

**County of Ottawa
Grand Haven, Michigan**

2010 Budget



2010 BUDGET
for
OTTAWA COUNTY
GRAND HAVEN, MICHIGAN
www.miottawa.org

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PREPARED BY:
THE FISCAL SERVICES DEPARTMENT

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October 27, 2009

Board of County Commissioners and Citizens of Ottawa County:

Transmitted herein are the 2010 Operating Budgets for County operations. The combined budget, including component units, totals \$222,921,939 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 2010 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 2010 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.

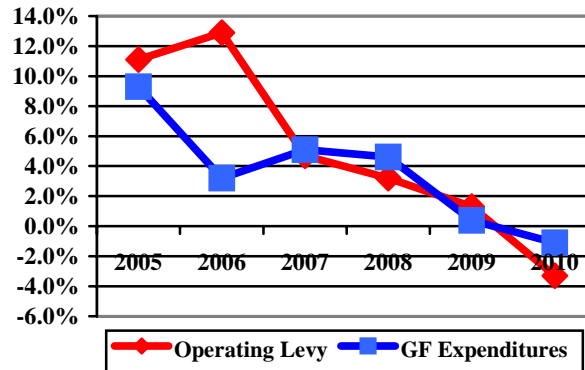
FINANCIAL ISSUES

The 2010 budget process focused on providing quality services and programs amidst continued and deepening fiscal challenges. Multiple revenue sources are on a flat or declining trend while certain expenditures such as health insurance and retirement are increasing in excess of inflation. Unfortunately, this trend is not expected to end soon.

Revenues: There are several downward pressures on multiple revenue sources. Municipalities state-wide, including Ottawa County, have felt the decline in property values and are developing strategies to address this issue. However, other economy driven revenue as well as State revenues are also on the decline.

Tax Base: For many years, the County’s finances were robust and able to accommodate both mandated services as well as certain discretionary programs approved by the Board of Commissioners. Strong growth in population and by extension, the tax base, provided the necessary funds to cover programs on a consistent basis. However, this trend has changed. The graph below shows the percentage change for the operating levy tax revenue and expenditures for 2005 – 2010:

Trends in General Fund Tax Levy and Expenditures

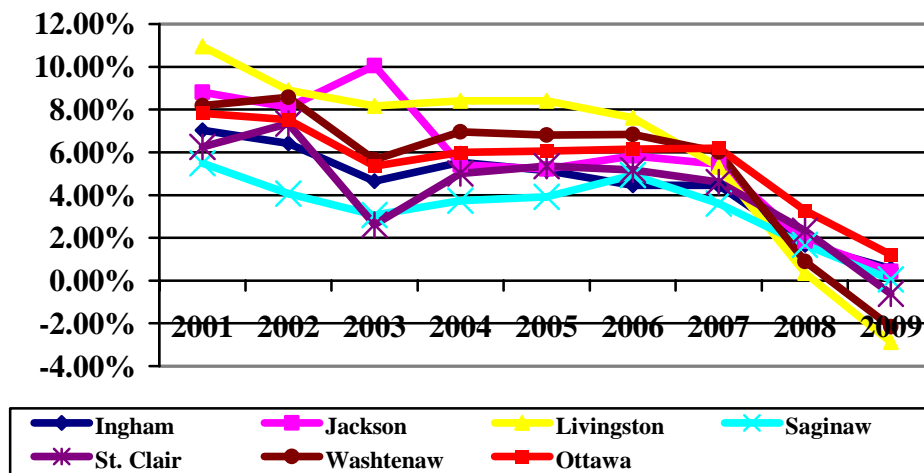


* General Fund expenditures do not include operating transfers associated with the building projects.

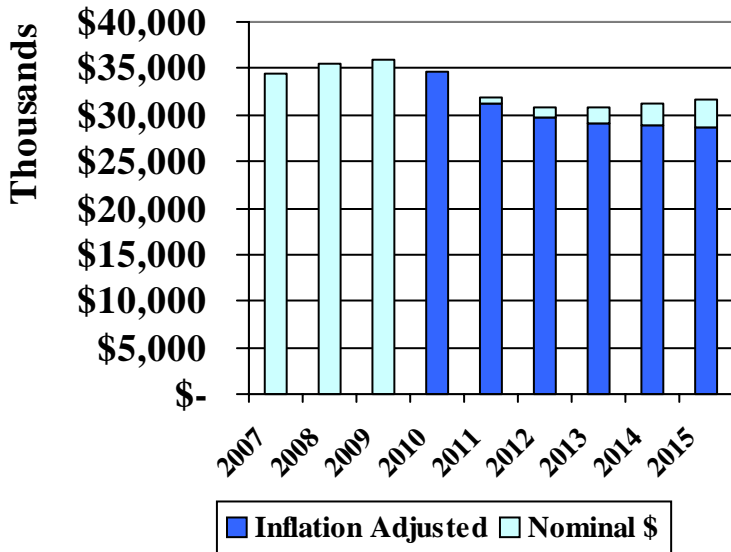
From 2005 – 2007, the increase in the tax revenue from the operating levy (in red) outpaced the increase in expenditures (in blue). Unfortunately, beginning with 2008, the increase in expenditures is now outpacing the increase in tax revenue, and the gap is widening with 2010.

The operating levy tax revenue is falling in part because home values are falling. In Ottawa County, 70 percent of the tax base is residential. Although other Michigan municipalities have felt the decline in the housing market for a few years, 2008 was the first year the County had seen the slower growth. After several years of approximately 6 percent growth each year, the 2008 taxable value grew by only 3.27 percent. Unfortunately, the growth deteriorated further in 2009. The 2009 taxable value grew by only 1.21 percent, and the State Equalized Value (which approximates 50 percent of the cash value) actually fell. The prediction for 2010 is a 3.33 percent *decrease* in taxable value. The graph below shows the change in taxable value for Ottawa County (in red) and its comparable counties:

Changes in Taxable Value – Ottawa and Comparable Counties



Change in Operating Tax Dollars Received

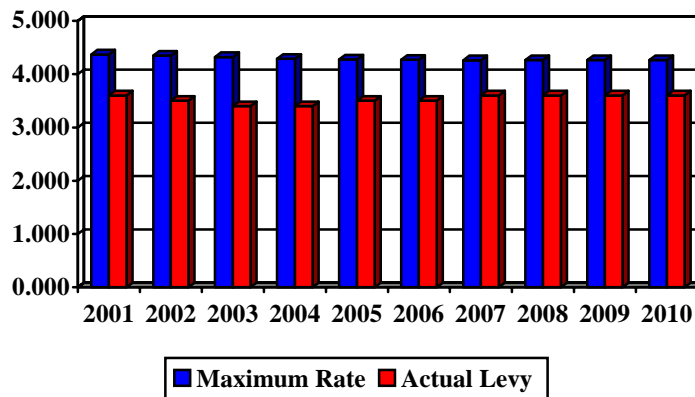


This taxable value trend has significant repercussions for tax revenue. The chart to the left shows a flat/declining trend going forward in this major revenue source. Since expenditures are projected to rise due to inflation and increasing demands for service, the tax base will struggle to accommodate those increases.

Property Tax Revenue and the Citizen Tax Burden: There are several ways to address this trend of decreasing revenues including increasing the operating tax levy. However, the County remains sensitive to taxpayer contributions. Ottawa County has a maximum tax limit of approximately

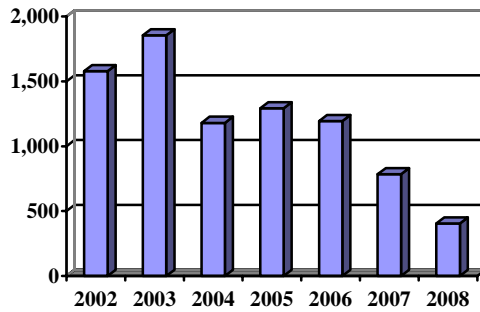
4.2650 mills for 2010 County operations. Like most taxpayers and other government entities, Ottawa County has suffered from the economic downturn occurring simultaneously with significant increases in certain expenditures. As part of the 2005 deficit reduction plan, the County had originally planned to increase the levy by .1 mill to 3.7 mills with the 2007 budget. However, in an effort to reduce the tax burden on County citizens, the Board of Commissioners has chosen to continue to levy the lower 2006 amount - 3.6 mills - for 2010 operations. The County continues to levy well below its legal maximum levy. **Specifically, the difference in the levy from the maximum of 4.2650 mills to 3.6000 mills represents a 16% savings to the taxpayers.** This is the fourteenth 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 2001 - 2010:

Maximum Allowable Levy vs. Actual Levy

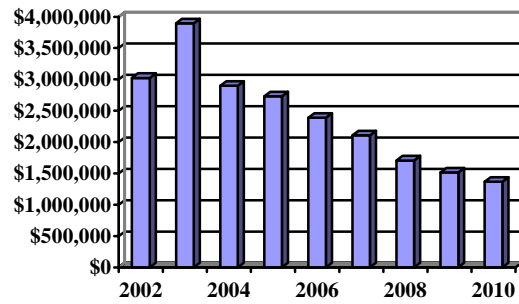


Housing Decline: News reports continue to highlight the decline in the housing market. In addition to the effect on property taxes discussed previously, this also impacts Register of Deeds revenue. A significant portion of County revenue comes from the Register of Deeds office for fees associated with the recordation of deeds, both for mortgage refinancing and new construction. Specifically, the 2010 budget is more than \$2.5 million less than the revenue high recorded in 2003.

Reported Privately Owned Residential Building Permits



Register of Deeds Revenue

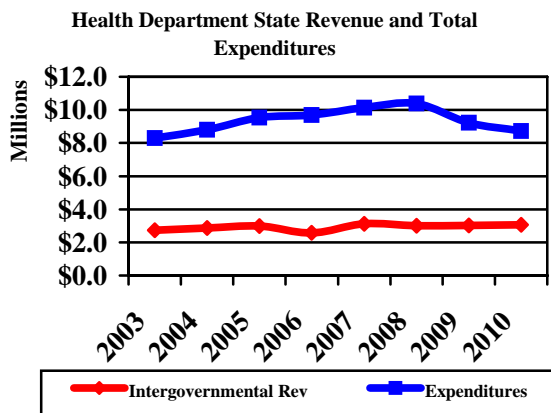


State Funding: The State of Michigan continues to experience major challenges in balancing its budget. These challenges have been ongoing for the last several years. The following information taken from the State of Michigan’s 2008 Comprehensive Annual Financial Report shows the State’s deteriorating position:

State of Michigan Financial Results - 2008 (in thousands)	
	2008 Actual
Total Fund Balance 9/30/08	\$3,907,792
2008 Expenditures	\$43,237,473
2008 Fund Balance as a % of Expenditures	9.0%
Cash Balance 9/30/08	\$7,966
2008 Expenditures	\$43,237,473
2008 Cash Balance as a % of Expenditures	0.02%

From the table to the left, it is clear the State has major financial issues, particularly in regards to cash. Generally, entities are advised to have at least 10-15% of expenditures set aside in their fund balance. The cash status is even more alarming. The State has enough cash to cover approximately 62.5 hours of operation. The State’s proposed 2010 budget deficit is \$2.8 billion. On September 30, the State passed a 30 day continuation budget while they continue to work on the fiscal year 2010 budget. These financial conditions suggest additional funding cuts which may affect County

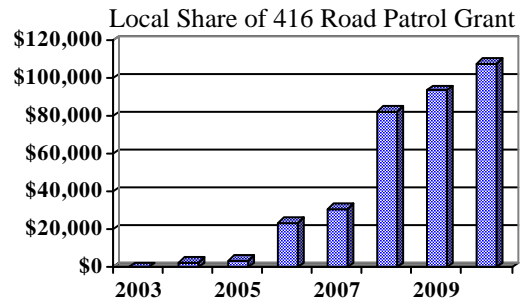
programs and that the reinstatement of revenue sharing to the County in 2011 is more tenuous.



The County receives State funding for a variety of programs, and Public Health 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 in relation to expenditures that Ottawa County is experiencing. By 2008, the gap between intergovernmental revenues and expenditures had widened to \$7.4 million. Beginning 2009, program reductions were made to reduce that gap to less than \$5.7 million with the

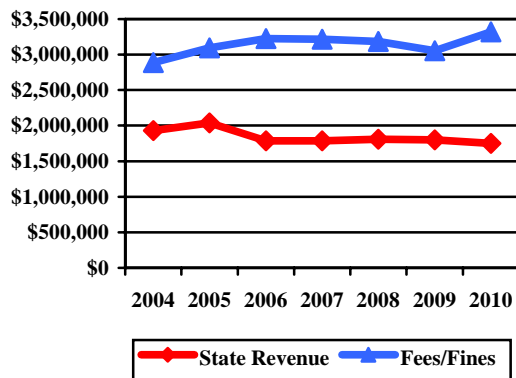
2010 budget.

In addition, the P.A. 416 secondary road patrol grant from the State of Michigan is also falling. In 2003, the State paid for the entire cost of the grant which funds two road patrol officers and one sergeant. With the 2010 budget, the County is now funding \$108,000 of the program.

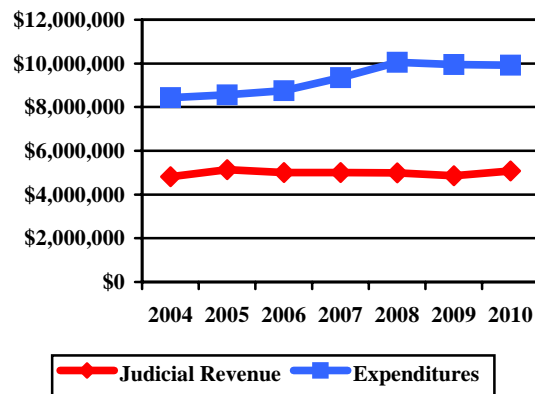


State revenue and fines and forfeits received for judicial functions are trending flat to declining. At the same time, expenditures continue to increase, creating a greater gap for local dollars to fund. The graphs below indicate this trend.

General Fund Judicial Revenues



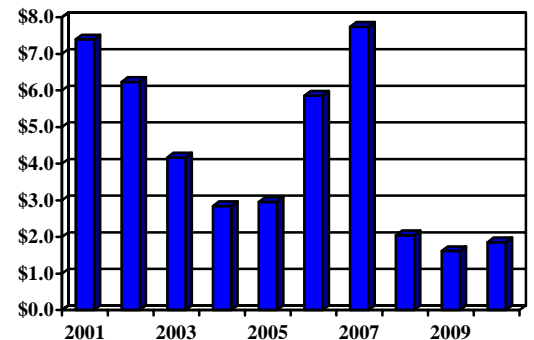
General Fund Judicial Revenue and Expenditures



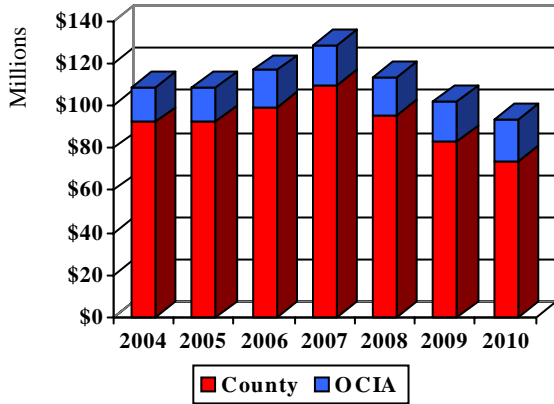
Investment Revenue: Interest revenue includes realized and unrealized capital gains and losses reported through a change in fair value as well as actual interest received. The County's investment portfolio is laddered over a 5 to 7 year period with an average maturity just under 2 years. By laddering the portfolio, the changes in interest rates are averaged 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.

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 investment earnings while maintaining a positive cash flow in interest revenue. Market values improved in 2006 and especially in 2007, but have since declined significantly.

Millions Investment Revenue



County of Ottawa Investment Portfolio

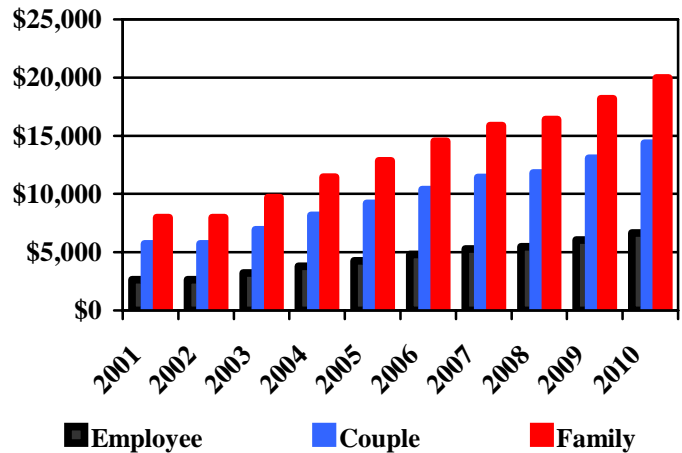


In addition to declines in market returns, the County’s portfolio size is also diminishing. The majority of this decline is the use of \$20 million for the construction of a new courthouse in Grand Haven and the addition at the Fillmore Street complex. In addition, the Parks and Recreation department has made several large land purchases and has completed several park improvement projects. The County also continues to draw down its Revenue Sharing Reserve Fund as planned. The portfolio reached a high of \$109 million in 2007, but is expected to end fiscal year 2010 at just over \$74 million.

Expenditures: Like most organizations, the County faces continued increases in expenditures, and, over time, these increases can negatively impact the provision of services, especially in times of decreasing revenue. Since approximately 60 percent of General Fund expenditures are funded with property tax, increases in expenditures should also approximate the change in taxable value. Prior to the problems in the housing market, taxable value generally increased by the CPI plus any new construction.

Fringe Benefits: Although the Board of Commissioners is able to directly control wage increases to prevent increases in excess of the CPI, it is more difficult to keep other fringe benefits, especially health insurance, to a specified percentage as this cost is based on coverage and other factors. For 2010, the total increase for health, prescription, dental and vision coverage is estimated to increase by 5.4 percent. While this is still below industry trends of 10-12 percent, it exceeds CPI significantly. Changes have been made to health insurance benefits for non-represented employees in 2010. Administration has requested bargaining units to consider re-opening their contracts to negotiate the same health plan changes.

Actuary Estimate of Health, Prescription, Dental and Vision Cost by Coverage



Retirement cost is also expected to increase far in excess of CPI in 2010. Refinements to the actuarial assumptions are resulting in a 16 percent increase in rates for 2010. Retirement cost and insurance benefits will be discussed in greater detail in the Five Year General Fund Projections discussion.

Other Post Employment Benefits: The County implemented Governmental Accounting Standards Board Statement # 45 – Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions, also known as OPEB, with the 2008 budget. Ottawa County has two sources of OPEB. Retirees of certain employee groups receive a credit of \$8-\$10 per month per year of service on their health insurance. In addition,

the County allows retirees under age 65 to purchase health insurance at group blended rates. For calendar year 2010, the County's annual required contribution (for all funds) is \$820,291. The County continues to ease these charges into the budget. Of the \$820,291, \$468,640 will be charged to departments in calendar 2010. The remainder of the annual required contribution will come from fund equity in the PSF Employee Benefits fund. (6771).

Facilities Cost: In July of 2007, the Board of Commissioners approved the revised funding plan for the Fillmore Administrative Complex addition and the new Courthouse in Grand Haven. Because the new Courthouse is significantly larger than the former Courthouse and due to the expanded space at Fillmore Street, the cost to operate these buildings will also be higher. The Fillmore Street Administrative Complex addition expanded the facility by approximately 40 percent; the originally proposed building operating budget for 2010 was \$128,000 higher than actual 2007 expenditures, an increase of 19.6 percent. At the Grand Haven Courthouse, which will be approximately 35 percent larger, the proposed budget for 2010 was \$119,000 higher than actual 2008 expenditures, an increase of 17.6 percent.



During the budget process, changes were made to the general cleaning function. Currently, there are three facilities that have County-employed housekeepers and offices in all buildings are cleaned daily. Effective with the 2010 budget, only the jail facility will retain County staff for general cleaning, and offices will be cleaned twice per week (by contracted staff). County staff will cover cleaning of common areas, restrooms and clinic rooms on a daily basis. This change will reduce staff by 5.25 housekeepers and save the County \$250,000 annually. This reduces the increase in the overall facilities and maintenance budget between 2006 and 2010 from 26.8 percent to 15.7 percent.

Unfunded Mandates: Unfunded mandates are state or federal legal requirements which result in service and 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, the first draft of the 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. During 2007, the Board of Commissioners completed their first ranking of discretionary services. Additional rankings have been completed during 2008 and 2009. The rankings provided an additional tool to identify reductions in the 2010 budget. Work is underway on the mandated function study.

BALANCING THE 2010 BUDGET

The upward pressure on expenditures combined with flat or decreasing revenue results in a deficit for the 2010 General Fund budget as submitted by departments. Specifically, expenditure requests exceeded projected revenues by nearly \$5.3 million, not including personnel requests.

The 2009 budget submitted by departments came in with expenditures exceeding revenues (after corrections) by nearly \$5.5 million. The gap is decreasing because departments were asked to budget based on tax projections. Specifically, based on initial projections, 2010 tax revenue was anticipated to approximate 2008 tax revenue. Accordingly, departments were asked to budget expenditures to approximate 2008 levels. To close the remaining gap, the County is using a combination of cost reductions, cost refinements, program reductions and revenue adjustments to balance the budget.

Cost Reductions:

In addition to the reductions in Facilities Maintenance discussed previously, significant reductions to employee benefits have also been made. Since the greatest share of expenditures is for personnel services, it is one of the first areas to review when trying to reduce cost. Specifically, the Board of Commissioners requested that Administration review fringe benefits. Administration is focusing in three areas: health insurance, 457 plan contributions and the pension plan. Although adjustments have been made to health insurance in the last few years, a review of the County plan vs. industry standards highlighted some areas for further consideration, and the Board of Commissioners concurred:

Benefit	Current	Revised
Office Visit Co-Pay	\$10/visit	\$25/visit
In-Network Co-Insurance	None	90%; \$1,000 single cap; \$2,000 couple cap
Out-of-Network Deductible	\$100 Single; \$200 Couple/Family	\$1,000 single; \$2,000 couple
Out-of-Network maximum on Out-of-Network claims	\$1,650 Single; \$1,800 Couple/Family	\$2,550 single; \$3,600 couple
Prescription Co-Pays	\$10/\$20/\$40	\$10/\$25/\$50

Although the County has eight bargaining units, over 50 percent of County employees are unrepresented. Consequently, these benefit changes go into effect for the unrepresented employees January 1, 2010. The bargaining units are being asked to re-open negotiations. Contracts expire at 12/31/2010 and 12/31/2011, depending on the bargaining unit. When these changes are implemented for all bargaining units, the estimated savings to the County will be \$780,000 per year. In order to be conservative, the County shows a reduction to the General Fund of just over \$60,000.

In addition to the changes affecting employee cost, the County also changed its pharmacy benefit management company effective October 1, 2009. The change is expected to have little effect on employees, but is estimated to save the County \$380,000 per year. The savings to the General Fund are budgeted at \$215,000.

The County provides a match on contributions to the 457 Plan. For all employee groups with the exception of unclassified employees, the County match is capped at \$1,000. In order to improve equity among employee groups, the Board of Commissioners approved capping the County match for unclassified employees to \$1,000. The General Fund budget has been reduced by nearly \$97,000. In the same vein, the Board of Commissioners also implemented the auto

exclusion in the County's health plan for unclassified employees. Previously, unclassified employees did not have this exclusion.

Due to the increasing liability for the County's pension program, the Board of Commissioners asked administration to analyze the feasibility of changing the pension plan from a defined benefit program to a defined contribution program for new employees. The initial analysis of the change suggests that although total pension cost is likely to increase over the next few years, cost will decrease steadily thereafter. Changes to the pension program are not reflected in the 2010 budget as the analysis continues to determine the most effective and affordable plan.

Cost Refinements:

For 2005 - 2007, the total position vacancies for the year in the General Fund equated to eight to nine positions vacant for a full year. In 2008, the vacancies dropped to less than six full-time equivalents, and the current projection for 2009 is three full-time equivalents. The County anticipates that downward trend to continue given economic conditions. In prior budget years, the County reduced its budget by as much as \$375,000 to reflect anticipated vacancies. To be conservative, the County is adjusting its 2010 budget by \$104,000 to reflect vacancies – approximately one and one half full time equivalents.

Departmental charges for health insurance are significantly reduced when employees opt out of coverage. For each full time equivalent, a department will be charged \$12,500 for the year. For employees that opt out of health insurance coverage, the amount drops to \$500. In the General Fund, just under 24 full time equivalents opt out of health insurance coverage. In the Health Fund, just under 12 full time equivalents opt out. As a result, the health insurance budget line items have been decreased by \$280,000 in the General Fund, and the Operating Transfer from the General Fund to the Health Fund was reduced by \$92,500 to reflect anticipated opt out savings.

Many refinements were also made to the operating transfers to other funds. The Board of Commissioners is discontinuing the \$298,000 operating transfer to Parks and Recreation (2081) which has its own operating levy. The County received verification that some of the federal incentive dollars earned in the Friend of the Court (2160) will be available for use in the 2010 budget, allowing for a reduction of \$114,000 in the operating transfer to that fund. The operating transfer to the Community Corrections fund (2850) has been reduced by \$141,000 due to adjustments based on historical revenues and expenditures, anticipated staffing changes, and insurance opt outs. After the administrative review of equipment requests, budgets were reduced by \$188,000. In addition, departments volunteered an additional \$143,000 in reduced or withdrawn equipment requests.

The Board of Commissioners decided to suspend the tuition reimbursement program for 2010, resulting in \$65,000 in savings for the General Fund. Operational supplies in the Sheriff and Jail have been reduced by \$262,000 based on current and historical spending patterns, lower populations at the jail and voluntary reductions from the department. Although several departments submitted budgets with significantly lowered conference and travel expenditures, the budgets have been reduced further by Administration. The Board of Commissioners also reduced their 2010 travel and conference budget an additional \$10,000 so that the 2010 budget is

50 percent of the 2009 adopted budget. In 2006, the General Fund spent \$164,000 on conferences and travel; in 2008, \$138,000. The 2010 General Fund budget for conferences and travel is \$98,000. This equates to 40.2 percent decrease in spending.

Program Reductions:

Significant reductions have been made to Public Health programming. County funding for The Communities Helping Ottawa Obtain a Safe Environment (CHOOSE) program, whose goal was to reduce alcohol related traffic crashes, has been eliminated from General Fund funding. However, since that time, outside agency funding has been secured for the program, so it will continue in 2010 with grant revenue.

In addition, the elimination of a full time health educator will reduce the sexually transmitted disease (STD) outreach in the community. The position provided educational workshops and trainings to schools, churches, community organizations, etc. on symptoms, transmission, treatment and prevention of STDs. The outreach responsibilities also included educating the community on the STD clinics and services provided at the Ottawa County Health Department. Due to the elimination of this position, the STD clinic staff will provide limited outreach in the community which will limit the number of clients seen in the STD clinics. There will also be reductions to the chronic disease prevention program with the elimination of a .7 full time equivalent health educator. The "Thumbs Up to Fitness" walking program, implemented in nine area elementary schools, as well as the Coopersville Community Garden which improved access to produce to low income families will no longer be coordinated by the County.

Over the last three years, significant reductions have been made to the maternal and infant health programs. With the reductions made in previous years, the program eliminated services to non-Medicaid clients and some high risk children above the one year age level. The program can also no longer assist high risk diabetic children to adapt to school. These reductions have resulted in 329 fewer supportive visits in 2007 and 748 fewer in 2008. The cumulative effect of the reductions, including reductions in the 2010 budget, is that additional high risk clients no longer receive optimal prenatal, infant, or maternal care.

Other positions in the Health department will remain vacant for the 2010 fiscal year. An On-site Environmental Health Specialist position (.8 full time equivalents) will be held vacant for all of 2010 based on lower housing activity. However, certain initiatives planned for Environmental Health may be delayed. A County-wide environmental health assessment and the development of an in-house certified drinking water laboratory have been postponed (the County will continue to contract for laboratory services). Development of GIS applications and expanded surface water monitoring initiatives have also been postponed. The Community Services Manager will also be held vacant for the 2010 fiscal year to give staff time to assess if those duties can be absorbed by other managers in light of other program reductions. In addition, a .6 full time equivalent community health nurse and a .8 full time equivalent social worker will also remain vacant during 2010. In total, the reduction of General Fund dollars for Public Health programming totals \$556,000 for 2010, and full time equivalents have been reduced due to elimination or temporary funding suspension by 5.6 full time equivalents.

In addition, the Michigan State University Extension program is being reduced by \$100,000. The reduction results in the elimination of 1.625 full time equivalents of clerical

support and eliminates certain programs for children, youth and families, primarily focused on nutrition. The gypsy moth prevention spraying program is not budgeted for 2010, but funds are available in designated fund balance if the need arises. The I Parenting Plus program which had been reduced in 2009, has also been discontinued, resulting in a decrease in the operating transfer to the Department of Human Services by \$102,000.

In addition to the elimination of over seven full time equivalents with the program reductions discussed above, there are also a number of elected officials/departments that have agreed to either eliminate a position or temporarily leave an approved position vacant as indicated in the table that follows:

Elected Official/Department	Position	Full Time Equivalent	Cost	Comments
Prosecutor	Assistant Prosecuting Attorney I	1.00	\$88,700	Temporarily vacant
Planning & Performance Measurement	Planning Research Analyst	1.00	\$70,064	Removed due to discretionary ranking
Human Resources	Human Resources Specialist	.50	\$23,279	Permanent due to reorganization
Building & Grounds	Housekeepers	5.25	\$250,000*	Permanent due to Reorganization
MSU Extension	Account Clerk II	.60	\$29,078	Removed due to discretionary ranking
MSU Extension	Records Processing Clerk II	1.00	\$53,574	Removed due to discretionary ranking
Sheriff - Jail	Corrections Officer	1.00	\$64,664	Temporarily vacant
Fiscal Services	Records Processing Clerk III	1.00	\$52,816	Permanent due to reorganization
Equalization	Personal Property Auditor	1.00	\$81,427	Temporarily vacant
Sheriff – Auto Theft Grant	Road Patrol Deputy	1.00	\$87,559	Temporarily vacant
Sheriff - Road Patrol	Cadet (Part-time, unbenefitted)	N/A	\$8,872	Temporarily vacant
Sheriff – Administration	2 Clerical (Part-time, Unbenefitted)	N/A	\$19,233	Temporarily vacant
Geographic Information Systems	Intern (Part-time, Unbenefitted)	N/A	\$1,850	Temporarily vacant
Administrator	Intern (Part-time, Unbenefitted)	N/A	\$11,200	Temporarily vacant

* Reflects total savings from the reorganization of Facilities and Maintenance.

Although these positions are not directly associated with a program, they may result in reduced service levels. Specifically, one of the Sentence Work Abatement Program crews has been discontinued with the elimination of the corrections officer. Due to the decrease in GIS

intern hours the historic aerial photo project will be delayed. The elimination of the planning & research analyst has resulted in a reorganization of the department. Several of the transportation projects (e.g. County-wide corridor, non-motorized pathways) and environmental projects (e.g., road salt demonstration, master plan reviews for local units of government) will no longer be supported. The department's resources will be re-directed to economic development efforts which include, but are not limited to, infrastructure planning, brownfield redevelopment, and business assistance programs. The intern position in the Administrator's office may delay the analysis of certain projects such as the mandatory services study.

Although this does not affect the General Fund, 25.15 full time equivalents have been eliminated from the Mental Health budget. The department is in the process of an overall reorganization of services provided and staff alignment which will continue into 2010. Some of the functions of these full time equivalents are now contracted with private agencies, others represent reductions in personnel.

Revenue Adjustments:

One option to balance the budget was to increase the millage. In fact, the original deficit reduction plan of 2005 included a millage increase to 3.7 mills by 2007. The County has continued to levy 3.6 mills. The County is facing uncertainties with possible additional cuts in State funding as well as concerns over its tax base. These concerns will likely exist not just in 2010, but also for several years forward. Administration wants to preserve flexibility to deal with potential future problems.

In addition to taxes, the County collects money for court costs and fines, charges for services and various other collections. The Courts and/or statutes determine the charges for costs and fines. In July of 2009, the District Court implemented new traffic fines for certain violations. These increases ranged from \$10 per ticket to \$75 per ticket. Unfortunately, in April of 2009, the State of Michigan also increased the portion of ticket revenue they receive by \$8 per ticket. It is too early to tell what the net effect of the increases will be.

One of the County's recently adopted financial policies is to have a review of user fees every three years. The County's last complete user fee study was in 2002, and identified \$838,000 in additional revenue. The County Board implemented changes that resulted in an estimated \$475,000 in additional revenue based on that study. The County has contracted for a complete user fee study in the fourth quarter of 2009. Based on the results of the 2002 study, the County is conservatively budgeting an additional \$100,000 in anticipated 2010 revenue based on the study. The Board of Commissioners is also increasing the real estate evaluation fees for services performed by the Health department to cover the cost of the program.

As part of the County's long range plan to limit program reductions, certain revenues will be redistributed over the next few years until the economy recovers. Currently, the Public Improvement fund (2450) receives rent from various County departments to reflect the costs the Public Improvement fund paid for construction or remodeling facilities. The revenue had been credited to this fund to provide money for future capital improvement. Given that the County just completed a major addition to the Fillmore Street facility and the construction of a new Grand Haven Courthouse, significant additional construction needs are not anticipated in the next few years. Since the fund is projected to have \$2.9 million in fund balance at 12/31/2010

and the General Fund is also projected to have \$1.4 million available in designated fund balance, funds are available should an unanticipated need arise. As a result, \$300,000 of rent revenue that had been going to the Public Improvement fund will now be going to the General Fund in 2010. The County is projecting that this rent may continue going to the General Fund in decreasing amounts for up to five years.

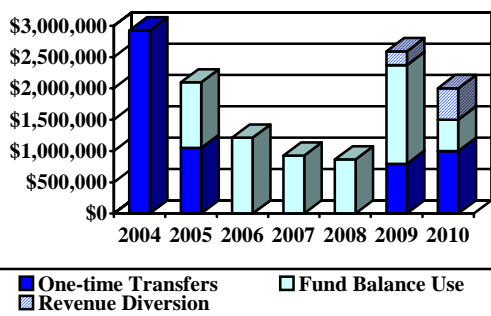
The County is also changing the distribution of the commission revenue it receives on phone calls made by inmates at the County jail. This revenue had been credited to the Telecommunications Fund (6550) to provide funds for telecommunication infrastructure purchases. Given that the fund is projected to have over \$3 million in retained earnings at 12/31/10, funds are available for additional infrastructure purchases. In addition to the estimated \$150,000 in commission revenue, an additional \$50,000 will also be transferred to the General Fund in 2010 from the accumulated commission revenue recorded in prior years. The County is projecting that this revenue may continue going to the General Fund in decreasing amounts for up to five years.

One-time Dollars:

County financial policies stress the importance of matching operating revenues to operating expenditures. However, the County and the State are in a period of significant transition. Our long term financial picture has several unknowns. Rather than eliminate additional programs based on projections, the County is continuing to fund some of them with the use of one-time dollars. The 2010 budget includes a \$1 million transfer from the Stabilization fund (2570). Under Public Act 30 of 1978, the authorizing legislation, one of the purposes of the fund is to “To 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 municipality's estimated revenue does not appear sufficient to cover estimated expenses.” This is not a long-term solution, but does allow for the continuation of programs until our long-term financial picture becomes clearer.

In addition, the County is budgeting to use \$500,000 of undesignated General Fund fund balance in 2010. Historically, the County has budgeted use of fund balance but has only rarely used a small portion because expenditures have come in lower than anticipated. The County’s financial policies suggest an undesignated fund balance between 10 to 15 percent of the most recently audited expenditures of the General Fund. The County has maintained an undesignated fund balance of 15 percent for several years. If the County used the entire \$500,000, it would still be within the parameters of the financial policy. It should also be noted that the one time dollars of \$1.5 million represent less than 1% of the County’s total governmental funds budget.

General Fund Budget Balancing Strategies



In fact, the County General Fund has been able to significantly decrease its use of fund balance and one time dollars. Specifically, the 2004 Budget as adopted included one-time transfers of \$2.9 million for operations. The 2009 information reflects the plan to address the tax revenue shortfall identified after the adoption of the 2009 budget. With the 2010 Budget, the non-recurring funding sources, the one-time transfers and the fund balance use, total \$2 million.

