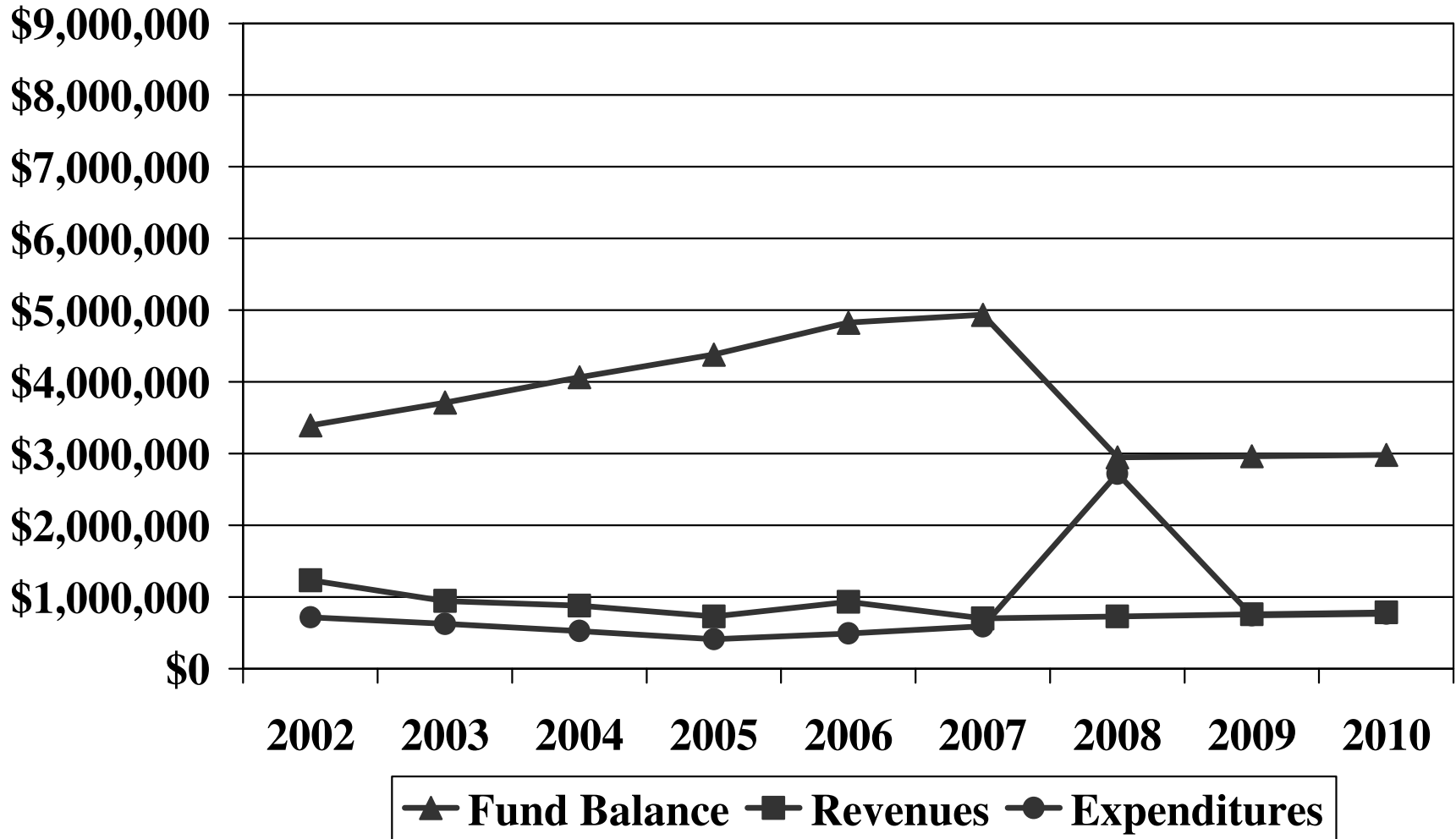
# Duplicating




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

				Estimated	Budgeted	PROJECTIONS 		
	2003	2004	2005	2006	2007	2008	2009	2010
Beginning Fund Equity	\$3,392,262	\$3,711,800	\$4,066,082	\$4,379,802	\$4,823,729	\$4,978,643	\$3,031,520	\$3,091,208
Revenues:								
Operating Revenue	\$864,643	\$810,662	\$645,468	\$896,000	\$658,000	\$684,320	\$711,693	\$740,161
Nonoperating Revenue	\$78,085	\$66,843	\$79,970	\$37,180	\$43,000	\$43,430	\$43,864	\$44,303
Total Revenue	\$942,728	\$877,505	\$725,438	\$933,180	\$701,000	\$727,750	\$755,557	\$784,463
Expenses:								
Operating Expenses	\$623,190	\$523,223	\$411,718	\$489,253	\$504,686	\$524,873	\$545,868	\$567,703
Debt Service - GH/WO	\$0	\$0	\$0	\$0	\$41,400	\$150,000	\$150,000	\$150,000
Operating Transfers Out	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$0	\$0
Total Expenses	\$623,190	\$523,223	\$411,718	\$489,253	\$546,086	\$2,674,873	\$695,868	\$717,703
Ending Fund Equity	\$3,711,800	\$4,066,082	\$4,379,802	\$4,823,729	\$4,978,643	\$3,031,520	\$3,091,208	\$3,157,969
	<b>PROJECTIONS</b>							
	2011	2012	2013	2014	2015	2016	2017	2018
Beginning Fund Equity	\$3,157,969	\$3,232,070	\$3,313,794	\$3,403,430	\$3,501,283	\$3,607,666	\$3,722,908	\$3,847,349
Revenues:								
Operating Revenue	\$769,767	\$800,558	\$832,580	\$865,883	\$900,518	\$936,539	\$974,001	\$1,012,961
Nonoperating Revenue	\$44,746	\$45,193	\$45,645	\$46,102	\$46,563	\$47,028	\$47,499	\$47,974
Total Revenue	\$814,513	\$845,751	\$878,225	\$911,985	\$947,081	\$983,568	\$1,021,499	\$1,060,935
Expenses:								
Operating Expenses	\$590,411	\$614,028	\$638,589	\$664,132	\$690,698	\$718,326	\$747,059	\$776,941
Debt Service - GH/WO	\$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
Total Expenses	\$740,411	\$764,028	\$788,589	\$814,132	\$840,698	\$868,326	\$897,059	\$926,941
Ending Fund Equity	\$3,232,070	\$3,313,794	\$3,403,430	\$3,501,283	\$3,607,666	\$3,722,908	\$3,847,349	\$3,981,343

# Telecommunications

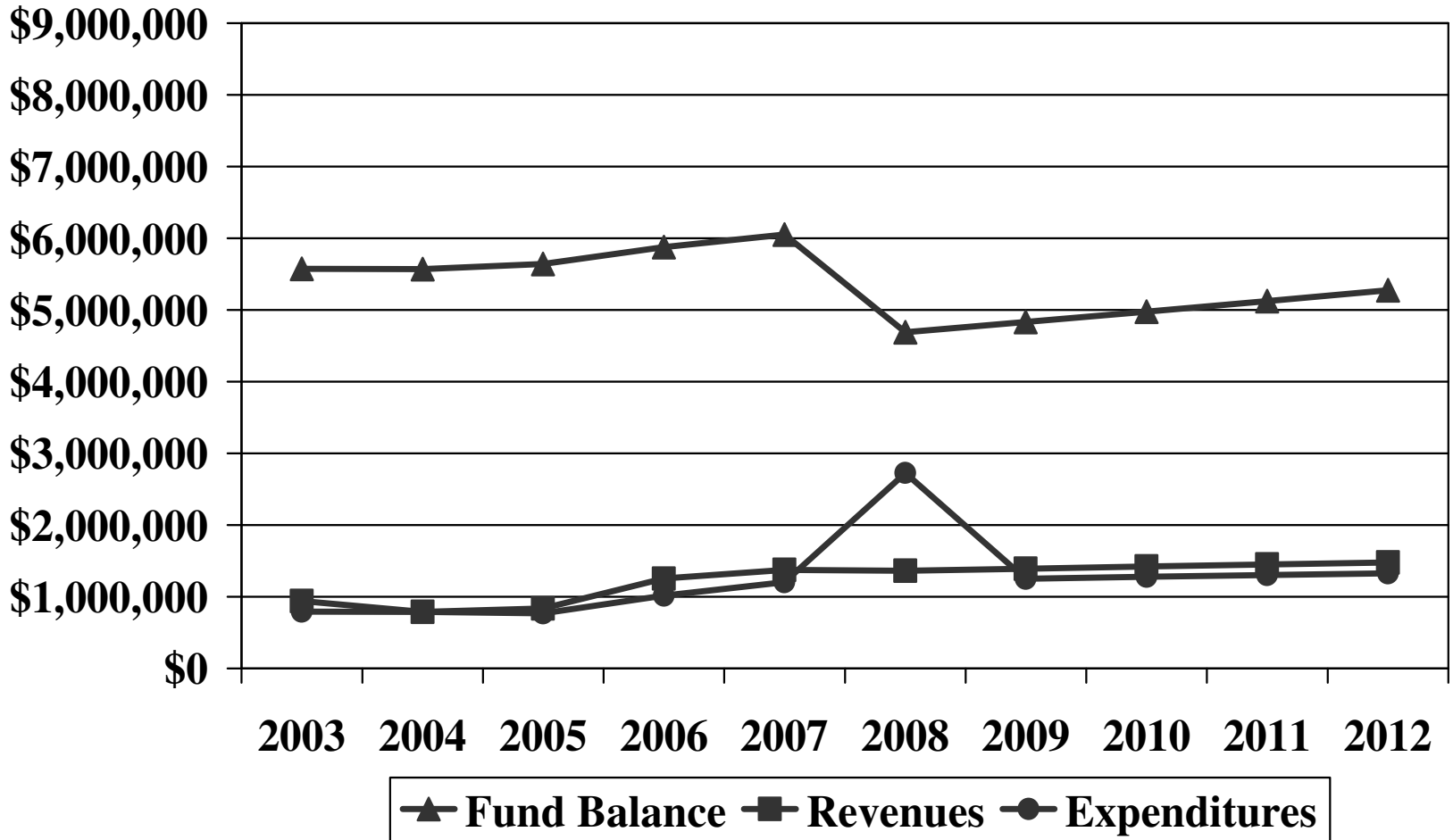


<b>County of Ottawa</b> <b>Financing Tools</b> <b>Equipment Pool Fund (6641)</b> <b>History/Projections</b>
--