FUTURE PLANNING CONCERNS

Long-Term Financial Plans: The County's strategic plan addresses the goal of maintaining and improving the financial position of the County. An objective is to identify and develop strategies to address potential financial threats. One method used to identify threats is to project General Fund activity out five years. With the projections developed in 2004, it had become clear that some of the negative revenue trends were not just temporary setbacks, but represented potential long-term operating reductions. In 2005, the County developed the following strategies to reduce future operational deficits:

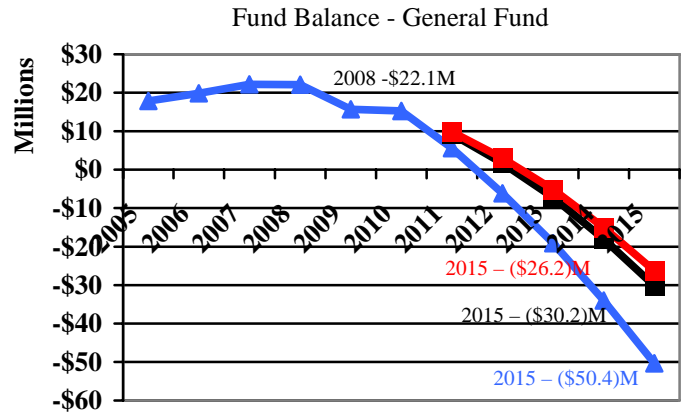
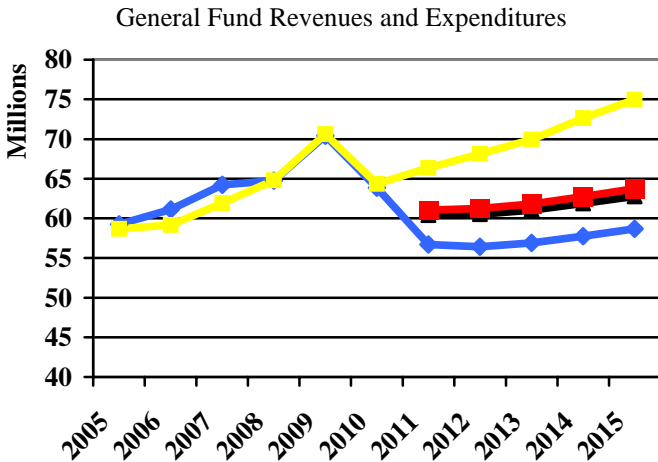
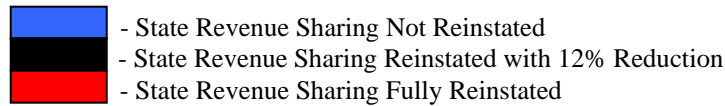
- Raise the operating millage levy .1 mill in 2005, 2006, and 2007.
- General Fund hiring freeze for new full-time positions in 2006
- Increase employee health insurance co-pay from 3% to 10% over time
- Improve disease prevention and management to reduce health care cost
- Review and rank discretionary services for possible reductions

The County has implemented or is in the process of implementation of the strategies. The tax levy has increased by a total of .2 mills, but the final .1 mill increase has been avoided due to the Board's concern over the citizen tax burden. Currently, the difference between what the County could levy and will levy ("the cushion") remains at a healthy \$6.7 million.

As planned in the 2006 budget, the County did institute a hiring freeze for full time positions that would impact the bottom line of the General Fund unless there was an identified negative impact on service delivery. This hiring freeze was extended into the 2007 and 2008 Budgets. Based on service demands, 6.3 full time equivalents were added with the 2009 budget. However, these increases were balanced with a greater number of decreases in other discretionary programs, resulting in a net decrease in full time equivalents with the budget process. Work on a disease management program is underway, and the remaining strategies have been implemented.

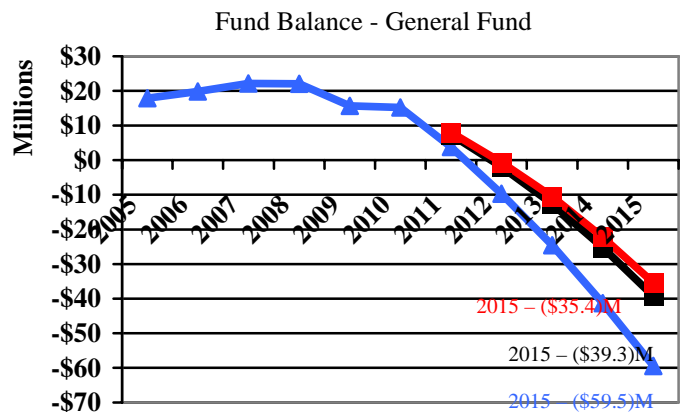
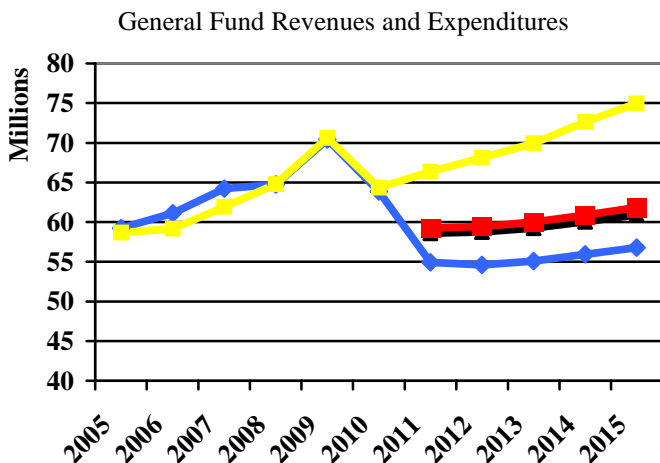
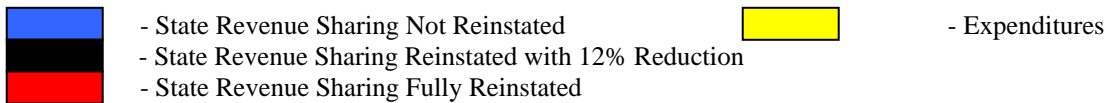
Five Year General Fund Budget Projections: The economic situation for the County government as well as the Country as a whole has been quite volatile in the last year. The most significant impact of the economic downturn has been on the tax base, and tax legislation passed several years ago in the State of Michigan will make recovery in all Michigan municipalities slower than other sectors of the economy. The current projections show that expenditures will continue to outpace revenues, reducing the County's fund balance rather quickly if strategies are not developed to address this issue.

Scenario 1: Optimistic Taxable Value Outlook



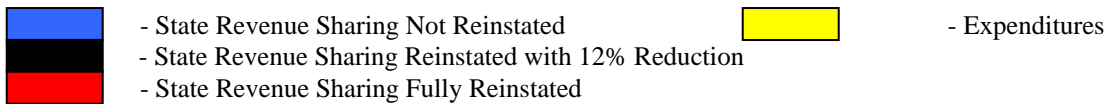
The previous graphs show the sharply increasing gap between revenues and expenditures. These graphs assume changes in taxable value of (5) percent in 2011 (declining taxable value), 0% in 2012, .5% in 2013, 1% in 2014, and 2% in 2015. By 2015, expenditures are projected to outpace revenues by \$12 million if revenue sharing is reinstated with the 12 percent reduction and by \$16 million if it is not reinstated.

Scenario 2: Pessimistic Taxable Value Outlook

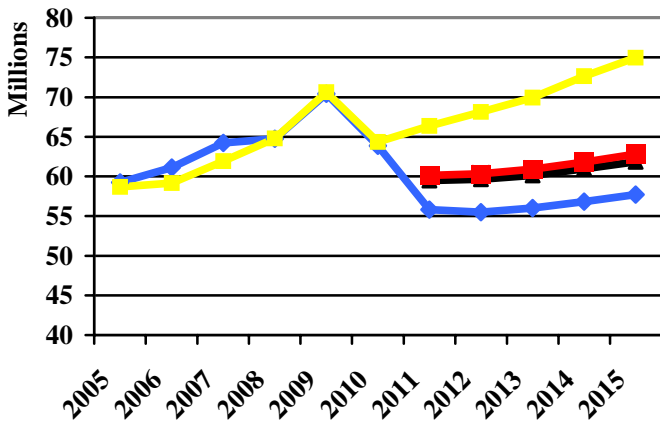


The previous graphs show a larger gap between revenues and expenditures due to decreased tax base projections. These graphs assume changes in taxable value of (10) percent in 2011 (declining taxable value), 0% in 2012, .5% in 2013, 1% in 2014, and 2% in 2015. By 2015, expenditures are projected to outpace revenues by \$14 million if revenue is reinstated with the 12 percent reduction and by \$18 million if it is not reinstated.

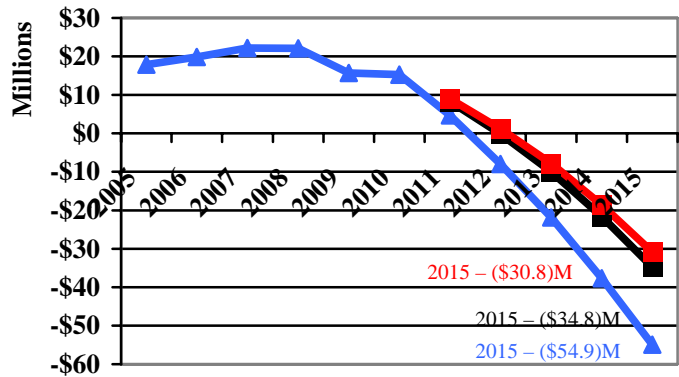
Scenario 3: Moderate Taxable Value Outlook



General Fund Revenues and Expenditures



Fund Balance - General Fund



The previous graphs show a significant gap between revenues and expenditures due to decrease tax base projections. These graphs assume changes in taxable value of (7.5) percent in 2011 (declining taxable value), 0% in 2012, .5% in 2013, 1% in 2014, and 2% in 2015. By 2015, expenditures are projected to outpace revenues by \$13 million if revenue is reinstated with the 12 percent reduction and by \$17 million if it is not reinstated. The reasons for the deterioration follow.

Revenues

Tax Base: *Proposal A* limits increases in the taxable value of property to the lower of the Consumer Price Index or 5%. *Proposal A* changes the value on which the County calculates its tax revenue by approximately \$2.1 billion which equates to over \$7.5 million in County operating taxes. Even though home prices are declining, the State Equalized Value (SEV) for all homes has not reached the Taxable Value (TV), so the County is seeing small increases in the taxable value of property even though the assessed value may be decreasing. The table below reflects the decreasing gap between TV and SEV.

	2005	2006	2007	2008	2009	2010	2011
% of Parcels SEV>TV	84%	80%	75%	66%	45%	30%	25%
% of Parcels SEV=TV	16%	20%	25%	34%	55%	70%	75%

The previous table shows the sharp narrowing of the gap between taxable value and state equalized value. Analyzing the gap is important because if home prices continue to fall, the gap between the taxable value and the assessed value will be closed. At that point, the taxable value will go in the same direction as home prices, so if home prices continue to fall, the tax base will fall at the same rate.

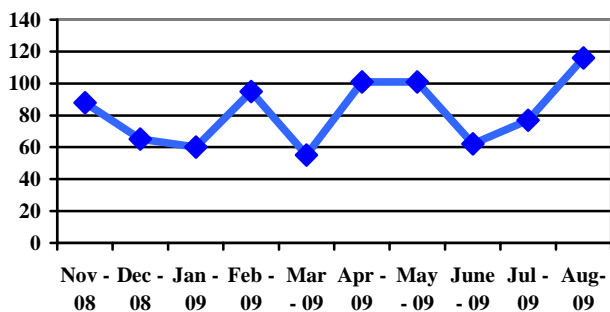
While most people believe home prices will eventually recover, at least partially, the recovery of the tax base will be much slower due to the Proposal A legislation that limits increases on a parcel of property to the lesser of CPI or 5 percent. The table that follows illustrates the time it might take for the tax base to recover on a single home.

Year	% Change in Home Value	SEV	CPI	TV	Change in SEV	Change in TV	Difference SEV -TV
2005		\$90,000		\$75,000			\$15,000
2006	1.0%	\$90,900	1.500%	\$76,125	\$900	\$1,125	\$14,775
2007	1.0%	\$91,809	1.500%	\$77,267	\$909	\$1,142	\$14,542
2008	-5.0%	\$87,219	1.500%	\$78,426	-\$4,590	\$1,159	\$8,793
2009	-5.0%	\$82,858	1.500%	\$79,602	-\$4,361	\$1,176	\$3,256
2010	-5.0%	\$78,715	1.500%	\$78,715	-\$4,143	-\$887	\$0
2011	-10.0%	\$70,844	1.500%	\$70,844	-\$7,871	-\$7,871	\$0
2012	10.0%	\$77,928	1.500%	\$71,907	\$7,084	\$1,063	\$6,021
2013	7.0%	\$83,383	1.500%	\$72,986	\$5,455	\$1,079	\$10,397
2014	5.0%	\$87,552	1.500%	\$74,081	\$4,169	\$1,095	\$13,471
2015	4.0%	\$91,054	1.500%	\$75,192	\$3,502	\$1,111	\$15,862
2016	2.0%	\$92,875	1.500%	\$76,320	\$1,821	\$1,128	\$16,555
2017	2.0%	\$94,733	1.500%	\$77,465	\$1,858	\$1,145	\$17,268
2018	2.0%	\$96,628	1.500%	\$78,627	\$1,895	\$1,162	\$18,001
2019	2.0%	\$98,561	1.500%	\$79,806	\$1,933	\$1,179	\$18,755
2020	2.0%	\$100,532	1.500%	\$81,003	\$1,971	\$1,197	\$19,529

The scenario above reflects a sharp turnaround in home prices in 2012, resulting in the SEV approximating 2009 SEV by 2013. However, the legislation limiting increases in taxable value result in the delay of the TV recovery to 2019 – six years after the SEV has recovered. Bear in mind, these calculations do not reflect the time value of money; in other words, the tax revenue the County would receive in 2019 will not cover as many expenditures as it did in 2009.

There remains considerable uncertainty in projecting property values, particularly for 2011 and beyond. Certain federal initiatives aimed at keeping people in their homes have begun to expire, and it is unknown what the effect on mortgage foreclosures will be. For example, Freddie Mac and Fannie Mae ended their moratorium on mortgage foreclosures on March 31, 2009. The moratorium had been in effect since November of 2008.

Ottawa County Mortgage Foreclosures



The graph to the left reflects the increase in foreclosures in the most recent two months of data for Ottawa County. It is unclear what the time delay between foreclosure activity and the actual foreclosure is, so it may be too soon to determine the impact of the end of the moratorium on foreclosures. The concern is that if banks gain a number of

properties through foreclosure and flood the market with homes, there may well be additional downward pressure on home prices, and by extension, the tax base.

The extension of unemployment benefits may also be temporarily suppressing foreclosure activity. Currently, unemployment benefits last 79 weeks in Michigan. Although unemployment had been increasing steadily for all of 2008, in December of 2008, the Holland/Grand Haven Metropolitan Statistical Area increased sharply to 9.3% (the annual rate for 2008 was 7%). As of August 2009, unemployment stands at 12.9%. This means there may well be a significant increase in the number of people whose unemployment benefits expire in the middle of 2010. If there are insufficient job opportunities, the loss of unemployment benefits may equate to additional mortgage foreclosures. Again, this increased supply of homes on the market is likely to exert additional reductions on home prices.

The end of other federal initiatives may result in a corresponding decrease in demand for homes, particularly on the lower end of the price spectrum. The first-time home buyer tax credit provides a tax credit of 10 percent of the purchase price (with a maximum of \$8,000) for qualifying purchasers. Economists for The National Association of Realtors estimate that 300,000 – 350,000 in additional sales of homes will be stimulated by the credit nationwide. The tax credit is slated to end December 1, 2009. It is unknown if the tax credit will be extended.

Revenue Sharing: The County has continued concerns about the reinstatement of State Revenue Sharing. In October of 2004, the State of Michigan suspended State Revenue Sharing payments to counties. To assist counties in preventing the loss of key services, the county property tax levy was 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). In 2007, the County 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.

Tuscola County has had revenue sharing payments resume in 2009. In 2010 there are 12 counties slated to receive partial year amounts and 6 will receive their full amount. The budget proposed by Governor Granholm does include reduced payments to all 18 counties, but the State of Michigan budget has still not been approved. Because both the 2010 and the 2011 budgets will be using federal stimulus dollars to balance the State budget, it is unclear if the State can sustain these payments once the federal stimulus dollars are depleted.

In addition, recent legislative initiatives proposed also concern counties. In late September, members of the House attempted approval of House Bills 5251 and 5252 which would have reduced revenue sharing payments to counties back to 2003 levels. The difference between the current draw on Ottawa County's Revenue Sharing Reserve Fund and the amount from 2003 is \$674,000. These bills were defeated, but at a minimum suggest revenue sharing payment reductions may be proposed in the near future. If revenue sharing is not reinstated for Ottawa County in 2011, the loss of \$4.5 - \$5 million will have to be addressed.

Retained Earnings: In the last two years, the County has contributed \$20 million in cash towards the Fillmore expansion/Grand Haven building project. Fund balances were allowed to accumulate specifically to provide funds for building projects. These were planned

decreases in equity and were considered in the analysis of the long-term financial stability of the County. However, the lower cash balances continue to decrease the amount of investment earnings for the County's operating budget as discussed under investment revenue. At the same time, the project has also decreased the County's equity. The chart below shows the projected changes in the County's equity:

Fund Type	Total Equity 2007	Total Equity 2008	Total Projected Equity 2009	Total Projected Equity 2010
General Fund	\$ 22,146,478	\$ 22,084,426	\$ 15,641,005	\$ 15,194,021
Special Revenue Funds	58,686,988	48,494,841	33,224,633	25,576,159
Delinquent Tax Revolving Fund	24,406,620	24,562,182	24,255,165	24,239,614
Internal Service Funds	33,348,990	28,328,085	28,825,263	28,271,190
Total Equity	\$ 138,589,076	\$ 123,469,534	\$ 101,946,066	\$ 93,280,984

Not all of the decrease in equity is due to the building project. In particular, the Revenue Sharing Reserve fund (discussed earlier) is responsible for \$4.6 million of the decrease in the Special Revenue Funds. Nevertheless, the County still has considerable equity in relation to expenditures. The table that follows illustrates this point:

	2010 Budgeted Expenditures	Estimated Equity	Equity as a % of Expenditures
General Fund	\$ 64,347,534	\$ 15,194,021	23.6%
Special Revenue Funds	84,333,130	25,576,159	30.3%
Delinquent Tax Revolving Fund *	2,836,438	24,239,614	854.6%
Internal Services Funds	22,040,267	28,271,190	128.3%
	\$ 173,557,369	\$ 93,280,984	53.7%

* It is important to note that the fund balance in the Delinquent Tax Revolving fund is significantly more than the cash balance since the fund has a large receivable (\$7.9 million at 12/31/08).

Financial entities should ideally have sufficient fund balance to cover 10-15 percent of expenditures. The County continues to exceed this standard. However, it is important to note that a significant portion of the equity is not available for operations or is designated in some way. Consequently, although these funds may be accessible to the County, using them may have significant ramifications (i.e., increased expenditures) for future operations.

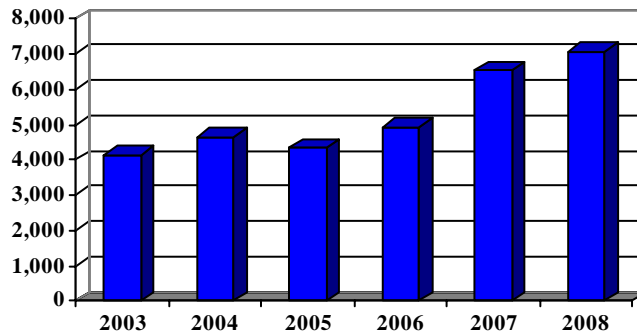
Expenditures

Like most organizations, the County faces continued increases in expenditures, and, over time, these increases negatively impact the provision of services.

General Economic Concerns: Ottawa County has begun to experience the impact of the recession in the State of Michigan. However, there are clear indications that the economy for the nation as a whole is troubled. Government services are generally in greater demand during

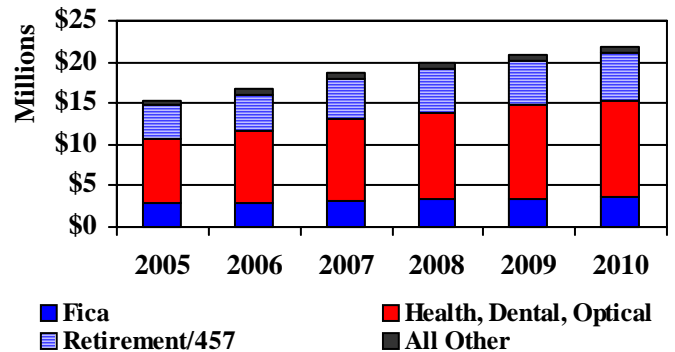
difficult economic times. As people lose their jobs and insurance, they are more likely to come to the Health Department and Community Mental Health for services. Service demands in the Sheriff's office also tend to increase with economic downturn. Defendants in criminal cases in the District and Civil Courts are more likely to request attorney representation which the County is obligated to provide for free if defendants meet eligibility requirements. As people lose their jobs, they default on loans, rent and other obligations, increasing civil claims in the District Court. This trend is reflected below.

District Court General Civil Cases



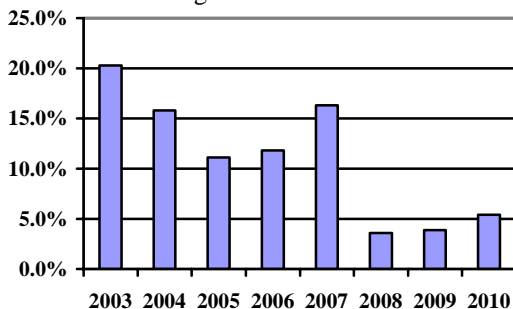
Employee Insurance: Ottawa County has experienced rapidly growing health care expenses for many years. In the graph to the right, the portion in red represents the cost for health, dental and optical coverage. This cost is one of the main drivers in the increase in fringe benefit costs.

Ottawa County Composition of Fringe Benefit Costs



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 cost as well as general medical care has necessitated that a portion of this cost be passed on to employees. In fact, employee co-pays will increase to 10 percent of the total actuarially determined cost in 2010. Additional changes have been made to health insurance benefits for non-represented employees in 2010. Administration has requested bargaining units to consider re-opening their contracts to negotiate the same health plan changes.

Percentage Change in Health, Dental, and Optical Insurance Chargeback Rates



The County has begun to see the benefit of these changes as evidenced by the graph to the left. 2007 was an anomaly as indicated by the much smaller increase in the rate for 2008. The rate for 2009 increased by only 3.9% compared to national trends of 10-12% (for health care). The increase for 2010 is 5.4% which is still well below industry trends. In addition, the Labor Management Cooperation Committee has begun to work on a

health care coach disease management plan to help keep claims cost down.

Retirement Cost: The County currently provides a defined benefit retirement system for employees through the Municipal Employees' Retirement System of Michigan (MERS). In February of 2009, the County received correspondence from (MERS) regarding the results of their most recent actuary study of the system as a whole. The actuary study found that certain assumptions used in prior actuary studies (and upon which contribution rates had been based) differed from actual experience. Specifically, the study observed lower employee turnover rates and higher rates of employee retirement than previously projected. In addition, final average compensation has been higher than projected due to higher increases in pay or lump sum payments made at or shortly before retirement (generally due to payments for accrued paid time off, vacation time, etc.).

In addition, the sharp decline in investment market values in 2008 resulted in a 25 percent loss in value for MERS assets. In keeping with MERS policies, the impact of this loss is spread over 10 years. As a result, the 2010 MERS contribution rates are projected to increase by six percent to address the loss in market value. Future market returns will be analyzed to determine if further adjustment is required. If average investment returns over the next few years do not exceed eight percent, additional contribution rate increases may be necessary. The change in actuary assumptions and the adjustments necessary due to asset value loss have resulted in the following projected increases:

Actuarial/Other Issue	Year Affected	Estimated % Increase	Accumulated % Increase	Accumulated Estimated Cost
New Employee Turnover Rates	2010	10%	10%	\$483,427
Market Value Loss Adjustment *	2010	6%	16%	\$773,484
New Retirement Rates	2011	6%	22%	\$1,063,541
Increases in Final Average Compensation	2012	2%	24%	\$1,160,230

** Additional increases may be necessary if market returns do not improve as assumed.*

As mentioned earlier, the County is analyzing the possibility of changing from a defined benefit program to a defined contribution program for new employees. The cost of these assumption changes emphasize the need to explore other retirement options for employees.

Legislative Issues

1985 Supreme Court Administrative Order: In the summer of 2009, the County's Juvenile Services Division was notified that the State Court Administrative Office (SCAO) was going to begin enforcing an administrative order from 1985 regarding probation officer requirements. The order requires counties to maintain a ratio of one probation officer to every 6,000 children under the age of 19 within the County. For Ottawa County, the cost estimated to implement this order is \$1 million. According to the Department of Human Services, probation officers are considered a judicial function and are not eligible for 50 percent funding through the Child Care Fund. In Ottawa County, the employees meeting the education requirements for probation officers (per the SCAO order) are detention workers and caseworkers, all of whom are currently charged to the Child Care Fund. The County Juvenile Services Director and Circuit Court Administrator are working on strategies to reduce the County's financial exposure and are

in communication with SCAO to negotiate a more tenable implementation for counties throughout Michigan.

State of Michigan and Children’s Rights, Inc. Settlement: During 2008, a settlement was reached between the State of Michigan and Children’s Rights, Inc., an advocacy group based in New York, regarding the death of five children placed in Michigan foster care homes. The terms of the settlement include that all foster home placements must occur in licensed homes. In general, in Ottawa County, youth placed with family are typically in unlicensed homes and youth in non-family placements are in licensed homes. This arrangement has been the result of a State focus on keeping youth in the homes of relatives as much as possible so the change to require all placements to occur in licensed homes is a shift of policy at the State level as a result of the settlement of the lawsuit. Early estimates place the cost to the County at \$500,000 annually.

A second requirement of the settlement usurps local control. The bottom line of this change is a transfer of Child Care Fund responsibilities currently managed by the Court and County to a new Child Welfare Director who would not be responsible to the Court, County or even the local Department of Human Services Board, but to State officials. This is a significant reduction in local control. Though this provision currently applies to only to Michigan’s five largest counties, if deemed successful, it very likely will apply to other Michigan counties. The County is analyzing this as a potential Headlee Act violation and will be in contact with other counties and Michigan Association of Counties on this issue.

Proposed Property Tax Legislation: The economic downturn has sparked new legislation at the State level to provide property tax relief to citizens. The Michigan House of Representatives passed House Joint Resolution III (HJR III) in early October, 2008 which would hold property tax assessments flat in any year when the property’s State Equalized Value dropped. No recent action has been taken on the measure, but the potential remains for its reconsideration. The early estimate for the impact of the legislation is that it would reduce Ottawa County tax revenue by approximately \$500,000.

Revised Five Year Deficit Reduction Plan

Currently, Administration is developing a new five year deficit reduction plan to address the current projections. Specific strategies include:

- Continue a General Fund hiring freeze for new, full-time positions that result in a net increase in cost for the General Fund. Consideration will be given for positions that have an impact on service delivery. A review and analysis of need will be completed prior to filling vacant positions.
- Maintain five year projections with variables such as revenue sharing, commodity cost, millage rates, and funding sources to strategically determine the most fiscally responsible plan for millage increases and expenditure reductions
- Continue Program Evaluations to determine the costs and benefits provided by programs as a basis for the possible elimination or restructuring of programs that are not performing effectively and efficiently

- Review the potential change in the MERS defined benefit retirement system or its replacement with a defined contribution benefit for new hires.
- Annual review of health insurance plan for appropriate changes and the implementation of a health management plan
- Review and analysis of other fringe benefit costs
- Departmental efficiency studies to reduce cost
- Secure funding for technological advances that will create efficiencies and reduce future costs
- Comprehensive analysis of services provided by the County's departments and outside agencies to eliminate redundancy of services provided
- Performance Measurements and ranking of mandated and discretionary services will be used in the analysis of programs for possible budgetary reductions
- Implementation of the Budget Principals approved by the Board of Commissioners to guide budget decisions

Financing Tools that Help Address Concerns

As budgeting becomes increasingly difficult, 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 2010 Budget is as follows:

- Solid Waste Clean-up Fund (2271) is continuing to pay the clean-up cost on the Southwest Ottawa Landfill (\$180,000).
- Infrastructure Fund (2444) had been established to loan funds to municipalities for infrastructure development. The loans made since inception total \$2,155,000. Currently, the fund is also contributing \$125,000 per year toward the Fillmore expansion/Grand Haven building project for debt service payments. These payments will continue through 2027. The County has applied for an Economic Development Administration Revolving Loan Fund Grant. If the grant is awarded, the County anticipates the fund will provide \$500,000 in matching dollars for economic development grants.
- Public Improvement Fund (2450) includes \$300,000 available for any building construction/renovation projects that may be identified in 2010. In addition, the 2010 budget includes a portion (approximately \$188,000) of the estimated debt service payments for the bonds issued in 2007 for the Fillmore/Grand Haven project. Beginning with the 2010 budget \$300,000 of rent revenue that had previously been recorded in this fund will now be recorded

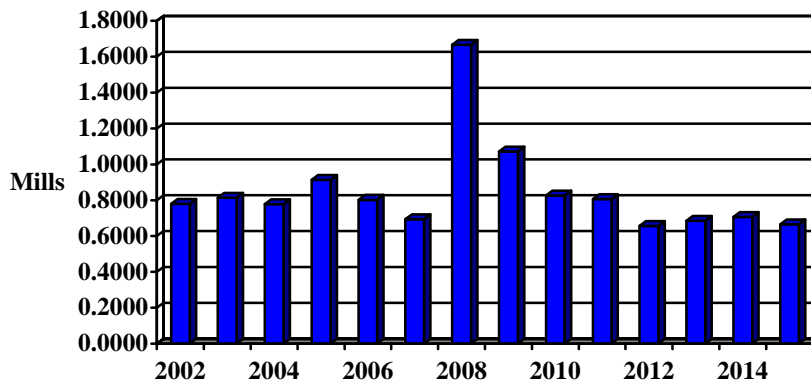
in the General Fund for operations. The County anticipates this may continue through 2014 then gradually return to the Public Improvement fund by 2017.

- Stabilization Fund (2570) is providing the General Fund with \$94,000 in interest earnings. In addition, the fund provides additional flexibility to deal with unexpected occurrences that have the potential to negatively impact finances. The General Fund is making use of that in 2010 with the transfer of \$1 million to cover General Fund operations.
- Delinquent Tax Revolving Fund (5160) is funding bond payments of \$2.5 million on five bond issues, and is contributing \$150,000 per year for debt service requirements on the Fillmore/Grand Haven project.
- 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 2010 is just over \$1.6 million, and an additional \$500,000 is under review (though not reflected in the budget). Telecommunications is also contributing approximately \$150,000 per year for debt service requirements on the Fillmore/Grand Haven project.

Beginning with the 2010 budget, the estimated \$150,000 of commission revenue the County receives from the inmate phones at the jail that had previously been recorded in the Telecommunications fund will now be recorded in the General Fund and used for operations. The County anticipates this could continue through 2014 then gradually return to the Telecommunications fund by 2018. The fund will also contribute an additional \$50,000 from accumulated commission revenues for 2010 – 2014.

The Financing Tools play a major role in reducing our tax levy. The amount for 2010 equates to 0.8251 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

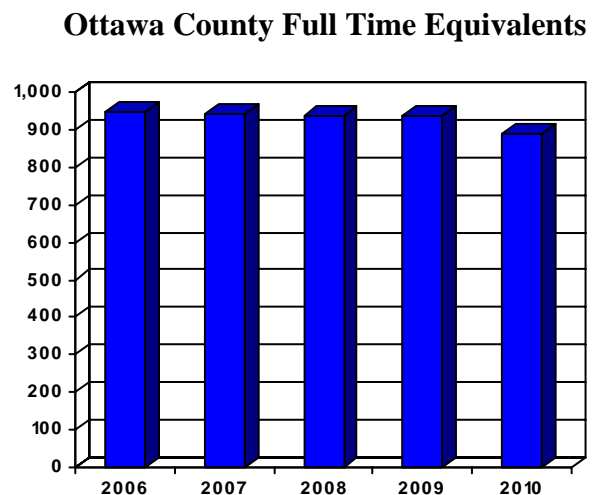
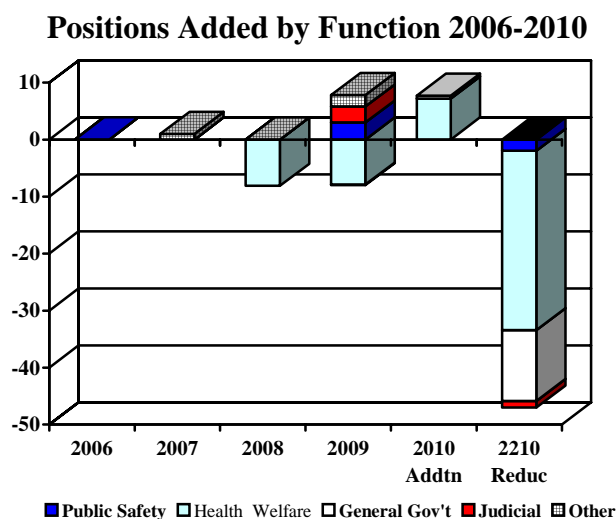


The amounts for 2008 and 2009 are much higher as they reflect the construction of the new Grand Haven Courthouse and the Fillmore Street addition. Several financing tools have participated in this endeavor.

PROGRAMMATIC ISSUES

Staffing Needs: Ottawa County, the eighth largest county in the State of Michigan, is also the third fastest growing county in the State in 2009 as well. The population has grown by more than 25,000 during the past 10 years, resulting in additional service demands. Due to the budgetary concerns of recent years, the County imposed a General Fund hiring freeze for the 2006, 2007, and 2008 budgets. The hiring freeze affected requests for new permanent, full-time positions that would result in a net increase in General Fund expenditures unless the position is required for a new facility or required to meet critical citizen service needs. Due to increased service demands and community policing contractual requirements, the County added 6.3 full time equivalents in 2009. However, the reductions made in other departments essentially kept the total number of full time equivalents steady. New personnel approved with the 2010 budget include primarily grant funded positions in connection with the federal stimulus funds.

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 2006 - 2010 added/subtracted through the budget process and the total number of full time equivalents for 2006 – 2010:



The 2010 budget process resulted in a decrease of 38.5 full time equivalents over all, net of increases of 7.7 full time equivalents. Full time equivalents in the Mental Health department show the largest decrease – 25.15 full time equivalents. Mental Health is in an ongoing reorganization process and is adjusting staff as appropriate when funds are available. Some of these functions these positions provided have been contracted with private agencies. In the General Fund, 5.25 full time equivalents have been eliminated in Facilities & Maintenance. As mentioned previously, the Grand Haven Courthouse and the Fillmore Street Administrative office will be cleaned by contracted help. Cleaning services for all facilities will be reduced.

Full time equivalents in the Health fund are decreasing by approximately 6.3 full time equivalents due primarily to the budget reductions. Various other departments have either reduced staff or have agreed to leave positions open for the 2010 fiscal year. The Michigan

Works!/Community Action Agency programs are adding 7.2 full time equivalents due to the federal stimulus funds.

Equipment/Technology Needs: Although the County has been conservative with personnel additions, it has taken steps to help departments complete their work more efficiently. In many cases, the County, through the implementation and use of technology, has delayed or eliminated the hiring of additional staff. The County continues to look for opportunities to use existing technology to meet operational needs, improve efficiency and maintain a viable technical capability. During 2009, the County replaced three legacy software applications for the Health Department, Register of Deeds and Property Description and Mapping. The County Technology Plan provides a strategic guideline for expected technology investments over five years. This plan is updated annually to serve as a framework for understanding County technology needs and priorities, and for making budget estimates. The County has been conservative in expanding new equipment and extended the life of existing equipment as a cost saving method.

Public Health implemented a new system in April 2009, after a year of testing and configuration. This system replaces a legacy system implemented in 1998. The capabilities of this system increase the information available to staff and management to support operational needs and decision making, and enhance the accuracy and delivery of service.