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>Estimated 2006</u>	<u>Budgeted 2007</u>	<u>PROJECTIONS 2008</u>
Beginning Fund Equity	\$4,910,944	\$5,150,209	\$5,427,343	\$5,573,760	\$5,573,336	\$5,641,538	\$5,876,906	\$6,052,055
Revenues:								
Operating Revenue	\$757,225	\$870,040	\$789,087	\$718,875	\$761,534	\$1,188,310	\$1,320,000	\$1,346,400
Nonoperating Revenue	\$223,528	\$195,952	\$147,892	\$69,444	\$75,938	\$63,428	\$57,531	\$18,580
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	<u>\$980,753</u>	<u>\$1,065,992</u>	<u>\$936,979</u>	<u>\$788,319</u>	<u>\$837,472</u>	<u>\$1,251,738</u>	<u>\$1,377,531</u>	<u>\$1,364,980</u>
Expenses:								
Operating Expenses	\$741,488	\$788,858	\$790,562	\$788,743	\$769,270	\$1,016,370	\$1,202,382	\$1,226,430
Operating Transfer Out - GH/WO	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000
Total Expenses	<u>\$741,488</u>	<u>\$788,858</u>	<u>\$790,562</u>	<u>\$788,743</u>	<u>\$769,270</u>	<u>\$1,016,370</u>	<u>\$1,202,382</u>	<u>\$2,726,430</u>
Ending Fund Equity	<u>\$5,150,209</u>	<u>\$5,427,343</u>	<u>\$5,573,760</u>	<u>\$5,573,336</u>	<u>\$5,641,538</u>	<u>\$5,876,906</u>	<u>\$6,052,055</u>	<u>\$4,690,605</u>
	<b>PROJECTIONS</b>							
	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Beginning Fund Equity	\$4,690,605	\$4,832,113	\$4,976,641	\$5,124,258	\$5,275,029	\$5,429,026	\$5,586,317	\$5,746,976
Revenues:								
Operating Revenue	\$1,373,328	\$1,400,795	\$1,428,810	\$1,457,387	\$1,486,534	\$1,516,265	\$1,546,590	\$1,577,522
Nonoperating Revenue	\$19,137	\$19,712	\$20,303	\$20,912	\$21,539	\$22,185	\$22,851	\$23,537
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	<u>\$1,392,465</u>	<u>\$1,420,506</u>	<u>\$1,449,113</u>	<u>\$1,478,299</u>	<u>\$1,508,074</u>	<u>\$1,538,451</u>	<u>\$1,569,441</u>	<u>\$1,601,059</u>
Expenses:								
Operating Expenses	\$1,250,958	\$1,275,977	\$1,301,497	\$1,327,527	\$1,354,077	\$1,381,159	\$1,408,782	\$1,436,958
Operating Transfer Out - GH/WO	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	<u>\$1,250,958</u>	<u>\$1,275,977</u>	<u>\$1,301,497</u>	<u>\$1,327,527</u>	<u>\$1,354,077</u>	<u>\$1,381,159</u>	<u>\$1,408,782</u>	<u>\$1,436,958</u>
Ending Fund Equity	<u>\$4,832,113</u>	<u>\$4,976,641</u>	<u>\$5,124,258</u>	<u>\$5,275,029</u>	<u>\$5,429,026</u>	<u>\$5,586,317</u>	<u>\$5,746,976</u>	<u>\$5,911,077</u>

Assumes revenue and expenditure increases of 2% per year starting in 2008.

# Equipment Pool





# County of Ottawa History of Positions By Fund For the Years 2005 - 2007

Fund #	Sub-Dept #	Dept #	Department Name	2005 Full-Time Equivalents	2006 Full-Time Equivalents	2007 Full-Time Equivalents	Change in Full-Time Equivalents 2006 to 2007
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	49.225	50.825	51.275	0.450 1
1010	1480		Probate Court	6.000	6.000	6.000	
1010	1490		Family Court - Juvenile Services	10.750	10.750	6.125	-4.625 2
1010	1910		Elections	2.000	3.000	3.000	
1010	2010		Accounting	8.700	11.800	11.800	
1010	2020		Auditing	1.300	0.000	0.000	
1010	2100		Corporate Counsel	1.575	1.575	1.575	
1010	2120		Budget	1.300	0.000	0.000	
1010	2150		County Clerk	22.600	21.600	21.600	
1010	2230		Administrator	2.340	2.840	2.840	
1010	2250		Equalization	8.900	8.900	8.900	
1010	2260		Human Resources	5.250	5.250	4.250	-1.000 3
1010	2290		Prosecuting Attorney	26.700	27.100	28.100	1.000 3
1010	2330		Administrativ Services	2.290	2.290	2.290	
1010	2360		Register of Deeds	11.000	11.000	11.000	
1010	2430		Property Description & Mapping	5.600	5.600	5.600	
1010	2450		Survey & Remonumentation	0.050	0.050	0.050	
1010	2530		County Treasurer	8.950	8.950	8.950	
1010	2570		Co-Operative Extension	4.925	4.925	4.925	
1010	2590		Geographic Information System	5.000	5.000	5.000	
1010	2651		Bldg. & Grnds - Hudsonville	0.690	0.690	0.690	
1010	2652		Bldg. & Grnds - Holland Human Serv.	0.999	0.999	0.999	
1010	2653		Bldg. & Grnds - Fulton Street	0.416	0.416	0.416	
1010	2654		Bldg. & Grnds - Grand Haven	5.652	6.452	6.456	0.004 2
1010	2655		Bldg. & Grnds - Holland Health Facility	1.020	1.020	1.020	
1010	2656		Bldg. & Grnds - Holland District Court	0.397	0.397	0.397	
1010	2657		Bldg. & Grnds - Jail	1.072	0.272	0.268	-0.004 2
1010	2658		Bldg. & Grnds - Grand Haven Health	0.386	0.386	0.386	
1010	2659		Bldg. & Grnds - CMH Facility	1.073	1.073	1.073	
1010	2660		Bldg. & Grnds - Coopersville	0.356	0.356	0.356	
1010	2664		Bldg. & Grnds - 4th & Clinton	0.289	0.289	0.289	
1010	2665		Bldg. & Grnds-Probate/Juvenile Complex	4.964	4.964	4.964	
1010	2667		Bldg. & Grnds-Administrative Annex	6.256	6.256	6.256	
1010	2668		Bldg. & Grnds-FIA	1.590	1.590	1.590	
1010	2750		Drain Commission	7.000	7.000	7.000	
1010	3020		Sheriff	67.950	68.950	68.950	
1010	3100		West Michigan Enforcement Team	6.000	6.000	6.000	
1010	3112		COPS - Allendale/Jenison	4.000	4.000	4.000	
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	0.000	0.000	6.000	
1010	3130		Zoning Enforcement Commission	2.000	2.000	2.000	
1010	3160		Sheriff Curb Auto Theft (SCAT)	1.000	1.000	1.000	
1010	3170		Blendon/Holland/Robinson/Zeeland	1.000	1.000	1.000	
1010	3310		Marine Safety	0.750	0.750	0.750	

**County of Ottawa  
History of Positions By Fund  
For the Years 2005 - 2007**

Fund #	Dept #	Sub-Dept #	Department Name	2005 Full-Time Equivalents	2006 Full-Time Equivalents	2007 Full-Time Equivalents	Change in Full-Time Equivalents 2006 to 2007	
1010	3510		Jail	76.500	77.000	77.000		
1010	4260		Emergency Services	2.100	2.100	2.100		
1010	4262		Solution Area Planner	0.290	1.000	0.000	<b>-1.000</b> 4	
1010	4263		HAZMAT Response Team	0.900	0.400	0.400		
1010	4300		Animal Control	3.000	3.000	3.000		
1010	7211		Planner/Grants	6.950	6.950	6.950		
<b>TOTAL GENERAL FUND</b>				<u>420.805</u>	<u>424.515</u>	<u>426.340</u>	<u>-5.175</u>	
<b>PARKS &amp; RECREATION</b>								
2081	7510		Parks Department	12	12	13	<b>1.000</b> 5	
<b>FRIEND OF THE COURT</b>								
2160	1410		Friend of the Court	34.000	34.000	34.000		
2160	1420		FOC Medical Support Enforcement	1.000	1.000	1.000		
2160	1440		FOC Warrant Officer	1.000	1.000	1.000		
<b>TOTAL FRIEND OF THE COURT</b>				<u>36.000</u>	<u>36.000</u>	<u>36.000</u>		
<b>HEALTH FUND</b>								
2210	6010		Agency Support	6.980	6.980	6.300	<b>-0.680</b> 2,4,6	
2210	6011		Public Health Preparedness	1.000	1.000	1.000		
2210	6012		Accounting/MIS	4.500	4.500	4.500		
2210	6015		PHP Risk Communication	1.000	1.000	1.000		
2210	6020		Environmental - On Site	9.230	9.230	8.250	<b>-0.980</b> 2	
2210	6021		Environmental - Food Services	6.070	6.070	6.830	<b>0.760</b> 2,6	
2210	6030		Dental	1.060	1.270	1.270		
2210	6031		Hearing/Vision	3.890	3.890	3.960	<b>0.070</b> 2	
2210	6035		Epidemiology	1.000	1.000	1.000		
2210	6039		Jail Health Services	5.000	0.000	0.000		
2210	6040		Scoliosis	0.535	0.465	0.465		
2210	6041		Nursing Supervision	0.000	0.000	0.000		
2210	6042		Family Planning	12.560	11.760	11.910	<b>0.150</b> 2,4,6	
2210	6044		Walk-In Clinic	12.950	11.800	11.650	<b>-0.150</b> 2,6	
2210	6045		Healthy Children's Contract	2.290	2.320	2.320		
2210	6046		Reproductive Health	0.700	0.000	0.000		
2210	6048		Tobacco	0.000	0.000	0.500	<b>0.500</b> 7	
2210	6049		Substance Abuse Prevention	3.200	3.050	3.350	<b>0.300</b> 2	
2210	6050		Children's Special Health Care Services	2.800	3.400	3.400		
2210	6052		Early On	1.710	1.710	1.710		
2210	6053		Maternal/Infant Support Services	15.585	16.085	15.385	<b>-0.700</b> 2,6	
2210	6055		AIDS/Sexually Transmitted Diseases (STD)	4.430	4.230	4.730	<b>0.500</b> 2,6	
2210	6058		Prenatal Care - Enrollment & Coordination	0.280	0.280	0.280		
2210	6059		Communicable Disease	5.260	5.260	5.460	<b>0.200</b> 2	
2210	6310		Health Education	2.110	3.420	2.720	<b>-0.700</b> 2,4	
2210	6311		Nutrition/Wellness	2.960	2.990	2.890	<b>-0.100</b> 2	
<b>TOTAL HEALTH FUND</b>				<u>107.100</u>	<u>101.710</u>	<u>100.880</u>	<u>-0.830</u>	
<b>MENTAL HEALTH FUND</b>								
2220	6491	1240	D.D. Clinical Support	421	8.250	7.500	5.450	<b>-2.050</b> 2,3