The Register of Deeds implemented a new Land Management System in June 2009. The new system provides new workflow capabilities and improved integration with other systems. The software was selected after a one year process involving a team led by the Register of Deeds to review, evaluate and select the new system. This system was funded with the Register of Deeds Technology fund. The County also will upgrade the applications related to Land Management: Tax, Assessing and Drains Assessing applications. Additional integration is being developed to improve information sharing between the systems and departments and to support public access to information through GIS and the web site.

The County began the work to replace the County's justice system that has been in use since 1996. Currently user teams provide strategic oversight, define requirements, and review Functional Specifications. This is a multi-year effort. Side benefits have included developing short-term solutions, and increased interdepartmental communications. The 2010 budget includes \$302,000 for development efforts.

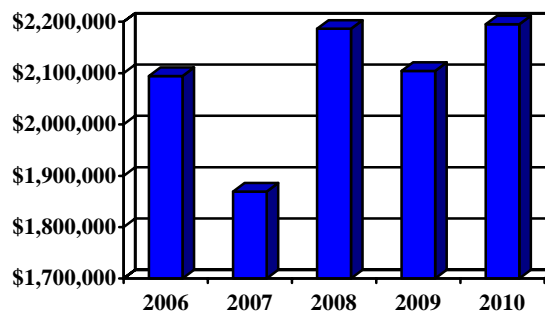
The contract with WebTecs, Inc has been renewed through August 2010 to include full time development, content management and help desk services. Priority will be given to content that can be delivered on-line, provide convenience to the public, reduce staff time, and generate revenue. During the past year, an on-line hiring system was developed on the County web site automating the process for applicants, Human Resources and department hiring supervisors. Current developments include accounts receivable receipting and law enforcement reporting applications. These will increase the efficient interaction between the County and external organizations and agencies. The Geographic Information Systems (GIS) site has been upgraded to provide the updated color orthophotography completed in 2008. At the current time, there are twenty GIS subscriber accounts. The IT department continues to look for ways to collaborate with and assist local units of government. This primarily has been through the County web site and GIS. Hosting of electronic documents has been offered to local units, with the first local

unit expected to participate over the next year. The 2010 budget includes \$234,000 for this effort.

The IT department completed a study of the County phone system and recommended an upgrade to the existing system. This upgrade is planned for 2010. The recommended upgrade will extend the life of the current phone system for seven to ten years, provide consolidation of switches with redundancy, simplify management and provide additional capabilities including Call Center and E-mail/Voice integration.

In addition to the initiatives above, the 2010 Budget includes approximately \$2.2 million for other equipment and technology needs. The following graph shows the dollar amount of equipment added each year from 2006 to 2010 during the budget process:

History of Approved Equipment



BOARD OF COMMISSIONERS GOALS

Goals and objectives were identified by the Board of Commissioners in a strategic/business plan adopted in March, 2006 and most recently updated in January, 2009. Many different programs and areas are included. The section that follows discusses goals and objectives that are specifically addressed in the 2008, 2009 or 2010 Budget.

Financial Stability:

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

Objective: Continue to advocate that the State of Michigan remain committed to continuing county revenue sharing

Objective: Identify and develop strategies to deal with potential financial threats

Objective: Identify and develop a plan for funding legacy costs

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

Objective: Implement and continue processes to ensure appropriate staffing levels and pay

Objective: Maintain or improve bond ratings

Budget Ramifications: The 2010 budget reflects changes to the health care plan for employees not represented by bargaining units. When the new rates are implemented for all employees, the anticipated annual savings to the County total \$787,000. During 2009, the County is utilizing a consultant to further study the impact of changing from a defined benefit

pension plan to a defined contribution pension plan for new employees. The results of the study are anticipated in early 2010. Administration is currently refining additional components to the five year deficit reduction plan.

The wage and job classification study with West Michigan Compensation Consultants is nearing completion, and staff have been trained to review compensation internally. The 2010 budget includes \$150,000 to accommodate potential changes from the study. Bond ratings for the County have been maintained throughout 2009. The other objectives have already been met or are ongoing.

Communication:

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

Objective: Develop and implement a comprehensive legislative action plan to communicate with legislators.

Objective: Develop and implement a comprehensive communication plan to communicate with the public.

Objective: Continue to develop and implement methods of communicating with employee groups.

Objective: Continue to improve communications with Commissioners.

Objective: Identify and appoint the best applicants to boards and commissions

Objective: Strengthen role in state, regional and national professional organizations

Budget Ramifications: One of the key components of the County’s legislative action plan is the lobbyist; the 2010 budget includes \$37,500 for a lobbyist to represent the County on legislative matters. The 2010 budget includes \$20,000 for a citizen survey to better understand community priorities and assist in decision making. A communication plan has been presented to the Board of Commissioners, but no budget impact is reflected in the 2010 budget. The last citizen survey was completed in 2008. Listed below are three questions asked on the 2008 survey and the survey results:

Taxes and Services:

Response	Question
37%	In light of the current budget situation in Ottawa County, it is important to maintain existing county services and programs, even if it means having to pay higher taxes.
53%	In light of the current budget situation in Ottawa County, it is important to keep taxes and fees as low as possible, even if it means reducing county services and programs.
10%	Undecided/Don’t know/Refused

Community Needs:

What would you say is the single, most important problem or issue facing the residents of your community that your local city, village, township, or county government must address?

Response	Problem	Response	Problem
27%	Unemployment	2%	City planning
9%	Economy	2%	City services
8%	Taxes	2%	Environment
7%	Roads	1%	Diversity
6%	Nothing	1%	Gas prices
5%	Housing crisis	1%	Government spending
3%	Crime & drugs	1%	Health care
3%	Education	1%	Morals/Values
3%	Growth	1%	Scattered "other"
3%	Poor local leadership	14%	Undecided

Of the following list of problems and issues residents of Ottawa County which one problem or issue you are personally concerned about the most?

Response	Question
37%	Providing economic development and jobs
14%	Protecting the public from crime and drugs
5%	Controlling unplanned development and sprawl
9%	Keeping local taxes and fees low
7%	Maintaining and improving area roads
6%	Improving the quality of area schools
4%	Preserving prime farmland and open space
3%	Providing quality basic city, township or county services
6%	Protecting the environment in the area
3%	Controlling traffic congestion
3%	More than one [ASK] "But which problem concerns you most?"
3%	Undecided/Don't know/Refused

The results of this survey are reflected in the 2010 budget in that no increase in the millage has been included in the budget (even though the County could authorize one with a vote of the Board of Commissioners). Instead, services and cost have been reduced to help balance the budget. In addition, the 2010 budget reflects the establishment of a \$500,000 revolving loan fund to provide matching dollars for federal grants related to economic stimulus. Last, one of the planning analyst positions in the Planning and Performance Improvement department will be redirected to work on economic development. Although there are some small personnel reductions in the Sheriff's department, road patrol functions have been left intact in the 2010 budget.

The County's website, miottawa.org also assists in communicating with the public. The 2010 Budget includes \$234,000 for miottawa.org maintenance and development of new services discussed previously under "Technology." The 2010 Budget no longer includes funds for a printed copy of the County's annual report to citizens, but the report will be available on

miottawa.org. During 2009, County staff held citizen budget meetings in preparation for the 2010 budget process in various locations within the County, and this practice will continue in 2010. The presentation provided information on the impact to the County budget if revenue sharing is not reinstated as well as other relevant financial and operational information.

Human Resources has included in its training initiatives seminars conducted by Human Resources staff to educate employees about their benefits. In an effort to obtain the best applicants for County boards and commissions, a database has been initiated to manage the appointment process. Last, several staff hold leadership roles on state and national professional association boards and committees. Some of these associations follow:

Employee/Official	Position	Agency	Agency Position
Kevin Bowling	Circuit Court Administrator	National Association for Court Management	Secretary/Treasurer
Ronald Frantz	Prosecutor	Prosecuting Attorneys Association of MI	Past-President
Michael Galligan	Equalization Director	MI Association of Equalization Directors	Vice-President
Paul Geerlings	Drain Commissioner	MI Association of County Drain Commissioners	Vice-Chair of NorthWest District
Matthew Schmid	Friend of the Court Investigator	MI Family Support Council	President of SouthWest Region
Gary Scholten	Register of Deeds	MI Association of Register of Deeds	District Chair; Conference Chair
Gary Scholten	Register of Deeds	United County Officers Association	Education Chair
Alan Vanderberg	County Administrator	International City/County Management Association	State Representative
Alan Vanderberg	County Administrator	MI Local Government Management Association	President-Elect
Alan Vanderberg	County Administrator	MI Association of County Administrative Officers	Secretary

Quality of Life:

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

- Objective: Investigate opportunities to impact the negative consequences of development
- Objective: Consider opportunities to establish a county-wide land use and economic development planning organization
- Objective: Examine environmental quality and water quality policies and develop a research-based, water quality action plan
- Objective: Provide quality County Facilities throughout the County
- Objective: Discuss and act upon road policy issues as appropriate
- Objective: Identify and develop strategies to address potential new initiatives

Budget Ramifications: The 2010 Planning Commission budget (Fund 2420) includes \$25,000 to take advantage of economic attraction opportunities. As mentioned previously, \$500,000 for a proposed revolving loan match fund for economic development has been reflected in the Infrastructure Fund (Fund 2444), and Planning and Performance Improvement is designating one of their analyst positions for economic development. The Planning and Performance Improvement budget in the General Fund (1010-7211) also includes over \$51,000 for the County's economic development consultant.

Construction of the new \$24 million Grand Haven Courthouse has been completed during 2009 and provides adequate space and facilities for services provided there (primarily judicial). The 2010 facilities and maintenance budget reflects the cost of the larger facility. Construction has also begun on a new storage facility for County property.

In addition, because of the rapid growth in the County, concern over green space and waterway access has become increasingly important. The 2010 Parks and Recreation budget includes a .3165 mill levy for park development, expansion and maintenance. This levy was renewed by the citizens in August of 2008 and authorizes the levy for ten years. The 2010 Parks and Recreation budget includes a total of \$3.4 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: Prioritize mandated and discretionary services

Objective: Continue implementation of outcome-based performance measurement system

Objective: Establish better employee-management communications

Objective: Ensure the continuity of government in the event of a disaster.

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

Objective: Complete labor negotiations with applicable employee groups

Budget Ramifications: The 2010 budget reflects the accumulated cost benefits of efficiency and organizational studies performed on the following departments: Equalization and Property Description and Mapping, Fiscal Services and Administrative Services, Parenting Plus, and Veteran's Affairs. During the last quarter of 2009, Plante Moran is performing an organizational study on the Fiscal Services department.

The Planning Commission budget (Fund 2420) includes \$1,600 to provide basic training seminars for the local units and \$8,000 for partnerships with local governments to hire consultants for transportation plans. The County recently approved a partnering agreement with Park Township to provide imaging services for \$11,000 per year which is based on their share of expenses. The County's website is also hosting Spring Lake Township in its online payment center for tax payments from Spring Lake Township residents, and the County will receive a portion of the convenience fees collected for the services. The County is also in discussion with

municipalities within the County to provide website capabilities for their unit within miottawa.org, the County's website.

During 2009, the County Board completed an additional ranking of discretionary services (the first ranking was completed in 2007), and these were used as an additional decision-making tool in the 2010 budget process. Existing staff resources are currently compiling information on mandatory services to identify potential areas for reduction where a specific service *level* is not mandated. The initiative has proven difficult, but staff continue their efforts.

In addition, the 2010 budget includes the continuation of outcome based performance measures and program evaluations. During 2009, the Planning and Performance Improvement department and staff from the Administrator's office have been working with departments to further refine goals, objectives, and performance measures. In addition, the 2010 budget includes \$50,500 for various new employee training programs above those currently provided by Information Technology. Contract negotiations are currently underway with the County's bargaining units.

BUDGET SUMMARY

The 2010 Budget reflects the on-going implementation and refinement of the action plans addressed in the Ottawa County Strategic Plan. The fluctuations between the 2009 and 2010 Budgets are the result of the previous discussion. A comparison of the 2009 and 2010 Budgets follows.

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

<u>Source</u>	2009 Amended Budget	2009 Percent of Total	2010 Proposed Budget	2010 Percent of Total	Percent Increase (Decrease)
Taxes	\$ 44,622,425	24.6%	\$ 42,479,050	28.0%	-4.8%
Intergovernmental Revenue	65,142,792	35.8%	61,938,091	40.8%	-4.9%
Charges for Services	12,534,629	6.9%	11,607,183	7.6%	-7.4%
Fines and Forfeits	969,600	0.5%	988,300	0.7%	1.9%
Interest on Investments	1,584,464	0.9%	882,578	0.6%	-44.3%
Rental Income	6,529,021	3.6%	6,183,476	4.1%	-5.3%
Licenses and Permits	697,770	0.4%	667,867	0.4%	-4.3%
Other Revenue	1,928,020	1.1%	1,785,127	1.2%	-7.4%
Operating Transfers In	27,844,253	15.3%	17,205,054	11.3%	-38.2%
Fund Balance					
Use/(Contribution)	19,705,537	10.9%	8,095,370	5.3%	-58.9%
Total Revenues	\$ 181,558,511	100.0%	\$ 151,832,096	100.0%	-16.4%

Taxes serve as the primary revenue source for the General Fund, E-911, and Parks and Recreation Fund. The 2010 tax revenue budget includes levies for the following purposes:

	<u>Millage for 2010 Budget</u>
General Operations	3.6000
E-911	.4400
Parks and Recreation	<u>.3165</u>
	4.3572

As discussed earlier, the County is choosing to levy 3.6 mills rather than its maximum allowable. Consequently, the decrease in revenue is due completely to the decrease in taxable value. It should be noted that in the comparison table above, the 2009 budget has not yet been adjusted for the lower anticipated tax revenue as the sources identified to cover the shortage will depend on the final total activity of the General Fund. The 2009 estimate for taxes is \$43,793,030, so 2010 represents a 3 percent decrease. This is less than the 3.3 percent decrease for the 2010 operating levy because taxes include the E-911 and Parks levy which are based on the 2009 taxable value.

Intergovernmental Revenue represents 40.8 percent of the Governmental funds revenue budget and is decreasing. Major fluctuations by fund/area follow.

Parks and Recreation	(\$2,169,000)
Mental Health	1,459,000
Workforce Investment Act (WIA) Funds/ Community Action Agency/Weatherization	(1,281,000)
Child Care Fund	(322,000)
Other Grants	(925,000)

Intergovernmental Revenue in Parks and Recreation (2081) fund is decreasing because the 2009 budget includes a \$2 million Michigan Natural Resources Trust Fund grant for the Olive Shores property. The increase in Mental Health intergovernmental revenue is in Medicaid funding based on a projected four percent increase in reimbursement rates, a one percent increase in the client population, and additional clients in connection with the closing of the Mount Pleasant facility.

Workforce Investment Act (WIA) as well as the Community Action Agency (2870) and Weatherization (2890) programs reflect a decrease because funding is uncertain. In observance with the County's budgeting philosophy, nothing is budgeted in these funds until grant notification from the State is received. In addition, the 2009 figures may include grant carry forward revenue from prior years which are not budgeted in 2010 as the County does not have approval for those carry forward revenues at this time. In particular, the 2009 budget includes \$920,000 for the Trade Adjustment Assistance debit card program which issues debit cards to eligible clients to pay tuition at approved colleges and a \$500,000 No Worker Left Behind grant for additional job training services for which the County has not received renewal information. The County received \$950,000 more in dislocated worker funds than currently authorized for 2010. Additional money may be added to the 2010 grant during the year, but no formal notification has been made. The overall decrease for these funds is \$1.28 million. However, funding for Weatherization programs is increasing by over \$1 million in connection with federal stimulus money.

Funding for the Child Care fund is decreasing slightly because 2009 reflects the anticipated payment of \$250,000 in connection with enhancements made to the case management system. 2009 also reflects payments for State wards from other counties held in our detention center. It is difficult to determine the number of youths that will be State wards, so State ward housing is reflected in charges for services.

There are also several non-recurring grants that account for the remainder of the difference:

Grant	Fund	2009 Budget
Homeland Security	1010	\$92,000
MDOT Transit Study	1010	\$105,000
Drug Court	2170	\$190,000
Federal Stimulus - Equipment	2609	\$169,000
Safe Havens Domestic Abuse	2750	\$369,000

The Homeland Security grant covers expenditures to develop the regional response coordination framework for catastrophic events. Although funding has been on-going, the County has not yet been notified of funding for 2010. The MDOT Transit study grant is a one time grant to conduct a County-wide transit needs assessment and feasibility study. Completion of the project is anticipated in 2009.

Drug Court funding has been ongoing for several years, though the grant awards have been smaller. The County has not yet been notified if funding is available for 2010. The Federal Stimulus grant represents one time dollars used to purchase a patrol boat and replace the mugshot identification system. In 2009, the County also served as a pass thru agent for the Safe Havens grant in conjunction with the Center for Women in Transition. The grant provides for the safe, supervised exchange of minor children by and between parents involved in domestic violence, sexual assault, stalking, dating violence and child abuse. The County has not received notice of renewal for the grant.

Charges for Services revenue, at just 7.6 percent of total revenue, is decreasing 7.4 percent. The main area of decrease is in the Register of Deeds department (\$615,000). New construction has plummeted from previous levels, and the tax credit for first time home buyers, part of the federal stimulus package, is scheduled to end December 1, 2009. Interest rates have already reached an all-time low, so most refinancings have been completed. Charges to departments for indirect administrative cost is decreasing \$135,000. The revenues from this line can vary from year to year depending on changes in the allocation by department and the total cost to be allocated. The largest area of decrease is in the District Court. The 2009 amount included a roll forward adjustment for building charges related to the Holland District Court facility which the Court occupied in 2006. In addition, the 2009 budget includes approximately \$193,000 for the sale of red pine timber harvested from County parks. The harvest is expected to end in 2009. However, commission on the jail phones used by inmates (\$150,000) had previously been recorded in the Telecommunications fund, an internal service fund. This revenue will be recorded in the General Fund in 2010 and possibly for the next four years as well.

Interest on Investments reflects a decrease of \$702,000 or 44.3 percent. The decrease is due to a combination of low return rates on allowable investments and the lower cash balances of the County discussed earlier.

Rent Income is decreasing 5.3 percent. The Ottawa County Building Authority is the owner of several County facilities, and there are lease agreements between the County and the Building Authority. A portion of the rent charged to departments occupying the facilities is for bond payments, and this portion is credited to the Building Authority. During 2009, the final bond payment was made for the Ottawa County Central Dispatch Authority issue (\$399,000) which eliminates the 2010 rent related to bond payments for this issue.

Licenses and Permits revenue is decreasing primarily in the Health fund because new construction is down, reducing collections on water and sewer permit fees.

Other Revenue is decreasing primarily in the Mental Health Fund. The revenue mix changes as different clients enter and exit the system. Some are Medicaid funded, some have private insurance, and some have various other funding sources. The reduction in this revenue source reflects the variable funding sources.

Operating Transfers In is decreasing due to the building project. Specifically, \$9.5 million has been transferred from other funds to the Building Authority Capital Projects fund for project completion; no additional transfers are needed. In addition, during 2009, the Jail Health Services program was moved from the Health Fund to the General Fund. The 2010 budget reflects a full year in the General Fund with a correspondingly smaller transfer to the Health Fund (\$269,000). Program cuts to the Health fund discussed earlier resulted in an additional \$480,000 reduction in the transfer. Due to changes in grant reimbursement, the Friend of the Court fund has an additional \$209,000 available at year end. This amount will be used to reduce the 2010 transfer. With the 2010 budget process, the \$298,000 transfer to the Parks and Recreation Fund was eliminated. However, transfers to the General Fund are increasing by \$550,000 for operations.

Fund Balance usage varies mostly as a result of capital projects. As discussed under operating transfers, \$9.5 million is being transferred from the General Fund and Public Improvement Fund for the completion of the construction project in 2009. These two funds are using fund balance for this purpose. The General Fund portion for the project, \$5.59 million, is coming from *designated* fund balance. In addition, the Parks and Recreation Fund is using \$2 million more in fund balance for the Olive Shores property purchase. Although the changes balance each other, the 2009 budget includes a \$1 million of fund balance and the Compensated Absences fund is using \$500,000 of fund balance to cover General Fund operations. In 2010, the County is using \$1 million from the Stabilization fund and \$500,000 from the General Fund for operations.

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).

Information on expenditures follows.

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

Use	2009 Amended Budget	2009 Percent of Total	2010 Proposed Budget	2010 Percent of Total	Percent Increase (Decrease)
Legislative	\$598,494	0.3%	\$530,254	0.3%	-11.4%
Judicial	15,012,770	8.3%	14,292,126	9.4%	-4.8%
General Government	18,505,313	10.2%	16,561,858	10.9%	-10.5%
Public Safety	29,508,907	16.3%	28,920,039	19.0%	-2.0%
Public Works	1,041,326	0.6%	1,277,344	0.8%	22.7%
Health & Welfare	64,778,717	35.6%	63,246,684	41.7%	-2.4%
Culture & Recreation	10,042,184	5.5%	5,578,447	3.7%	-44.4%
Community & Economic Development	868,390	0.5%	685,592	0.5%	-21.1%
Other	897,286	0.5%	902,351	0.6%	0.6%
Capital Projects	9,502,388	5.2%	0	0.0%	-100.0%
Debt Service	3,544,147	2.0%	3,151,432	2.1%	-11.1%
Operating Transfers Out	27,258,589	15.0%	16,685,969	11.0%	-38.8%
Total Expenditures	\$181,558,511	100.0%	\$151,832,096	100.0%	-16.4%

Legislative expenditures are decreasing to reflect the Board of Commissioner’s commitment to reduce cost during challenging budget times. Specifically, Board of Commissioners the travel budget was reduced at their request. Funding for Gypsy Moth spraying is not budgeted, but is available in designated fund balance should the need arise.

Judicial expenditures are decreasing 4.8 percent, this mainly due to grant reductions. The Safe Havens grant, discussed under intergovernmental revenue, is expected to be complete by this year end (\$369,000). In addition, only one of the Drug Court grants is budgeted in 2010 since the County has not been notified of any other grant award for 2010 (\$248,000). Additional staff previously charged to the Juvenile division have been moved to the Child Care fund (\$99,000). As discussed under charges for services revenue, indirect administrative cost for the District Court is decreasing by \$112,000 due to roll forward adjustments.

General Government expenditures are primarily accounted for in the General Fund, and are decreasing 10.5 percent. The largest area of decrease is in the Survey and Remonumentation program (\$819,000). Significant progress has been made on the project (which is nearing completion) during 2009, but State funding reductions have necessitated that the program be decelerated. Reductions to balance the budget have resulted in a \$100,000 reduction to the MSU Extension program. As discussed earlier, reductions made in Facilities and Maintenance is saving the County \$250,000 and results in expenditures that are \$227,000 lower than 2009. Expenditures in Fiscal Services are down \$116,000 for two main reasons. The 2010 budget reflects the elimination of one position and 2009 includes \$75,000 for the user fee study. Human Resources expenditures are down \$98,000 due to the department’s reorganization which

eliminated .5 full time equivalents. In addition, \$60,000 is currently budgeted for various management studies but has been eliminated. Funds are available in contingency if needed. In the Special Revenue funds, new Register of Deeds and property management software is being purchased in 2009, resulting in a \$561,000 decrease in expenditures for 2010.

Public Safety expenditures, representing 19.0 percent of total expenditures, are decreasing 2 percent in total. The Sheriff 9/30 Grant Fund is \$315,000 less due to one time federal stimulus dollars received in 2009 as well suspension of the Sheriff Curb Auto Theft (SCAT) program due to insufficient grant dollars (\$97,000). In the General Fund, one corrections officer and three unbenefitted positions have been eliminated from the budget (\$93,000). When 2009 budgets were prepared, gas prices were at all time highs, resulting in inflated estimates for 2009. The 2010 gasoline budget is \$173,000 lower. 2009 also included the purchase of 12 more replacement vehicles than 2010. The vehicle set-up charges (striping, light and radio installation, etc.) approximate \$8,000 each, resulting in 2009 costs related to vehicle set up being \$96,000 higher. The 2009 Marine Safety budget includes \$65,000 for a grant-funded boat.

Public Works expenditures are increasing by 22.7 percent which reflects the anticipated large drain project in Park Township which is estimated to cost a minimum of \$2.5 million. The County share for the project will be \$180,000. Heavy rains in 2008 and 2009 have also resulted in several smaller drain projects for 2010. The total 2010 budgeted amount for the County share of drain projects is \$347,000, compared to \$124,000 in 2009.

Health and Welfare expenditures, representing 41.7 percent of total expenditures is decreasing by 2.4 percent. Expenditures for the Health fund are \$928,000 lower in total. As discussed previously, \$269,000 is due to the move of the Jail health program to the General Fund half way through the Health fund's year. The 2010 budget for vaccines also reflects fewer clients coming in for vaccines (\$96,000). As discussed previously, the fund is also leaving several positions vacant and has eliminated other positions in connection with balancing the 2010 budget. Mental Health expenditures are increasing by \$1.2 million which represents a 3.7 percent increase. Most of this increase is for their developmentally disabled population.

Michigan Works!/Community Action Agency programs are decreasing by \$1.3 million for reasons discussed under intergovernmental revenue. The 2009 budget for the Child Care Fund includes \$500,000 for enhancements to the web-based case management system which are one time charges. The State of Michigan is paying for half of that cost. The juvenile division is placing fewer kids in residential placement as more treatment opportunities have been developed, allowing more juveniles to stay in a home setting. As a result, the 2010 budget for the fund is \$629,000 lower. The remainder of the Parenting Plus program has been eliminated from the Department of Human Services budget. Existing programs will accommodate these services (\$87,000).

Culture and Recreation expenditures are recorded in the Parks and Recreation Fund (2081) and will vary depending on the land acquisition and capital improvement endeavors. The 2009 capital outlay budget of \$7.7 million includes land purchases of \$4.6 million, much of it for the Olive Shores acquisition. The Olive Shores acquisition is estimated to cost \$3.6 million, with \$2 million of the price paid by a grant. In addition, the 2009 budget includes \$1.9 million for the construction of the Nature Center. In contrast, the 2010 capital outlay budget is \$3.4

million which includes \$1.6 million for land acquisition, \$872,000 for a non motorized pathway for the Upper Macatawa land and other smaller park improvement projects.

Community and Economic Development expenditures are decreasing by 21.1 percent due primarily to the elimination of one planning and research analyst and the completion of the urban smart growth project.

Capital Projects expenditures vary depending on the scope of projects undertaken. The 2009 expenditure budget reflects the completion of the Fillmore Administrative Expansion/Grand Haven Courthouse project. No additional projects are planned for 2010 out of the Capital Projects fund.

Debt Service expenditures are decreasing in 2010 because the last payment on the Ottawa County Central Dispatch Authority has been made in 2009 (\$399,000).

Operating Transfers Out are decreasing for the same reasons discussed under operating transfers in. The amount is slightly different because the General Fund includes a \$50,000 transfer from the Telecommunications, an Internal Service fund. The remaining difference is due to funds having different year ends.

CHANGES TO 2010 DEPARTMENTAL REQUESTS

Changes to the 2010 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 2009 General Fund budget as proposed by departments included revenues of \$70,267,579 with associated expenditures of \$75,816,231. The major adjustments to the 2010 Budget include:

Revenues:

2010 General Fund Budget Proposed by Departments	\$62,785,275
Analysis and fine tuning of tax projections	(368,000)
Diversion of rent revenue from the Public Improvement Fund	300,000
Diversion of jail phone commission revenue (current and prior year) from Telecommunications	200,000
Transfer in from Stabilization	1,000,000
Anticipated revenue resulting from the User Fee study	100,000
Decreases in rent revenue resulting from reduced costs	(147,000)
Other miscellaneous adjustments	(22,741)
Total General Fund Revenues Proposed by Finance and Administration Committee	<u>\$63,847,534</u>
Budgeted use of fund balance	<u>\$500,000</u>
Total Revenues and use of fund balance	<u><u>\$64,347,534</u></u>

Expenditures:

2010 General Fund Budget Proposed by Departments	\$68,081,094
Reduce MSU Extention programs	(100,000)
Reduced operating transfer to Friend of the Court based on revised revenue estimates	(114,000)
Reduce to reflect health insurance opt outs	(372,500)
Equipment requests not recommended/Revised by department	(331,000)
Reduce for anticipated vacancies	(104,000)
Reduce to reflect revised Facilities and Maintenance department	(250,000)
Revised County share of drain assessments	120,000
Reductions to various employee benefits	(223,000)
Reductions to Public Health programs	(556,000)
Reduce Parks Operating Transfer	(298,000)
Added to contingency in anticipation of wage study implementation	154,000
Positions eliminated/temporarily suspended (not reflected in program reductions)	(510,000)
Reduce Community Corrections operating transfer	(141,000)
Elimination of the Parenting Plus program/other changes to DHS budget	(102,000)
Reduction to Sheriff and Jail operational supplies based historical needs	(262,000)
Additional reductions to Sheriff and Jail temporary services and overtime	(125,000)
Other miscellaneous adjustments (less than 1% of the department head submission)	(519,060)
Total General Fund Expenditures Proposed by Finance and Administration Committee	<u><u>\$64,347,534</u></u>

SPECIAL REVENUE, DEBT SERVICE, CAPITAL PROJECTS AND PERMANENT FUNDS

In the Parks and Recreation Fund (Special Revenue Fund 2081), the operating transfer from the General fund was eliminated (\$298,000) as part of the budget balancing. During the budget process, additional information was received regarding grant applications made by Parks and Recreation, and intergovernmental revenue and capital outlay were reduced accordingly. Expenditures in the Public Health Fund (Special Revenue Fund 2210) were decreased due to the reduction in the operating transfer as part of the budget reduction plan. Also during the budget process, Community Mental Health implemented more components of their reorganization and both revenue and expenditures were increased by \$515,000.

As discussed in the budget balancing for the General Fund, \$300,000 of rent revenue will be diverted from the Public Improvement Fund, so the fund's revenue is lower than originally budgeted. Likewise, the Stabilization Fund now reflects the \$1 million transfer to the General Fund.

Certain Workforce Investment Act Funds were increased from the original departmental request upon notification of grant approvals. The operating transfer to the Community Corrections Fund (Special Revenue Fund 2850) was reduced as part of the budget balancing. Revenue was reduced by \$152,000 and expenditures were reduced by \$101,000 in the Department of Human Services fund to reflect the elimination of the Parenting Plus program. The remaining funds had no significant changes made to their 2010 budget requests.

CONCLUSION

Ottawa County's vision is *to be the location of choice for living, working, and recreation*. The mission states that *the County is committed to excellence and the delivery of cost-effective public services*. To accomplish the vision and mission of the County, long term strategies and financial planning have been implemented for several years.

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 provide public service and quality of life for our citizens.

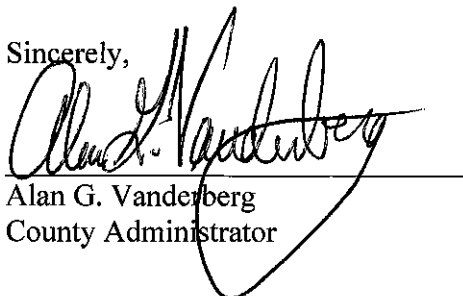
With financial forecasting and the creation of long-term financing tools, the County has positively impacted future financial decisions and the County's financial stability. These tools permit the County to reduce taxes to County residents, maintain the County's bond rating, and control costs to departments. Finances continue to be carefully balanced in order to maintain or improve the outstanding bond ratings that save significant taxpayer dollars when the County issues debt or when townships use the County bond ratings for water and sewer system bonds.

The County is projecting operational deficits over the next five years as a result of the declining tax revenue, the possible reduction in State Revenue Sharing, and the increasing cost for employee benefits. Ottawa County also remains one of the fastest growing counties in Michigan which increases the need for services to the public. The downturn in the economy has also had an impact on the need for services by citizens. With the increase in service requirements and the need to control expenditures, it is essential that the County keep pace with technology in order to improve efficiency and to deliver quality services to the public in a cost effective manner.

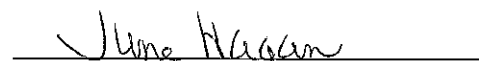
The 2009 budget continued addressing the projected operational deficits with a balanced approach of increasing revenues, reducing expenditures, and using one time monies. This philosophy has continued with the 2010 budget. The budget reflects the implementation of the County's strategic plan, long-range strategies, and an array of tools in balancing the budget. The budget continues to emphasize responsibility, restraint, and reinforcement of the County vision and mission.

The County has continued to control expenditures through long range planning to ensure the fiscal stability of the County. With Ottawa County's fiscal restraint and long-term planning, the County will continue to maintain its financial strength and tradition of providing exemplary services to the public.

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, 2009. This was the fourteenth 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**

Special Performance Measures Recognition

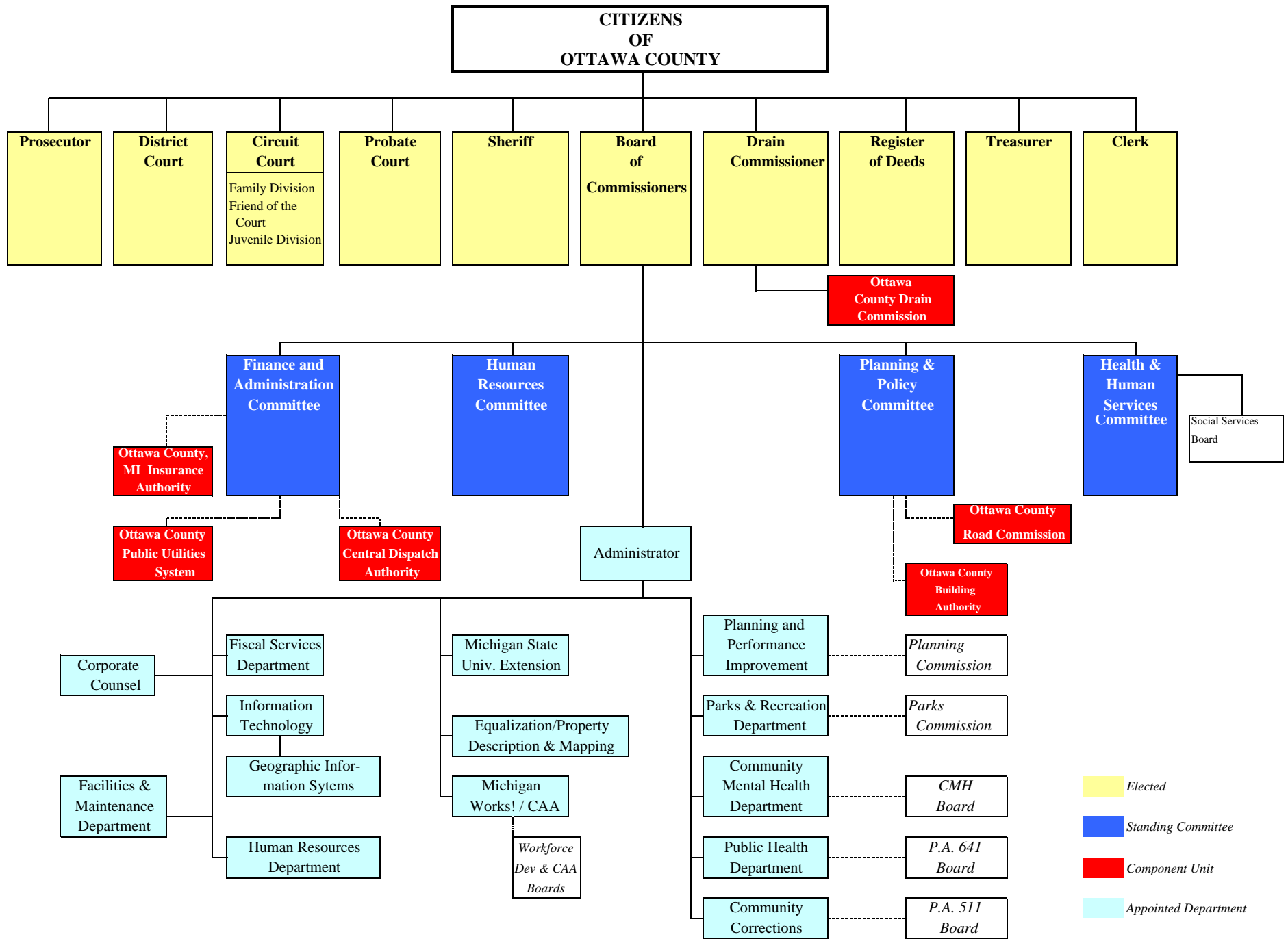
For the Fiscal Year Beginning

January 1, 2009

President

Executive Director

2010 ORGANIZATIONAL CHART



- Elected
- Standing Committee
- Component Unit
- Appointed Department

User's Reference Guide

Overview

The User's Reference Guide provides assistance in using the County of Ottawa 2010 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:

<u>Guide to the Document</u>	<u>Page</u>
- What information is contained in each section?	46 - 47
- What types of funds are represented in the document?	48 - 49
- How do funds and functions relate? Where can I find a particular program?	48 - 51
- What is involved in adopting the annual budget? What financial policies guide the budget process?	51 - 64
<u>Property Taxes and Mill Levies</u>	
- What is the County mill levy, and what effect has legislation had on it?	64
- How does the 2010 levy compare to previous years?	65
- How are property taxes calculated?	65
- How does the Ottawa County levy compare with other counties?	66
<u>Personnel and Capital Expenditures</u>	
- What new positions are included in the 2010 budget and what functions do County employees perform?	66 - 67
- What capital expenditures are included in the 2010 budget?	68 - 69
<u>Financial Outlook</u>	
- What does the future hold for Ottawa County?	69 - 82
<u>Strategic Planning</u>	
- To what extent has the county focused attention on long-term planning, both financial and programmatic?	83 - 106

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 2010 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 2009 ending fund balance, 2010 budgeted revenues/other financing sources, 2010 budgeted expenditures/other financing uses, and the projected 2010 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 performance and activity measures follow; 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 2010 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 2006, 2007, and 2008. Projected revenues and expenditures are included for 2009. Finally, the 2010 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: Resolution approving the 2010 budget

Section II: Summary of the 2010 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 2008, 2009, and budgeted 2010

Section V: General information about Ottawa County

Section VI: Financial Policies of the County

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

An Index is provided at the very end 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.

Budget Basis

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 five 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. 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, 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 (<i>Major Fund</i>)	<i>Major</i> Special Revenue Funds	<i>Non- Major</i> Special Revenue Funds	<i>Non- Major</i> Debt Service Funds	<i>Non- Major</i> Capital Projects Funds	<i>Non- Major</i> Perm- anent Funds	Proprietary Funds	Comp- onent Units
	Page Number							
Legislative:	174							
Judicial:								
Circuit Court	182							
District Court	187							
Probate Court	191							
Juvenile Services	195							
Friend of the Court/ Child Support Enforcement			314					
Community Corrections			385					
General Government:								
Fiscal Services	207							
Corporate Counsel	211							
Clerk/Elections	204/214							
Administrator	218							
Equalization	221							
Human Resources	225							
Prosecutor:								
Prosecution	230							
Crime Victim's Rights			366					

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
Page Number								
Administrative Services	233							
Information Technology							154	
Self-Insurance							154	
Telecommunications							154	
Equipment Pool							154	
Register of Deeds	234		364					
Treasurer	240		363					
Delinquent Tax Revolving							154	
Revenue Sharing Reserve		387						
Co-Operative Extension	243							
GIS	247							
Facilities and Maintenance	250							
Drain Commission	252							155
Public Safety:								
Sheriff:								
Road Patrol	259		364					
Investigations	259							
Administration	259							
Records	259							
Drug Enforcement	264							
Community Policing	265		361					
Jail/Corrections	273							
Marine Safety	271							
Emergency Services	276	320						
Animal Control	280							
Dispatch/911								155
Public Works:								
Solid Waste Planning			356/357					
Water, Sewer, & Drainage		323						155
Roads								155
Health & Welfare:								
Health Services		318						
Mental Health		348						
Job Training			374					
Juvenile Detention/Foster Care			391					

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
	Page Number							
Health & Welfare:								
Jail Health Services	285							
Substance Abuse	286							
Department of Human Services			381					
Culture & Recreation								
Parks		310						
Community & Economic Development								
Planning	291		359/360					
Debt Service								
Building Authority Bonds				396				
Water and Sewer Bonds								155/401
Capital Construction								
Public Improvement		362	361					
Capital Projects					402			
Other:								
Cemetery Trust						407		

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 or the first Board meeting in October, 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 2010 Budget Calendar

March 2, 2009	Equipment and Personnel Request Forms sent to department heads.
March 31, 2009	Department requests for 2010 equipment requests should all be submitted through the equipment requisition process Personnel requests for 2010 should be submitted to Fiscal Services
April 1, 2009	Performance Measures sent to department heads for updating.
April 30, 2009	Performance Measures returned to Fiscal Services Department.
May 11, 2009	2010 Budget information session to be held in conjunction with the management meeting. (Packets to be distributed May 18)
May 12, 2009	Finance Committee approves the Resolutions of Intent to Increase Millage Rate. <i>The County operating levy under consideration is for the 2009 levy and 2009 budget year. The 911 and Parks levies under consideration are for the 2009 levy and the 2010 budget year.</i> Board reviews Truth-in-Taxation Calculation, the Resolutions of Intent to Increase Millage Rate and sets the date for public hearing.
May 18, 2009	Budget packets distributed to departments.
May 19, 2009	Finance Committee approves the Resolutions to Approve the Millage Rate and forwards them to the Board
May 26, 2009	Board holds public hearing and approves the 2009 millage rates
May 18, 2009- June 12, 2009	Fiscal Services Department available to provide any needed assistance in completing budget documents.

June 12, 2009	Departments submit completed budget requests and narratives to the Fiscal Services Department.
June 12, 2009 - July 31, 2009	Fiscal Services Department summarizes budgets and prepares documents for Administrative review.
August 3, 2009 - August 31, 2009	Administration meets with Department Heads in preparation of a proposed budget.
August 25, 2009	Preliminary General Fund budget presented at Board Work Session and discussion of balancing methods
September 1, 2009	Board Work session to discuss balancing options for the 2010 General Fund budget
September 8, 2009	Board Work session on the 2010 General Fund budget and balancing options proposed by Administration
September 15, 2009	Finance Committee preliminary review of the total 2010 budget and approval of the resolutions regarding the Distribution of the Convention Facility Tax and Distribution of the Cigarette Tax.; approval of the Salary and Fringe Benefits Adjustments.
September 22, 2009	Board approves the resolutions regarding the Distribution of the Convention Facility Tax and Distribution of the Cigarette Tax, and approves the Salary and Fringe Benefit Adjustments. Board receives preliminary overview of 2010 budget. Deadline for publication of the public hearing notice on the 2010 Community Mental Health budget.
September 28, 2009	Community Mental Health board holds the public hearing for the Mental Health budget and adopts the budget.
October 13, 2009	Board sets the date for the public hearing on the County Budget for October 27, 2009
October 20, 2009 Budget,	Finance Committee reviews Resolution to Approve 2010 County Insurance Authority Budget and the Apportionment Report.
October 21, 2009	Deadline for the publication of the public hearing notice on the 2010 budget.

October 27, 2009 Board holds the public hearing on the budget and receives the formal Budget Presentation. Board adopts the 2010 County Budget, the Insurance Authority Budget and the Apportionment Report.

County of Ottawa Budget Related Financial Policies

REVENUE AND EXPENDITURE POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

Revenues:

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

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

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

In addition, flexibility within the levy is also important to bond rating agencies. The agencies look very favorably on entities that have the flexibility to adjust tax revenues. The higher the County's bond rating is, the lower the cost to

borrow. This affects not just the County but the public overall, since assessments will be lower.

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

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

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

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

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

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

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

Expenditures:

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

2. Indirect Cost:

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

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

3. The full cost of an employee's compensation is not limited to the cash outlays for salaries and fringe benefits. Most employees are also earning benefits that will not be actually paid for several years. Specifically, in addition to the wages and benefits paid and received during the year, most employees are also earning future compensation in the form of pension and retiree health care. Because these future cash outlays are actually being *earned* now, the County should contribute to them now. This allows us to identify the full cost of the services being provided and avoid passing on costs incurred now to future generations. The County will strive to fully fund its long-term liabilities. Each year, the County receives actuary studies that calculate the annual required contribution (ARC) for the County's pension and other post employment benefits (primarily retiree health care). The County will make every effort to budget and pay the ARC each year. The County will also analyze ways to reduce these (and other) costs to benefit the taxpayer yet still provide adequate compensation for employees.

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

5. The County provides a variety of services to the public. As departments adjust programs to meet the perceived needs of their clients, a duplication of services can result, both with other County programs and with other government and

private agencies. Regular program review can help identify duplications. Where identified, the County will eliminate services duplicated internally or externally in order to use resources more efficiently.

6. Technology can often provide efficiencies for County departments. Such efficiencies may result in improved service to customers, streamlined processes both within the department and with related agencies, and lower personnel demands. It is important for County departments to continually explore technology alternatives and the costs and benefits they may bring. Depending on funding availability and a project's compatibility with long-term planning, new technology initiatives will be considered when the estimated benefits exceed the estimated costs.

REVIEW PERIOD

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

FINANCIAL GOALS POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

1. Maintain an adequate financial base to sustain a prescribed level of services as determined by the State of Michigan and the County Board of Commissioners.
2. Adhere to the highest accounting and management practices as set by the Financial Accounting Standards Board, the Governmental Accounting Standards Board, the Government Finance Officers' Association standards for financial reporting and budgeting, and other applicable professional standards.

3. Assure the public that the County government is well managed by using prudent financial management practices and maintaining a sound fiscal condition.
4. Establish priorities and funding mechanisms which allow the County to respond to local and regional economic conditions, changes in service requirements, changes in State and Federal priorities and funding, as they affect the County's residents.
5. Preserve, maintain and plan for replacement of physical assets.
6. Promote fiscal conservation and strive to obtain the highest credit rating in the financial community, by ensuring that the County:
 - a. pays current bills in a timely fashion;
 - b. balances the budget;
 - c. provides for future costs, services and facilities;
 - d. maintains needed and desired services.

REVIEW PERIOD

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

GENERAL FUND BUDGET SURPLUS POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

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

f. In making decisions about the use of such funds, the Board will consider whether the program or goal can be performed better by a person or entity other than the County.

REVIEW PERIOD

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

OPERATING BUDGET POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

1. County Budget Philosophy

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

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

The County will include a contingency amount in the budget for unforeseen and emergency type expenditures. The amount will represent not less than 1%

and not more than 2% of the General Fund's actual expenditures for the most recently completed audit (e.g., 2006 audit used for the 2008 budget). All appropriations from contingency must have Board approval.

c. **Balancing the Budget:** In accordance with Public Act 621, no fund will be budgeted with a deficit (expenditures exceeding revenues and fund balance). Prudence requires that the ongoing operating budget be matched with ongoing, stable revenue sources in order to avoid disruption of services. The County will make every effort to avoid the use of one-time dollars and fund balance to balance the budget. Instead, cash balances and one-time revenues should only be used for one-time expenditures such as capital improvements.

2. Budget Formulation

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

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

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

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

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

3. Amendments to the Budget

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

permitted by grant agreements. All budget appropriations lapse at the end of each fiscal year unless specific Board action is taken.

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

4. Long-term Financial Planning

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

In addition, the County will support efforts that control future operating costs. The County will strive to fully fund the County's financing tools to benefit all current and future residents of Ottawa County. Details of the financing tools funds can be found in the strategic planning section of the User Guide.

REVIEW PERIOD

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

PERFORMANCE MEASUREMENT POLICY

I. POLICY

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

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

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

allow the Board to make informed allocations of fiscal resources, and to provide for the continued improvement of resource allocations.

II. STATUTORY REFERENCES

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

PROCEDURE

1. The Board of Commissioners will support the use of performance measures.

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

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

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

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

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

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

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

REVIEW PERIOD

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

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, and was renewed for an additional 10 years in August of 2006.

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 4.2650 mills; this represents decreased revenue of approximately \$1.75 million. The Board of Commissioners opted to reduce the levy further to 3.600 mills. This resulted in an additional \$6.7 *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 .4400 mills; this represents decreased revenue of approximately \$601,000. The Parks levy was also reduced slightly by Headlee from .33 mills to .3165 mills - a decrease of just over \$135,000.

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>
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	.4407	.3165	4.3572
2007	2008		.4407	.3165	4.3572
2008	2008	3.6000	.4407	.3165	4.3572
2008	2009		.4407	.3165	4.3572
2009	2009	3.6000	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
2009	2010		.4400	.3165	4.3565
2010	2010	3.6000	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>

(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.

Calculation of Property Taxes

The table that follows 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	.0036000	\$135.00	.0007565	\$28.37	\$163.37
\$100,000	50,000	.0036000	\$180.00	.0007565	\$37.83	\$217.83
\$150,000	75,000	.0036000	\$270.00	.0007565	\$56.74	\$326.74
\$200,000	100,000	.0036000	\$360.00	.0007565	\$75.65	\$435.65

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

Comparison of Tax Levies of Other Michigan Counties

2009 Operating Millage Levies of Neighboring Counties:

Allegan	4.6577
Muskegon	5.6984
Kent	4.2803
Ottawa	3.6000

Counties of Similar Size:

<u>County</u>	<u>2009 Taxable Valuation</u>	<u>Operating Millage Levy</u>
Kalamazoo	\$8,372,294,102	4.6871
Ingham	8,033,032,230	6.3512
Ottawa	10,018,437,711	3.6000
Genesee	11,326,298,563	5.5072
Washtenaw	15,312,121,625	4.5493

Highest 2008 Allocated and Voted Levy:

Baraga	14.64
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Lowest 2008 Allocated and Voted Levy:

Livingston	3.88
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New Positions Approved with the 2010 Budget

Although the County is showing a net decrease in positions overall, certain departments received new positions based on service demands. The table that follows lists all of the approved changes.

County of Ottawa 2010 Approved Personnel Requests

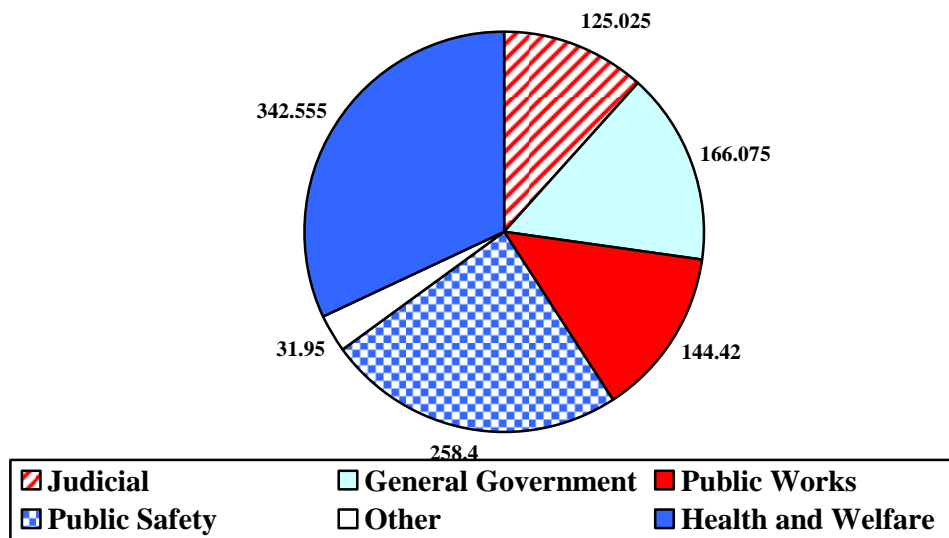
<u>Department</u>	<u>Description</u>	<u>Personnel Costs</u>	<u>Equipment Costs</u>
<u>Benefitted Positions:</u>			
Human Resources	.5 Training Coordinator	\$38,283	
Workforce Investment Act	Secretary	\$36,867	\$1,050
Weatherization	Weatherization Inspector	\$46,872	\$1,350
Weatherization	Weatherization Inspector	\$46,872	\$1,350
Weatherization	Assessment & Eligibility Specialist	\$39,871	\$1,050
Weatherization	Records Processing Clerk II	\$35,503	\$1,050
		<u>\$244,268</u>	<u>\$5,850</u>

County of Ottawa 2010 Approved Personnel Requests

Department	Description	Personnel Costs	Equipment Costs
<u>Unbenefitted Positions:</u>			
Parks & Recreation	Park Custodian	\$8,325	\$0
Parks & Recreation	Park Maintenance Worker (4 Positions)	\$46,932	\$19,600
Parks & Recreation	Maintenance Crew Supervisor	\$13,054	\$4,900
Parks & Recreation	Seasonal Grounds Attendant	\$6,038	\$15,000
		\$74,349	\$39,500
Grant Total - Approved Personnel Requests:		\$318,617	\$45,350

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

Total County Personnel by Function



County of Ottawa 2010 Approved Capital Equipment Requests

Dept	Description	Estimated Purchase Price
District Court	3 Conversion of the main Holland Hudsonville Courtrooms to BIS	\$16,197
District Court	2 BIS Conversion of Magistrate Courtrooms	\$8,000
District Court	Canon Scanner DR 5010C	\$5,335
District Court	Cannon Scanner DR 5010C	\$5,335
District Court	Canon Scanner DR7580	\$6,590
District Court	Canon Scanner DR7580	\$6,590
Probate Court	Canon Scanner DR7580	\$6,590
Prosecuting Attorney	Canon Scanner DR7580	\$6,590
Sheriff	Canon Scanner DR7580	\$6,590
Sheriff	2 Patrol Tahoe	\$56,000
Sheriff	2 Patrol Vehicle	\$44,000
City of Coopersville	Patrol Vehicle	\$22,000
Parks & Recreation	Work Van, Front wheel drive, Chevy Uplander	\$22,000
Parks & Recreation	4WD pick up truck, 4 door, super cab	\$21,000
Parks & Recreation	2WD Pick up truck, standard cab, 6 ft bed	\$14,000
Parks & Recreation	Cross Country ski trail grooming equipment	\$5,000
Parks & Recreation	2 Commerical grade, 72" 'zero radius' turn mower	\$32,000
Parks & Recreation	HP Design Jet 5500 UV 42" plotter or equivalent	\$20,000
FOC Warrant Officer	Admin/Detective Vehicle	\$19,500
Health - Dental	Digital Radiography Unit	\$11,966
Health - Immunization Clinic	Guardian 8000 Watt Generator	\$5,214
CMH - Allocated Costs	15 Passanger Van	\$33,000
CMH - Allocated Costs	Mini Van	\$26,000
CMH - Allocated Costs	4 Mid Size Sedan	\$100,000
COPS Holland/Park Twps	Patrol Tahoe	\$28,000
Georgetown Township	Patrol Tahoe	\$28,000
Georgetown Township	2 Patrol Vehicle	\$44,000
Community Corrections	Ford Focus or Fusion or similar	\$18,000
Information Technology	Numara Deploy software & maintenance	\$32,400
Information Technology	Numara Patch Manager	\$12,000
Information Technology	APC UPS 6000VA w/step down transformer	\$5,128
Information Technology	Additional Storage for SAN	\$19,996
Information Technology	Email archiving, retention policy setting, eDiscover	\$37,130
Information Technology	Server Platform/VM Software	\$14,620
		<u>\$738,771</u>

The preceding 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	2010 Expenditures	Future Year Expenditures
Ripps Bayou/Deer Creek Bridge Construction	\$75,000	\$0
Eastmanville Bayou Parking Area Construction	\$150,000	\$0
Upper Macatawa Non-Motorized Trail	\$872,000	\$0
Park 12 Holland Harbor Fishing Access	\$620,000	\$0
	\$1,717,000	\$0

Financial Outlook

General Fund Five Year Budget Projections

Overview

The County of Ottawa Strategic Plan of 1993 promoted multi-year projections as a tool to prioritize immediate and long-range needs to develop a stable financial base. Subsequent strategic plans and updates have confirmed the necessity of this process. Budget projections are useful for planning purposes to give the general direction of County finances based on trends. However, it is important to realize that the figures projected are based on trends and pertinent information known at the time and are not guaranteed funding levels as several factors (e.g. legislation, economy, population, etc.) affect funding. The historical trend of expenditures is a good starting point as most of the County’s costs, especially in the General Fund, are ongoing; projections were formulated based on the following assumptions:

Revenues

Property Tax – The housing market has been quite volatile over the past year, and it is unknown when it will begin to stabilize. Certain federal initiatives may have kept prices artificially higher in the short term, and it is difficult to project the outcome when these initiatives expire. In the last several months, based on home sale information received by the Equalization Department, home values have continued to decline. It has also been observed that the experience on the east side of the State indicates the overall direction for the west side of the state within a couple of years. On the east side of the State, taxable value is already in the negative range. These factors as well as others discussed in the transmittal letter have been considered in developing a range of projected changes in taxable value over the next five years. As a result, projections were made based on an optimistic projection of taxable value, a moderate projection of taxable value and a pessimistic projection in taxable value. This range is from a (5%) decline to a (10%)

decline in the County's taxable value. Projections for subsequent years are the same, ranging from 0% - 2%.

Intergovernmental Revenue –The major consideration for intergovernmental revenue is the reinstatement of State Revenue Sharing payments. The County's State Revenue Sharing payments are scheduled to resume in 2011. Counties who have been eligible for reinstatement have thus far received it, and the additional counties eligible for reinstatement in 2010 are included in the Governor's 2010 budget. However, that budget has not yet been approved. The financial status of the State leads the County to be concerned over the long term reinstatement of Revenue Sharing at a reduced level.

As a result of this concern, the five year projections also include a range of revenue sharing reinstatement options. The range includes full reinstatement with applicable CPI applied, a partial reinstatement which reflects the 12 percent decrease discussed in the 2010 State budget, and no reinstatement of revenue sharing.

For other sources of intergovernmental revenue, the County has seen many State funding sources stay flat over recent years. Consequently, the County is using a 0% increase for most intergovernmental sources. One exception to this is the contributions from local units. Most of this revenue is reimbursements from municipalities that contract with the County for policing services. By contract, these municipalities are required to reimburse the County based on expenditures. Therefore, this particular intergovernmental revenue is projected to increase by the same percentage as the applicable expenditures.

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 with one exception. Economic conditions, the housing market and the credit market have prompted a more conservative increase factor - 1% - in Register of Deeds revenue.

Investment Income – Since Investment Income depends in part on the investment environment, it is difficult to make projections. The County anticipates return rates to remain quite low for the next few years, but gradually improve after that. The County's cash balance has also declined due to contributions to capital construction projects, higher delinquent tax payouts, and fund balance use for operations. These changes have been factored into the projections.

Operating Transfers In – In general, Operating Transfers In are one time dollars and are used for one time expenditures or in a specific long term plan. The 2010 budget does include \$1,000,000 from the Stabilization Fund meant to facilitate long term decisions for future program reductions. However, projections for subsequent years do not include other one-time transfers. The only other Operating Transfers In revenue in the budgets for 2011 is from the Revenue Sharing Reserve fund and \$50,000 per year through 2014 from the Telecommunications fund.

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

Expenditures

Salaries – County employees generally receive a cost of living adjustment which may be based on the consumer price index and available funds. 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 1.5% - 2.5% per year.

During 2010, several departments agreed to keep certain positions vacant to assist in budget balancing. These positions have not been included in the five year projections, and no new positions have been added to the projections.

Fringe Benefits – Certain fringe benefits, the largest being social security tax and retirement contributions, are based on salaries. Based on salary projections, these fringe benefits are also projected to increase by 1.5% to 2.5% per year. In addition, recent changes to actuarial assumptions of our defined benefit pension agent, Municipal Employees Retirement system (MERS) require additional increases above the cost of living adjustments (please see the transmittal letter for detailed information). Other fringe benefits for health, dental and optical insurance are not based on salaries. According to the most recent actuary study, the projections include increases of 10.2% per year for health insurance, 6% for dental insurance, and 3% for optical insurance. These increases reflect a 10 percent employee contribution in 2010 of the actuarially determined premium. Savings as a result of changes to health benefits for unrepresented employees are conservatively projected in the 2010 budget. The estimated savings for represented employees have been factored in as those contract expire.

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 10% per year. Adjustments have also been made to reflect election costs in election years and other situations needing special handling.

Operating Transfers Out - The County's largest operating transfers go to Public Health, Child Care, and the Friend of the Court Funds, 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.

Results

As discussed in the transmittal letter, a deficit reduction plan was implemented to address the structural deficit in 2005. The plan made a significant improvement in the financial outlook of the County. However, subsequent developments have changed the outlook and necessitate additional response. Most significantly, the deterioration in the housing market and the resulting effect on tax revenue has had the largest negative impact.

There are nine separate projection schedules that include three ranges of taxable value projections and three ranges of State revenue sharing reinstatement:

Optimistic Change In Taxable Value for 2011 : -5%

The changes in taxable value for 2012-2015 are identical for all projections as the housing market needs to stabilize before more outcomes can be identified beyond two years. The three scenarios under the optimistic change in taxable value include:

<u>Optimistic Taxable Value Projection</u>		
		2015
Revenue Sharing	2015	Resulting Fund
Status	Resulting Annual	Balance at
	Budget Shortfall	Year End
Fully Reinstated	(\$11,248,412)	(\$26,289,993)
Partially Reinstated	(\$12,199,910)	(\$30,212,564)
Not Reinstated	(\$16,323,604)	(\$50,382,902)

The table above shows an increasing gap between revenue and expenditures that widens to as much as \$16 million if revenue and expenditure assumptions prove true and no additional changes are made to operations.

Moderate Change In Taxable Value for 2011 : -7.5%

The three scenarios under the moderate change in taxable value include:

<u>Moderate Taxable Value Projection</u>		
		2015
Revenue Sharing	2015	Resulting Fund
Status	Resulting Annual	Balance at
	Budget Shortfall	Year End
Fully Reinstated	(\$12,179,130)	(\$30,834,491)
Partially Reinstated	(\$13,130,628)	(\$34,757,062)
Not Reinstated	(\$17,254,322)	(\$54,927,400)

The table above shows an increasing gap between revenue and expenditures that widens to as much as \$17 million if revenue and expenditure assumptions prove true and no additional changes are made to operations.

Pessimistic Change In Taxable Value for 2011 : -10.0%

The three scenarios under the pessimistic change in taxable value include:

<u>Pessimistic Taxable Value Projection</u>		
	2015	2015
Revenue Sharing	Resulting Annual	Resulting Fund
Status	Budget Shortfall	Balance at
		Year End
Fully Reinstated	(\$13,109,848)	(\$35,378,995)
Partially Reinstated	(\$14,061,346)	(\$39,301,566)
Not Reinstated	(\$18,185,040)	(\$59,471,904)

The table above shows an increasing gap between revenue and expenditures that widens to as much as \$18 million if revenue and expenditure assumptions prove true and no additional changes are made to operations. The schedules that follow provide the detail of revenues by source and expenditures by activity for the above projections.

County of Ottawa
Five Year Budget Projections
General Fund

Optimistic Taxable Value Outlook
Revenue Sharing Fully Reinstated

	2010	2011	2012	2013	2014	2015
	Budgeted	Projected	Projected	Projected	Projected	Projected
Projected mills levied:		3.600	3.600	3.600	3.600	3.600
Projected change in taxable value:		-5.0%	0.0%	0.5%	1.0%	2.0%
Revenues:						
Taxes	\$39,292,953	\$37,333,012	\$37,127,064	\$37,221,461	\$37,606,331	\$38,341,012
Intergovernmental	\$4,467,497	\$8,829,467	\$9,404,653	\$9,536,227	\$9,672,628	\$9,839,080
Charges for services	\$9,104,481	\$9,269,919	\$9,438,529	\$9,610,374	\$9,785,516	\$9,964,019
Fines & Forfeits	\$979,800	\$999,396	\$1,019,384	\$1,039,772	\$1,060,567	\$1,081,778
Interest on investments	\$526,400	\$211,959	\$212,545	\$261,534	\$344,322	\$482,400
Rental income	\$3,152,369	\$3,265,169	\$3,359,370	\$3,459,000	\$3,564,449	\$3,367,155
Licenses & permits	\$253,525	\$258,596	\$263,767	\$269,043	\$274,424	\$279,912
Other	\$359,812	\$362,359	\$364,958	\$367,608	\$370,312	\$373,069
Operating transfer in	\$5,761,213	\$498,132	\$50,000	\$50,000	\$50,000	\$0
Fund balance reserve use	-\$53,016	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$63,845,034	\$61,028,008	\$61,240,271	\$61,815,018	\$62,728,547	\$63,728,426
% change over prior year	-9.30%	-4.40%	0.30%	0.90%	1.50%	1.60%
Expenditures:						
Salaries	\$21,232,521	\$21,675,245	\$21,999,610	\$22,328,840	\$22,885,788	\$23,456,660
Fringe benefits	\$10,348,599	\$11,119,174	\$11,658,286	\$12,361,209	\$13,182,362	\$14,075,888
Supplies	\$2,415,847	\$2,338,736	\$2,507,921	\$2,433,039	\$2,606,110	\$2,531,152
Other services & chg	\$18,919,294	\$19,115,217	\$19,343,256	\$19,640,062	\$20,154,218	\$20,433,811
Contingency	\$766,592	\$706,289	\$643,450	\$670,743	\$697,838	\$722,205
Capital outlay	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$10,662,181	\$11,421,455	\$11,965,885	\$12,500,873	\$13,128,840	\$13,757,120
Total Expenditures	\$64,345,034	\$66,376,116	\$68,118,408	\$69,934,766	\$72,655,157	\$74,976,837
% change over prior year	-8.90%	3.20%	2.60%	2.70%	3.90%	3.20%
Revenue over (under) expenditures	-\$500,000	-\$5,348,108	-\$6,878,137	-\$8,119,748	-\$9,926,609	-\$11,248,412
Undesignated Fund Balance	\$8,497,136	\$3,149,028	-\$3,729,109	-\$11,848,857	-\$21,775,466	-\$33,023,878
Total Fund Balance	\$15,231,021	\$9,882,913	\$3,004,776	-\$5,114,972	-\$15,041,581	-\$26,289,993

County of Ottawa
Five Year Budget Projections
General Fund

Optimistic Taxable Value Outlook
Revenue Sharing Partially Reinstated

	2010 Budgeted	2011 Projected	2012 Projected	2013 Projected	2014 Projected	2015 Projected
Projected mills levied:		3.600	3.600	3.600	3.600	3.600
Projected change in taxable value:		-5.0%	0.0%	0.5%	1.0%	2.0%
Revenues:						
Taxes	\$39,292,953	\$37,333,012	\$37,127,064	\$37,221,461	\$37,606,331	\$38,341,012
Intergovernmental	\$4,467,497	\$8,194,836	\$8,698,647	\$8,757,775	\$8,820,644	\$8,887,582
Charges for services	\$9,104,481	\$9,269,919	\$9,438,529	\$9,610,374	\$9,785,516	\$9,964,019
Fines & Forfeits	\$979,800	\$999,396	\$1,019,384	\$1,039,772	\$1,060,567	\$1,081,778
Interest on investments	\$526,400	\$211,959	\$212,545	\$261,534	\$344,322	\$482,400
Rental income	\$3,152,369	\$3,265,169	\$3,359,370	\$3,459,000	\$3,564,449	\$3,367,155
Licenses & permits	\$253,525	\$258,596	\$263,767	\$269,043	\$274,424	\$279,912
Other	\$359,812	\$362,359	\$364,958	\$367,608	\$370,312	\$373,069
Operating transfer in	\$5,761,213	\$498,132	\$50,000	\$50,000	\$50,000	\$0
Fund balance reserve use	-\$53,016	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$63,845,034	\$60,393,377	\$60,534,265	\$61,036,566	\$61,876,563	\$62,776,928
% change over prior year	-9.30%	-5.40%	0.20%	0.80%	1.40%	1.50%
Expenditures:						
Salaries	\$21,232,521	\$21,675,245	\$21,999,610	\$22,328,840	\$22,885,788	\$23,456,660
Fringe benefits	\$10,348,599	\$11,119,174	\$11,658,286	\$12,361,209	\$13,182,362	\$14,075,888
Supplies	\$2,415,847	\$2,338,736	\$2,507,921	\$2,433,039	\$2,606,110	\$2,531,152
Other services & chg	\$18,919,294	\$19,115,217	\$19,343,256	\$19,640,062	\$20,154,218	\$20,433,811
Contingency	\$766,592	\$706,289	\$643,450	\$670,743	\$697,838	\$722,205
Capital outlay	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$10,662,181	\$11,421,455	\$11,965,885	\$12,500,873	\$13,128,840	\$13,757,120
Total Expenditures	\$64,345,034	\$66,376,116	\$68,118,408	\$69,934,766	\$72,655,157	\$74,976,837
% change over prior year	-8.90%	3.20%	2.60%	2.70%	3.90%	3.20%
Revenue over (under) expenditures	-\$500,000	-\$5,982,739	-\$7,584,143	-\$8,898,200	-\$10,778,593	-\$12,199,910
Undesignated Fund Balance	\$8,497,136	\$2,514,397	-\$5,069,746	-\$13,967,946	-\$24,746,539	-\$36,946,449
Total Fund Balance	\$15,231,021	\$9,248,282	\$1,664,139	-\$7,234,061	-\$18,012,654	-\$30,212,564

County of Ottawa
Five Year Budget Projections
General Fund

Optimistic Taxable Value Outlook
Revenue Sharing Not Reinstated

	2010	2011	2012	2013	2014	2015
	Budgeted	Projected	Projected	Projected	Projected	Projected
Projected mills levied:		3.600	3.600	3.600	3.600	3.600
Projected change in taxable value:		-5.0%	0.0%	0.5%	1.0%	2.0%
Revenues:						
Taxes	\$39,292,953	\$37,333,012	\$37,127,064	\$37,221,461	\$37,606,331	\$38,341,012
Intergovernmental	\$4,467,497	\$4,519,274	\$4,574,953	\$4,634,081	\$4,696,950	\$4,763,888
Charges for services	\$9,104,481	\$9,269,919	\$9,438,529	\$9,610,374	\$9,785,516	\$9,964,019
Fines & Forfeits	\$979,800	\$999,396	\$1,019,384	\$1,039,772	\$1,060,567	\$1,081,778
Interest on investments	\$526,400	\$211,959	\$212,545	\$261,534	\$344,322	\$482,400
Rental income	\$3,152,369	\$3,265,169	\$3,359,370	\$3,459,000	\$3,564,449	\$3,367,155
Licenses & permits	\$253,525	\$258,596	\$263,767	\$269,043	\$274,424	\$279,912
Other	\$359,812	\$362,359	\$364,958	\$367,608	\$370,312	\$373,069
Operating transfer in	\$5,761,213	\$498,132	\$50,000	\$50,000	\$50,000	\$0
Fund balance reserve use	-\$53,016	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$63,845,034	\$56,717,815	\$56,410,571	\$56,912,872	\$57,752,869	\$58,653,234
% change over prior year	-9.30%	-11.20%	-0.50%	0.90%	1.50%	1.60%
Expenditures:						
Salaries	\$21,232,521	\$21,675,245	\$21,999,610	\$22,328,840	\$22,885,788	\$23,456,660
Fringe benefits	\$10,348,599	\$11,119,174	\$11,658,286	\$12,361,209	\$13,182,362	\$14,075,888
Supplies	\$2,415,847	\$2,338,736	\$2,507,921	\$2,433,039	\$2,606,110	\$2,531,152
Other services & chg	\$18,919,294	\$19,115,217	\$19,343,256	\$19,640,062	\$20,154,218	\$20,433,811
Contingency	\$766,592	\$706,289	\$643,450	\$670,743	\$697,838	\$722,205
Capital outlay	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$10,662,181	\$11,421,455	\$11,965,885	\$12,500,873	\$13,128,840	\$13,757,120
Total Expenditures	\$64,345,034	\$66,376,116	\$68,118,408	\$69,934,766	\$72,655,157	\$74,976,837
% change over prior year	-8.90%	3.20%	2.60%	2.70%	3.90%	3.20%
Revenue over (under) expenditures	-\$500,000	-\$9,658,301	-\$11,707,837	-\$13,021,894	-\$14,902,287	-\$16,323,604
Undesignated Fund Balance	\$8,497,136	-\$1,161,165	-\$12,869,002	-\$25,890,896	-\$40,793,183	-\$57,116,787
Total Fund Balance	\$15,231,021	\$5,572,720	-\$6,135,117	-\$19,157,011	-\$34,059,298	-\$50,382,902