**County of Ottawa  
History of Positions By Fund  
For the Years 2005 - 2007**

Fund #	Dept #	Sub-Dept #	Department Name	2005	2006	2007	Change in		
				Full-Time Equivalents	Full-Time Equivalents	Full-Time Equivalents	Full-Time Equivalents	2006 to 2007	
2220	6491	1349	D.D. Supported Employment	16.250	10.250	9.200	-1.050	2,3	
2220	6491	1357	D.D. Community Based Experience	30.250	36.250	36.200	-0.050	2	
2220	6491	1440	D.D. Respite Care	0.210	0.210	0.000	-0.210	2,3	
2220	6491	1442	D.D. Respite Foster Care - Adult Children's Waiver	0.280	0.280	0.000	-0.280	2,3	
2220	6491	1443	D.D. Residential Serv. - S.I.L.	19.250	19.250	4.200	-15.050	2,3	
2220	6491	5400	D.D. Training	1.510	1.510	0.510	-1.000	3	
2220	6491	5401	D.D. Group Home Training	1.690	1.690	1.510	-0.180	2	
2220	6491	5510	D.D. Client Service Mgt.	9.710	10.510	10.580	0.070	3	
2220	6491	5522	D.D. Child Case Management	2.120	2.120	2.120			
2220	6492	5511	Other Pop. HUD Leasing Assistance Grant III	0.000	0.087	0.087			
2220	6492	5540	Other Pop. HUD Leasing Assistance Grant II	0.000	0.092	0.092			
2220	6492	5541	Other Pop. HUD Leasing Assistance Grant	0.000	0.092	0.092			
2220	6493	3240	M.I. Adult Emergency Services	6.000	5.750	5.750			
2220	6493	3241	M.I. Adult Access Center	3.550	5.200	5.700	0.500	2	
2220	6493	3242	M.I. Adult Medication Clinic	6.330	6.330	6.400	0.070	2	
2220	6493	3243	M.I. Consumer Services	0.880	0.880	1.000	0.120	2	
2220	6493	3245	M.I. Adult Outpatient	15.750	12.950	13.350	0.400	2	
2220	6493	3246	M.I. Adult Outpatient & OBRA	0.000	0.400	0.000	-0.400	2	
2220	6493	3247	M.I. Vocational Rehabilitation	0.500	0.500	0.500			
2220	6493	3249	M.I. Adult Assertive Community Treatment	7.195	10.195	9.330	-0.865	2	
2220	6493	3343	M.I. Adult Grand Haven Clubhouse	2.338	2.838	2.920	0.083	2,3	
2220	6493	3344	M.I. Adult Lakeshore Clubhouse	2.338	2.338	2.920	0.583	2,3	
2220	6493	3347	M.I. Adult Support Employment	2.700	0.000	0.000			
2220	6493	3450	M.I. Adult Riverview RTC	7.600	8.600	8.600			
2220	6493	3452	M.I. Adult Robert Brown Center	8.600	7.600	7.600			
2220	6493	5515	M.I. Adult Community Support Case Management	6.040	8.190	10.680	2.490	2,3	
2220	6494	4243	M.I. Child Outpatient	0.000	0.000	0.000			
2220	6494	4244	M.I. Child Home Based Services	1.100	2.100	2.100			
2220	6494	4451	M.I. Respite Services	0.060	0.060	0.000	-0.060	2	
2220	6494	5800	Prevention - Indirect	0.300	0.300	0.000	-0.300	3	
2220	6495	5020	Board Administration	2.540	2.370	2.370			
2220	6495	5021	Inmate Services	1.000	1.000	1.000			
2220	6495	5022	Quality Improvement	3.500	2.600	3.600	1.000	2	
2220	6495	5023	Recipient Rights	1.500	1.500	1.500			
2220	6495	5024	Community Relations & Public Education	1.000	1.000	1.180	0.180	2	
2220	6495	5025	Receivables/Billing	3.000	5.000	5.000			
2220	6495	5026	Finance	2.000	3.000	2.250	-0.750	8	
2220	6495	5027	Allocated Costs	1.760	1.760	1.760			
2220	6495	5028	Division Directors	16.950	12.450	11.950	-0.500	3	
2220	6495	5029	Managed Care Organization Administration	12.500	11.050	10.800	-0.250	2,3	
<b>TOTAL MENTAL HEALTH</b>				<b>206.550</b>	<b>205.800</b>	<b>188.300</b>	<b>-17.500</b>		
<b>LANDFILL TIPPING FEES</b>									
2272	5250		Laidlaw Surcharge	2.300	2.300	4.720	2.420	2	
2272	5251		Waste Management	2.300	2.300	0.000	-2.300	2	
				<b>4.600</b>	<b>4.600</b>	<b>4.720</b>	<b>0.120</b>		

**County of Ottawa  
History of Positions By Fund  
For the Years 2005 - 2007**

Fund #	Dept #	Sub-Dept #	Department Name	2005 Full-Time Equivalents	2006 Full-Time Equivalents	2007 Full-Time Equivalents	Change in Full-Time Equivalents 2006 to 2007
2601	2320		Crime Victim's Rights	3.000	3.000	3.000	
<b>COPS FAST - ALLENDALE</b>							
2608	3114		Community Policing	1.000	1.000	0.000	<b>-1.000</b> 2
<b>COPS UNIVERSAL</b>							
2610	3114		Community Policing	2.000	2.000	2.000	
2610	3131		Community Policing-Holland Township	1.000	1.000	1.000	
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 Sc	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	1.000	1.000	
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	1.000	1.000	
2610	3146		Community Policing- Georgetown Township	1.000	1.000	1.000	
2610	3147		Community Policing- Allendale Twp/MI Police Corp	1.000	1.000	1.000	
2610	3148		Community Policing- Allendale	0.000	0.000	1.000	<b>1.000</b> 2
<b>TOTAL COPS UNIVERSAL</b>				18.000	18.000	19.000	<b>1.000</b>
<b>EMT - HOLLAND PARK</b>							
2640	3150		Traffic & Safety Program	8.000	8.000	8.000	
2640	3151		Traffic & Safety Program	1.000	1.000	1.000	
				9.000	9.000	9.000	0.000
<b>EMT - GEORGETOWN TOWNSHIP</b>							
2650	3150		Traffic & Safety Program	7.000	7.000	7.000	
<b>SHERIFF ROAD PATROL</b>							
2661	3150		Sheriff Road Patrol	3.000	3.000	3.000	
<b>WORKFORCE INVESTMENT ACT FUNDS/MICHIGAN WORKS!/COMMUNITY ACTION AGENCY</b>							
2740 - 2749, 2800, 2870 - 2890				15.700	17.200	18.700	<b>1.500</b> 3,10
<b>GRANT PROGRAMS PASS THRU</b>							
2750	3114		Community Policing	1.000	1.000	1.000	
<b>COMMUNITY CORRECTIONS PROGRAM</b>							
2850	1520		Adult Probation	10.450	9.575	8.125	<b>-1.450</b> 2,9
<b>FAMILY INDEPENDENCE AGENCY</b>							

**County of Ottawa  
History of Positions By Fund  
For the Years 2005 - 2007**

Fund #	Dept #	Sub-Dept #	Department Name	2005 Full-Time Equivalents	2006 Full-Time Equivalents	2007 Full-Time Equivalents	Change in Full-Time Equivalents 2006 to 2007
2900	6730		Parenting Plus	9.750	9.750	9.750	
<b>CHILD CARE</b>							
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	13.430	
2920	6624		Juvenile In-Home Services	11.820	11.820	18.445	6.625 2,7
<b>TOTAL CHILD CARE</b>				<u>58.200</u>	<u>58.200</u>	<u>64.825</u>	<u>6.625</u>
<b>MANAGEMENT INFORMATION SERVICES</b>							
6360	2580		Data Processing	21.000	19.000	19.000	
<b>DUPLICATING</b>							
6450	2890		General Services Administration	0.075	0.075	0.075	
<b>TELECOMMUNICATIONS</b>							
6550	2890		Telephones	2.225	2.225	1.225	-1.000 3
<b>EQUIPMENT POOL FUND</b>							
6641	9010		Equipment Pool	0.350	0.350	0.350	
<b>PROTECTED SELF FUND PROGRAMS</b>							
6770	8680		P.S.F. Vehicle Insurance	0.000	0.000	0.000	
6770	8690		P.S.F. Liability Insurance	1.530	1.530	1.530	
6770	8710		P.S.F. Worker's Compensation Insurance	0.500	0.500	0.500	
6770	8720		P.S.F. Property & Fire Insurance	0.000	0.000	0.000	
6771	8520		P.S.F. Health Insurance	1.670	1.670	1.670	
6772	8700		P.S.F. Unemployment Insurance	0.290	0.290	0.290	
6775	8580		P.S.F. Long-Term Disability	0.050	0.050	0.050	
6776	8540		P.S.F. Dental Insurance	0.210	0.210	0.210	
6777	8550		P.S.F. Vision Insurance	0.210	0.210	0.210	
<b>TOTAL PROTECTED SELF FUNDED INSURANCES</b>				<u>4.460</u>	<u>4.460</u>	<u>4.460</u>	<u>0.000</u>
<b>GRAND TOTAL OF ALL FUNDS</b>				<u>951.765</u>	<u>947.960</u>	<u>937.750</u>	<u>-10.210</u>

The total change in full time equivalents of (10.210) is comprised of the following:

- 1 Converted temporary positions to permanent
- 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 Net positions approved/eliminated during 2006
- 4 Budget Reduction
- 5 New position approved with the 2007 budget
- 6 Reclassification
- 7 New funding available
- 8 Positions are now contracted out.
- 9 Position replaced by non benefited part-time positions
- 10 Position was contracted in past.

County of Ottawa  
 2007 Budget  
 Approved Equipment Requests

Department Name	2007 Requested # of Items/ Quantity	Item Description	2007 Estimated Purchase Price	\$ Amount Added to Budget
Circuit Court	1	Video Monitor	\$838	\$838
Circuit Court	1	PC Monitor	\$125	\$125
Circuit Court	1	Desktop PC	\$900	\$900
Circuit Court	1	PC Laser Printer	\$400	\$400
Circuit Court	1	PC Laser Printer	\$400	\$400
Circuit Court	1	PC Monitor	\$125	\$125
Circuit Court	1	PC System Unit - memory upgrade	\$100	\$100
Circuit Court	1	PC System Unit	\$900	\$900
Circuit Court	1	PC Laptop Computer	\$1,500	\$1,500
District Court	1	2007 Ford Crown Victoria	\$19,000	\$3,800
District Court	13,100	4 Panel tests and drug testing cups	\$44,200	\$44,200
District Court	1	Desk top PC	\$1,025	\$1,025
District Court	1	Laptop Computer	\$1,500	\$1,500
District Court	1	Laptop Computer	\$1,500	\$1,500
District Court	1	PC Memory Upgrade	\$100	\$100
District Court	1	PC	\$900	\$900
District Court	1	PC	\$900	\$900
District Court	1	Monitor - 17" CRT	\$125	\$125
District Court	1	Monitor - 17" CRT	\$125	\$125
District Court	1	Dot Matrix Printer	\$800	\$800
District Court	2	AFP Printers	\$3,600	\$3,600
District Court	1	High Volume Fax Machine	\$1,200	\$1,200
District Court	1	High Volume Fax Machine	\$1,200	\$1,200
District Court	1	Cash Register PC, drawer and receipt printer	\$1,800	\$1,800
District Court	1	Dymo Label Maker	\$150	\$150
District Court	1	Dymo Label Maker	\$150	\$150
District Court	1	Dymo Label Maker	\$150	\$150
District Court	1	Dymo Label Maker	\$150	\$150
District Court	1	Dymo Label Maker	\$150	\$150
District Court	2	Color Inkjet Printers	\$300	\$300
District Court	1	Talon Software LEIN interface	\$350	\$350
District Court	8	FTR Log Notes Software	\$2,000	\$2,000
Probate Court	1	Mobile Computer Cabinet	\$389	\$389
Probate Court	1	Desktop PC	\$900	\$900
Probate Court	1	Monitor - 17" LCD	\$300	\$300
Probate Court	1	Laser Printer	\$400	\$400
Probate Court	1	Desktop PC	\$900	\$900
Probate Court	1	Monitor - 17"	\$125	\$125
Probate Court	1	Laser Printer	\$400	\$400
Juvenile Services	1	Small Laser Printer	\$400	\$400
Juvenile Services	1	Color Inkjet Printers	\$150	\$150
Juvenile Services	1	Desktop PC	\$900	\$900
Adult Probation	2	Average volume fax machines	\$1,600	\$1,600
Fiscal Services	1	Small Laser Printer	\$400	\$400