County of Ottawa
Five Year Budget Projections
General Fund

Moderate Taxable Value Outlook
Revenue Sharing Fully Reinstated

	2010	2011	2012	2013	2014	2015
	Budgeted	Projected	Projected	Projected	Projected	Projected
Projected mills levied:		3.600	3.600	3.600	3.600	3.600
Projected change in taxable value:		-7.5%	0.0%	0.5%	1.0%	2.0%
Revenues:						
Taxes	\$39,292,953	\$36,434,073	\$36,228,125	\$36,318,027	\$36,693,863	\$37,410,294
Intergovernmental	\$4,467,497	\$8,829,467	\$9,404,653	\$9,536,227	\$9,672,628	\$9,839,080
Charges for services	\$9,104,481	\$9,269,919	\$9,438,529	\$9,610,374	\$9,785,516	\$9,964,019
Fines & Forfeits	\$979,800	\$999,396	\$1,019,384	\$1,039,772	\$1,060,567	\$1,081,778
Interest on investments	\$526,400	\$211,959	\$212,545	\$261,534	\$344,322	\$482,400
Rental income	\$3,152,369	\$3,265,169	\$3,359,370	\$3,459,000	\$3,564,449	\$3,367,155
Licenses & permits	\$253,525	\$258,596	\$263,767	\$269,043	\$274,424	\$279,912
Other	\$359,812	\$362,359	\$364,958	\$367,608	\$370,312	\$373,069
Operating transfer in	\$5,761,213	\$498,132	\$50,000	\$50,000	\$50,000	\$0
Fund balance reserve use	-\$53,016	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$63,845,034	\$60,129,069	\$60,341,332	\$60,911,584	\$61,816,079	\$62,797,708
% change over prior year	-9.30%	-5.80%	0.40%	0.90%	1.50%	1.60%
Expenditures:						
Salaries	\$21,232,521	\$21,675,245	\$21,999,610	\$22,328,840	\$22,885,788	\$23,456,660
Fringe benefits	\$10,348,599	\$11,119,174	\$11,658,286	\$12,361,209	\$13,182,362	\$14,075,888
Supplies	\$2,415,847	\$2,338,736	\$2,507,921	\$2,433,039	\$2,606,110	\$2,531,152
Other services & chg	\$18,919,294	\$19,115,217	\$19,343,256	\$19,640,062	\$20,154,218	\$20,433,811
Contingency	\$766,592	\$706,289	\$643,450	\$670,743	\$697,838	\$722,205
Capital outlay	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$10,662,181	\$11,421,455	\$11,965,885	\$12,500,873	\$13,128,840	\$13,757,120
Total Expenditures	\$64,345,034	\$66,376,116	\$68,118,408	\$69,934,766	\$72,655,157	\$74,976,837
% change over prior year	-8.90%	3.20%	2.60%	2.70%	3.90%	3.20%
Revenue over (under) expenditures	-\$500,000	-\$6,247,047	-\$7,777,076	-\$9,023,182	-\$10,839,077	-\$12,179,130
Undesignated Fund Balance	\$8,497,136	\$2,250,089	-\$5,526,987	-\$14,550,169	-\$25,389,246	-\$37,568,376
Total Fund Balance	\$15,231,021	\$8,983,974	\$1,206,898	-\$7,816,284	-\$18,655,361	-\$30,834,491

County of Ottawa
Five Year Budget Projections
General Fund

Moderate Taxable Value Outlook
Revenue Sharing Partially Reinstated

	2010	2011	2012	2013	2014	2015
	Budgeted	Projected	Projected	Projected	Projected	Projected
Projected mills levied:		3.600	3.600	3.600	3.600	3.600
Projected change in taxable value:		-7.5%	0.0%	0.5%	1.0%	2.0%
Revenues:						
Taxes	\$39,292,953	\$36,434,073	\$36,228,125	\$36,318,027	\$36,693,863	\$37,410,294
Intergovernmental	\$4,467,497	\$8,194,836	\$8,698,647	\$8,757,775	\$8,820,644	\$8,887,582
Charges for services	\$9,104,481	\$9,269,919	\$9,438,529	\$9,610,374	\$9,785,516	\$9,964,019
Fines & Forfeits	\$979,800	\$999,396	\$1,019,384	\$1,039,772	\$1,060,567	\$1,081,778
Interest on investments	\$526,400	\$211,959	\$212,545	\$261,534	\$344,322	\$482,400
Rental income	\$3,152,369	\$3,265,169	\$3,359,370	\$3,459,000	\$3,564,449	\$3,367,155
Licenses & permits	\$253,525	\$258,596	\$263,767	\$269,043	\$274,424	\$279,912
Other	\$359,812	\$362,359	\$364,958	\$367,608	\$370,312	\$373,069
Operating transfer in	\$5,761,213	\$498,132	\$50,000	\$50,000	\$50,000	\$0
Fund balance reserve use	-\$53,016	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$63,845,034	\$59,494,438	\$59,635,326	\$60,133,132	\$60,964,095	\$61,846,210
% change over prior year	-9.30%	-6.80%	0.20%	0.80%	1.40%	1.40%
Expenditures:						
Salaries	\$21,232,521	\$21,675,245	\$21,999,610	\$22,328,840	\$22,885,788	\$23,456,660
Fringe benefits	\$10,348,599	\$11,119,174	\$11,658,286	\$12,361,209	\$13,182,362	\$14,075,888
Supplies	\$2,415,847	\$2,338,736	\$2,507,921	\$2,433,039	\$2,606,110	\$2,531,152
Other services & chg	\$18,919,294	\$19,115,217	\$19,343,256	\$19,640,062	\$20,154,218	\$20,433,811
Contingency	\$766,592	\$706,289	\$643,450	\$670,743	\$697,838	\$722,205
Capital outlay	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$10,662,181	\$11,421,455	\$11,965,885	\$12,500,873	\$13,128,840	\$13,757,120
Total Expenditures	\$64,345,034	\$66,376,116	\$68,118,408	\$69,934,766	\$72,655,157	\$74,976,837
% change over prior year	-8.90%	3.20%	2.60%	2.70%	3.90%	3.20%
Revenue over (under) expenditures	-\$500,000	-\$6,881,678	-\$8,483,082	-\$9,801,634	-\$11,691,061	-\$13,130,628
Undesignated Fund Balance	\$8,497,136	\$1,615,458	-\$6,867,624	-\$16,669,258	-\$28,360,319	-\$41,490,947
Total Fund Balance	\$15,231,021	\$8,349,343	-\$133,739	-\$9,935,373	-\$21,626,434	-\$34,757,062

County of Ottawa
Five Year Budget Projections
General Fund

Moderate Taxable Value Outlook
Revenue Sharing Not Reinstated

	2010	2011	2012	2013	2014	2015
	Budgeted	Projected	Projected	Projected	Projected	Projected
Projected mills levied:		3.600	3.600	3.600	3.600	3.600
Projected change in taxable value:		-7.5%	0.0%	0.5%	1.0%	2.0%
Revenues:						
Taxes	\$39,292,953	\$36,434,073	\$36,228,125	\$36,318,027	\$36,693,863	\$37,410,294
Intergovernmental	\$4,467,497	\$4,519,274	\$4,574,953	\$4,634,081	\$4,696,950	\$4,763,888
Charges for services	\$9,104,481	\$9,269,919	\$9,438,529	\$9,610,374	\$9,785,516	\$9,964,019
Fines & Forfeits	\$979,800	\$999,396	\$1,019,384	\$1,039,772	\$1,060,567	\$1,081,778
Interest on investments	\$526,400	\$211,959	\$212,545	\$261,534	\$344,322	\$482,400
Rental income	\$3,152,369	\$3,265,169	\$3,359,370	\$3,459,000	\$3,564,449	\$3,367,155
Licenses & permits	\$253,525	\$258,596	\$263,767	\$269,043	\$274,424	\$279,912
Other	\$359,812	\$362,359	\$364,958	\$367,608	\$370,312	\$373,069
Operating transfer in	\$5,761,213	\$498,132	\$50,000	\$50,000	\$50,000	\$0
Fund balance reserve use	-\$53,016	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$63,845,034	\$55,818,876	\$55,511,632	\$56,009,438	\$56,840,401	\$57,722,516
% change over prior year	-9.30%	-12.60%	-0.60%	0.90%	1.50%	1.60%
Expenditures:						
Salaries	\$21,232,521	\$21,675,245	\$21,999,610	\$22,328,840	\$22,885,788	\$23,456,660
Fringe benefits	\$10,348,599	\$11,119,174	\$11,658,286	\$12,361,209	\$13,182,362	\$14,075,888
Supplies	\$2,415,847	\$2,338,736	\$2,507,921	\$2,433,039	\$2,606,110	\$2,531,152
Other services & chg	\$18,919,294	\$19,115,217	\$19,343,256	\$19,640,062	\$20,154,218	\$20,433,811
Contingency	\$766,592	\$706,289	\$643,450	\$670,743	\$697,838	\$722,205
Capital outlay	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$10,662,181	\$11,421,455	\$11,965,885	\$12,500,873	\$13,128,840	\$13,757,120
Total Expenditures	\$64,345,034	\$66,376,116	\$68,118,408	\$69,934,766	\$72,655,157	\$74,976,837
% change over prior year	-8.90%	3.20%	2.60%	2.70%	3.90%	3.20%
Revenue over (under) expenditures	-\$500,000	-\$10,557,240	-\$12,606,776	-\$13,925,328	-\$15,814,755	-\$17,254,322
Undesignated Fund Balance	\$8,497,136	-\$2,060,104	-\$14,666,880	-\$28,592,208	-\$44,406,963	-\$61,661,285
Total Fund Balance	\$15,231,021	\$4,673,781	-\$7,932,995	-\$21,858,323	-\$37,673,078	-\$54,927,400

County of Ottawa
Five Year Budget Projections
General Fund

Pessimistic Taxable Value Outlook
Revenue Sharing Fully Reinstated

	2010	2011	2012	2013	2014	2015
	Budgeted	Projected	Projected	Projected	Projected	Projected
Projected mills levied:		3.600	3.600	3.600	3.600	3.600
Projected change in taxable value:		-10.0%	0.0%	0.5%	1.0%	2.0%
Revenues:						
Taxes	\$39,292,953	\$35,535,132	\$35,329,184	\$35,414,592	\$35,781,394	\$36,479,576
Intergovernmental	\$4,467,497	\$8,829,467	\$9,404,653	\$9,536,227	\$9,672,628	\$9,839,080
Charges for services	\$9,104,481	\$9,269,919	\$9,438,529	\$9,610,374	\$9,785,516	\$9,964,019
Fines & Forfeits	\$979,800	\$999,396	\$1,019,384	\$1,039,772	\$1,060,567	\$1,081,778
Interest on investments	\$526,400	\$211,959	\$212,545	\$261,534	\$344,322	\$482,400
Rental income	\$3,152,369	\$3,265,169	\$3,359,370	\$3,459,000	\$3,564,449	\$3,367,155
Licenses & permits	\$253,525	\$258,596	\$263,767	\$269,043	\$274,424	\$279,912
Other	\$359,812	\$362,359	\$364,958	\$367,608	\$370,312	\$373,069
Operating transfer in	\$5,761,213	\$498,132	\$50,000	\$50,000	\$50,000	\$0
Fund balance reserve use	-\$53,016	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$63,845,034	\$59,230,128	\$59,442,391	\$60,008,149	\$60,903,610	\$61,866,990
% change over prior year *	-9.30%	-7.20%	0.40%	1.00%	1.50%	1.60%
Expenditures:						
Salaries	\$21,232,521	\$21,675,245	\$21,999,610	\$22,328,840	\$22,885,788	\$23,456,660
Fringe benefits	\$10,348,599	\$11,119,174	\$11,658,286	\$12,361,209	\$13,182,362	\$14,075,888
Supplies	\$2,415,847	\$2,338,736	\$2,507,921	\$2,433,039	\$2,606,110	\$2,531,152
Other services & chg	\$18,919,294	\$19,115,217	\$19,343,256	\$19,640,062	\$20,154,218	\$20,433,811
Contingency	\$766,592	\$706,289	\$643,450	\$670,743	\$697,838	\$722,205
Capital outlay	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$10,662,181	\$11,421,455	\$11,965,885	\$12,500,873	\$13,128,840	\$13,757,120
Total Expenditures	\$64,345,034	\$66,376,116	\$68,118,408	\$69,934,766	\$72,655,157	\$74,976,837
% change over prior year *	-8.90%	3.20%	2.60%	2.70%	3.90%	3.20%
Revenue over (under) expenditures	-\$500,000	-\$7,145,988	-\$8,676,017	-\$9,926,617	-\$11,751,546	-\$13,109,848
Undesignated Fund Balance	\$8,497,136	\$1,351,148	-\$7,324,869	-\$17,251,486	-\$29,003,032	-\$42,112,880
Total Fund Balance	\$15,231,021	\$8,085,033	-\$590,984	-\$10,517,601	-\$22,269,147	-\$35,378,995

County of Ottawa
Five Year Budget Projections
General Fund

Pessimistic Taxable Value Outlook
Revenue Sharing Partially Reinstated

	2010	2011	2012	2013	2014	2015
	Budgeted	Projected	Projected	Projected	Projected	Projected
Projected mills levied:		3.600	3.600	3.600	3.600	3.600
Projected change in taxable value:		-10.0%	0.0%	0.5%	1.0%	2.0%
Revenues:						
Taxes	\$39,292,953	\$35,535,132	\$35,329,184	\$35,414,592	\$35,781,394	\$36,479,576
Intergovernmental	\$4,467,497	\$8,194,836	\$8,698,647	\$8,757,775	\$8,820,644	\$8,887,582
Charges for services	\$9,104,481	\$9,269,919	\$9,438,529	\$9,610,374	\$9,785,516	\$9,964,019
Fines & Forfeits	\$979,800	\$999,396	\$1,019,384	\$1,039,772	\$1,060,567	\$1,081,778
Interest on investments	\$526,400	\$211,959	\$212,545	\$261,534	\$344,322	\$482,400
Rental income	\$3,152,369	\$3,265,169	\$3,359,370	\$3,459,000	\$3,564,449	\$3,367,155
Licenses & permits	\$253,525	\$258,596	\$263,767	\$269,043	\$274,424	\$279,912
Other	\$359,812	\$362,359	\$364,958	\$367,608	\$370,312	\$373,069
Operating transfer in	\$5,761,213	\$498,132	\$50,000	\$50,000	\$50,000	\$0
Fund balance reserve use	-\$53,016	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$63,845,034	\$58,595,497	\$58,736,385	\$59,229,697	\$60,051,626	\$60,915,492
% change over prior year	-9.30%	-8.20%	0.20%	0.80%	1.40%	1.40%
Expenditures:						
Salaries	\$21,232,521	\$21,675,245	\$21,999,610	\$22,328,840	\$22,885,788	\$23,456,660
Fringe benefits	\$10,348,599	\$11,119,174	\$11,658,286	\$12,361,209	\$13,182,362	\$14,075,888
Supplies	\$2,415,847	\$2,338,736	\$2,507,921	\$2,433,039	\$2,606,110	\$2,531,152
Other services & chg	\$18,919,294	\$19,115,217	\$19,343,256	\$19,640,062	\$20,154,218	\$20,433,811
Contingency	\$766,592	\$706,289	\$643,450	\$670,743	\$697,838	\$722,205
Capital outlay	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$10,662,181	\$11,421,455	\$11,965,885	\$12,500,873	\$13,128,840	\$13,757,120
Total Expenditures	\$64,345,034	\$66,376,116	\$68,118,408	\$69,934,766	\$72,655,157	\$74,976,837
% change over prior year	-8.90%	3.20%	2.60%	2.70%	3.90%	3.20%
Revenue over (under) expenditures	-\$500,000	-\$7,780,619	-\$9,382,023	-\$10,705,069	-\$12,603,530	-\$14,061,346
Undesignated Fund Balance	\$8,497,136	\$716,517	-\$8,665,506	-\$19,370,575	-\$31,974,105	-\$46,035,451
Total Fund Balance	\$15,231,021	\$7,450,402	-\$1,931,621	-\$12,636,690	-\$25,240,220	-\$39,301,566

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

**Pessimistic Taxable Value Outlook
Revenue Sharing Not Reinstated**

	2010	2011	2012	2013	2014	2015
	Budgeted	Projected	Projected	Projected	Projected	Projected
Projected mills levied:		3.600	3.600	3.600	3.600	3.600
Projected change in taxable value:		-10.0%	0.0%	0.5%	1.0%	2.0%
Revenues:						
Taxes	\$39,292,953	\$35,535,132	\$35,329,184	\$35,414,592	\$35,781,394	\$36,479,576
Intergovernmental	\$4,467,497	\$4,519,274	\$4,574,953	\$4,634,081	\$4,696,950	\$4,763,888
Charges for services	\$9,104,481	\$9,269,919	\$9,438,529	\$9,610,374	\$9,785,516	\$9,964,019
Fines & Forfeits	\$979,800	\$999,396	\$1,019,384	\$1,039,772	\$1,060,567	\$1,081,778
Interest on investments	\$526,400	\$211,959	\$212,545	\$261,534	\$344,322	\$482,400
Rental income	\$3,152,369	\$3,265,169	\$3,359,370	\$3,459,000	\$3,564,449	\$3,367,155
Licenses & permits	\$253,525	\$258,596	\$263,767	\$269,043	\$274,424	\$279,912
Other	\$359,812	\$362,359	\$364,958	\$367,608	\$370,312	\$373,069
Operating transfer in	\$5,761,213	\$498,132	\$50,000	\$50,000	\$50,000	\$0
Fund balance reserve use	-\$53,016	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$63,845,034	\$54,919,935	\$54,612,691	\$55,106,003	\$55,927,932	\$56,791,798
% change over prior year	-9.30%	-14.00%	-0.60%	0.90%	1.50%	1.50%
Expenditures:						
Salaries	\$21,232,521	\$21,675,245	\$21,999,610	\$22,328,840	\$22,885,788	\$23,456,660
Fringe benefits	\$10,348,599	\$11,119,174	\$11,658,286	\$12,361,209	\$13,182,362	\$14,075,888
Supplies	\$2,415,847	\$2,338,736	\$2,507,921	\$2,433,039	\$2,606,110	\$2,531,152
Other services & chg	\$18,919,294	\$19,115,217	\$19,343,256	\$19,640,062	\$20,154,218	\$20,433,811
Contingency	\$766,592	\$706,289	\$643,450	\$670,743	\$697,838	\$722,205
Capital outlay	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$10,662,181	\$11,421,455	\$11,965,885	\$12,500,873	\$13,128,840	\$13,757,120
Total Expenditures	\$64,345,034	\$66,376,116	\$68,118,408	\$69,934,766	\$72,655,157	\$74,976,837
% change over prior year	-8.90%	3.20%	2.60%	2.70%	3.90%	3.20%
Revenue over (under) expenditures	-\$500,000	-\$11,456,181	-\$13,505,717	-\$14,828,763	-\$16,727,224	-\$18,185,040
Undesignated Fund Balance	\$8,497,136	-\$2,959,045	-\$16,464,762	-\$31,293,525	-\$48,020,749	-\$66,205,789
Total Fund Balance	\$15,231,021	\$3,774,840	-\$9,730,877	-\$24,559,640	-\$41,286,864	-\$59,471,904

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?

Ottawa County, the eighth-largest county in Michigan, is a beautiful community of over 250,000 people located along the Lake Michigan shoreline. The government that serves the community is comprised of approximately 1,100 employees and elected officials with occupations as diverse as nursing, parks, corrections, administration, and law enforcement.

An 11-member Board of Commissioners, each elected to a two-year term, governs the County. The Board of Commissioners establishes the general direction of government and provides oversight of administrative functions of the County. The Board appoints a County Administrator who manages the budget, provides leadership and management of Board initiatives, and oversees general County operations. The remaining operations are managed by either elected officers (Clerk, Drain Commissioner, Prosecutor, Register of Deeds, Sheriff, and Treasurer), statutory boards (Community Mental Health), or the judiciary.

While the Board of Commissioners had conducted strategic planning activities in the past, the County had not had an active strategic plan, mission, or organizational values in place for several years, so in 2004 the Board began collecting information needed to develop a plan. This included the employee and resident surveys, a study of mandated services, employee input on the mission statement, evaluations of several departments, a wage and classification study, the United Way Community Needs Assessment, and definitions of the County's financing tools.

After collecting and considering this information, the Board met on March 23 and 24, 2006, to begin work on its strategic plan. That initial plan was adopted and implemented over the next two years. The Board now meets annually to review the strategic plan and develop an accompanying business plan comprised of objectives that serve as action steps toward achieving the strategic plan.

The Board of Commissioners met on January 5, 2009, to create the business plan for 2009. This involved an update of objectives for 2009 and a review of the strengths, weaknesses, opportunities, and threats (SWOT) facing the County. After the Board established draft objectives, Administration assigned resources to each objective, and developed outcome measures which will indicate success in completing the plan's goals. The results of the process follow.

A formal statement of organizational values was developed to clearly identify not only the principles upon which the organization is based, but the way in which it treats its employees and residents.

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 resident 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 a basic value to discharge our stewardship in a responsible, cost-effective manner, always remembering and respecting the source of the County's funding.

Prior to setting goals, members of the Board of Commissioners examined the strengths, weaknesses, opportunities, and threats affecting the County as a whole. The items in each category are not ranked by importance, nor is this intended to be an all-inclusive list, however it forms a basis for the development of goals and objectives. In addition, the items identified provide a view of potential issues that may impact the environment in which the County provides services in the near- or long-term future.

98 STRENGTHS

- Community image - good place to raise a family, quality of life
- Location - good place to live
- Natural Resources (lakes, rivers, trees)
- Financial health
- Quality management by County Board and staff
- Effective services provided by dedicated employees
- Public safety - low crime
- Parks system
- Agriculture
- Potential for future energy development
- Industry and infrastructure
- Educational systems; public and private, higher education
- Entrepreneurs
- Regional cooperation
- Training programs and communication with employee groups
- Area traits; conservative, work ethic and religion
- Close to cultural resources
- Transportation
- Health care, local hospitals and proximity to Kent County
- Culture of volunteering and philanthropy, community services provided by non-profit and religious groups
- Strong recreational opportunities

- Lack of a coordinated communication/education plan for effective communication on county services
- Lack of Diversity
- Poor transportation/infrastructure system with inadequate funding
- Need for increased regional cooperation
- Need to bring issues along slower to match a comfort-level with local units of government
- Runoff and Water Pollution
- Geographic division by Grand River
- State recession
- State government
- Workforce unprepared, inadequate for future jobs
- Lack of countywide mass transit, especially to County facilities, rural areas
- Three Metropolitan Planning Organizations (MPOs)
- No sustainability plan, look at paperless agendas
- Balancing quality-of-life with growth
- Managing growth to keep open spaces

OPPORTUNITIES

- Legislative activity - lobbyist to develop proactive strategies
- Local government communication, relations and assistance
- Examine use of a legislative standing committee
- Economic development (Pfizer plant, energy, agriculture)
- Enhance communication plan - website, newspaper, radio, schools
- Sustainable thinking - "going green", recycling, cost savings
- Growth in health care industry
- Regional thinking, planning and connections
- Programs to meet new needs (emerging industries, substance abuse)
- Maintain open spaces
- Increase and recognize diversity
- Tourism (lakes, parks)
- Improve transit, conduct corridor studies
- Bring the road commission closer to the county
- Bring balance to regulation in economic climate
- Provision of infrastructure
- Increase funding for mandated services
- Revenue sharing and finances

- Financial state of the economy - unemployment
- Loss of revenue sharing
- Crisis in the housing industry, foreclosures
- Rising pension and health care costs
- Financial sustainability of parks
- Bigotry and challenges of diversity
- Decreasing water quality, beach closures
- Excessive State/Federal regulation and mandates
- Air pollution regulation changes
- Gang and drug activity, WEMET funding
- Conflicts between being environmental and promoting business
- Aging population
- Road conditions and funding
- Domestic violence and hunger
- Substance abuse
- Globalization
- Term limits
- New sales and business taxes

WEAKNESSES

THREATS

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

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

A **MISSION** statement assists an organization in easily communicating to a variety of constituencies what it does, who it serves, and why it does so. The Board of Commissioners has established the following mission statement:

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

GOALS focus the direction of an organization's work, under the guidance from the vision and mission statement. Goals are relatively static in nature and will not often change. The four goals of the Board of Commissioners are:

- 1. To maintain and improve the strong financial position of the County.**
- 2. To maintain and enhance communication with citizens, employees and other stakeholders.**
- 3. To contribute to a healthy physical, economic and community environment.**
- 4. To continually improve the County's organization and services.**

GOAL 1: TO MAINTAIN AND IMPROVE THE STRONG FINANCIAL POSITION OF THE COUNTY.

WHAT WILL WE DO TO GET THERE?

Objective 1: Continue to work at the State and Federal levels to address unfunded and under-funded mandates.

- *Advocate to remove obstacles that prevent full funding of mandates.*
- *Gather data with other counties to use with the mandated services study to gain full funding of mandates.*

100% of Ottawa legislative delegation oppose new under-funded or unfunded mandates and support fully funding existing mandates. 100% of legislators vote to remove obstacles and loopholes that prevent full funding of mandates.

Objective 2: Continue to advocate that the State remain committed to continuing revenue sharing payments to counties.

- *Inform the public of the impact of the loss of revenue sharing.*
- *Continue to monitor appropriations bills.*
- *Continue to act at the State level.*

Ottawa legislative delegation reports understanding of the County's position on the issue and all vote to retain revenue sharing.

Objective 3: Identify and develop a plan for funding legacy costs.

- *Complete the report which analyzes potential changes to the MERS Defined Benefit Plan.*
- *Complete a report which analyzes potential changes to the County health plan.*

Commissioners consider a plan to address the future cost of the MERS Defined Benefit Retirement System. A plan is presented to Commissioners that addresses the County health plan expense.

Objective 4: Implement and continue processes to ensure appropriate staffing levels and pay.

- *Complete the wage and classification study process.*
- *Implement process to review every position as it becomes vacant.*

100% of wage study work is completed. Processes are in place to regularly review classifications and every position as it becomes vacant.

Objective 5: Maintain or improve bond ratings.

- *Present thorough, high-quality information to bond rating agencies.*

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

Objective 6: Identify and develop strategies to address potential financial threats.

- *Research and develop a plan to address existing and future financial threats which clearly identifies threats and solutions.*
- *Fully fund financing tools.*
- *Develop a plan to address the 5-year projected budget deficit.*
- *Monitor State and Federal legislation for financial implications.*
- *Make a determination whether to change fiscal years to a July 1 to June 30 fiscal year.*

Commissioners approve a strategy to address financial threats, financing tools are fully funded, the operational budget deficit is eliminated, and legislation is supported or opposed as appropriate. Commissioners consider a study to change fiscal years.

Strategic Plan Goal 1: To Maintain and Improve the Strong Financial Position of the County of Ottawa

Objective 1 & 2: Continue to Work at the State and Federal levels to address unfunded and under-funded mandates & Continue to advocate that the State remain committed to continuing revenue sharing payments to counties.

Effect on 2010 Budget: The Commissioner's budget continues to include funds for a lobbyist to strengthen the County's voice in the legislature. The 2010 budget for the lobbyist is \$36,000. The Board continues to maintain memberships in influential organizations including the Michigan Association of Counties, and \$59,000 is included for memberships in the 2010 budget.

Objective 3: Identify and develop a plan for funding legacy costs

Effect on 2010 Budget: During 2007, the County formulated different scenarios to determine the impact of benefit adjustments on the Other Post Employment Benefits (OPEB) liability. Based on the actuary results, the Board ended the health insurance implicit subsidy for retirees over age 65 and for any new hires after 1/1/08. In addition, the monthly credit for health insurance based on years of service will be eliminated for any new hires after 1/1/08. These three actions reduced the County's liability from \$31 million down to \$9 million. The 2010 budget includes just under \$1 million to cover the annual required contribution as determined by the actuary, and is recorded in Internal Service Fund 6771, Employee Benefits.

In addition, during 2008, the County spent \$18,600 to fund an actuary study of all 13 bargaining units to determine the cost, benefits and future savings of changing from a defined benefit pension to a defined contribution pension. Administration is currently studying the results and additional consultant work completed in 2009 and will develop a recommendation for the Board's consideration. The analysis of the health insurance plan has resulted in benefit changes for certain employee groups in 2010, with changes anticipated in the next contract of the remaining groups. Once the changes are fully implemented, the projected annual savings would be \$787,000.

Objective 4: Implement and continue processes to ensure appropriate staffing levels and pay.

Effect on 2010 Budget: During 2009, the County spent \$55,000 for a consultant to review all job descriptions and develop a wage study process that County staff can utilize for future wage studies. The results of the wage study will be presented to the Board of Commissioners in November, 2009. The 2010 Contingency budget includes \$150,000 to fund potential compensation changes that result from the study. The review process is in place and will be used for future compensation studies.

Objective 5: Maintain or improve bond ratings

Effect on 2010 Budget: The County's bond rating has been maintained as of the statement date. In addition, the 2010 budget maintains the target fund balance for the

General Fund of 15% of prior year's audited expenditures. The use of fund balance has been limited to maintain overall fiscal health.

Objective 6: Identify and develop strategies to address potential financial threats

Effect on 2010 Budget:

The 2010 budget maintains the tenets the 2004 budget balancing plan while a new plan is under development. The amount of one-time dollars (e.g., fund balance) used to balance the budget has decreased from a high of \$2.9 million in 2004 to \$2,000,000 in 2010. The new plan to address additional concerns includes the following strategies:

- Continue a General Fund hiring freeze for new, full-time positions that result in a net increase in cost for the General Fund. Consideration will be given for positions that have an impact on service delivery. A review and analysis of need will be completed prior to filling vacant positions. The 2010 budget includes no new positions that have a financial impact for the General Fund.
- Maintain five year projections with variables such as revenue sharing, commodity cost, millage rates, and funding sources to strategically determine the most fiscally responsible plan for millage increases and expenditure reductions
- Continue Program Evaluations to determine the costs and benefits provided by programs as a basis for the possible elimination or restructuring of programs that are not performing effectively and efficiently
- Review the potential change in the MERS defined benefit retirement system or its replacement with a defined contribution benefit for new hires. Administrative staff is currently reviewing the information presented by consultants on this initiative.
- Review the health insurance plan annually for appropriate changes and the implementation of a health management plan. Health benefits have been adjusted for certain employee groups with the 2010 budget (please see the transmittal letter for additional information).
- Review and analysis of other fringe benefit costs. Adjustments made in the unemployment fund have reduced costs and associated charge backs to departments by \$65,000 for the General Fund effective with the 2010 budget. Also effective in 2010 is a new cap on the County match for 457 plan contributions for unclassified employees. This is projected to save the County \$97,000 in 2010.
- Departmental efficiency studies to reduce cost
- Secure funding for technological advances that will create efficiencies and reduce future costs

- Comprehensive analysis of services provided by the County's departments and outside agencies to eliminate redundancy of services provided
- Performance Measurements and ranking of mandated and discretionary services will be used in the analysis of programs for possible budgetary reductions
- Implementation of the Budget Principals approved by the Board of Commissioners to guide budget decisions

In addition, several of the financing tools are contributing significant dollars to operations, and fully funding the financing tools is one of the Board's objectives. 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. Even after the Grand Haven/West Olive project, this fund will still be able to fund smaller capital improvement projects. Though no longer fully funded, the Stabilization Fund maintains a significant fund balance and is contributing to the County budget in 2010.

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 envied by 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 \$150,000 - \$175,000 per year.

A plan to alleviate site contamination was approved by the Department of Natural Resources during 2005. The fund has expended \$2 million to add and replace purge wells and provide overall enhancements to the groundwater purge and treatment system. In addition, the Ottawa County, Michigan Insurance Authority (blended component unit) has contributed an additional \$1.8 million to the project. The improvement project is essentially complete, but on-going maintenance expenditures for purge well operations will continue indefinitely. 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.

In addition, as part of the financing plan for the new West Olive and Grand Haven facilities, the fund contributed \$2.5 million in 2008 for the construction of the facilities, allowing us to lower debt service costs.

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. As part of the financing plan for the new West Olive and Grand Haven facilities, this fund is contributing \$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 is contributing \$175,000 per year for the anticipated principal and interest payments associated with the bond issue. The 2010 budget includes a diversion of rent revenue from this

fund to the General Fund to assist with operations. This change may continue for the next five years with little impact on the fund since no major building projects are currently planned.

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 (the fund is contributing \$1 million to the County budget in 2010 due to the economic)
- 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 Compensated Absences 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. In addition, as part of the financing plan for the new West Olive and Grand Haven facilities, this fund is contributing \$150,000 per year for the anticipated principal and interest payments associated with the bond issue.

Financial Benefits:

- 1) Operating Transfers to the General Fund.
- 2) Principal and Interest Payments on four bond issues totaling \$2.6 million in 2009.
- 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 2010 budget includes a diversion of the commission earned on jail inmate phone calls from this fund to the General Fund to assist in operations. This transfer may continue for up to five years with little impact on the fund.

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 have contributed \$4.1 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 twenty seven (27) County departments and indirectly (through operating transfers) significantly affects eleven (11) 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 the 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 provide on-going funding for a variety of costs.

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 (due to funding of construction costs) and funded by the Delinquent Tax Revolving Fund, Infrastructure Fund, Public Improvement Fund, Telecommunications Fund and the Ottawa County, Michigan Insurance Authority alleviate pressure on the General Fund, freeing up dollars for other County programs.

- 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 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 .385% 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. 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. 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 Wachovia Securities, formerly 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. 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

	2002 – 2008	2009 – 2015
	Historical Savings	Projected Savings
	<u>To General Fund</u>	<u>To General Fund</u>
Solid Waste Clean-up Fund (2271)	\$5,983,899	\$1,683,000
Average Annual Savings	\$854,843	\$240,429
Average Annual Millage Savings	0.0922	0.0260
Public Improvement Fund (2450)	\$15,009,585	\$19,607,658
Average Annual Savings	\$2,144,226	\$2,801,094
Average Annual Millage Savings	0.2515	0.3021
Stabilization Fund (2570)	\$2,451,066	\$1,610,613
Average Annual Savings	\$350,152	\$230,088
Average Annual Millage Savings	0.0429	0.0074
Delinquent Tax Revolving Fund (5160)	\$17,691,837	\$16,401,743
Average Annual Savings	\$2,527,405	\$2,343,106
Average Annual Millage Savings	0.3116	0.2569
Duplicating, Telecommunications, and Equipment Pool (6450, 6550, 6641)	\$13,479,866	\$9,886,802
Average Annual Savings	\$1,925,694	\$1,412,400
Average Annual Millage Savings	0.2225	0.1569
Grand Total	\$42,631,548	\$58,655,279
Total Average Annual Savings	\$7,802,320	\$7,098,546
Total Average Annual Millage Savings	0.9207	0.7736

GOAL 2: TO MAINTAIN AND ENHANCE COMMUNICATION WITH CITIZENS, EMPLOYEES, AND OTHER STAKEHOLDERS.

Objective 1: Develop and implement a comprehensive legislative action plan to communicate with legislators.

- *Develop action plan and implement plan with lobbyist and MAC.*
- *Evaluate the use of legislative breakfast meetings.*

State legislators report understanding of the County's positions on various issues within the Legislative Plan. Commissioners positively evaluate the lobbyist contract.

Objective 2: Develop and implement a comprehensive communication plan to communicate with the public.

- *Develop a communication plan for approval of the Commission, examining current and new methods of communication.*
- *Continue to inform and mobilize the public around the potential impacts of the loss of state revenue sharing.*
- *Evaluate and recommend regarding: miOttawa.org, citizens academy, youth/school involvement in government, citizen interaction with the budget process and Administrator blog.*

Commissioners approve a comprehensive communications plan. 25% of citizens report knowledge of revenue sharing and potential impacts of its loss. 40% of citizens report good awareness of County activities. 25% of citizens report using miOttawa.org to communicate with or learn about Ottawa County government.

Objective 3: Continue to develop and implement methods of communicating with employee groups.

- *Continue using the Front Page and all-staff e-mails to communicate important information to employees.*
- *Continue Labor-Management Cooperation Committee.*
- *Continue and improve employee-edited newsletter.*
- *Continue brown-bag lunches, benefit meetings, and other information sessions.*

Percentage of employees reporting satisfaction with County Administration increases by 5% on 2009 Employee Satisfaction Survey.

Objective 4: Continue to improve communication with Commissioners.

- *Continue departmental annual report process.*
- *Survey Commissioners regarding their communication needs.*
- *Complete a cost-benefit analysis of the use of paperless agendas.*

100% of Commissioners report satisfaction with communication from Administration. Commissioners consider a cost-benefit analysis of paperless agendas.

Objective 5: Identify and appoint the best applicants to boards and commissions.

- *Continue and improve board and commission interview process.*
- *Develop database to manage appointment process.*

100% of applicants are interviewed prior to appointment. 100% of available board and commission seats are filled.

Objective 6: Strengthen role in state, regional and national professional organizations.

- *Identify all professional memberships and participants.*
- *Encourage County representatives to seek leadership positions.*

Ottawa County, the Board of Commissioners, and staff are recognized as leaders and hold leadership positions in professional organizations.

WHAT WILL WE DO TO GET THERE?

100

Strategic Plan Goal 2: To Maintain and Enhance Communication with Citizens, Employees, and Other Stakeholders

Objective 2: Develop and implement a comprehensive communication plan to communicate with the public

Effect on 2010 Budget: The 2010 budget includes \$20,000 for a new citizen survey to rate the success of efforts to address several communication objectives. During 2009, the Administrative staff held citizen budget meetings at various venues in the County. This was the first time the County held citizen budget meetings, but the practice is expected to continue. Further development of MiOttawa.org is funded in the 2010 budget. The Information Technology budget includes \$234,000 to maintain current functions and develop new functions for the County:

Ottawa County Application Pipeline	Oct '08	Nov	Dec	Jan '09	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	NOV	Dec	Jan '10	Feb	Mar	Apr	May	Jun	Jul	Aug
Park Reservation 2009 Update	S			X																			
Calendar/Agenda/Minutes Publishing		S			X																		
GIS MapStore				S		X																	
Parks-Weaver House Modification				S		X																	
Business Name Search				S			X																
Marriage & Death Record Order/Genealogy				S			X																
Deeds Search							S						H										
District Court Record Search														X									
District Court Hearing Schedule													X										
Online Payments of County Invoices							S							X									
SL Twp Online Payment Pilot								S					X										
Police Dept Incident Reporting Interface									S					X									
Website Statistics by Department										S		X											
Delinquent Tax Payments									S		X												
Payment Processing Middleware Installation										S				X									
MI Works Event Registration											S				X								
Committee/Board/Intern Service Application											S					X							
District Court LT Case Extract App													S		X								
Marriage License Application													S			X							
Probate Court Name Search														S			X						
Annual Park Permit																S							
Prosecutor's Schedule																	S						
Food Service Licensing																		S					
Court House Self-Help Center																			S				
Parks Water Conditions Reporting																				S			
FOIA Request																					S		
Health Prescription Fulfillment																						S	
Parks Snow Conditions Reporting																						S	
Food Sanitation Online Training																							S

Non-Ecommerce Project
Ecommerce Project

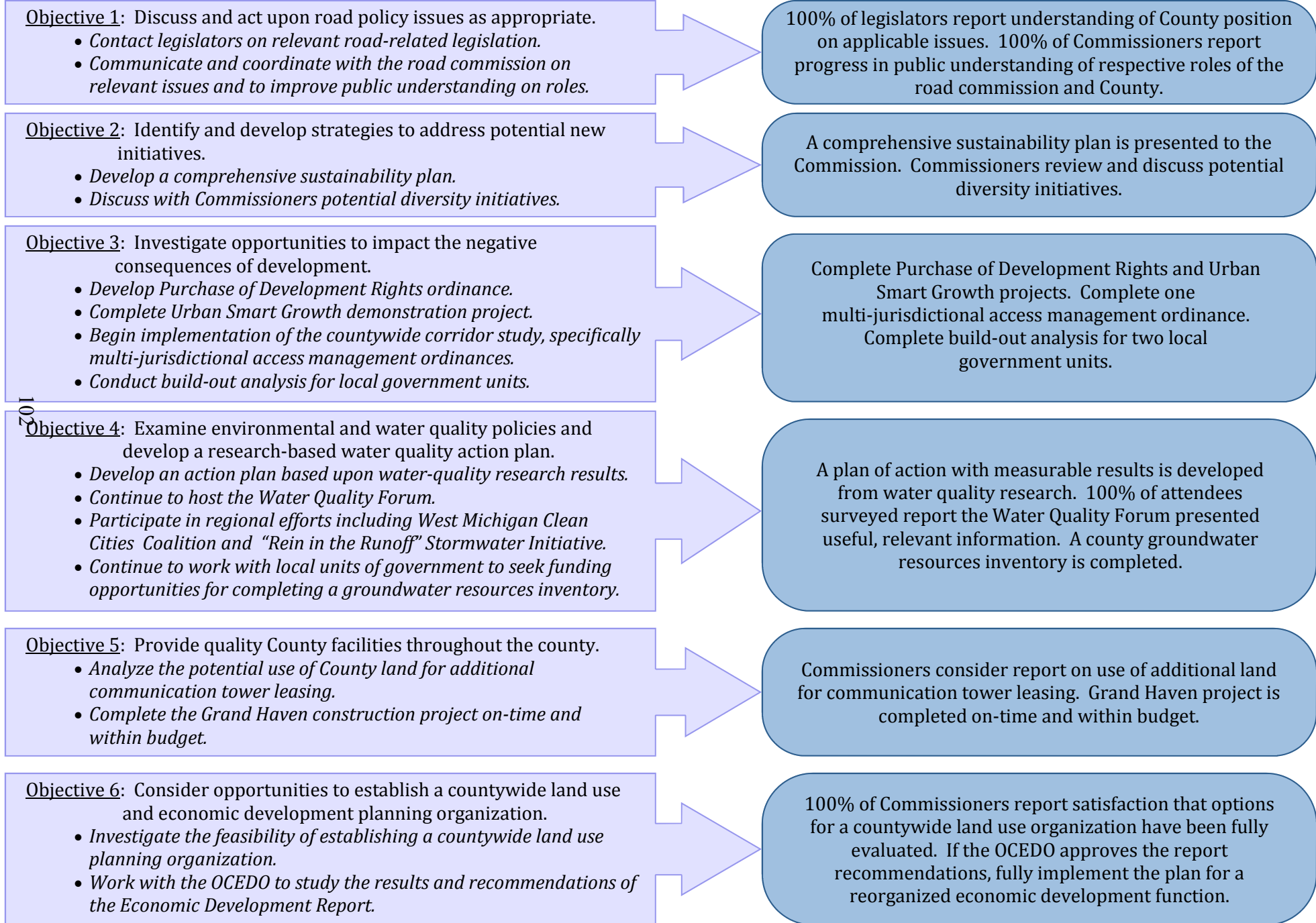
S	Estimated Start
S	Actual Start
X	Estimated Completion
X	Actual Completion
T	Training
H	Departmental Hold

Objective 6: Strengthen role in state and national professional organizations

Effect on 2010 Budget: Participation in professional memberships is specified in the budget detail submitted by departments. The total, County-wide 2010 budget for professional memberships is just under \$147,000.

GOAL 3: TO CONTRIBUTE TO A HEALTHY PHYSICAL, ECONOMIC, & COMMUNITY ENVIRONMENT.

WHAT WILL WE DO TO GET THERE?



Strategic Plan Goal 3: To Contribute to a Healthy Physical, Economic, & Community Environment

Objective 2: Identify and develop strategies to address potential new initiatives

Effect on 2010 Budget: The 2010 Planning Commission budget (Fund 2420) includes \$25,000 to take advantage of economic attraction opportunities. \$500,000 for a proposed revolving loan match fund for economic development has been reflected in the Infrastructure Fund (Fund 2444), and Planning and Performance Improvement is designating one of their analyst positions for economic development. The Planning and Performance Improvement budget in the General Fund (1010-7211) also includes over \$51,000 for the County's economic development consultant.

Objective 4: Examine water quality policies and develop a research-based water quality action plan

Effect on 2010 Budget: The 2010 Drain Commission budget (General Fund 1010, Department 2750) includes \$27,000 for the development of an illicit discharge and elimination plan and storm water pollution prevention initiative and the associated public education plan. In addition, the Michigan State University Extension program (General Fund 1010, Department 2570) includes just over \$42,000 as the County contribution for their Nutrient Management Educator. The position focuses on the agriculture industry and the disposition of livestock waste and fertilizer application.

GOAL 4: TO CONTINUALLY IMPROVE THE COUNTY'S ORGANIZATION AND SERVICES.

Objective 1: Review and evaluate the organization, contracts, programs, and services for potential efficiencies.

- *Conduct organizational efficiency and structure reviews, including Clerk/Register, Public Utilities and Fiscal Services.*
- *Evaluate drug courts and services to veterans.*
- *Continue the work of the Jail Mental Health Task Force.*

Commissioners receive a review and consider reports on the Clerk/Register of Deeds, Public Utilities and Fiscal Services. Commissioners receive a thorough evaluation of the drug court pilot project and veterans services. Commissioners receive a report from the Jail Mental Health Task Force.

Objective 2: Evaluate substance abuse funding, service structure, and community needs.

- *Evaluate options for providing substance abuse services.*
- *Complete internal evaluation of PA 2 allocation effectiveness.*
- *Complete external review of Lakeshore Coordinating Council to determine appropriate vehicle for administering funds.*

100% of Commissioners are satisfied that substance abuse services and funding are appropriately funded and evaluated.

Objective 3: Prioritize mandated and discretionary services.

- *Communicate results of discretionary services ranking to funding recipients.*
- *Complete study of mandated services service-levels and prioritize results.*

All recipients of discretionary funding are aware of the ranking of services, process used, and the potential impact of the loss of revenue sharing. Service levels are identified for all mandated services and results are ranked by Commissioners.

Objective 4: Continue implementation of outcome-based performance measurement system.

- *Analyze performance measurements submitted by each department to ensure the quality of outcomes.*

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

Objective 5: Establish better employee-management communications.

- *Continue Labor-Management Cooperation Committee.*
- *Continue employee newsletter, brown-bag lunches, benefit presentations, employee potlucks, and other communication efforts.*
- *Complete disease management and health coach study.*

100% of regularly-attending Labor-Management Cooperation Committee members report improved sense of communication between labor and management and report greater understanding of issues facing the County. 5% increase in employee satisfaction with "climate of trust". A disease management plan is presented to the Commission.

GOAL 4: TO CONTINUALLY IMPROVE THE COUNTY'S ORGANIZATION AND SERVICES.

Objective 6: Examine opportunities for offering services to local units of government.

- *Complete a report on the benefit of County tax dollars.*
- *Analyze opportunities to offer services such as imaging, assessing, training, miOttawa.org, and others to local units of government.*

Commissioners consider report on benefit of County tax dollars. 100% of County services that are cost-effective to offer are made available to local units of government.

Objective 7: Ensure the continuity of government in the event of a disaster.

- *Prepare a Continuity of Government Plan.*
- *Develop a records backup/disaster recovery plan for all records.*
- *Develop a policy and procedures for record storage controls.*
- *Evaluate compliance with record retention and storage mandates.*

Commissioners adopt a "Continuity of Government" Plan which includes a disaster-recovery component for all paper and electronic records.

Objective 8: Complete labor negotiations with applicable employee groups.

- *Complete labor negotiations with the remaining groups.*

Remaining labor contracts are renewed by May 1, 2009.

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

Objective 1: Review and evaluate the organization, contracts, programs, and services for potential efficiencies

Effect on 2010 Budget: The 2010 budget reflects the reallocation of two full time equivalents from the Register of Deeds office to the District Court. The economic downturn has decreased workload in the Register of Deeds office and increased civil workload in the District Court.

Objective 3: Prioritize mandated and discretionary services

Effect on 2010 Budget: In July of 2009, the Board completed its fourth ranking of discretionary services. The results of the rankings were used as a basis for some of the budget reductions in the 2010 budget.

Objective 4: Continue implementation of outcome-based performance measurement system

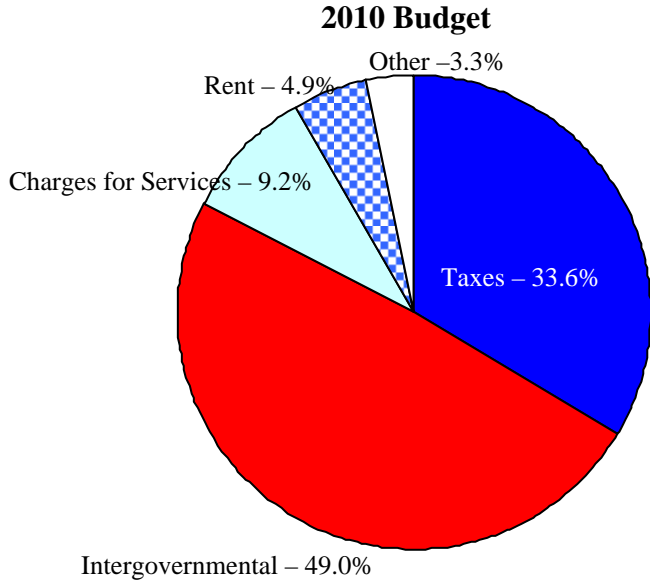
Effect on 2010 Budget: The development of outcome based performance measurement is an on-going process. Departments are required to provide goals, objectives, and performance measures, including outcome measures.

Objective 6: Examine opportunities for offering services to local units of government

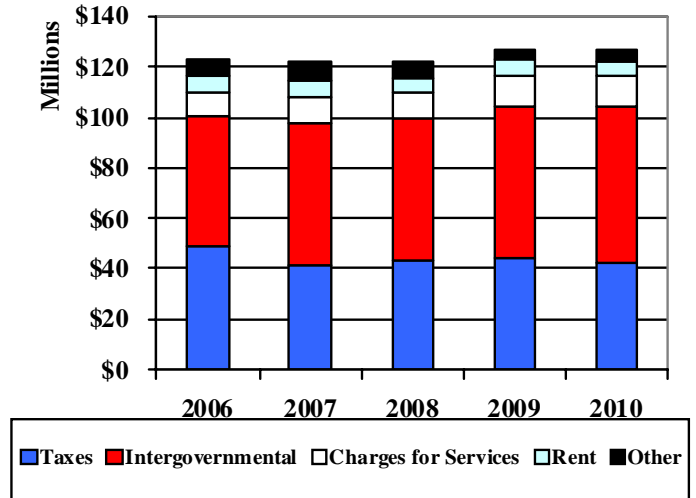
Effect on 2010 Budget: Information Technology has a contract with Park Township to provide imaging services. \$11,000 in revenue is included in the Information Technology budget. The County's website is also hosting Spring Lake Township in its online payment center for tax payments from Spring Lake Township residents, and the County will receive a portion of the convenience fees collected for the services. The 2010 budget also includes \$6.0 million in public safety contracts with Ottawa municipalities. The County provides policing services to townships and certain cities and school districts.

County of Ottawa Summary Information

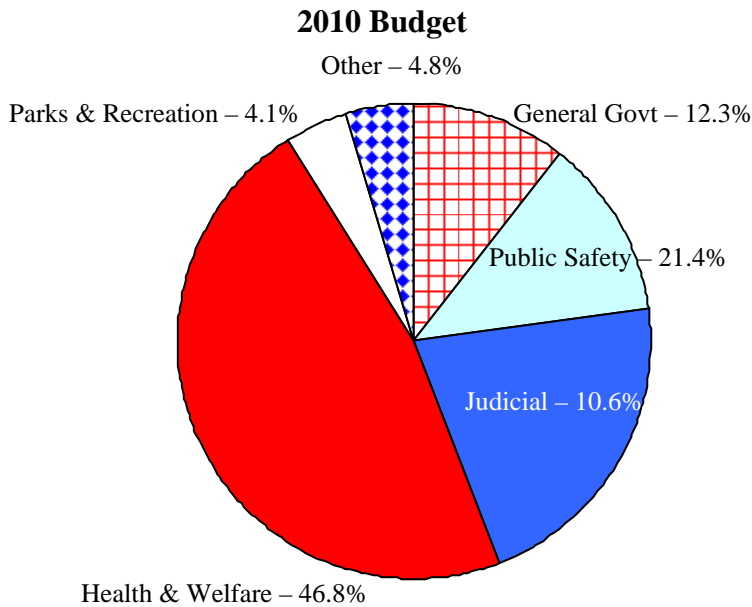
County of Ottawa Governmental Funds – Revenue Primary Government



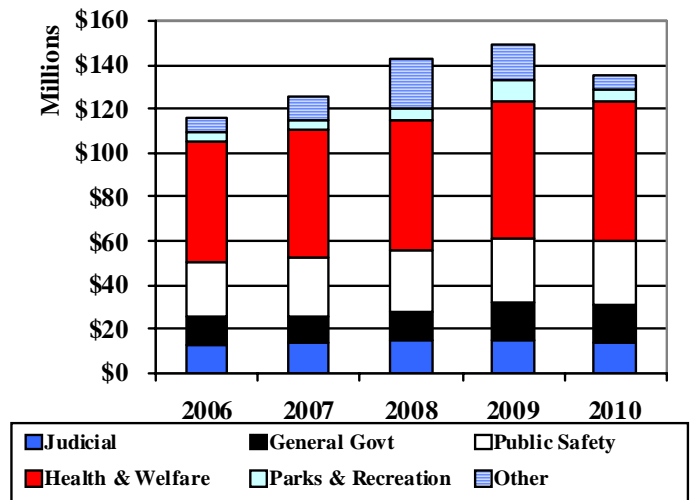
2006 – 2008 Actual, 2009 Estimated, 2010 Budgeted



County of Ottawa Governmental Funds – Expenditures Primary Government

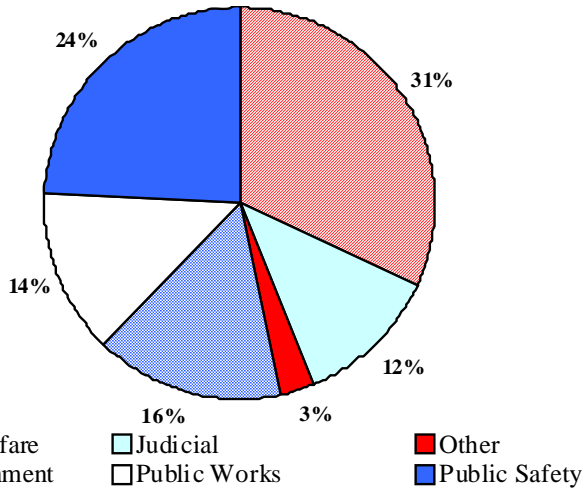


2006 – 2008 Actual, 2009 Estimated, 2010 Budgeted

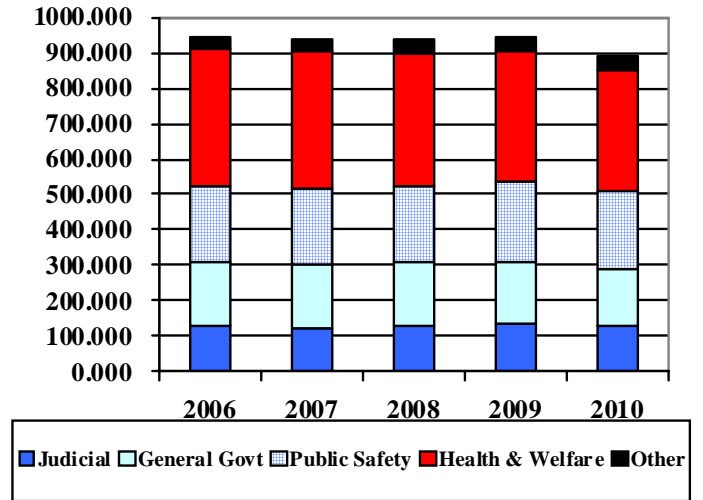


County of Ottawa Personnel by Function - All Funds Primary Government

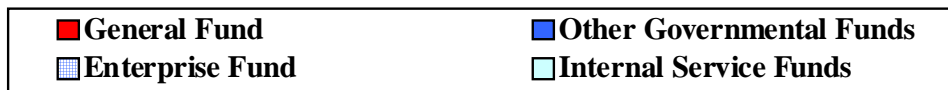
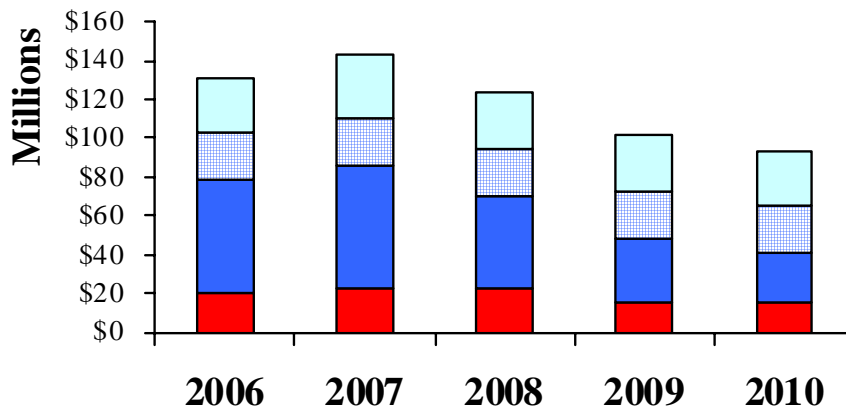
2010 Budget – Full Time Equivalent



2006 – 2010 Adopted Budget Full Time Equivalent



County of Ottawa Equity by Fund Type Primary Government



Note: Equity is based on modified accrual accounting for Governmental Funds and full accrual for Enterprise and Internal Services Funds. Accordingly, equity is decreasing due to the use of \$20 million in County assets for the construction of the new Grand Haven Courthouse and Fillmore Street addition.

COUNTY OF OTTAWA
SUMMARY OF 2010 BUDGET AND ESTIMATED FUND BALANCE
ALL BUDGETED FUNDS

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Permanent Fund	Total
Revenues:						
Taxes	\$39,292,953	\$3,186,097				\$42,479,050
Intergovernmental Revenue	4,467,497	57,470,594				61,938,091
Charges for Services	9,106,981	2,500,202				11,607,183
Fines and Forfeits	979,800	8,500				988,300
Interest on Investments	526,400	356,090			\$88	882,578
Rental	3,152,369	642,250	\$2,388,857			6,183,476
Licenses and Permits	253,525	414,342				667,867
Other Revenue	359,812	1,425,315				1,785,127
	<u>58,139,337</u>	<u>66,003,390</u>	<u>2,388,857</u>		<u>88</u>	<u>126,531,672</u>
Expenditures:						
Legislative	530,254					530,254
Judicial	9,926,879	4,365,247				14,292,126
General Government	15,816,801	745,057				16,561,858
Public Safety	23,790,713	5,129,326				28,920,039
Public Works	466,500	810,844				1,277,344
Health & Welfare	1,610,144	61,636,540				63,246,684
Culture & Recreation		5,578,447				5,578,447
Community & Economic Development	641,711	43,881				685,592
Other	902,351					902,351
Debt Service			3,151,432			3,151,432
Capital Projects						
	<u>53,685,353</u>	<u>78,309,342</u>	<u>3,151,432</u>			<u>135,146,127</u>
Revenue Over (Under) Expenditures	4,453,984	(12,305,952)	(762,575)		88	(8,614,455)
Operating Transfers In (Out)	(4,900,968)	4,657,478	762,575			519,085
Bond Proceeds						
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(446,984)	(7,648,474)			88	(8,095,370)
Fund Balance, Beginning of Year	<u>15,641,005</u>	<u>33,224,633</u>	<u>10,488</u>		<u>6,351</u>	<u>48,882,477</u>
Projected Fund Balance, End of Budget Year	<u><u>\$15,194,021</u></u>	<u><u>\$25,576,159</u></u>	<u><u>\$10,488</u></u>	<u><u>None</u></u>	<u><u>\$6,439</u></u>	<u><u>\$40,787,107</u></u>

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2010

<u>All Budgeted Funds</u>	Prior Year Actual 12/31/2008	Current Year Estimated 12/31/2009	Adopted Budget 2010
Revenues:			
Taxes	\$43,141,153	\$43,793,030	\$42,479,050
Intergovernmental Revenue	56,434,209	60,662,478	61,938,091
Charges for Services	9,964,645	11,640,213	11,607,183
Fines and Forfeits	943,444	918,600	988,300
Interest on Investments	3,470,029	781,125	882,578
Rental	6,272,068	6,502,873	6,183,476
Licenses and Permits	639,978	669,520	667,867
Other Revenue	1,665,938	1,457,953	1,785,127
Total Revenues	122,531,464	126,425,792	126,531,672
Expenditures:			
Legislative	559,364	548,685	530,254
Judicial	14,485,029	14,585,867	14,292,126
General Government	13,139,737	17,361,717	16,561,858
Public Safety	27,594,008	29,091,758	28,920,039
Public Works	2,531,233	1,261,391	1,277,344
Health & Welfare	59,050,473	62,018,598	63,246,684
Community & Economic Development	633,980	838,688	685,592
Culture & Recreation	5,318,836	9,552,279	5,578,447
Other	272,874	283,967	902,351
Debt Service	3,537,601	3,544,147	3,151,432
Capital Projects	15,006,565	9,502,388	
Total Expenditures	142,129,700	148,589,485	135,146,127
Revenue Over (Under) Expenditures	(19,598,236)	(22,163,693)	(8,614,455)
Operating Transfers In (Out)	4,576,960	450,161	519,085
Bond Proceeds			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$15,021,276)</u>		
Budgeted Net Revenues (Expenditures)			(8,095,370)
Current Estimated Revenues Over (Under) Expenditures		(21,713,532)	
Fund Balance, Beginning of Year		70,596,009	48,882,477
Projected Fund Balance, End of Year		<u>\$48,882,477</u>	<u>\$40,787,107</u>

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2010

<u>General Fund (1010)</u>	Prior Year Actual 12/31/2008	Current Year Estimated 12/31/2009	Adopted Budget 2010
Revenues:			
Taxes	\$40,088,470	\$40,629,553	\$39,292,953
Intergovernmental Revenue	4,612,460	4,701,443	4,467,497
Charges for Services	6,308,875	8,963,370	9,106,981
Fines and Forfeits	936,944	910,100	979,800
Interest on Investments	1,552,691	320,000	526,400
Rental	2,666,911	2,855,265	3,152,369
Licenses and Permits	247,209	244,505	253,525
Other Revenue	312,650	297,228	359,812
Total Revenues	56,726,210	58,921,464	58,139,337
Expenditures:			
Legislative	559,364	548,685	530,254
Judicial	10,060,800	9,953,849	9,926,879
General Government	12,732,871	16,270,156	15,816,801
Public Safety	22,735,971	23,619,431	23,790,713
Public Works	73,561	124,050	466,500
Health & Welfare	758,692	1,424,651	1,610,144
Community & Economic Development	611,925	772,914	641,711
Other	272,874	283,967	902,351
Total Expenditures	47,806,058	52,997,703	53,685,353
Revenue Over (Under) Expenditures	8,920,152	5,923,761	4,453,984
Operating Transfers In (Out)	(8,982,204)	(12,367,182)	(4,900,968)
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$62,052)		
Budgeted Net Revenues (Expenditures)			(446,984) ²
Current Estimated Revenues Over (Under) Expenditures		(6,443,421) ¹	
Fund Balance, Beginning of Year		22,084,426	15,641,005
Projected Fund Balance, End of Year		\$15,641,005	\$15,194,021

¹ The 2009 estimate for General Fund includes net fund balance designation use of \$6,190,100 mostly for the operating transfer to the Ottawa County Building Authority Capital Projects fund in connection with the Grand Haven Courthouse/Fillmore expansion project. In addition, \$512,000 is being used for the property tax revenue shortfall, and \$148,000 is being used for the Survey and Remonumentation project.

² The budgeted change in fund balance for 2010 is a decrease of \$446,984. Based on prior Board actions, \$53,016 will be added to to fund balance designations or reserves. Consequently, the operating shortfall is actually \$500,000. However, even if the General Fund uses the full \$500,000, the County will still be in compliance with its policy to maintain an undesignated fund balance in the General Fund of 10% - 15% of the most recently completed audited figures. Currently, undesignated fund balance is at 15 percent.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Parks & Recreation (2081)</u>	Actual	Estimated	Budget
	<u>12/31/2008</u>	<u>12/31/2009</u>	<u>2010</u>
Revenues:			
Taxes	\$3,039,393	\$3,155,677	\$3,178,097
Intergovernmental Revenue	420,870	36,505	16,505
Charges for Services	486,812	410,200	320,700
Fines and Forfeits			
Interest on Investments	357,836	113,762	76,884
Rental	66,236	38,500	52,150
Licenses and Permits			
Other Revenue	278,586	43,792	512,300
Total Revenues	<u>4,649,733</u>	<u>3,798,436</u>	<u>4,156,636</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation	5,318,836	9,552,279	5,578,447
Other			
Total Expenditures	<u>5,318,836</u>	<u>9,552,279</u>	<u>5,578,447</u>
Revenue Over (Under) Expenditures	(669,103)	(5,753,843)	(1,421,811)
Operating Transfers In (Out)	530,000	298,370	
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$139,103)</u>		
Budgeted Net Revenues (Expenditures)			(1,421,811)
Current Estimated Revenues Over (Under) Expenditures		(5,455,473)	
Fund Balance, Beginning of Year		7,531,726	2,076,253
Projected Fund Balance, End of Year		<u>\$2,076,253</u>	<u>\$654,442</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. 2009 and 2010 reflect significant fund balance use for this reason.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Friend of the Court (2160)</u>	Actual	Estimated	Budget
	<u>9/30/2008</u>	<u>9/30/2009</u>	<u>2010</u>
Revenues:			
Intergovernmental Revenue	\$1,978,016	\$2,066,860	\$2,099,115
Charges for Services	258,723	265,935	260,360
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>2,236,739</u>	<u>2,332,795</u>	<u>2,359,475</u>
Expenditures:			
Judicial	2,962,548	3,076,477	3,127,982
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>2,962,548</u>	<u>3,076,477</u>	<u>3,127,982</u>
Revenue Over (Under) Expenditures	(725,809)	(743,682)	(768,507)
Operating Transfers In (Out)	<u>748,284</u>	<u>754,688</u>	<u>559,507</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$22,475</u>		
Budgeted Net Revenues (Expenditures)			(209,000)
Current Estimated Revenues Over (Under) Expenditures		11,006	
Fund Balance, Beginning of Year		<u>197,994</u>	<u>209,000</u>
Projected Fund Balance, End of Year		<u>\$209,000</u>	<u>None</u>

The delay in the change of the federal IV D funding formula has resulted in more revenue than anticipated for 2009. These dollars will be carried forward to the 2010 budget to fund the nominal increases in personnel costs.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>9/30 Judicial Grants (2170)</u>	Actual	Estimated	Budget
	<u>9/30/2008</u>	<u>9/30/2009</u>	<u>2010</u>
Revenues:			
Intergovernmental Revenue	\$366,546	\$390,997	\$120,685
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	3,500	8,106	
Total Revenues	<u>370,046</u>	<u>399,103</u>	<u>120,685</u>
Expenditures:			
Judicial	412,575	492,930	156,126
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>412,575</u>	<u>492,930</u>	<u>156,126</u>
Revenue Over (Under) Expenditures	(42,529)	(93,827)	(35,441)
Operating Transfers In (Out)	<u>43,384</u>	<u>93,827</u>	<u>35,441</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u>855</u>	<u>855</u>
Projected Fund Balance, End of Year		<u><u>\$855</u></u>	<u><u>\$855</u></u>

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Health (2210)</u>	Actual	Estimated	Budget
	9/30/2008	9/30/2009	2010
	<hr/>	<hr/>	<hr/>
Revenues:			
Intergovernmental Revenue	\$4,055,163	\$4,024,914	\$4,065,352
Charges for Services	818,294	610,553	645,623
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits	392,769	425,015	414,342
Other Revenue	223,775	219,037	177,744
	<hr/>	<hr/>	<hr/>
Total Revenues	5,490,001	5,279,519	5,303,061
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	11,534,597	10,225,439	9,727,734
Culture & Recreation			
Other			
	<hr/>	<hr/>	<hr/>
Total Expenditures	11,534,597	10,225,439	9,727,734
	<hr/>	<hr/>	<hr/>
Revenue Over (Under) Expenditures	(6,044,596)	(4,945,920)	(4,424,673)
Operating Transfers In (Out)	4,901,489	4,945,920	4,332,147
	<hr/>	<hr/>	<hr/>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$1,143,107)</u>		
Budgeted Net Revenues (Expenditures)			(92,526)
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		963,850	963,850
		<hr/>	<hr/>
Projected Fund Balance, End of Year		<u>\$963,850</u>	<u>\$871,324</u>

Fund balance use budgeted for 2010 reflects anticipated insurance opt outs; no actual fund balance use is expected in this fund.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Mental Health (2220)</u>	Actual	Estimated	Budget
	9/30/2008	9/30/2009	2010
Revenues:			
Intergovernmental Revenue	\$29,870,229	\$31,048,698	\$32,253,889
Charges for Services	1,055,116	412,421	368,438
Fines and Forfeits			
Interest on Investments	56,694	30,000	30,000
Rental		168,336	200,000
Licenses and Permits			
Other Revenue	94,404	224,348	51,202
Total Revenues	31,076,443	31,883,803	32,903,529
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	31,841,672	32,446,911	33,466,637
Culture & Recreation			
Other			
Total Expenditures	31,841,672	32,446,911	33,466,637
Revenue Over (Under) Expenditures	(765,229)	(563,108)	(563,108)
Operating Transfers In (Out)	583,631	563,108	563,108
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$181,598)		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		207,560	207,560
Projected Fund Balance, End of Year		\$207,560	\$207,560

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Solid Waste Clean - Up (2271)</u>	Actual	Estimated	Budget
Revenues:	12/31/2008	12/31/2009	2010
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$274,840	\$54,055	\$44,121
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>274,840</u>	<u>54,055</u>	<u>44,121</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works	1,845,315	556,000	180,000
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>1,845,315</u>	<u>556,000</u>	<u>180,000</u>
Revenue Over (Under) Expenditures	(1,570,475)	(501,945)	(135,879)
Operating Transfers In (Out)	<u>(2,500,000)</u>		
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$4,070,475)</u>		
Budgeted Net Revenues (Expenditures)			(135,879)
Current Estimated Revenues Over (Under) Expenditures		(501,945)	
Fund Balance, Beginning of Year		<u>3,928,667</u>	<u>3,426,722</u>
Projected Fund Balance, End of Year		<u>\$3,426,722</u>	<u>\$3,290,843</u>

The 2009 budget reflects the completion of upgrades to the water and purge system at the landfill. These upgrades were started during 2006. The 2010 budgeted fund balance use is for operations.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Landfill Tipping Fees (2272)</u>	Actual	Estimated	Budget
	12/31/2008	12/31/2009	2010
Revenues:			
Intergovernmental Revenue			
Charges for Services	\$379,926	\$360,000	\$360,000
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	33,879	31,130	30,880
Total Revenues	413,805	391,130	390,880
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works	454,788	423,772	473,275
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	454,788	423,772	473,275
Revenue Over (Under) Expenditures	(40,983)	(32,642)	(82,395)
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$40,983)		
Budgeted Net Revenues (Expenditures)			(82,395)
Current Estimated Revenues Over (Under) Expenditures		(32,642)	
Fund Balance, Beginning of Year		1,011,851	979,209
Projected Fund Balance, End of Year		\$979,209	\$896,814

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, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Transportation System (2320)</u>	Actual	Estimated	Budget
	9/30/2008	9/30/2009	2010
Revenues:			
Intergovernmental Revenue	\$157,569	\$157,569	\$157,569
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	157,569	157,569	157,569
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works	157,569	157,569	157,569
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	157,569	157,569	157,569
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
Projected Fund Balance, End of Year		\$25,787	\$25,787

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Planning Commission (2420)</u>	Actual	Estimated	Budget
	12/31/2008	12/31/2009	2010
Revenues:			
Intergovernmental Revenue	\$1,700	\$8,500	
Charges for Services			
Interest on Investments			
Rental			
Other Revenue	585	30	\$295
Total Revenues	2,285	8,530	295
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Community and Economic Development	22,055	65,774	43,881
Culture & Recreation			
Other			
Total Expenditures	22,055	65,774	43,881
Revenue Over (Under) Expenditures	(19,770)	(57,244)	(43,586)
Operating Transfers In (Out)	19,770	23,244	43,851
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(19,770)	(57,244)	(43,586)
Budgeted Net Revenues (Expenditures)			265
Current Estimated Revenues Over (Under) Expenditures		(34,000)	
Fund Balance, Beginning of Year		190,224	156,224
Projected Fund Balance, End of Year		\$156,224	\$156,489