County of Ottawa  
 2007 Budget  
 Approved Equipment Requests

Department Name	2007 Requested # of Items/ Quantity	Item Description	2007 Estimated Purchase Price	\$ Amount Added to Budget
Fiscal Services	1	Small Laser Printer	\$400	\$400
Fiscal Services	1	Desktop PC and Monitor	\$1,025	\$1,025
Fiscal Services	1	Desktop PC and Monitor	\$1,025	\$1,025
Fiscal Services	1	PC Memory upgrade	\$100	\$100
Fiscal Services	1	PC Memory upgrade	\$100	\$100
Fiscal Services	1	PC Memory upgrade	\$100	\$100
Clerk	1	Desktop PC	\$900	\$900
Clerk	1	Desktop PC	\$900	\$900
Clerk	1	Desktop PC	\$900	\$900
Clerk	1	Desktop PC	\$900	\$900
Clerk	1	Desktop PC	\$900	\$900
Clerk	1	Desktop PC	\$900	\$900
Clerk	1	Desktop PC	\$900	\$900
Clerk	1	Desktop PC	\$900	\$900
Clerk	1	Desktop PC	\$900	\$900
Clerk	1	Desktop PC	\$900	\$900
Clerk	1	Monitor - 17"	\$300	\$300
Clerk	1	Monitor - 17"	\$300	\$300
Clerk	1	Monitor - 17"	\$300	\$300
Clerk	1	Monitor - 17"	\$300	\$300
Clerk	1	Monitor - 17"	\$300	\$300
Clerk	1	Monitor - 17"	\$300	\$300
Clerk	1	Monitor - 17"	\$300	\$300
Clerk	1	Monitor - 17"	\$300	\$300
Clerk	1	Monitor - 17"	\$300	\$300
Clerk	1	Monitor - 17"	\$300	\$300
Clerk	1	Laser Printer - HP1320	\$400	\$400
Clerk	1	Laser Printer - HP1320	\$400	\$400
Clerk	1	Laser Printer - HP1320	\$400	\$0
Clerk	1	Laser Printer - HP1320	\$400	\$400
Clerk	1	Laser Printer - HP1320	\$400	\$400
Clerk	1	Laser Printer - HP1320	\$400	\$400
Clerk	1	Laser Printer - HP1320	\$400	\$400
Clerk	1	Laser Printer - HP1320	\$400	\$400
Clerk	1	Document Scanner	\$100	\$100
Clerk	1	Tablet PC	\$2,000	\$2,000
Administrator's Office	1	Desktop PC	\$900	\$900
Administrator's Office	1	Monitor - GIS Viewing 19"	\$250	\$250
Equalization	1	Desktop PC	\$900	\$900
Equalization	1	Desktop PC	\$900	\$900
Equalization	1	Palm Pilot & Sync Software	\$400	\$400
Equalization	1	Digital Camera & Docking Station *	\$279	\$279
Equalization	1	Digital Camera & Docking Station *	\$279	\$279
Equalization	1	Digital Camera & Docking Station *	\$279	\$279
Equalization	1	Digital Camera & Docking Station *	\$279	\$279
Human Resources	1	Laptop	\$1,500	\$1,500

County of Ottawa  
 2007 Budget  
 Approved Equipment Requests

Department Name	2007 Requested # of Items/ Quantity	Item Description	2007 Estimated Purchase Price	\$ Amount Added to Budget
Human Resources	1	PC Laser Printer	\$400	\$400
Human Resources	1	Laptop	\$1,500	\$1,500
Human Resources	1	MS Office 2003 License	\$249	\$249
Human Resources	1	ScanMaker 5950, Item#5656885	\$180	\$180
Prosecuting Attorney	3	Laptops	\$4,500	\$4,500
Prosecuting Attorney	1	Desktop PC	\$900	\$900
Prosecuting Attorney	1	Desktop PC	\$900	\$900
Prosecuting Attorney	1	Desktop PC	\$900	\$900
Prosecuting Attorney	1	Desktop PC	\$900	\$900
Prosecuting Attorney	1	Desktop PC	\$900	\$900
Prosecuting Attorney	1	Desktop PC	\$100	\$100
Prosecuting Attorney	1	Desktop PC	\$100	\$100
Prosecuting Attorney	1	Monitor - 17" flat panel, split screen viewing	\$300	\$300
Prosecuting Attorney	1	Monitor - 17" flat panel, split screen viewing	\$300	\$300
Prosecuting Attorney	1	Monitor - 17" flat panel, split screen viewing	\$300	\$300
Prosecuting Attorney	1	Monitor - 17" flat panel, split screen viewing	\$300	\$300
Prosecuting Attorney	1	Monitor - 17" flat panel, split screen viewing	\$300	\$300
Prosecuting Attorney	1	Monitor - 17" flat panel, split screen viewing	\$300	\$300
Prosecuting Attorney	2	Average volume fax machines	\$1,600	\$1,600
Prosecuting Attorney	1	Small Laser Printer	\$400	\$400
Prosecuting Attorney	1	Small Laser Printer	\$400	\$400
Prosecuting Attorney	1	Small Laser Printer	\$400	\$400
Prosecuting Attorney	1	Color Inkjet Printers	\$150	\$150
Prosecuting Attorney	1	Color Inkjet Printers	\$150	\$150
Prosecuting Attorney	1	Color Inkjet Printers	\$150	\$150
Prosecuting Attorney	1	Color Inkjet Printers	\$150	\$150
Prosecuting Attorney	1	Formax FD 1500 Sealer	\$4,500	\$4,500
Prosecuting Attorney	1	Palm Pilot & Sync Software	\$400	\$400
Prosecuting Attorney	1	Palm Pilot & Sync Software	\$400	\$400
Prosecuting Attorney	1	Palm Pilot & Sync Software	\$400	\$400
Prosecuting Attorney	1	Palm Pilot & Sync Software	\$400	\$400
Prosecuting Attorney	1	Palm Pilot & Sync Software	\$400	\$400
Prosecuting Attorney	1	Palm Pilot & Sync Software	\$400	\$400
Prosecuting Attorney	1	Palm Pilot & Sync Software	\$400	\$400
Prosecuting Attorney	1	Palm Pilot & Sync Software	\$400	\$400
Prosecuting Attorney	1	Palm Pilot & Sync Software	\$400	\$400
Prosecuting Attorney	1	Palm Pilot & Sync Software	\$400	\$400
Prosecuting Attorney	2	17" Flat Panel Monitors	\$600	\$600
Administrative Services	1	Fax Machine	\$900	\$900
Register of Deeds	5	MS Word 2003 Licenses	\$709	\$709
Register of Deeds	1	Date/Time Stamp: Automatic	\$2,000	\$2,000
Property Description & Mapping	1	Desktop PC w/ upgrade from 512 MB Mem. To 1 Gig	\$1,100	\$1,100
Property Description & Mapping	1	Upgrade of existing computer from 512 MB Mem. to 1 Gig	\$200	\$200



County of Ottawa  
 2007 Budget  
 Approved Equipment Requests

Department Name	2007 Requested # of Items/ Quantity	Item Description	2007 Estimated Purchase Price	\$ Amount Added to Budget
Property Description & Mapping	1	Color Inkjet Printer	\$150	\$150
Property Description & Mapping	2	Monitor - LCD 20" Flat Panel	\$1,060	\$1,060
County Treasurer	1	Desktop PC	\$900	\$900
County Treasurer	1	Monitor - GIS Viewing 19"	\$250	\$250
County Treasurer	1	Palm Pilot	\$400	\$400
County Treasurer	1	Power Point Projector	\$1,200	\$1,200
County Treasurer	1	Calculator - 10 key	\$180	\$180
County Treasurer	1	Calculator - 10 key	\$180	\$180
Geographic Information Systems	1	Back up library system.	\$4,032	\$4,032
Geographic Information Systems	1	Tape drive	\$1,200	\$1,200
Geographic Information Systems	1	Binding System	\$720	\$1,500
Bldg. / Grds. - Hudsonville	1	Toro Rear Bag Mowers	\$315	\$315
Bldg. / Grds. - Hudsonville	1	Windsor Summit 20 Wet/Dry Vacuum Complete	\$660	\$660
Bldg. / Grds. - Holland Campus	1	2007 GMC 3/4 T, 4 WD Pickup Truck	\$24,000	\$1,200
Bldg. / Grds. - Holland		Windsor Clipper Carpet Extractor		\$700
Bldg. / Grds - Fulton		Toro Rear Bag Mowers	\$315	\$315
Bldg. / Grds.-G.H. Courthouse	2	Windsor Versamatic Plus 14" Vacuum Cleaners	\$1,150	\$1,150
Bldg. / Grds. - GH Courthouse		Windsor Clipper Carpet Extractor		\$700
Bldg. / Grds. - Fillmore Admin	1	Desktop PC & Monitor	\$1,025	\$1,025
Bldg. / Grds. - Holland Campus		2007 GMC 3/4 T, 4 WD Pickup Truck		\$1,200
Bldg. / Grds. - HDC		Toro Rear Bag Mowers	\$315	\$315
Bldg. / Grds. - HDC		Windsor Clipper Carpet Extractor		\$700
Bldg. / Grds. - HDC	1	Windsor Summit 20 Wet/Dry Vacuum Complete	\$660	\$660
Bldg. / Grds. - Holland Campus		2007 GMC 3/4 T, 4 WD Pickup Truck		\$1,200
Bldg. / Grds. - Fillmore Admin	1	Windsor Versamatic Plus 14" Vacuum Cleaner	\$575	\$575
Bldg. / Grds. - Fillmore Admin	2	Windsor Windhandler 3 Blowers	\$520	\$520
Bldg. / Grds. - Fillmore Admin	1	Windsor Clipper Carpet Extractor	\$2,800	\$700
Bldg. / Grds. - Fillmore Admin	1	Small Laser Printer	\$400	\$400
Bldg. / Grds. - Fillmore Admin	1	Small Laser Printer	\$400	\$400
Bldg. / Grds. - Fillmore Admin	1	Desktop PC & Monitor	\$100	\$100
Bldg. / Grds. - Holland Campus		2007 GMC 3/4 T, 4 WD Pickup Truck		\$1,200
Drain Commission	1	Desktop PC	\$900	\$900
Drain Commission	1	Monitor - standard 17"	\$125	\$125
Drain Commission	1	Color Inkjet Printer - HP6540	\$150	\$150
Drain Commission	1	Color Inkjet Printer - HP6540	\$150	\$150
Drain Commission	1	Laptop	\$1,500	\$1,500
Sheriff	10	Gun Holsters	\$900	\$900
Sheriff	8	CVPI Patrol Vehicles Car 12 24 33 37 45 54 3K9 4K9	\$172,000	\$57,333
Sheriff	8	Vehicle Equipment & Set-up cost, Car 12 24 33 37 45 54 3K9 4K9	\$43,480	\$43,480
Sheriff	5	Admin & DB Vehicles	\$95,000	\$31,667
Sheriff	5	Vehicle Equipment & Set-up cost	\$2,000	\$2,000
Sheriff	1	Chevy Tahoe Police Package Car 716	\$29,500	\$9,833
Sheriff	1	Vehicle Equipment & Set-up cost	\$6,682	\$4,700
Sheriff		Range Filters	\$6,222	\$6,222
Sheriff		Ammunition for training	\$25,845	\$25,845