The 2009 fund balance use reflects the completion of the urban growth study.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Infrastructure (2444)</u>	Actual	Estimated	Budget
Revenues:	<u>12/31/2008</u>	<u>12/31/2009</u>	<u>2010</u>
Intergovernmental Revenue			
Charges for Services	\$28,539	\$27,241	
Fines and Forfeits			
Interest on Investments	95,695	53,745	\$47,780
Rental			
Other Revenue			
Total Revenues	<u>124,234</u>	<u>80,986</u>	<u>47,780</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Community & Economic Development			
Capital Projects			
Total Expenditures			
Revenue Over (Under) Expenditures	124,234	80,986	47,780
Operating Transfers In (Out)	<u>(125,000)</u>	<u>(125,000)</u>	<u>(125,000)</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$766)</u>		
Budgeted Net Revenues (Expenditures)			(77,220)
Current Estimated Revenues Over (Under) Expenditures		(44,014)	
Fund Balance, Beginning of Year		<u>2,600,021</u>	<u>2,556,007</u>
Projected Fund Balance, End of Year		<u>\$2,556,007</u>	<u>\$2,478,787</u>

The purpose of this fund is to loan money to municipalities within Ottawa County for infrastructure projects. These loans are recorded as assets. In addition, the fund contributes to debt service payments on the Fillmore Street/Grand Haven project.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Public Improvement (2450)</u>	Actual	Estimated	Budget
	<u>12/31/2008</u>	<u>12/31/2009</u>	<u>2010</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$328,830	\$46,997	\$37,944
Rental	764,358	659,500	390,100
Licenses and Permits			
Other Revenue			
Total Revenues	<u>1,093,188</u>	<u>706,497</u>	<u>428,044</u>
Expenditures:			
Judicial			
General Government	56,538	201,500	302,600
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Capital Projects			
Total Expenditures	<u>56,538</u>	<u>201,500</u>	<u>302,600</u>
Revenue Over (Under) Expenditures	1,036,650	504,997	125,444
Operating Transfers In (Out)	<u>(1,454,331)</u>	<u>(4,105,263)</u>	<u>(187,575)</u>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>(\$417,681)</u>		
Budgeted Net Revenues (Expenditures)			(62,131)
Current Estimated Revenues Over (Under) Expenditures		(3,600,266)	
Fund Balance, Beginning of Year		<u>6,590,988</u>	<u>2,990,722</u>
Projected Fund Balance, End of Year		<u>\$2,990,722</u>	<u>\$2,928,591</u>

The fund balance usage will vary depending on the capital construction projects underway and/or planned (see also the capital construction schedule). The 2009 shortfall reflects the transfer of \$4.1 million to the Ottawa County Building Authority for construction costs and debt service payments.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Homestead Property Tax (2550)</u>	Actual	Estimated	Budget
	12/31/2008	12/31/2009	2010
Revenues:			
Taxes	\$13,290	\$7,800	\$8,000
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	5,717	1,785	1,400
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	19,007	9,585	9,400
Expenditures:			
Judicial			
General Government	546	23,960	23,976
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Capital Projects			
Total Expenditures	546	23,960	23,976
Revenue Over (Under) Expenditures	18,461	(14,375)	(14,576)
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	\$18,461		
Budgeted Net Revenues (Expenditures)			(14,576)
Current Estimated Revenues Over (Under) Expenditures		(14,375)	
Fund Balance, Beginning of Year		140,768	126,393
Projected Fund Balance, End of Year		\$126,393	\$111,817

The fund balance is decreasing in 2009 and 2010 due to the BS & A software upgrade.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2010

Special Revenue	Prior Year	Current Year	Adopted
Register of Deeds	Actual	Estimated	Budget
<u>Automation Fund (2560)</u>	<u>12/31/2008</u>	<u>12/31/2009</u>	<u>2010</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services	\$227,596	\$255,600	\$225,000
Fines and Forfeits			
Interest on Investments	21,537	5,519	1,750
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>\$249,133</u>	<u>261,119</u>	<u>226,750</u>
Expenditures:			
Judicial			
General Government	88,646	587,895	154,155
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>\$88,646</u>	<u>587,895</u>	<u>154,155</u>
Revenue Over (Under) Expenditures	160,487	(326,776)	72,595
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$160,487</u>		
Budgeted Net Revenues (Expenditures)			72,595
Current Estimated Revenues Over (Under) Expenditures		(326,776)	
Fund Balance, Beginning of Year		<u>534,052</u>	<u>207,276</u>
Projected Fund Balance, End of Year		<u>\$207,276</u>	<u>\$279,871</u>

The fund balance use in 2009 was used to cover the cost of new Land Records software.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2010

	Prior Year Actual 12/31/2008	Current Year Estimated 12/31/2009	Adopted Budget 2010
Special Revenue			
<u>Stabilization (2570)</u>			
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues			
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures			
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)	\$37,604	(\$68,591)	(1,000,000)
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$37,604		
Budgeted Net Revenues (Expenditures)			(1,000,000)
Current Estimated Revenues Over (Under) Expenditures		(68,591)	
Fund Balance, Beginning of Year		8,269,673	8,201,082
Projected Fund Balance, End of Year		\$8,201,082	\$7,201,082

Funds will be transferred in 2010 to help fund the operating deficit in the General Fund.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Prosecuting Attorney Grants (2601)</u>	Actual	Estimated	Budget
	9/30/2008	9/30/2009	2010
Revenues:			
Intergovernmental Revenue	\$140,400	\$140,400	\$144,000
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	1,755	360	360
Total Revenues	142,155	140,760	144,360
Expenditures:			
Judicial			
General Government	177,052	208,581	214,532
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	177,052	208,581	214,532
Revenue Over (Under) Expenditures	(34,897)	(67,821)	(70,172)
Operating Transfers In (Out)	34,897	67,821	70,172
Revenue & Other Sources Over (Under) Expenditures & Other Uses	-----	-----	-----
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		25,092	25,092
Projected Fund Balance, End of Year		\$25,092	\$25,092

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Sheriff Grant Programs (2609)</u>	Actual	Estimated	Budget
	9/30/2008	9/30/2009	2010
Revenues:			
Intergovernmental Revenue	\$283,372	\$212,698	\$114,616
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	283,372	212,698	114,616
Expenditures:			
Judicial			
General Government			
Public Safety	299,992	256,236	114,616
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	299,992	256,236	114,616
Revenue Over (Under) Expenditures	(16,620)	(43,538)	
Operating Transfers In (Out)	14,016	46,387	
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$2,604)		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		2,849	
Fund Balance, Beginning of Year			2,849
Projected Fund Balance, End of Year		\$2,849	\$2,849

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Sheriff Contracts (2610)</u>	Actual	Estimated	Budget
	9/30/2008	9/30/2009	2010
Revenues:			
Intergovernmental Revenue	\$3,949,855	\$4,202,557	\$4,357,641
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	4,376	3,574	
Total Revenues	3,954,231	4,206,131	4,357,641
Expenditures:			
Judicial			
General Government			
Public Safety	4,166,197	4,438,280	4,587,558
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	4,166,197	4,438,280	4,587,558
Revenue Over (Under) Expenditures	(211,966)	(232,149)	(229,917)
Operating Transfers In (Out)	212,707	232,149	229,917
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$741		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		1,241	1,241
Projected Fund Balance, End of Year		\$1,241	\$1,241

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Sheriff Road Patrol (2661)</u>	Actual	Estimated	Budget
	9/30/2008	9/30/2009	2010
Revenues:			
Intergovernmental Revenue	\$234,561	\$232,654	\$232,654
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	234,561	232,654	232,654
Expenditures:			
Judicial			
General Government			
Public Safety	316,911	326,157	340,481
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	316,911	326,157	340,481
Revenue Over (Under) Expenditures	(82,350)	(93,503)	(107,827)
Operating Transfers In (Out)	82,350	93,503	107,827
Revenue & Other Sources Over (Under) Expenditures & Other Uses	82,350	93,503	107,827
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		None	None

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Law Library (2690)</u>	Actual	Estimated	Budget
	<u>12/31/2008</u>	<u>12/31/2009</u>	<u>2010</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits	\$6,500	\$8,500	\$8,500
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>6,500</u>	<u>8,500</u>	<u>8,500</u>
Expenditures:			
Judicial	33,560	33,000	31,833
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>33,560</u>	<u>33,000</u>	<u>31,833</u>
Revenue Over (Under) Expenditures	(27,060)	(24,500)	(23,333)
Operating Transfers In (Out)	<u>27,060</u>	<u>24,500</u>	<u>23,333</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u>57,179</u>	<u>57,179</u>
Projected Fund Balance, End of Year		<u><u>\$57,179</u></u>	<u><u>\$57,179</u></u>

County of Ottawa
Budget Summary
Budget Year Ending June 30, 2010

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>Administration (2740)</u>	<u>6/30/2008</u>	<u>6/30/2009</u>	<u>2010</u>
Revenues:			
Intergovernmental Revenue	\$218,792	\$249,481	\$383,510
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue		1,000	
Total Revenues	<u>218,792</u>	<u>250,481</u>	<u>383,510</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	218,792	250,481	383,510
Culture & Recreation			
Other			
Total Expenditures	<u>218,792</u>	<u>250,481</u>	<u>383,510</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		<u>948</u>	<u>948</u>
Projected Fund Balance, End of Year		<u><u>\$948</u></u>	<u><u>\$948</u></u>

County of Ottawa

Budget Summary

Budget Year Ending June 30, 2010

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>Youth (2741)</u>	<u>6/30/2008</u>	<u>6/30/2009</u>	<u>2010</u>
Revenues:			
Intergovernmental Revenue	\$680,651	\$946,615	\$2,055,769
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	680,651	946,615	2,055,769
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	680,651	946,615	2,055,769
Culture & Recreation			
Other			
Total Expenditures	680,651	946,615	2,055,769
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			
Projected Fund Balance, End of Year		None	None

County of Ottawa

Budget Summary

Budget Year Ending June 30, 2010

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>Adult (2742)</u>	<u>6/30/2008</u>	<u>6/30/2009</u>	<u>2010</u>
Revenues:			
Intergovernmental Revenue	\$521,757	\$630,776	\$1,029,505
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	521,757	630,776	1,029,505
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	521,757	630,776	1,029,505
Culture & Recreation			
Other			
Total Expenditures	521,757	630,776	1,029,505
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		511	511
Projected Fund Balance, End of Year		\$511	\$511

County of Ottawa

Budget Summary

Budget Year Ending June 30, 2010

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>6/30 Grant Programs (2743)</u>	<u>6/30/2008</u>	<u>6/30/2009</u>	<u>2010</u>
Revenues:			
Intergovernmental Revenue	\$1,892,867	\$3,069,874	\$3,038,603
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	3,013	3,288	
Total Revenues	1,895,880	3,073,162	3,038,603
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	1,915,719	3,073,162	3,038,603
Culture & Recreation			
Other			
Total Expenditures	1,915,719	3,073,162	3,038,603
Revenue Over (Under) Expenditures	(19,839)		
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	(\$19,839)		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		106,117	106,117
Projected Fund Balance, End of Year		\$106,117	\$106,117

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2010

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>12/31 Grant Programs (2744)</u>	<u>12/31/2008</u>	<u>12/31/2009</u>	<u>2010</u>
Revenues:			
Intergovernmental Revenue	\$196,936	\$502,583	\$263,000
Charges for Services	917	5,000	
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	35,950	25,200	
Total Revenues	233,803	532,783	263,000
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	187,272	532,783	263,000
Culture & Recreation			
Other			
Total Expenditures	187,272	532,783	263,000
Revenue Over (Under) Expenditures	46,531		
Operating Transfers In (Out)	(4,173)		
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	\$42,358		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		56,398	56,398
Projected Fund Balance, End of Year		\$56,398	\$56,398

County of Ottawa

Budget Summary

Budget Year Ending September 30, 2010

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>9/30 Grant Programs (2748)</u>	<u>9/30/2008</u>	<u>9/30/2009</u>	<u>2010</u>
Revenues:			
Intergovernmental Revenue	\$1,593,331	\$2,079,912	\$743,000
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	1,593,331	2,079,912	743,000
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	1,579,885	2,079,912	743,000
Culture & Recreation			
Other			
Total Expenditures	1,579,885	2,079,912	743,000
Revenue Over (Under) Expenditures	13,446		
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	\$13,446		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		18,292	18,292
Projected Fund Balance, End of Year		\$18,292	\$18,292

County of Ottawa

Budget Summary

Budget Year Ending March 31, 2010

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>3/31 Grant Programs (2749)</u>	<u>3/31/2008</u>	<u>3/31/2009</u>	<u>2010</u>
Revenues:			
Intergovernmental Revenue	\$16,779	\$17,500	\$17,500
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			5,000
Total Revenues	<u>16,779</u>	<u>17,500</u>	<u>22,500</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	16,779	17,500	22,500
Culture & Recreation			
Other			
Total Expenditures	<u>16,779</u>	<u>17,500</u>	<u>22,500</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			
Projected Fund Balance, End of Year		<u>None</u>	<u>None</u>

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Grant Programs - Pass Thru (2750)</u>	Actual	Estimated	Budget
	9/30/2008	9/30/2009	2010
Revenues:			
Intergovernmental Revenue	\$84,435	\$424,237	\$58,069
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	84,435	424,237	58,069
Expenditures:			
Judicial	34,227		
General Government			
Public Safety	74,937	451,654	86,671
Public Works			
Health & Welfare			
Culture & Recreation			
Community & Economic Development			
Other			
Total Expenditures	109,164	451,654	86,671
Revenue Over (Under) Expenditures	(24,729)	(27,417)	(28,602)
Operating Transfers In (Out)	24,729	27,417	28,602
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		None	None

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Emergency Feeding (2800)</u>	Actual	Estimated	Budget
	9/30/2008	9/30/2009	2010
Revenues:			
Intergovernmental Revenue	\$217,979	\$175,297	\$63,692
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
	<hr/>	<hr/>	<hr/>
Total Revenues	217,979	175,297	63,692
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	220,629	175,297	63,692
Culture & Recreation			
Other			
	<hr/>	<hr/>	<hr/>
Total Expenditures	220,629	175,297	63,692
Revenue Over (Under) Expenditures	(2,650)		
Operating Transfers In (Out)			
	<hr/>	<hr/>	<hr/>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	(\$2,650)		
	<hr/> <hr/>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		22,208	22,208
		<hr/>	<hr/>
Projected Fund Balance, End of Year		\$22,208	\$22,208
		<hr/> <hr/>	<hr/> <hr/>

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2010

Special Revenue	Prior Year	Current Year	Adopted
Federal Emergency	Actual	Estimated	Budget
<u>Management Agency (2810)</u>	<u>9/30/2008</u>	<u>9/30/2009</u>	<u>2010</u>
Revenues:			
Intergovernmental Revenue	\$20,000		
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
	<hr/>	<hr/>	<hr/>
Total Revenues	20,000		
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	20,000		
Culture & Recreation			
Other			
	<hr/>	<hr/>	<hr/>
Total Expenditures	20,000		
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
	<hr/>	<hr/>	<hr/>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
	<hr/> <hr/>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
		<hr/>	<hr/>
Projected Fund Balance, End of Year		None	None
		<hr/> <hr/>	<hr/> <hr/>

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2010

Special Revenue	Prior Year	Current Year	Adopted
Community	Actual	Estimated	Budget
<u>Corrections Program (2850)</u>	<u>9/30/2008</u>	<u>9/30/2009</u>	<u>2010</u>
Revenues:			
Intergovernmental Revenue	\$220,000	\$220,000	\$220,000
Charges for Services	244,125	212,893	201,081
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	10,736	9,500	8,234
Total Revenues	<u>474,861</u>	<u>442,393</u>	<u>429,315</u>
Expenditures:			
Judicial	981,319	1,029,611	1,049,306
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>981,319</u>	<u>1,029,611</u>	<u>1,049,306</u>
Revenue Over (Under) Expenditures	(506,458)	(587,218)	(619,991)
Operating Transfers In (Out)	<u>522,785</u>	<u>587,018</u>	<u>519,991</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$16,327</u>		
Budgeted Net Revenues (Expenditures)			(100,000)
Current Estimated Revenues Over (Under) Expenditures		(200)	
Fund Balance, Beginning of Year		<u>254,188</u>	<u>253,988</u>
Projected Fund Balance, End of Year		<u>\$253,988</u>	<u>\$153,988</u>

The County is reviewing the "Charges for Services", as they are no longer in a position to supplement these programs to the extent they had been in the past.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2010

Special Revenue	Prior Year	Current Year	Adopted
Revenue Sharing	Actual	Estimated	Budget
<u>Reserve Fund (2855)</u>	<u>12/31/2008</u>	<u>12/31/2009</u>	<u>2010</u>
Revenues:			
Taxes			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$526,673	\$95,165	\$66,211
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>526,673</u>	<u>95,165</u>	<u>66,211</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures			
Revenue Over (Under) Expenditures	526,673	95,165	66,211
Operating Transfers In (Out)	<u>(4,497,515)</u>	<u>(4,695,407)</u>	<u>(4,711,213)</u>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>(\$3,970,842)</u>		
Budgeted Net Revenues (Expenditures)			(4,645,002)
Current Estimated Revenues Over (Under) Expenditures		(4,600,242)	
Fund Balance, Beginning of Year		<u>9,693,377</u>	<u>5,093,135</u>
Projected Fund Balance, End of Year		<u>\$5,093,135</u>	<u>\$448,133</u>

2006 was the final year the fund recorded tax revenue. Currently, the activity consists of investment income and 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, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Community Action Agency (2870)</u>	Actual	Estimated	Budget
	9/30/2008	9/30/2009	2010
Revenues:			
Intergovernmental Revenue	\$577,680	\$529,353	\$729,005
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	38,831	33,460	30,000
Total Revenues	616,511	562,813	759,005
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	628,865	591,813	788,005
Culture & Recreation			
Other			
Total Expenditures	628,865	591,813	788,005
Revenue Over (Under) Expenditures	(12,354)	(29,000)	(29,000)
Operating Transfers In (Out)	29,000	29,000	29,000
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$16,646		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		140,942	140,942
Projected Fund Balance, End of Year		\$140,942	\$140,942

County of Ottawa
Budget Summary
Budget Year Ending March 31, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Weatherization (2890)</u>	Actual	Estimated	Budget
	3/31/2008	3/31/2009	2010
Revenues:			
Intergovernmental Revenue	\$179,015	\$303,217	\$1,306,425
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
	<hr/>	<hr/>	<hr/>
Total Revenues	179,015	303,217	1,306,425
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	179,015	303,217	1,306,425
Culture & Recreation			
Other			
	<hr/>	<hr/>	<hr/>
Total Expenditures	179,015	303,217	1,306,425
<hr/>			
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
<hr/>			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
<hr/>			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
<hr/>			
Fund Balance, Beginning of Year		168	168
		<hr/>	<hr/>
Projected Fund Balance, End of Year		\$168	\$168
		<hr/> <hr/>	<hr/> <hr/>

County of Ottawa

Budget Summary

Budget Year Ending September 30, 2010

Special Revenue	Prior Year	Current Year	Adopted
Department of Human	Actual	Estimated	Budget
<u>Services (2901)</u>	<u>9/30/2008</u>	<u>9/30/2009</u>	<u>2010</u>
Revenues:			
Intergovernmental Revenue	\$180,871	\$125,000	\$200,000
Charges for Services	36,000		
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	3,000	2,000	
Total Revenues	<u>219,871</u>	<u>127,000</u>	<u>200,000</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	438,426	268,843	274,837
Culture & Recreation			
Other			
Total Expenditures	<u>438,426</u>	<u>268,843</u>	<u>274,837</u>
Revenue Over (Under) Expenditures	(218,555)	(141,843)	(74,837)
Operating Transfers In (Out)	<u>(246,492)</u>	<u>159,447</u>	<u>74,837</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$465,047)</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		17,604	
Fund Balance, Beginning of Year		<u>280,214</u>	<u>297,818</u>
Projected Fund Balance, End of Year		<u>\$297,818</u>	<u>\$297,818</u>

The Board of Commissioners approved the transfer of \$500,000 from this fund for the Fillmore Street Expansion/ Grand Haven building project in 2008.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2010

Special Revenue	Prior Year	Current Year	Adopted
Child Care-Circuit Court (2920)	Actual	Estimated	Budget
<u>Child Care-Circuit Court (2920)</u>	<u>9/30/2008</u>	<u>9/30/2009</u>	<u>2010</u>
Revenues:			
Intergovernmental Revenue	\$3,731,471	\$4,134,838	\$3,783,530
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	620,898	555,900	609,300
Total Revenues	<u>4,352,369</u>	<u>4,690,738</u>	<u>4,392,830</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	8,239,505	8,976,058	8,411,223
Culture & Recreation			
Other			
Total Expenditures	<u>8,239,505</u>	<u>8,976,058</u>	<u>8,411,223</u>
Revenue Over (Under) Expenditures	(3,887,136)	(4,285,320)	(4,018,393)
Operating Transfers In (Out)	<u>3,607,509</u>	<u>4,054,802</u>	<u>4,018,393</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$279,627)</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		(230,518)	
Fund Balance, Beginning of Year		<u>1,341,185</u>	<u>1,110,667</u>
Projected Fund Balance, End of Year		<u>\$1,110,667</u>	<u>\$1,110,667</u>

The 2009 fund balance use was approved during the year to pay the County portion (\$250,000) of a \$500,000 consultant project for enhancements to the Juvenile web-based case management system.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Child Care-Social Services (2921)</u>	Actual	Estimated	Budget
	9/30/2008	9/30/2009	2010
Revenues:			
Intergovernmental Revenue	\$3,604	\$2,000	\$2,000
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
	<hr/>	<hr/>	<hr/>
Total Revenues	3,604	2,000	2,000
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	7,458	5,000	5,000
Culture & Recreation			
Other			
	<hr/>	<hr/>	<hr/>
Total Expenditures	7,458	5,000	5,000
Revenue Over (Under) Expenditures	(3,854)	(3,000)	(3,000)
Operating Transfers In (Out)	<hr/>	<hr/>	<hr/>
	3,854	3,000	3,000
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<hr/> <hr/>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<hr/>	<hr/>
		73,786	73,786
Projected Fund Balance, End of Year		<hr/> <hr/>	<hr/> <hr/>
		\$73,786	\$73,786

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2010

Special Revenue Soldiers & Sailors Relief (2930)	Prior Year Actual 12/31/2008	Current Year Estimated 12/31/2009	Adopted Budget 2010
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues			
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	\$34,275	\$42,140	\$42,140
Culture & Recreation			
Other			
Total Expenditures	34,275	42,140	42,140
Revenue Over (Under) Expenditures	(34,275)	(42,140)	(42,140)
Operating Transfers In (Out)	34,275	42,140	42,140
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		None	None

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Veteran's Trust (2941)</u>	Actual	Estimated	Budget
	9/30/2008	9/30/2009	2010
Revenues:			
Intergovernmental Revenue	\$27,300	\$28,000	\$14,960
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	27,300	28,000	14,960
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	26,484	28,000	14,960
Culture & Recreation			
Other			
Total Expenditures	26,484	28,000	14,960
Revenue Over (Under) Expenditures	816		
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	\$816		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		1,242	1,242
Projected Fund Balance, End of Year		\$1,242	\$1,242

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2010

Special Revenue	Prior Year	Current Year	Adopted
<u>Compensated Absences (2980)</u>	Actual	Estimated	Budget
	<u>12/31/2008</u>	<u>12/31/2009</u>	<u>2010</u>
Revenues:			
Taxes			
Intergovernmental Revenue			
Charges for Services	\$119,722	\$117,000	\$119,000
Fines and Forfeits			
Interest on Investments	176,321	60,000	50,000
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>296,043</u>	<u>177,000</u>	<u>169,000</u>
Expenditures:			
Legislative			
Judicial			
General Government	84,084	69,625	49,794
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>84,084</u>	<u>69,625</u>	<u>49,794</u>
Revenue Over (Under) Expenditures	211,959	107,375	119,206
Operating Transfers In (Out)		<u>(500,000)</u>	
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$211,959</u>		
Budgeted Net Revenues (Expenditures)			119,206
Current Estimated Revenues Over (Under) Expenditures		(392,625)	
Fund Balance, Beginning of Year		<u>4,227,737</u>	<u>3,835,112</u>
Projected Fund Balance, End of Year		<u>\$3,835,112</u>	<u>\$3,954,318</u>

Fund Balance use depends on the number of employees that retire and have a sick bank balance. The decrease in 2009 reflects the \$500,000 one time transfer to the General Fund for operations.

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2010

Debt Service Ottawa County Building Authority (5690-5695)	Prior Year Actual <u>12/31/2008</u>	Current Year Estimated <u>12/31/2009</u>	Adopted Budget <u>2010</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$12		
Rental	2,774,563	2,781,272	\$2,388,857
Licenses and Permits			
Other Revenue			
Total Revenues	<u>2,774,575</u>	<u>2,781,272</u>	<u>2,388,857</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Debt Service	<u>3,537,601</u>	<u>3,544,147</u>	<u>3,151,432</u>
Total Expenditures	<u>3,537,601</u>	<u>3,544,147</u>	<u>3,151,432</u>
Revenue Over (Under) Expenditures	(763,026)	(762,875)	(762,575)
Operating Transfers In (Out)	<u>762,713</u>	<u>762,875</u>	<u>762,575</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u><u>(\$313)</u></u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u>10,488</u>	<u>10,488</u>
Projected Fund Balance, End of Year		<u>\$10,488</u>	<u>\$10,488</u>

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2010

Capital Projects	Prior Year	Current Year	Adopted
Ottawa County Building	Actual	Estimated	Budget
<u>Authority (5690-5695)</u>	<u>12/31/2008</u>	<u>12/31/2009</u>	<u>2010</u>
Revenues:			
Intergovernmental Revenue			
Interest on Investments	\$72,965		
Rental			
Other Revenue			
Total Revenues	<u>72,965</u>		
Expenditures:			
Capital Projects	<u>15,006,565</u>	<u>\$9,502,388</u>	
Total Expenditures	<u>15,006,565</u>	<u>9,502,388</u>	
Revenue Over (Under) Expenditures	(14,933,600)	(9,502,388)	
Proceeds from Bond Issuance			
Premium on Bonds Issued			
Operating Transfers In (Out)	<u>10,166,618</u>	<u>9,502,388</u>	
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>(4,766,982)</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		<u>None</u>	<u>None</u>

The Fillmore Street expansion/Grand Haven construction project has been completed in 2009.

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2010

	Prior Year Actual 12/31/2008	Current Year Estimated 12/31/2009	Adopted Budget 2010
Permanent Fund			
<u>Cemetery Trust (1500)</u>			
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$218	\$97	\$88
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	218	97	88
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Total Expenditures			
Revenue Over (Under) Expenditures	218	97	88
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$218		
Budgeted Net Revenues (Expenditures)			88
Current Estimated Revenues Over (Under) Expenditures		97	
Fund Balance, Beginning of Year		6,254	6,351
Projected Fund Balance, End of Year		\$6,351	\$6,439

COUNTY OF OTTAWA
2010 BUDGET SUMMARY
OTHER FUNDS

FUND NUMBER	FUND NAME	2009 PROJECTED RETAINED EARNINGS	2010 REVENUE/ OPERATING TRANSFERS	2010 EXPENSES/ OPERATING TRANSFERS	2010 PROJECTED RETAINED EARNINGS
5160	Delinquent Tax Revolving Fund	\$24,255,165	\$2,820,887	\$2,836,438	24,239,614
6360	Information Technology	2,449,444	2,965,366	2,965,368	2,449,442
6450	Duplicating	676,109	72,921	97,455	651,575
6550	Telecommunications	3,189,424	594,869	707,397	3,076,896
6641	Equipment Pool	4,710,198	1,231,663	1,214,190	4,727,671
6770	Protected Self-Funded Programs	3,570,118	393,740	407,813	3,556,045
6771	Protected Self-Funded Employee Insurance	3,003,684	13,795,724	14,894,715	1,904,693
6772	Protected Self-Funded Unemployment Insurance	852,126	169,771	280,345	741,552
6775	Long Term Disability Insurance	78,310	166,720	215,050	29,980
6780	Ottawa County, Michigan Insurance Authority Fund	8,722,595	2,080,420	1,257,934	9,545,081
6782	Protected Self-Funded Insurance - Mental Health	1,573,255	15,000	0	1,588,255
TOTAL OTHER FUNDS		<u>\$53,080,428</u>	<u>\$24,307,081</u>	<u>\$24,876,705</u>	<u>\$52,510,804</u>

COUNTY OF OTTAWA
COMPONENT UNITS BUDGET SUMMARY

FOR THE YEAR ENDED DECEMBER 31, 2010 ¹

	Ottawa County Road Commission (2010)	Ottawa County Central Dispatch Authority (2350)	Ottawa County Drain Commission	Ottawa County Public Utilities System	2010 Total Component Units
Revenues:					
Intergovernmental revenues	\$26,890,000	\$4,937,180			\$31,827,180
Charges for services			\$4,743,678	28,000,000	32,743,678
Interest on investments	50,000	100,000	63,500	400,000	613,500
Other	270,000	47,270		50,000	367,270
Total revenues	27,210,000	5,084,450	4,807,178	28,450,000	65,551,628
Expenditures:					
Current operations:					
General government					
Public safety		3,720,375			3,720,375
Public works	28,075,000		4,680,000	22,562,190	55,317,190
Capital Projects					
Debt service:					
Principal					
Interest and fiscal charges			38,367	7,036,000	7,074,367
			16,101	4,961,810	4,977,911
Total expenditures	28,075,000	3,720,375	4,734,468	34,560,000	71,089,843
Revenues over (under) expenditures	(865,000)	1,364,075	72,710	(6,110,000)	(5,538,215)
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	(865,000)	1,364,075	72,710	(6,110,000)	(5,538,215)
Estimated fund balances, beginning of year,	8,077,438	5,434,105	1,223,065	29,100,000	43,834,608
Estimated fund balances, end of year	\$7,212,438	\$6,798,180	\$1,295,775	\$22,990,000	\$38,296,393

¹ The budget for the Ottawa County Road Commission is based on its fiscal year of September 30, 2010.

Revenue Source Descriptions

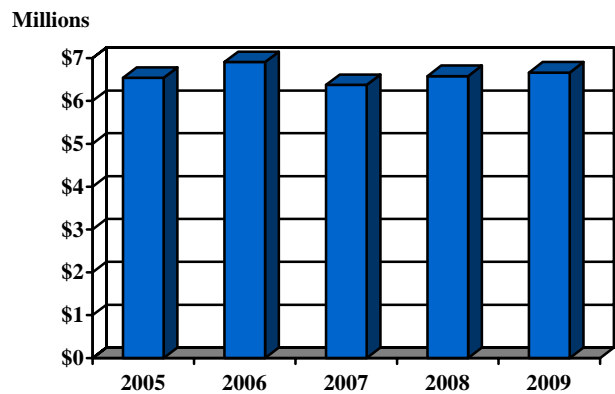
Primary Government

Property Taxes

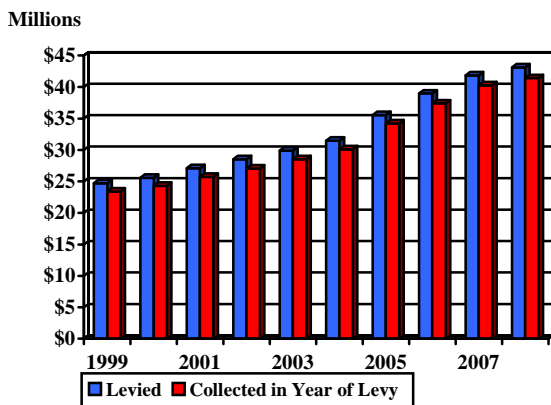
Property Taxes are levied against the assessed taxable valuation of real and personal property in the County. The tax rates are expressed in "mills" per one dollar of the assessed taxable valuation of the property; one mill of taxation is equal to one dollar on each one thousand dollars of assessed valuation. 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 equipment lease obligation 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 Park levy was renewed for 10 years by the voters during 2006, and the E-911 Central Dispatch levy was renewed for 20 years during 2008. The property tax levies conform with the Headlee constitutional tax limitation amendment as well as P.A. 5 of 1982, Truth in Taxation requirements.

The graph to the right highlights the millage "cushion" for Ottawa County. For the last twelve years, the County has levied less than its maximum allowed mills for operations. For the 2009 *operating* levy, the current maximum is 4.2650 mills; the County is levying 3.6 mills. Consequently, the County has a substantial "cushion" available for funding operations that equates to approximately \$6.7 million in 2009. This "cushion" can be accessed with a vote of the Board of Commissioners. The 2010 operating levy will remain at 3.6 mills, so the "cushion" is expected to change in proportion to the taxable value change.

Ottawa County Millage Cushion
Difference between Maximum and Actual Levy



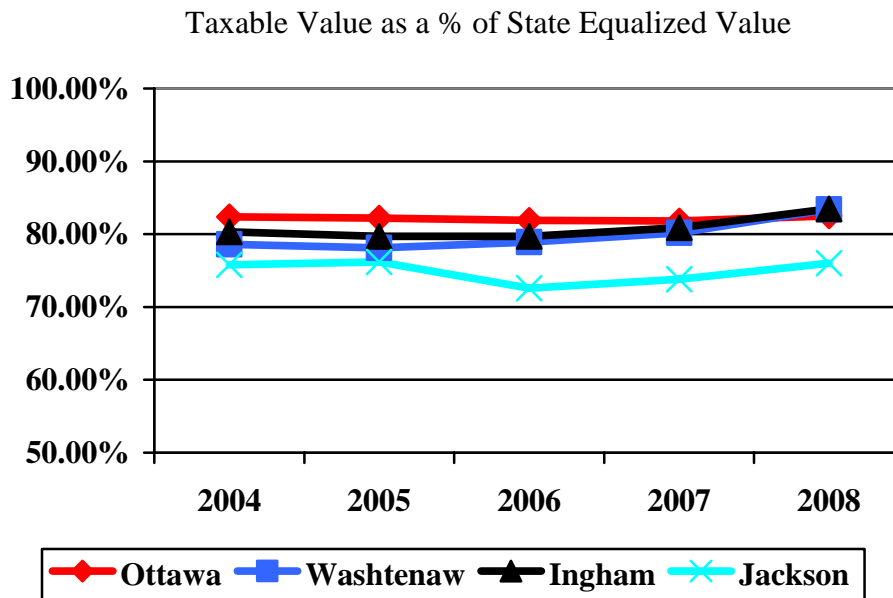
Property Tax Levies and Collections



Like any municipality, Ottawa County is concerned with its tax collection rate. The County's current collection rate is slightly higher than it was in the late nineties. The graph to the right provides a ten-year history of collections for the County. The collection rate for the year the levy was made was 94.66% in 1999; in 2008, 96.04%.