County of Ottawa  
 2007 Budget  
 Approved Equipment Requests

Department Name	2007 Requested # of Items/ Quantity	Item Description	2007 Estimated Purchase Price	\$ Amount Added to Budget
Sheriff		Ammo. For training	\$7,000	\$7,000
Sheriff		Simunition training ammunition	\$7,000	\$7,000
Sheriff	6	Glock handguns	\$2,574	\$2,574
Sheriff		Misc. range supplies	\$1,500	\$1,500
Sheriff		Range maintenance agreement	\$3,900	\$3,900
Sheriff		Replacement night sights for handguns	\$4,440	\$4,440
Sheriff		PC Systems, Printers, PDA's, Misc.	\$19,825	\$19,825
Sheriff		Contract Service for Subpoena's out of County	\$6,000	\$6,000
Sheriff		Maintenance Agreements	\$33,331	\$33,331
Sheriff	1	Fax -Average Volume	\$800	\$800
Sheriff	1	LiveScan Printer	\$2,500	\$2,500
Sheriff	1	Streamlight M6 light	\$350	\$350
Sheriff		K9 Training & handling supplies	\$400	\$400
Sheriff	1	CYANO Replacement filter	\$575	\$575
Sheriff	1	Drying chamber replacement filter	\$780	\$780
Sheriff	1	Sirchie Comp-Photo-Fit suspect composite up-grade	\$2,840	\$2,840
Sheriff	16	Digital voice records	\$2,264	\$2,264
Sheriff	14	First Choice ballistic panel carries	\$2,520	\$2,520
Sheriff	27	Ballistic vest replacement	\$12,825	\$12,825
Sheriff	8	Tahoe seat covers	\$1,680	\$1,680
Sheriff	1	Polygraph upgrades	\$1,500	\$1,500
Sheriff	4	Motorola PR-1500 portable radios	\$4,800	\$4,800
Sheriff	45	Protective Gear - Civil Disorder	\$6,640	\$6,640
Sheriff		Public Relations - Handout materials	\$1,250	\$1,250
Sheriff		Child Identification Kits	\$4,269	\$4,269
Sheriff	4	Kustom Signal Eagle Radar Units	\$3,516	\$3,516
Sheriff	1	CVPI Patrol Vehicle Car TS4	\$21,500	\$7,167
Sheriff	1	Vehicle Equipment & Set-up cost Car TS4	\$4,680	\$4,680
WEMET	6	Motorola PR-400 portables	\$3,800	\$3,800
COPS Georgetown	2	CVPI Patrol Vehicles Car 46 & 501	\$43,000	\$14,333
COPS Georgetown	2	Vehicle Equipment & Set-up cost CarS 46 & 501	\$9,960	\$9,960
COPS Georgetown	2	Dog ketch-all poles	\$200	\$200
COPS Holland/West Ottawa	1	Vehicle Equipment & Set-up cost Car 36	\$4,680	\$4,680
COPS Holland/West Ottawa	1	CVPI Patrol Vehicle Car 36	\$21,500	\$7,167
Holland Twp Zoning	1	CVPI Patrol Vehicle Car 703	\$21,500	\$7,167
Holland Twp Zoning	1	Vehicle Equipment & Set-up cost Car 703	\$5,480	\$5,480
Holland Twp Zoning	1	Ballistic vest replacement	\$475	\$475
Auto Theft	1	Ballistic vest replacement	\$475	\$475
Marine Safety	1	Honda 35 hp boat motor for inflatable	\$3,600	\$3,600
Marine Safety	1	Vehicle Equipment & Set-up cost Car 714	\$4,080	\$4,080
Marine Safety	1	Ford Expedition Vehicle Car 714	\$26,000	\$8,667
Marine Safety	4	Dive Rescue Training for 4 new divers	\$2,520	\$2,520
Marine Safety	2	AGA demand valve dive mask	\$2,100	\$2,100
Marine Safety	13	Ankle Weights	\$650	\$650
Marine Safety	1	Patrol Vessel 26' Scout	\$83,544	\$16,709

County of Ottawa  
 2007 Budget  
 Approved Equipment Requests

Department Name	2007 Requested # of Items/ Quantity	Item Description	2007 Estimated Purchase Price	\$ Amount Added to Budget
Jail	1	Ford Van	\$20,000	\$6,667
Jail	1	Vehicle Equipment & Set-up cost	\$5,280	\$5,280
Jail	20	PC Sytems,Printer,PDA, Misc	\$6,350	\$6,350
Jail	11	Ballistic vest replacement	\$5,225	\$5,225
Jail	1	Suicide Smocks	\$150	\$150
Jail	2	MSA Air pack units	\$5,000	\$5,000
Jail	3	Security Cameras, hallway	\$5,650	\$5,650
Jail	1	Tactical Body Protection Vest	\$150	\$150
Jail	1	Blackberry 7100i	\$200	\$200
Jail	8	Garrett handheld metal detectors	\$1,295	\$1,295
Jail	30	Peerless Belly Chain restraints	\$1,797	\$1,797
Jail	1	PC system: PC, Monitor-17", small laser printer	\$1,733	\$1,733
Jail	1	X-Ray Screen System	\$24,800	\$4,960
Jail	2	Tasers with cartridges	\$1,818	\$1,818
Jail	4	Walkthrough metal detectors	\$20,000	\$4,000
Emergency Services		MPSCS 800 radio user fees 4-radios	\$800	\$800
Emergency Services	1	PC system: PC, Monitor-17" LCD, Color inkjet, MS Office Pro	\$1,483	\$1,483
Emergency Services	1	Laptop with portable printer	\$1,500	\$1,500
Emergency Services		Public Relations - handout materials	\$1,000	\$1,000
Haz-Mat	1	Ludlum Model 14C Response Kit	\$1,550	\$1,550
Haz-Mat	4	Throat Microphones	\$625	\$625
Haz-Mat	5	Rescue Vest PFD	\$1,000	\$1,000
Haz-Mat	5	Radio Harnesses	\$300	\$300
Haz-Mat	1	Concrete Saw	\$2,800	\$2,800
Animal Control		Annual Training	\$1,800	\$1,800
Planning and Grants	1	Desktop Scanner	\$100	\$100
Planning and Grants	1	Small Laser Printer	\$400	\$400
Parks & Recreation	1	Small Laser Printer HP 1320	\$400	\$400
Parks & Recreation	1	Desktop PC	\$900	\$900
Parks & Recreation	1	Monitor - Standard 17"	\$125	\$125
Parks & Recreation	1	Desktop PC	\$900	\$900
Parks & Recreation	1	Palm Pilot	\$400	\$400
Parks & Recreation	1	Tractor	\$35,000	\$7,000
Parks & Recreation	1	Brush hog mower attachment	\$5,000	\$1,000
Parks & Recreation	1	Log Splitter	\$1,500	\$1,500
Parks & Recreation	1	Pickup truck S-15	\$14,000	\$2,800
Parks & Recreation	1	Pickup truck - 3/4 ton 4WD	\$23,000	\$4,600
Parks & Recreation	1	Trailer	\$5,000	\$1,000
Parks & Recreation	1	Tent Canopy, 10x10	\$1,200	\$1,200
Parks & Recreation	1	Airless Paint Sprayer	\$1,000	\$1,000
Parks & Recreation	30	Cross-country skis, boots & poles	\$4,800	\$4,800
Parks & Recreation		power hand tools,blowers,small mowers,misc. (replacements)	\$10,000	\$10,000
Friend of the Court	1	Aeron Chair	\$575	\$575

County of Ottawa  
 2007 Budget  
 Approved Equipment Requests

Department Name	2007 Requested # of Items/ Quantity	Item Description	2007 Estimated Purchase Price	\$ Amount Added to Budget
Friend of the Court	1	Small Laser Printer -HP Laserjet 1320	\$400	\$400
Friend of the Court	1	Large Laser Printer - Lexmark T642	\$750	\$750
Friend of the Court	1	Large Laser Printer - Lexmark T642	\$750	\$750
Friend of the Court	1	Small Laser Printer -HP LaserJet 1320	\$400	\$400
Friend of the Court	1	Fellows Powershed C-380C Commercial Confetti Cut Shredder	\$2,049	\$2,049
				\$0
9/30 Judicial Grants	4900	4 Panel drug tests	\$14,700	\$14,700
9/30 Judicial Grants	100	Incentives & rewards for Drug Crt. Participant's (100 participants @	\$2,200	\$2,200
Health	1	Desktop PC	\$900	\$900
Health	1	Monitor - standard 17"	\$125	\$125
Health	1	PC Document Scanner	\$100	\$100
Health	1	Digital Camera	\$300	\$300
Health	1	Laser Printer	\$400	\$400
Health	1	Small Laser Printer	\$400	\$200
Health	1	Laptop Computer	\$1,500	\$1,500
Health	2	High Lateral File	\$300	\$300
Health	1	Small Laser Printer	\$400	\$400
Health	1	Palm Pilot	\$400	\$400
Health	1	Desktop PC & MS Office Pro	\$959	\$959
Health	1	Monitor - standard 17"	\$125	\$125
Health	1	Desktop PC	\$900	\$900
Health	1	Monitor - standard 17"	\$125	\$125
Health	1	Monarch Software	\$499	\$499
Health	2	Nextel Blackberry Telephone Devices	\$400	\$400
Health	1	Monitor - Standard 17"	\$125	\$125
Environmental Health		Laptop		\$675
Environmental Health	1	Desktop PC	\$900	\$900
Environmental Health	1	Desktop PC	\$900	\$900
Environmental Health	1	Desktop PC	\$900	\$900
Environmental Health	1	Desktop PC - erg. keyboard	\$900	\$900
Environmental Health	1	Laptop	\$1,500	\$1,500
Environmental Health	1	Portable Printer	\$275	\$275
Environmental Health	1	Color Inkjet Printer	\$150	\$150
Environmental Health	1	Laptop	\$1,500	\$495
Environmental Health	1	Portable Printer	\$275	\$275
Environmental Health	1	Portable Printer	\$275	\$275
Health	1	Desktop PC & Monitor	\$1,125	\$1,125
Health	1	Desktop & Monitor	\$1,125	\$562
Health	1	Small Color Printer	\$150	\$75
Health	1	Ritter M11 Series Ultraclave Automatic Autoclave/Sterilizer	\$3,500	\$3,500
Health	13	16100 Halogen exam light	\$1,807	\$903
Health	1	Desktop PC	\$900	\$900

County of Ottawa  
 2007 Budget  
 Approved Equipment Requests

Department Name	2007 Requested # of Items/ Quantity	Item Description	2007 Estimated Purchase Price	\$ Amount Added to Budget
Health	1	Desktop PC	\$900	\$900
Health	1	Monitor - standard 17"	\$125	\$125
Health	1	Monitor - standard 17"	\$125	\$125
Health	1	Lexmark T642n Laser Printer	\$1,000	\$750
Health	1	Palm Pilot	\$400	\$144
Health	2	Network card for Lexmark T630	\$950	\$950
Health	1	Network card for Lexmark T520	\$475	\$475
Health	1	Color Inkjet Printer HP 6540	\$150	\$150
Health	1	True T-19, 19c.f. vaccine commercial refrigerator	\$1,298	\$1,298
Health	3	True T-23, 23c.f. vaccine commercial refrigerator,\$1634/ea	\$4,902	\$4,902
Health	8	Dickson USB Temperature Data Loggers&Dickson Ware software a	\$1,031	\$1,031
Health	3	MS Excel License	\$426	\$426
Health	1	Desktop PC	\$900	\$900
Health	1	Desktop PC	\$900	\$900
Health	1	Desktop PC	\$900	\$450
Health	1	Monitor - standard 17"	\$125	\$125
Health	1	Monitor - standard 17"	\$125	\$125
Health	1	Monitor - standard 17"	\$125	\$63
Health		Palm Pilot		\$140
Health		Desktop & Monitor		\$563
Health	1	Desktop & Monitor	\$1,025	\$1,025
Health	1	Desktop & Monitor	\$1,025	\$1,025
Health	1	Large Laser Printer	\$750	\$750
Health		Small Color Printer		\$75
Health		Desktop PC		\$225
Health		Monitor - standard 17"		\$31
Health		Desktop PC		\$225
Health		Monitor - standard 17"		\$31
Health	1	Small Laser Printer	\$400	\$400
Health	1	Laptop & MS Word 2003 License	\$1,642	\$1,642
Health	1	Laptop & MS Word 2003 License	\$1,642	\$1,642
Health		Small Laser Printer		\$200
Health	1	Desktop PC & Monitor	\$1,000	\$1,000
Health	3	Cell Phones	\$300	\$300
Health	1	Fax Machine	\$1,100	\$1,100
Health		16100 Halogen exam light		\$904
Health	1	Network Laser Printer - Lexmark T642n	\$1,000	\$1,000
Health	1	Desktop PC	\$900	\$450
Health	1	Monitor - standard 17"	\$125	\$63
Health	1	Lexmark T642n Laser Printer	\$1,000	\$375
Health		Palm Pilot		\$44
Health		Desktop PC		\$450
Health		Monitor - standard 17"		\$62
Health		Lexmark T642n Laser Printer		\$375
Health		Palm Pilot		\$72

County of Ottawa  
2007 Budget  
Approved Equipment Requests

Department Name	2007 Requested # of Items/ Quantity	Item Description	2007 Estimated Purchase Price	\$ Amount Added to Budget
Health	2	Adobe Acrobat Software \$299/ea.	\$598	\$598
Health	1	Scanner	\$530	\$530
Health	1	Adobe Photoshop Software	\$150	\$150
Environmental Health		Laptop		\$330
Register of Deeds	1	Laptop Computer with Carry Case	\$1,500	\$1,500
COPS Universal Zeeland TWP	1	CVPI Patrol Vehicle Car 171	\$21,500	\$7,167
COPS Universal Zeeland TWP	1	Vehicle Equipment & Set-up cost Car 171	\$4,980	\$4,980
COPS Universal Zeeland TWP	1	Ballistic vest replacement	\$475	\$475
Pt. Sheldon/West Ottawa	1	CVPI Patrol Vehicle Car 706	\$21,500	\$7,167
Pt. Sheldon/West Ottawa	1	Vehicle Equipment & Set-up cost Car 706	\$3,380	\$3,380
Allendale Twp / School	1	CVPI Patrol Vehicle Car 102	\$21,500	\$7,167
Allendale Twp / School	1	Vehicle Equipment & Set-up cost Car 102	\$3,380	\$3,380
Allendale Twp / School	1	Ballistic vest replacement	\$475	\$475
COPS Holland Twp.	1	Vehicle set-up, install and equipment cost, Car 707	\$4,980	\$4,980
COPS Holland Twp.	1	Ford CVPI Vehicles (police package) 2007, Car 707	\$21,500	\$7,167
COPS Holland Twp.	1	Ballistic vest replacement	\$475	\$475
COPS Allendale	1	CVPI Patrol Vehicle Car 101	\$21,500	\$7,167
COPS Allendale	1	Vehicle Equipment & Set-up cost Car 101	\$4,980	\$4,980
EMT - Holland / Park	1	Chevy Tahoe Police Package Car 709	\$29,500	\$9,833
EMT - Holland / Park	1	Vehicle Equipment & Set-up cost Car 709	\$6,682	\$6,682
EMT - Holland / Park	1	Ballistic vest replacement	\$475	\$475
EMT - Holland / Park	3	Tahoe seat covers	\$630	\$630
EMT - Holland / Park II	1	CVPI Patrol Vehicle Car 708	\$21,500	\$7,167
EMT - Holland / Park II	1	Vehicle Equipment & Set-up cost Car 708	\$3,380	\$3,380
EMT - Georgetown Twp.	1	Chevy Tahoe Police Package Car 47	\$29,500	\$9,833
EMT - Georgetown Twp.	1	Vehicle Equipment & Set-up cost Car 47	\$6,182	\$6,182
EMT - Georgetown Twp.	3	Life-Pak heart monitor upgrades	\$21,041	\$4,208
EMT - Georgetown Twp.		Medical supplies	\$3,000	\$3,000
EMT - Georgetown Twp.	1	Kustom Signal Eagle Dual Head Radar Unit	\$1,375	\$1,375
EMT - Georgetown Twp.		Medical Oxygen	\$1,000	\$1,000
EMT - Georgetown Twp.	1	Sound - Off LED lightbar	\$1,600	\$1,600
EMT - Georgetown Twp.	2	Ballistic vest replacement	\$950	\$950
EMT - Georgetown Twp.	3	Tahoe seat covers	\$630	\$630
Road Patrol PA416	1	All weather gore-tex rain suit	\$400	\$400
Pass Thru Grant	1	Taser with cartridges	\$909	\$909
Pass Thru Grant	1	CVPI Patrol Vehicle Car 56	\$21,500	\$7,167

County of Ottawa  
 2007 Budget  
 Approved Equipment Requests

Department Name	2007 Requested # of Items/ Quantity	Item Description	2007 Estimated Purchase Price	\$ Amount Added to Budget
Pass Thru Grant	1	Vehicle Equipment & Set-up cost Car 56	\$3,380	\$3,380
Community Corrections	2	Small Laser Printer	\$800	\$800
Community Corrections	1	Desktop PC - Memory Upgrade	\$100	\$100
Community Corrections	1	Desktop PC - Memory Upgrade	\$100	\$100
Community Corrections	1	Dymo Label Writer	\$130	\$130
Community Corrections	50	Automated Drinking Evaluation Needs Tests	\$350	\$350
Community Corrections	300	COMPAS tests - needs/risk assessments	\$1,200	\$1,200
Community Corrections	5000	4 Panel drug test kits	\$15,000	\$15,000
Community Corrections	1	2007 Ford Crown Victoria	\$19,000	\$3,800
Family Court - Detention	1	Desktop PC	\$900	\$900
Family Court - Detention	1	Monitor - Standard 17"	\$125	\$125
Family Court - Detention	1	MS Office 2003 Pro License	\$308	\$308
Family Court - Detention	1	Desktop PC	\$900	\$900
Family Court - Detention	1	Monitor - Standard 17"	\$125	\$125
Family Court - Detention	1	MS Office 2003 Pro License	\$308	\$308
Family Court - Detention	1	Desktop PC	\$900	\$900
Family Court - Detention	1	Monitor - Standard 17"	\$125	\$125
Family Court - Detention	1	MS Office 2003 Pro License	\$308	\$308
Family Court - Detention	1	Desktop PC	\$900	\$900
Family Court - Detention	1	Monitor - Standard 17"	\$125	\$125
Family Court - Detention	1	MS Office 2003 Pro License	\$308	\$308
Family Court - Detention	1	Desktop PC	\$900	\$900
Family Court - Detention	1	Monitor - LCD 17"	\$300	\$300
Family Court - Detention	1	MS Office 2003 Pro License	\$308	\$308
Family Court - Detention	1	Desktop PC	\$900	\$900
Family Court - Detention	1	Monitor - LCD 17"	\$300	\$300
Family Court - Detention	1	Desktop PC	\$900	\$900
Family Court - Detention	1	Desktop PC	\$900	\$900
Family Court - Detention	1	Small Laser Printer	\$400	\$400
Family Court - Detention	1	Secureplex touch-screen system	\$46,700	\$9,340
Family Court - Detention	2	Ergon 3 Work Chairs	\$850	\$850
Family Court - Detention		replace 30 cameras, 4 pan & tilt to color, adding 7 new cameras, 3 d	\$60,500	\$12,100
Juvenile ISP	1	Portable printer for laptop	\$250	\$250
Juvenile ISP	1	Laptop	\$1,500	\$1,500
Juvenile ISP	1	Laptop	\$1,500	\$1,500
Juvenile ISP	1	Small Laser Printer	\$400	\$400
Juvenile - Treatment	1	PC/Monitor	\$1,025	\$1,025
Juvenile - Treatment	1	PC/Monitor	\$1,025	\$1,025
Juvenile - Treatment	1	PC/Monitor	\$1,025	\$1,025
Juvenile - Treatment	1	Laptop	\$1,500	\$1,500
Juvenile - Treatment	1	PC/Monitor	\$1,025	\$1,025
Juvenile - Treatment	1	PC/Monitor	\$1,025	\$1,025

County of Ottawa  
 2007 Budget  
 Approved Equipment Requests

Department Name	2007 Requested # of Items/ Quantity	Item Description	2007 Estimated Purchase Price	\$ Amount Added to Budget
Juvenile - Treatment	1	Color Laser Printer	\$2,000	\$2,000
Juv. Srvc-CommunityInterventions	1	Small Laser Printer	\$400	\$400
Juv. Srvc-CommunityInterventions	1	Small Laser Printer	\$400	\$400
Juv. Srvc-CommunityInterventions	1	PC/Monitor	\$1,025	\$1,025
Juv. Srvc-CommunityInterventions	1	PC/Monitor	\$1,025	\$1,025
Juv. Srvc-CommunityInterventions	1	PC/Monitor	\$1,025	\$1,025
Juv. Srvc-CommunityInterventions	1	PC/Monitor	\$1,025	\$1,025
Juv. Srvc-CommunityInterventions	1	PC/Monitor	\$1,025	\$1,025
Juv. Srvc-CommunityInterventions	1	Laptop	\$1,500	\$1,500
Juv. Srvc-CommunityInterventions	1	PC/Monitor	\$1,025	\$1,025
Juv. Srvc-CommunityInterventions	1	Laptop	\$1,500	\$1,500
Juv. Srvc-CommunityInterventions	1	Laptop	\$1,500	\$1,500
Juv. Srvc-CommunityInterventions	1	PC/Monitor	\$1,025	\$1,025
Juv. Srvc-CommunityInterventions	1	PC/Monitor	\$1,025	\$1,025
Juv. Srvc-CommunityInterventions	3	Motorola Radius CP200 Portable Radios	\$1,058	\$1,058
Juv. Srvc-CommunityInterventions	2	Portable Breath Testers & mouthpieces	\$771	\$771
Information Technology	800	Symantec Antivirus Corporate Edition License & 2 yr. Support	\$14,200	\$14,200
Information Technology	1	SAN Module w/ drives for centralized Storage	\$17,400	\$3,480
Information Technology	1	Additional Storage for Contingency Server	\$8,997	\$5,799
Information Technology	1	CISCOWORKS Version 2.5.1	\$5,995	\$1,199
Information Technology	1	Domino Server	\$53,000	\$10,600
Information Technology	1	Upgrade Windows 2003 Server Operating System to Version 2	\$5,200	\$1,040
Information Technology	1	Software Development tool (X-Analysis or Hawkeye)	\$8,000	\$1,600
Information Technology	1	CISCO Wireless Router	\$620	\$620
Information Technology	1	Diagnostic Software Utilities for PC Support Specialists	\$600	\$600
Information Technology	1	PC Hardware Support Equipment	\$600	\$600
Information Technology	7	PC	\$6,300	\$6,300
Information Technology	12	17" Monitors	\$3,600	\$3,600
Information Technology	6	PDA	\$2,400	\$2,400
Information Technology	4	Inkjet Printers	\$600	\$600
Information Technology	3	Laser Printer - small	\$1,200	\$1,200
Telecommunications	1	Desktop PC & Monitor 17"	\$1,025	\$1,025
Totals			<u>\$1,864,082</u>	<u>\$1,026,975</u>

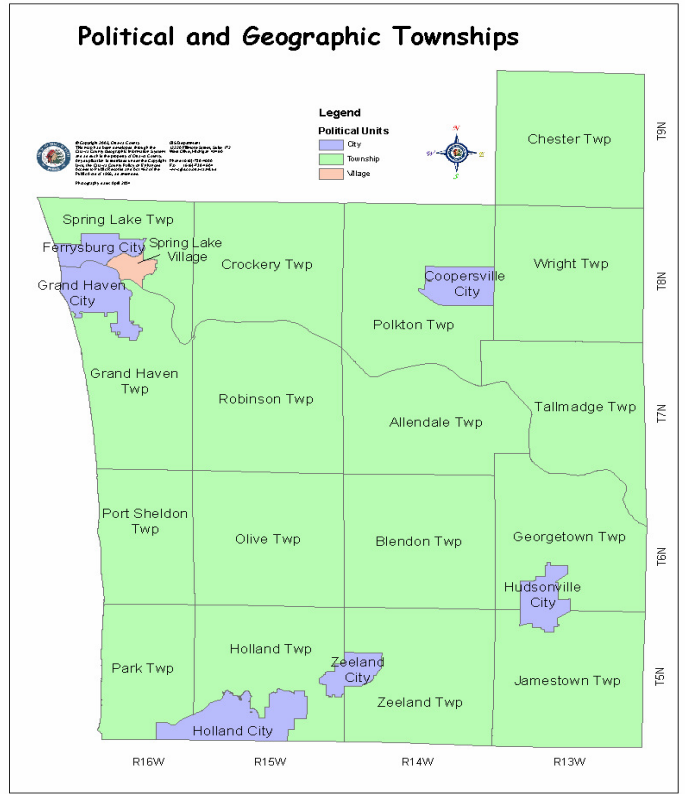


# County of Ottawa Community Profile

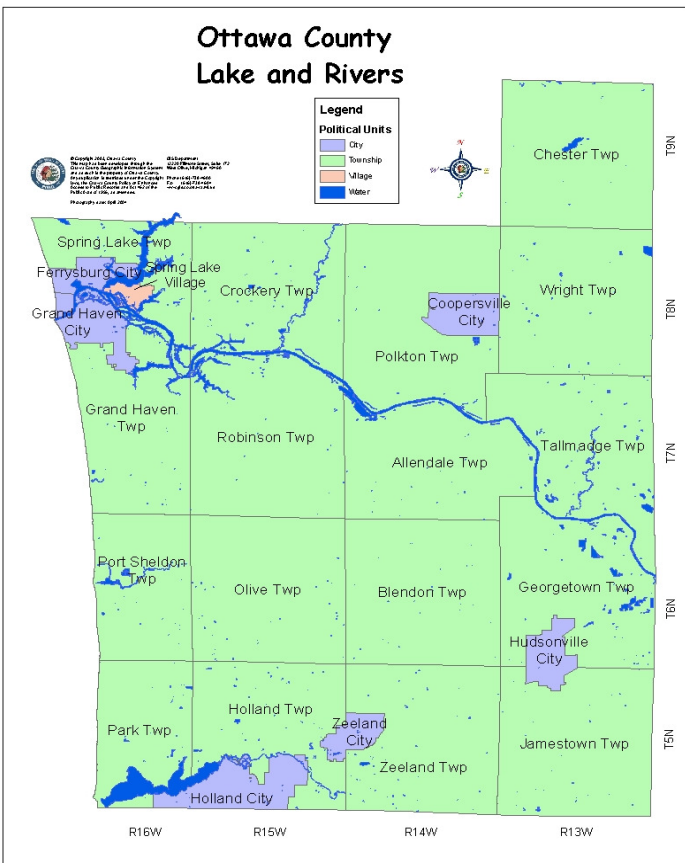
Ottawa County State Perspective



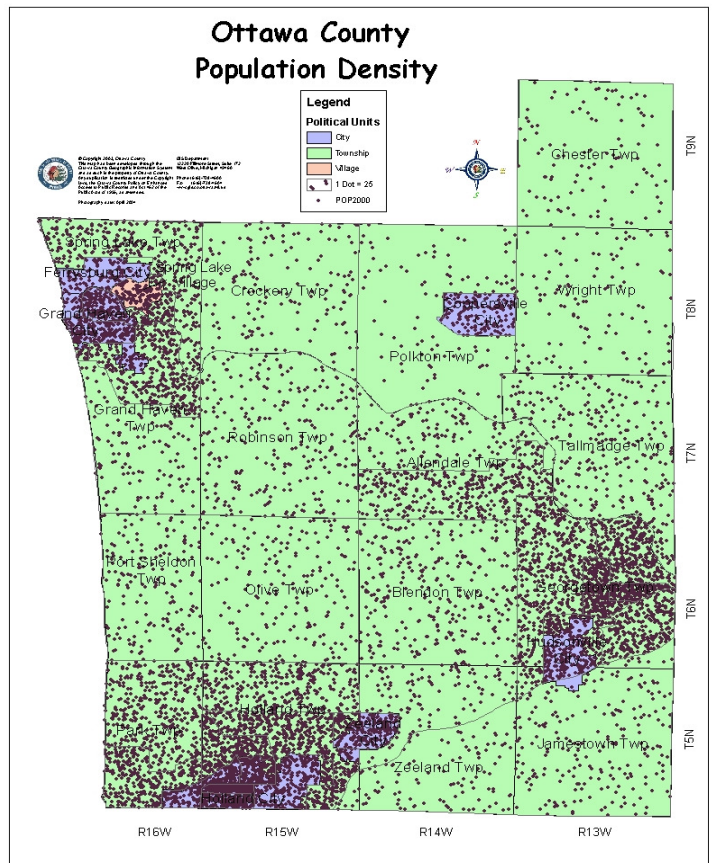
Political and Geographic Townships



Ottawa County  
Lake and Rivers



Ottawa County  
Population Density



# 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 four years since the last Census, the total population has increased by over 14,000 persons to 252,350. Significant population growth has occurred over the years and is expected to continue in the years ahead. 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 \$980,614,305 or 10.9% of the County's 2006 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 Leprino 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 2006, there were 71 tax abatements issued for a combined value of \$243 million. In fact, Ottawa County had the highest number of tax abatements in the State of Michigan for 2006.

In late 2004, after several years of planning, Gentex Corporation in the City of Zeeland has begun construction on a new \$107 million 300,000 square foot state-of-the art automotive mirror manufacturing plant. Included in this project is the construction of a new Technology Center; a total of 625 jobs are anticipated in the City of Zeeland. In addition, the company plan an additional \$40 million in improvements that will bring in an additional 375 jobs.

Leprino Foods' expansion project in Allendale Township also involves multi-year phases. Beyond the first two phases, Leprino Foods expects to add new bulk packaging equipment and construct a 17,000 square foot addition to house its block cheese production equipment (Phase III). Leprino Foods also plans to undertake further upgrades to existing areas in the old portion

of the plant (Phase IV). These proposed improvements have yet to be identified by investment value and job creation potential until they complete a ten-year plan for the Allendale cheese making facility.

In addition, there are also a number of new industrial expansion projects in Ottawa County that are just being announced, including a \$7.2 million expansion to create 25 jobs by pharmaceutical maker J.B. Laboratories in Holland Township; Agape Plastics in Tallmadge Township with a \$3.8 million 30,000 square foot plant addition to create 50 jobs; Apex Spring & Stamping in Tallmadge Township also with a 30,000 square foot building addition valued at \$2.2 million; DeWys Manufacturing in Wright Township with a \$1.6 million machinery & equipment upgrade in its metal fabrication shop which will create 10 new jobs; and Plascore in the City of Zeeland with a proposed \$2.8 million new 50,000 square foot plastics manufacturing plant to create 50 new jobs.

## **Commercial**

Commercial valuations comprise \$1,294,717,369 of 14.3% of the tax base of the County in 2006. A new Meijer superstore along U.S. 31 in Holland Township opened in August of 2005. Recent commercial redevelopment efforts have also occurred in the cities of Zeeland and Grand Haven and in Allendale Township. A new Wal-Mart superstore has been proposed for location along U.S.31 in Grand Haven Township.

## **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. The 1997 Census reported 170,627 acres of farmland in the County. It has a taxable value of \$240,271,374 and amounts to approximately 2.7% of the County's total taxable value in 2006. 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 \$6,374,044,514 or 70.6% of the 2006 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, Holland Hospital is in the process of a \$45 million remodeling and expansion project to expand the emergency department, add a new critical care unit, and add more rooms.

## **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>	<u>Approximate Number Employees</u>
Herman Miller (2)	Office Furniture	4,261
Johnson Controls (1)	Automotive Components	3,937
Grand Valley State University	Higher Education	2,413
Gentex Corporation	Automotive Mirrors	2,246
Haworth (1)	Office Furniture	1,820
Holland Community Hospital	Health Care	1,625
Magna Donnelly (1)	Automotive Windows & Mirrors	1,470
Meijer, Inc.	Retail Stores	1,436
County of Ottawa	Government	1,176
Shape Corporation	Metal Roll Forming	1,097

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.

**COUNTY OF OTTAWA**  
**DEMOGRAPHIC STATISTICS**  
**FOR THE LAST TEN FISCAL YEARS**

Fiscal Year	Population (1)	Per Capita Income (2)	School Enrollment (3)	Unemployment Rate (4)	%
1996	212,163	\$24,858	50,183	3.1	
1997	220,403	25,689	51,152	2.7	
1998	224,357	26,676	51,823	2.5	
1999	230,261	27,279	53,213	2.7	
2000	238,314	27,881	54,068	2.4	
2001	243,514	27,769	54,620	4.0	
2002	246,294	27,830	55,293	5.3	
2003	249,391	28,570	55,060	6.2	
2004	252,351	32,078	55,696	5.2	
2005	255,406	n/a	55,575	5.0	

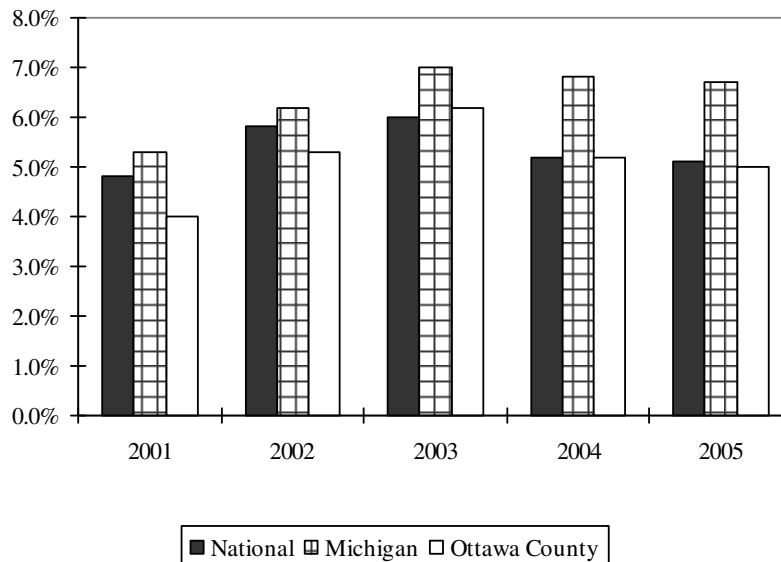
Median ages of individuals residing within Ottawa County for years 2000 and 1990 were 32.3 and 30.3, respectively.

n/a: Information is unavailable.

Sources:

- (1) U.S. Department of Commerce, Grand Valley State University - Small Business Development Center, Census Bureau
- (2) Grand Valley State University Seidman Business Services, U.S. Dept of Commerce
- (3) Fourth Friday Count, Ottawa Area Intermediate School District
- (4) Michigan Employment Security Commission

**National, State and County Unemployment Rates**



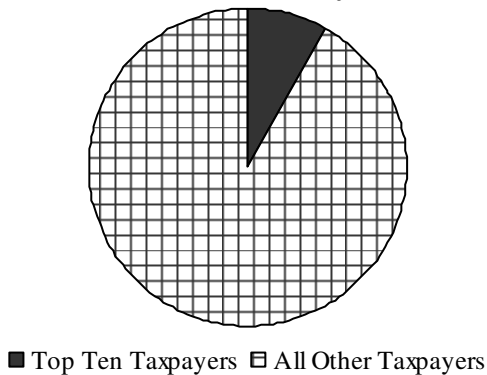
**COUNTY OF OTTAWA**  
**PRINCIPAL TAXPAYERS**

DECEMBER 31, 2005

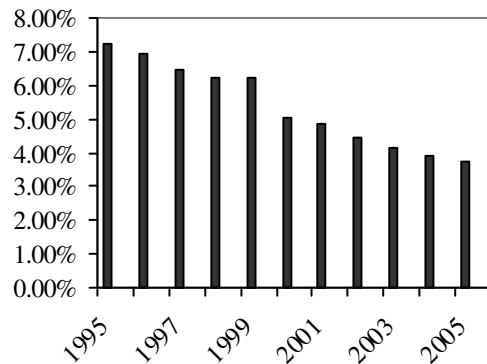
Taxpayer	Type of Business	Taxable Valuation (1)	Percent of Valuation
Consumers Energy	Utility	\$319,053,113	3.75 %
Herman Miller	Office Furniture	79,703,861	0.94
Gentex	Automotive Components	56,322,328	0.66
Parke-Davis Company	Pharmaceutical	43,973,073	0.52
Johnson Controls	Automotive Components	36,658,115	0.43
Shape Corp.	Metal Extrusion	35,871,597	0.42
Magna Donnelly Corp	Automotive Components	35,267,480	0.41
Delphi Automotive Systems	Automotive Components	34,797,289	0.41
Sara Lee	Food Products	30,075,594	0.35
Meijer, Inc.	Retail Stores	25,354,274	0.30
		<u>\$697,076,724</u>	<u>8.19 %</u>

(1) Ottawa County Equalization Department. The 2005 total Taxable Value was \$8,503,786,076.

**Concentration of Taxpayers in  
Ottawa County**



**Consumers Energy as a  
Percentage of Tax Base**



**COUNTY OF OTTAWA**  
**PROPERTY VALUE, CONSTRUCTION, AND BANK DEPOSITS**  
**FOR THE LAST TEN FISCAL YEARS**

Fiscal Year	New Commercial Construction Value (2)	New Industrial Construction Value (2)	New Residential Construction Value (2)	Bank Deposits (In Thousands) (1)	State Equalized Value (2)
1996	\$28,581,244	\$28,322,428	\$120,724,945	\$2,035,368	\$5,046,579,667
1997	35,250,928	21,935,338	143,850,569	2,326,481	5,543,531,054
1998	39,174,671	21,768,524	151,610,405	2,454,482	6,111,765,315
1999	32,030,685	17,399,761	134,832,545	2,577,071	6,623,456,419
2000	31,443,044	20,744,786	158,526,668	2,595,070	7,181,351,351
2001	28,875,814	30,548,584	145,741,768	2,658,663	7,837,820,461
2002	27,227,024	33,701,351	153,455,833	2,875,000	8,556,637,343
2003	51,094,877	21,802,045	159,109,038	3,170,000	9,156,139,786
2004	27,536,382	16,522,881	186,370,097	3,275,000	9,735,663,464
2005	38,118,928	18,724,103	200,234,744	3,348,000	10,343,422,434

(1) Source: FDIC, BANKS AND BRANCHES, Summary of deposits in all commercial and savings banks, Table 8. Figures are as of 6/30.

(2) Ottawa County Equalization Department



# 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.

**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;
- 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.

# GLOSSARY OF BUDGET AND FINANCE TERMS

**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.

**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.

# GLOSSARY OF BUDGET AND FINANCE TERMS

**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

## GLOSSARY OF BUDGET AND FINANCE TERMS

value has changed over time, whether it has been subject to statutory caps" and when it was last "uncapped" because of "transfer of ownership".

**Taxes:** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments.

**Truth in Taxation (Act No. 5, PA of 1982):** Any increase in the total value of existing taxable property in a local taxing unit must be offset by a corresponding decrease in the tax rate actually levied so that the yield does not increase from one year to the next. The rollback may be reversed by a special vote of the legislative body of the local unit provided that the action is preceded by a public advertisement and hearing.

**Unencumbered Balance:** The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purchases.

**Uniform Budget and Accounting Act (P.A. 621):** This act was passed by the Michigan Legislature in 1978 to provide for a system of uniform procedures for the preparation and execution of budgets in local government. The Act addresses responsible parties in the budget process, required information in the budget document, and policies regarding deficits and budget amendments.

**Unqualified Opinion:** An auditor's opinion stating that the financial statements present fairly the financial position, results of operations and (when applicable) changes in financial position in conformity with GAAP (which include adequate disclosure). This conclusion may be expressed only when the auditor has formed such an opinion on the basis of an examination made in accordance with GAAS or GAGAS.

**User Charges (also known as User Fees):** The payment of a fee for direct receipt of a public service by the party benefiting from the service.

**Violent Crimes:** Violent crimes are index crimes including Murder/Manslaughter, Negligent Homicide, Kidnapping, Criminal Sexual Conduct, Robbery, Aggravated Assault, Burglary, Motor Vehicle Theft, Arson, and Larceny.

**Weed and Seed:** Federally funded programs to "weed" crime out of a designated area and then "seed" the neighborhood with social service and revitalization efforts. See Special Revenue Fund 2603.

**Yield:** The rate earned on an investment based on the price paid for the investment.

## INDEX

### A

Accounting (Fiscal Services department)	174
Administrative Services	198
Administrator	185
Adult Probation	167
Animal Control	250
Auditing (Fiscal Services department)	174

### B

Budget (Fiscal Services department)	174
Budget Adjustments	40
Budget Basis	35
Budget Issues/Priorities	(See Transmittal Letter)
Budget Policies (operating)	46
Budget Process	38
Budget Projections (future years)	53
Building Authority - Administration	220
Building Authority - Construction	379
Building Authority - Debt	374

### C

Canvassing Board	173
Capital Construction Projects	380
Capital Equipment Approvals	52
Capital Projects Fund (description)	379
Cemetery Trust	386
Central Dispatch (operations)	127
Central Dispatch (rent payments)	240
Chapter 6 Drain	127
Chapter 20 Drain	127
Chapter 21 Drain	127
Child Care – Circuit Court	364
Child Care - Social Services	370
Circuit Court	152
City of Coopersville	237
Commissioners	147
Community Action Agency	359
Community Corrections	355

## INDEX

### C (continued)

Community Policing Service Contracts	236
Compensated Absences	373
Component Units	127
Contingency	269
Co-operative Extension	212
COPS FAST – Allendale	336
COPS Universal	338
Corporate Counsel	180
County Clerk	181
Crime Victims Rights	334

### D

Debt Information	375
Debt Policy	43
Debt Service Funds (descriptions)	374
Debt Service Payments	378
Demographic Information	436
Department of Human Services	361
District Court	156
Drain Assessments	253
Drain Commission	223
Drains Capital Projects	127
Drains Debt Service	127, 378

### E

Elections	171
Emergency Feeding	353
Emergency Services	246
EMT Holland - Park Townships	339
EMT Georgetown Township	340
Equalization	188
Equipment Pool	126, 270, 418
Equipment Requests – Approved	425
Excelling in the Correctional Environment	243

## INDEX

### F

Facilities Maintenance	221
Family Counseling Services	168
Family Court – Treatment/Diversionary Services	364
Family Independence Agency (Department of Human Services)	361
Federal Emergency Management Agency	354
Financial Policies	40
Financing Tools	61
Fiscal Policies	45
Fiscal Services	174
Friend of the Court	284
Fund Types	35

### G

General Fund Description	138
General Fund Summary	140
General Government	170
Geographic Information System	217
Grant Programs - Pass Thru	352

### H

Health	287
Administration Division	288
Environmental Health Division	292
Health Promotion Division	305
Public Health Preparedness	289
Public Health Services Division - Clinic	302
Public Health Services Division - Community Health	296
Other	314
Homestead Property Tax	332
Human Resources	191

### I

Infrastructure	329, 406
Insurance	126, 268
Insurance Authority	126
Internal Service Funds	126
Investment Policy	40



## INDEX

### J

Jail	243
Jury Board	169
Juvenile Accountability Incentive Block Grant	166
Juvenile Court	163

### L

Landfill Tipping Fees	325
Law Library	342
Legal Level of Control	34
Local Corrections Academy Grant	243

### M

Marine Safety	241
Medical Examiners	257
Mental Health	315
Administration Division	322
Developmentally Disabled Division	318
Mentally Ill Adult Division	320
Mentally Ill Child Division	321
Other Populations	319
Millage Levy	48

### O

Operating Transfers Out - Internal	272
Organizational Chart	31
Ottawa County Public Utilities	127
Ottawa Soil & Water Conservation District	228
Ottawa County Road Commission	127

### P

Parks and Recreation	280
Permanent Funds	386
Personnel Summary	420

## INDEX

### P (continued)

Planner/Grants	262
Planning Commission	328
Plat Board	207
Probate Court	160
Property Description & Mapping	203
Property Tax	48, 128
Property Tax Base	128, 437-439, 443
Prosecuting Attorney	195
Prosecuting Attorney Grants	334
Public Improvement Fund	330
Purchasing Policy	43

### R

Reapportionment	150
Register of Deeds	200
Register of Deeds Automation Fund	332
Resolutions - Operating Budget	387
Road Commission	127, 254

### S

Sheriff	230
Sheriff Grant Programs	337
Sheriff Road Patrol (416 Grant)	341
Sheriff's Training	239
Soldiers & Sailors Relief (administration)	259
Soldiers & Sailors Relief (Special Revenue Fund)	371
Solid Waste Clean-Up	324
Stabilization	333
Strategic Planning	58
Substance Abuse	256
Survey & Remonumentation	206

## INDEX

### T

---

Transfers In Control	271
Transportation System	327
Treasurer	208

### V

---

Veterans Burial	258
Veterans Trust	372

### W

---

Weatherization	360
WEMET (County program)	235
Workforce Investment Act - 3/31 Grant Programs	351
Workforce Investment Act - 6/30 Grant Programs	347
Workforce Investment Act - 9/30 Grant Programs	350
Workforce Investment Act - 12/31 Grant Programs	349
Workforce Investment Act - Administration	343
Workforce Investment Act - Adult	346
Workforce Investment Act - Youth	344