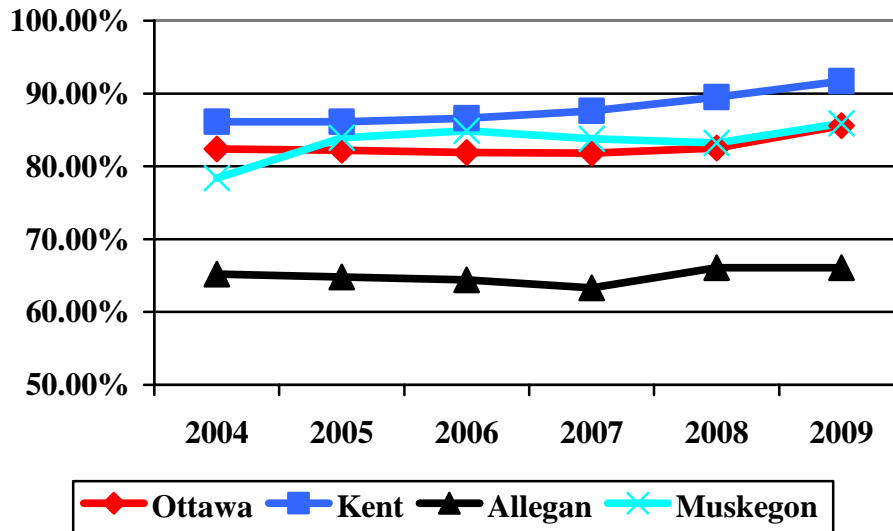
Taxable Value

Proposal A of 1994 limits increases in the taxable value of property to the lower of the consumer price index or 5%. This has artificially lowered the 2009 taxable value of the County by approximately \$1.7 billion which equates to over \$6.1 million in County operating taxes annually. Even though home prices are declining, they are not yet lower than the taxable value, so the County is seeing increases in the taxable value of property even though the assessed value may be decreasing. However, if home prices continue to fall, the gap between the taxable value and the assessed value will be closed. At that point, the taxable value may remain flat or even decrease. This means that the effect of falling home prices has been delayed for Michigan municipalities. In comparing Ottawa County to some of its comparable Michigan counties, Ottawa County (in red) has a smaller gap between taxable and assessed value, but it has maintained the gap better than the comparable counties. In fact, based on the 2008 values, Ottawa's gap is now larger than Washtenaw and Ingham Counties:



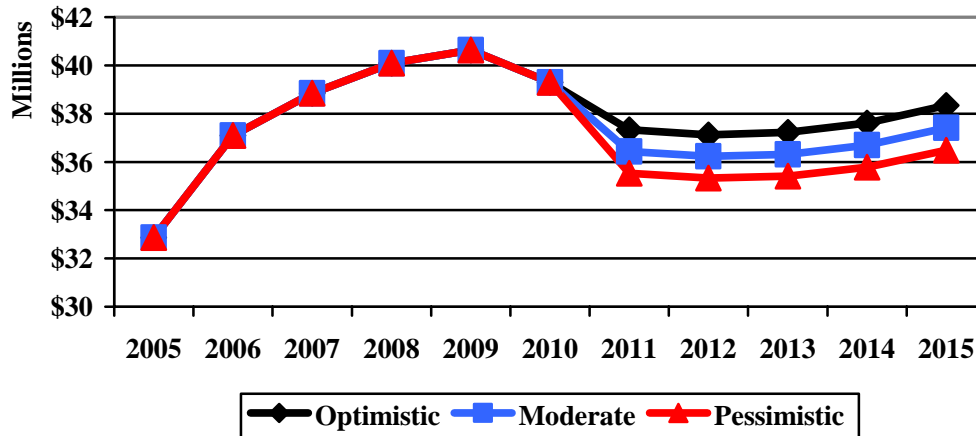
However, the comparable counties are in the middle and east side of the State which has been more acutely impacted by the troubled auto industry. It may be more relevant to look at Ottawa's gap in comparison to its adjacent counties. The chart that follows shows that Ottawa's experience is in line with its neighbors. Although Muskegon County had a wider gap between taxable value and State equalized value in 2004, by 2009, Ottawa County had a slightly wider gap than Muskegon County.

Taxable Value as a % of State Equalized Value



As discussed in the transmittal letter, Ottawa County is concerned about its taxable value-much like other Michigan municipalities- due to falling home values. In Ottawa County, 70 percent of the tax base is residential. Although other Michigan municipalities have felt the decline in the housing market for a few years, Ottawa County is still seeing increases in its taxable value through 2009. However, the County anticipates a decrease in taxable value of 3.33% in 2010, and the County anticipates additional decreases in the future which will negatively impact revenue. It has become increasingly difficult to project property values due to the volatility in the housing market, not just in Ottawa County, but in the national economy as well. Other factors play a role as well. If unemployment continues to rise in the County, it may cause property values to decrease further (due to additional foreclosures). As a result, the County is showing projections based on an optimistic, moderate, and pessimistic scenario. The optimistic scenario reflects a 5 percent decline in taxable value for 2010; moderate, 7.5 percent decline; pessimistic, 10 percent decline. Percent changes for subsequent years are the same for all three scenarios.

Estimated General Fund Tax Revenue



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 three main components to intergovernmental revenue in the General Fund. Major intergovernmental revenue sources in the General Fund follow.

State Court Fund Distribution

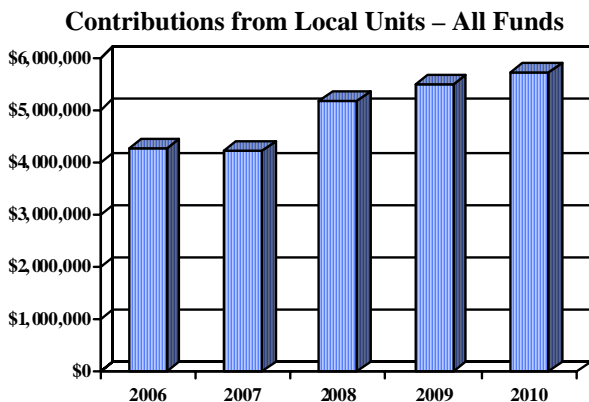
Revenue received from the State under Public Act 374 of 1996 for reimbursement of allowable costs of court operations, pursuant to a formula. The budget is based on information received from the State of Michigan. The 2010 budget for this revenue source is \$1.1 million.

Convention Facility Liquor Tax

The County share of distribution of revenues generated from the 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 a 50% allocation for substance abuse programs and 50% for general County operations. Previously, the County Board would also direct 100% to be used for substance abuse. However, beginning with the 2007 budget, the County may use 50% for general operations. The 2010 budget of just over \$1 million is based on information received from the State of Michigan.

Contributions from Local Units

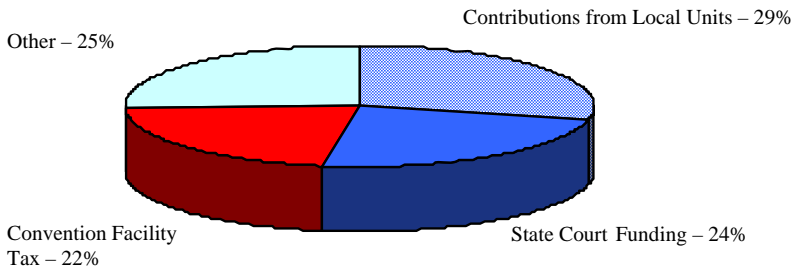
Contributions from Local Units represent payments from townships and cities in Ottawa County for policing services that the County provides and are based on expenditures.



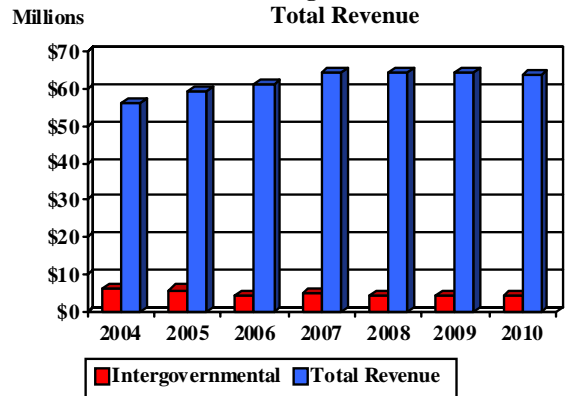
As communities have realized the value of Community Policing programs, the demand for these services has increased. The graph to the left shows the increasing dollars the County is receiving for these services. Many of these programs began with federal funding under the COPS Universal grant programs that expired after three years. As the grants have expired, the municipalities have continued to fund the programs from their own resources. 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 that follow 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 7% in 2010.

General Fund Intergovernmental Revenue



General Fund Intergovernmental Revenue and Total 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 and Judicial Grants funds), public safety (community policing), 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

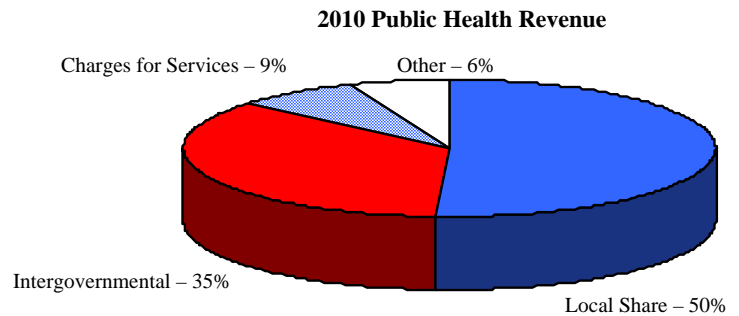
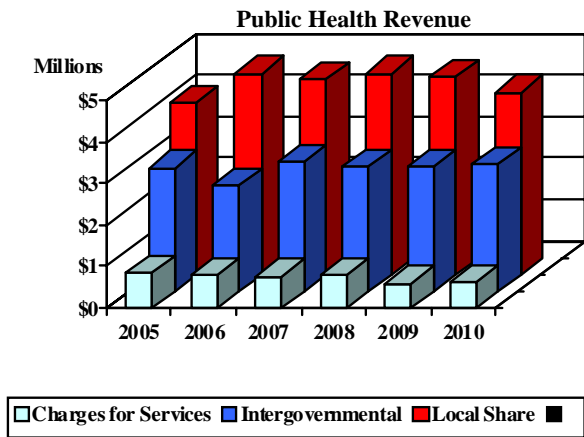
The Parks and Recreation department receives funds from the State of Michigan for land purchases and capital improvements at County parks. The revenue source can and does vary substantially from one year to the next depending on both the applications submitted and the ranking and availability of State funding for the projects. In 2008, the Parks and Recreation department received two capital grants: the remainder of the Bur Oak Landing grant (\$288,000) and the Mount Pisgah Dune Protection Grant (\$114,000). When the 2010 budget was being developed, the department was not made aware of any major capital funding grants.

Friend of the Court Co-op Reimbursement

This revenue represents funds received from the state for title 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. Revenue estimates are based on eligible expenditures, with federal funding for 66 percent of eligible expenditures. 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. Medicaid fees are likely to increase due to the increased caseload and Medicaid eligible population. Nine services identified by the state are supposed to be reimbursed at a cost sharing level of 50%. Unfortunately, state grants and cost sharing reimbursements have not kept pace with expenditures. Some of the difference had been made up in fees charged to the clients, but much of the difference had been funded by local dollars. The graph below shows the increasing local share in red. A significant spike in local funding occurred in 2006 when Intergovernmental revenue decreased from 34.5 percent of expenditures in 2005 to 28.9 percent in 2006. Local share increased from 47.7 percent of expenditures in 2005 to 54.5 percent of expenditures in 2006. As County resources have become tighter, the County was forced to make reductions to bring these funding percentages back in line. The 2010 budget shows Intergovernmental revenue funding 35.1 percent of expenditures, and the local share funding 50.3 percent of expenditures.



Mental Health

State funding for Mental Health Medicaid 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 of capitation of Medicaid.

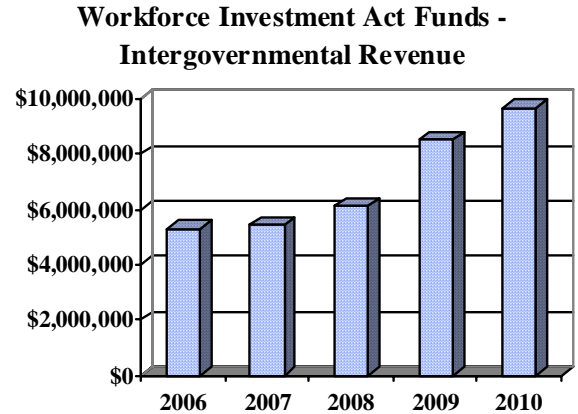
Sheriff Contracts

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. All of these grants have expired, but in

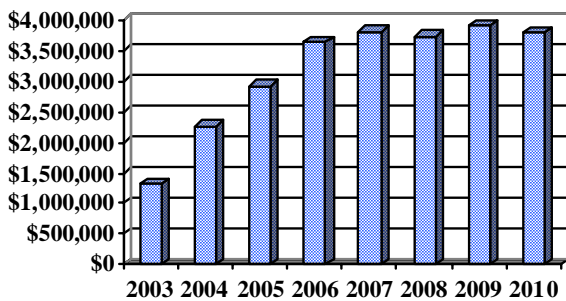
most cases, the programs were continued with contributions from local units discussed previously.

Workforce Investment Act Funds

Workforce Investment Act (WIA) are federal funds received for training and employment programs for underemployed and economically disadvantaged citizens. The 2010 budget amount shows only the estimated revenues to be received from the State. Conservative budgeting requires the County to not budget carryover dollars until approved by the State. However, the County typically receives additional grants during the year in addition to the carryover dollars from the previous years. The 2009 and 2010 budgets reflect the additional federal stimulus dollars the County has received/expects to receive. Once the federal initiatives end, Intergovernmental revenue in these funds is expected to decrease.



Child Care Fund Intergovernmental Revenue



Child Care

This revenue represents the 50% subsidy by the State for net child care costs excluding state institutions. By the end of 2006, a total of 10.25 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 .85 full time equivalents have been moved to this fund with the 2010 budget. These program adjustments have changed the funding formula for Juvenile Services overall. Barring legislative changes, revenues in this fund are expected to rise in tandem

with expenditures in the future. However, as discussed in the transmittal letter, there has been legislative action which may require the County to fund certain positions with General Fund dollars. This would decrease expenditures in this fund and the intergovernmental revenue would also decrease. At this point, it is too early to know the revenue ramifications for this fund.

Charges for Services

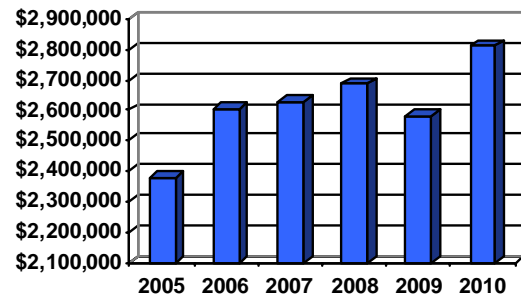
General Fund: In the General Fund, there are three main sources of charges for services. Court Costs, Indirect Cost Allocation, and Register of Deeds revenue.

Court Costs

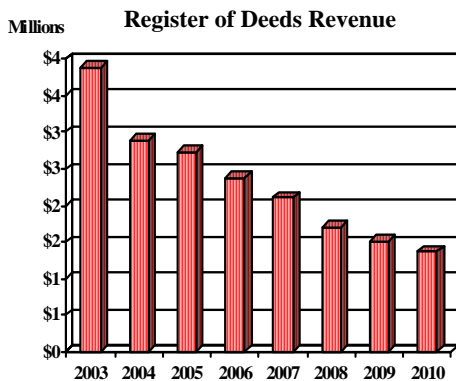
Court Costs are costs assessed for criminal and civil cases and traffic violations. The majority of these revenues are collected in the District and Circuit courts. This revenue source

has been fluctuating in 2009. In the District Court, collections are falling in 2009 because the State of Michigan increased the amount of money it collects by \$8 per ticket effective April 1, 2009. However, in July of 2009, the District Court implemented revised court costs which should recoup the loss due to the State action and provide additional revenue as well. The economy has also increased the number of civil cases, increasing those collections.

Ottawa County Court Costs



Register of Deeds Revenue



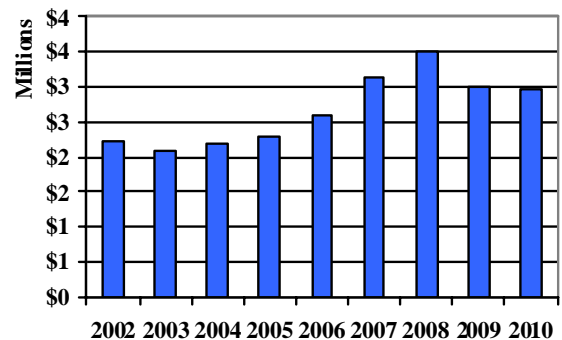
The Register of Deeds office collects fees for property services and transfer taxes. Under Public Act 134 of 1966, a fee of \$.55 for each \$500 of value of property transferred is assessed. In addition, new legislation enacted 10/1/03 allows the Register of Deeds to collect \$5 for each deed recorded and \$3 for each additional page. These revenue sources are highly dependent on interest rates and the economy. 2003 reflects the record low interest rates that resulted in an avalanche of mortgage refinancing documents. More recently, however, this revenue has been decreasing. The slow housing market has clearly affected this revenue source negatively.

Interest rates are unlikely to go lower, and most home owners who were able to refinance their mortgages have already done so. Consequently, until the local economy improves such that home sales accelerate and/or new construction resumes, the County is unlikely to see an improvement in this revenue. The County does not anticipate a turn around in this revenue source in the near future. However, the County does have significant land available for development, so once the economic recovery reaches West Michigan, revenues may grow substantially.

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 previous graph shows increasing revenue beginning in 2007 which resulted from increased allocations to the District Court in connection with the expanded Hudsonville facility. The District Court allocation increased again in 2008 with the opening of the much larger Holland District Court building. The adjustments

Indirect Administrative Services Revenue



that were required to reflect the Hudsonville and District Court expansions were complete in 2009, so 2010 revenue is lower. However, this revenue will likely fluctuate over the next few years due to building projects. Specifically, as the new Grand Haven facility has been completed, a larger portion of the building will be allocated to judicial functions. Since these programs are charged indirect administrative expenditures, the revenue will increase. 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.

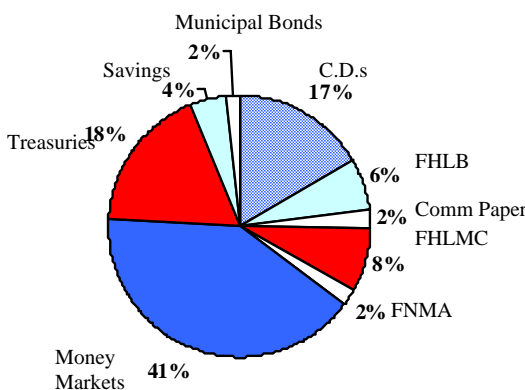
Health and Mental Health

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

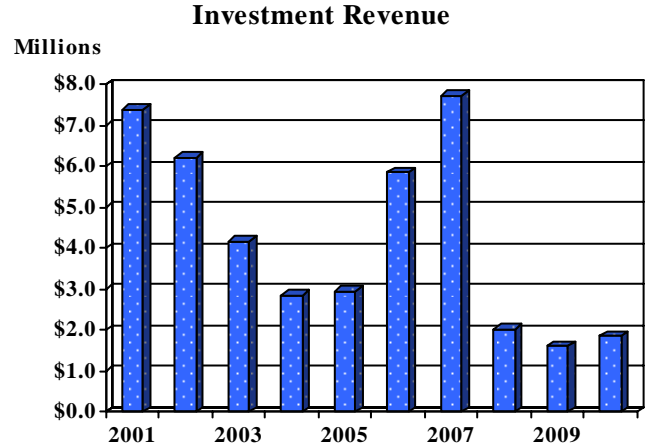
These fees represent the County portion of the surcharge fee collected by the landfills. The amount budgeted is based on historical collections and current year activity.

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 at year end. Allowable investments are set by state statutes. The treasurer employs a laddered 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 9/30/09. Additional information on the County's investment policy can be found in the appendix section of this document.

The graph to the right shows the downturn in investment income that the County has experienced. The County records its investments in accordance with Governmental Accounting Standards Board Statement No. 31 which requires a fair market adjustment at year end. Since the market has been somewhat volatile, investment income has been fluctuating.



Market values at 12/31/07 were temporarily high, resulting in strong earnings. However, market values fell during fiscal year 2008.

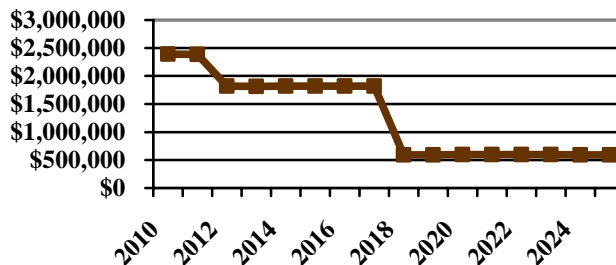
Beginning in 2008, cash balances were reduced as the County funded a portion of the Fillmore facility expansion and the new Grand Haven Facility. Planned fund balance use in other funds, the Revenue Sharing Reserve Fund in particular, has also reduced the investment balance and by extension, investment revenue.

Rent

Rent revenue is received from two sources. The County charges rent to grant funds for the use of County space. 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. This rent revenue is expected to remain relatively steady over the next few years. In 2015, rent revenue may drop by \$200,000 and by an additional \$400,000 in 2016 as fixed charges on the Probate/Jail facility will have expired.

The second source of rent revenue relates to the Ottawa County Building Authority (the “Authority”), a blended component unit. Lease agreements exist between the Authority and the County which allow the Authority to charge the County rent for the buildings the Authority owns. These rent charges are based on the debt service payments on the bonds the Authority issued. Decreases in rent revenue correspond to decreases in debt service payments. New bond issues are not anticipated at this time. Payments should remain fairly steady until 2012 and 2018, when certain issues are paid off. The graph that follows reflects anticipated rent revenue for the Building Authority:

Rent Revenue of the Ottawa County Building Authority



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)

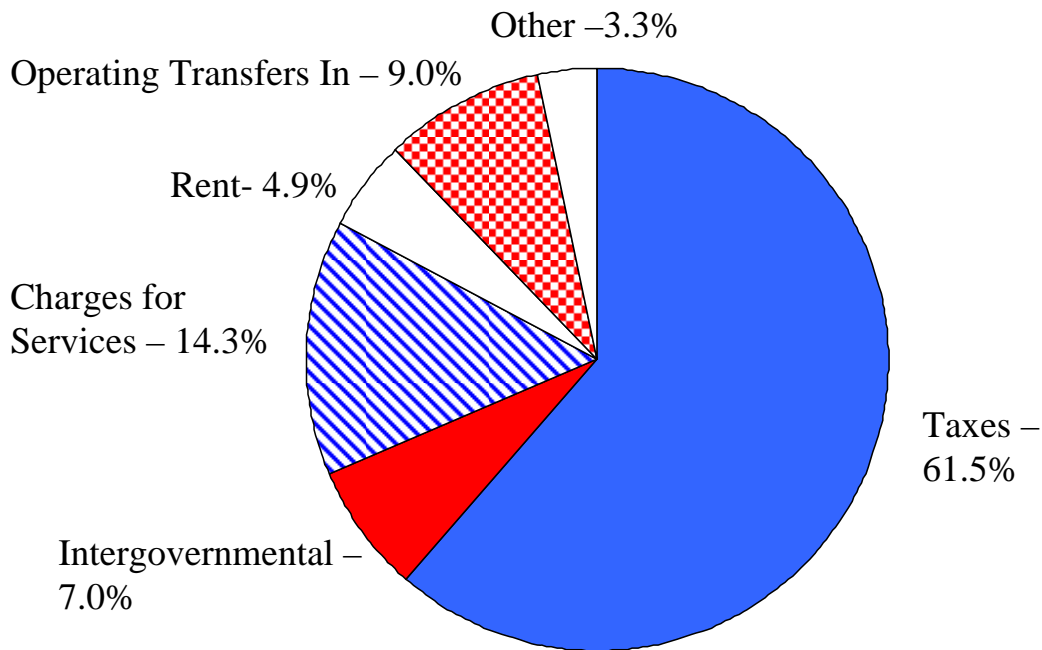
In addition to the property tax levy in Ottawa County, OCCDA receives property taxes from Allegan County for the portion of the City of Holland that is in Allegan County.

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

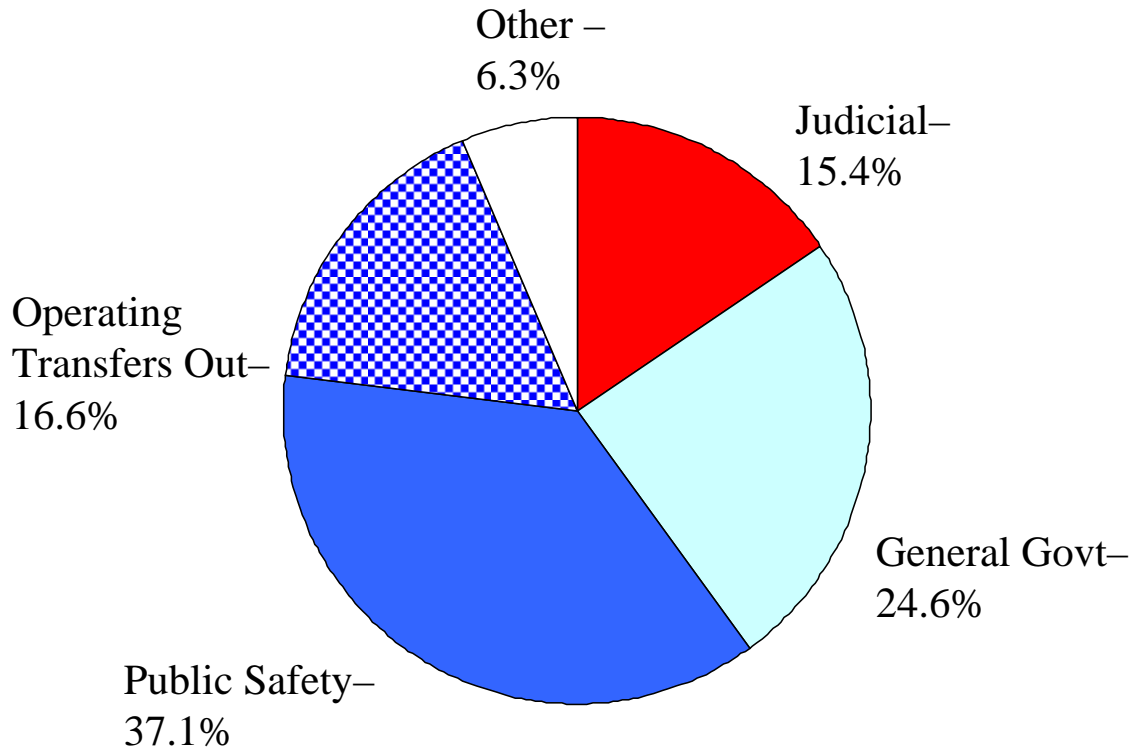
The General Fund is used to account for all revenues and expenditures applicable to the general operations of the County except for those required or determined to be more appropriately accounted for in another fund (e.g., Special Revenue fund.) Revenues are derived primarily from property tax, intergovernmental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

General Fund 2010 Revenues



Source	2009 Amended Budget	2010 Adopted Budget	2010 % of Total	% of Change
Taxes	\$41,465,748	\$39,292,953	61.5%	-5.24%
Intergovernmental	4,762,814	4,467,497	7.0%	-6.20%
Charges for Services	9,722,444	9,106,981	14.3%	-6.33%
Fines and Forfeits	961,100	979,800	1.5%	1.95%
Interest on Investments	950,000	526,400	0.8%	-44.59%
Rental	2,870,132	3,152,369	4.9%	9.83%
Licenses and Permits	251,675	253,525	0.4%	0.74%
Other Revenue	285,264	359,812	0.6%	26.13%
Operating Transfers In	5,195,407	5,761,213	9.0%	10.89%
	<u>\$66,464,584</u>	<u>\$63,900,550</u>	<u>100.0%</u>	<u>-3.86%</u>

General Fund 2010 Expenditures



Use	2009 Amended Budget	2010 Adopted Budget	2010 % of Total	% of Change
Legislative	\$598,494	\$530,254	0.7%	-11.40%
Judicial	10,084,229	9,926,879	15.4%	-1.56%
General Government	17,152,369	15,816,801	24.6%	-7.79%
Health and Welfare	1,383,519	1,610,144	2.5%	16.38%
Public Safety	24,091,074	23,790,713	37.1%	-1.25%
Public Works	124,050	466,500	0.7%	276.06%
Community & Economic Development	803,056	641,711	1.0%	-20.09%
Other	897,286	902,351	1.4%	0.56%
Operating Transfers Out	17,808,603	10,662,181	16.6%	-40.13%
	<u>\$72,942,680</u>	<u>\$64,347,534</u>	<u>100.0%</u>	<u>-11.78%</u>

**COUNTY OF OTTAWA
GENERAL FUND COMPARATIVE ANALYSIS
ACTUAL 2007 & 2008
BUDGET 2009 & 2010**

REVENUES

DEPT	DEPARTMENT NAME	ACTUAL 2006	ACTUAL 2003	ACTUAL 2007	ACTUAL 2008	CURRENT	AMENDED	2010	\$ CHANGE	% CHANGE
						YEAR 2009 ESTIMATED	BUDGET 2009	ADOPTED BY BOARD	2009 TO BOARD	2009 BUDGET TO TO BOARD
1310	Circuit Court	\$166,143	\$158,185	\$209,248	\$237,647	\$243,773	\$228,900	\$243,700	\$14,800	6.47%
1360	District Court	\$2,464,798	\$2,522,094	\$3,024,292	\$2,985,542	\$2,858,223	\$2,994,500	\$3,124,000	\$129,500	4.32%
1361	District Court SCAO Drug Court Grant	\$0	\$0	\$1,188	\$0	\$0	\$0	\$0	\$0	N/A
1380	Circuit Court Strategic Planning Initiative	\$0	\$0	\$0	\$28,202	\$33,000	\$33,000	\$0	-\$33,000	-100.00%
1480	Probate Court	\$52,993	\$57,209	\$69,205	\$66,490	\$64,800	\$62,800	\$66,989	\$4,189	6.67%
1490	Circuit Court - Juvenile Services	\$193,651	\$140,023	\$122,986	\$124,797	\$135,631	\$148,667	\$130,556	-\$18,111	-12.18%
1492	Juvenile Accountability Incentive Block Grant	\$97,900	\$27,757	\$13,044	\$14,372	\$14,686	\$14,686	\$0	-\$14,686	-100.00%
1660	Family Counseling	\$27,585	\$27,293	\$26,115	\$25,493	\$18,480	\$24,750	\$20,000	-\$4,750	-19.19%
1910	Elections	\$23,248	\$19,830	\$16,115	\$26,678	\$13,238	\$13,238	\$11,500	-\$1,738	-13.13%
1920	Canvassing Board	\$1,145	\$1,304	\$0	\$0	\$100	\$100	\$100	\$0	0.00%
2010	Fiscal Services	\$664,769	\$592,539	\$3,873,973	\$4,180,978	\$9,889,310	\$9,384,602	\$3,585,120	-\$5,799,482	-61.80%
2150	County Clerk	\$494,902	\$503,908	\$657,763	\$568,447	\$576,500	\$596,500	\$618,500	\$22,000	3.69%
2250	Equalization	\$349	\$151	\$64	\$94	\$100	\$100	\$100	\$0	0.00%
2290	Prosecuting Attorney	\$112,096	\$118,826	\$164,881	\$173,257	\$175,868	\$196,996	\$181,580	-\$15,416	-7.83%
2330	Administrative Services	\$12,556	\$12,050	\$10,740	\$0	\$0	\$0	\$0	\$0	N/A
2360	Register of Deeds	\$3,024,250	\$3,896,661	\$2,108,231	\$1,706,168	\$1,515,000	\$1,980,000	\$1,365,200	-\$614,800	-31.05%
2430	Property Description & Mapping	\$24,090	\$7,109	\$84	\$0	\$0	\$0	\$0	\$0	N/A
2450	Survey & Remonumentation	\$108,517	\$110,573	\$159,038	\$129,758	\$84,111	\$84,111	\$68,000	-\$16,111	-19.15%
2530	County Treasurer	\$33,050,757	\$32,112,822	\$38,941,418	\$39,428,892	\$38,493,416	\$39,991,150	\$37,313,892	-\$2,677,258	-6.69%
2570	Co-Op Extension	\$43,772	\$40,267	\$55,335	\$53,968	\$28,720	\$33,714	\$7,800	-\$25,914	-76.86%
2590	Geographic Information Systems	\$75,230	\$72,985	\$92,517	\$137,320	\$90,300	\$90,300	\$94,450	\$4,150	4.60%
2651	Facilities Maintce - Hudsonville Human Serv	\$52,479	\$55,732	\$60,799	\$62,091	\$69,745	\$75,601	\$69,333	-\$6,268	-8.29%
2652	Facilities Maintce - Holland Human Serv	\$229,298	\$217,136	\$201,953	\$195,718	\$223,970	\$224,942	\$223,214	-\$1,728	-0.77%
2653	Facilities Maintce - Fulton Street	\$101,442	\$35,415	\$65,874	\$70,534	\$78,719	\$88,440	\$79,557	-\$8,883	-10.04%
2655	Facilities Maintce - Holland Health Facility	\$145,793	\$149,421	\$197,649	\$193,184	\$218,647	\$233,006	\$205,870	-\$27,136	-11.65%
2658	Facilities Maintce - Grand Haven Health	\$124,113	\$128,400	\$134,711	\$137,893	\$150,166	\$156,363	\$153,727	-\$2,636	-1.69%
2659	Facilities Maintce - CMH Facility	\$163,122	\$144,538	\$231,346	\$227,845	\$260,057	\$273,051	\$256,628	-\$16,423	-6.01%
2660	Facilities Maintce - Coopersville	\$34,590	\$21,528	\$32,263	\$28,148	\$0	\$0	\$0	\$0	N/A
2665	Facilities Maintce - Juvenile Serv Complex	\$1,110,534	\$1,140,730	\$1,396,280	\$1,431,052	\$1,573,921	\$1,512,851	\$1,561,164	\$48,313	3.19%
2667	Facilities Maintce - Administrative Annex	\$47,967	\$45,295	\$57,042	\$59,450	\$45,630	\$49,350	\$344,697	\$295,347	598.47%
2668	Facilities Maintce - FIA	\$207,083	\$222,286	\$237,515	\$263,847	\$237,910	\$256,678	\$262,179	\$5,501	2.14%
2750	Drain Commission	\$89,785	\$88,266	\$64,736	\$44,605	\$37,500	\$55,000	\$37,500	-\$17,500	-31.82%
3020	Sheriff	\$184,383	\$171,745	\$195,504	\$198,649	\$203,700	\$183,350	\$183,028	-\$322	-0.18%
3100	West Mi Enforcement Team - Operations	\$182	\$212	\$19,924	\$17,084	\$20,350	\$20,350	\$14,672	-\$5,678	-27.90%
3112	COPS Allendale/Jenison	\$289,635	\$295,691	\$285,893	\$0	\$0	\$0	\$0	\$0	N/A
3113	COPS Holland/West Ottawa	\$83,707	\$65,263	\$61,503	\$62,534	\$59,180	\$70,877	\$65,812	-\$5,065	-7.15%
3119	City of Coopersville	\$371,964	\$378,232	\$482,754	\$469,387	\$513,305	\$487,871	\$532,162	\$44,291	9.08%
3120	City of Hudsonville	\$0	\$0	\$454,056	\$550,048	\$556,629	\$592,738	\$610,364	\$17,626	2.97%

**COUNTY OF OTTAWA
GENERAL FUND COMPARATIVE ANALYSIS
ACTUAL 2007 & 2008
BUDGET 2009 & 2010**

REVENUES

DEPT	DEPARTMENT NAME	ACTUAL 2006	ACTUAL 2003	ACTUAL 2007	ACTUAL 2008	CURRENT YEAR 2009 ESTIMATED	AMENDED BUDGET 2009	2010 ADOPTED BY BOARD	\$ CHANGE 2009 TO BOARD	% CHANGE 2009 BUDGET TO TO BOARD
3160	Sheriff Curb Auto Theft (SCAT)	\$0	\$0	\$64,995	\$0	\$0	\$0	\$0	\$0	N/A
3170	Blendon/Holland/Robinson/Zeeland (CITE)	\$32,686	\$31,509	\$39,801	\$40,265	\$42,350	\$42,896	\$44,771	\$1,875	4.37%
3200	Sheriff Training	\$26,906	\$27,058	\$29,882	\$37,228	\$30,000	\$30,000	\$30,000	\$0	0.00%
3250	Central Dispatch	\$3,056,622	\$3,260,025	\$4,020,342	\$4,233,130	\$4,394,067	\$4,396,371	\$4,412,196	\$15,825	0.36%
3310	Marine Safety	\$102,957	\$63,742	\$97,761	\$109,369	\$186,679	\$186,779	\$141,821	-\$44,958	-24.07%
3510	Jail	\$547,607	\$645,147	\$771,889	\$731,907	\$700,400	\$691,194	\$875,773	\$184,579	26.70%
3540	Local Corrections Academy Grant	\$0	\$14,427	\$5,125	\$4,850	\$0	\$0	\$0	\$0	N/A
3550	Excelling - Corr Env Grant	\$0	\$7,220	\$12,749	\$35,000	\$0	\$0	\$0	\$0	N/A
4260	Emergency Services	\$114,293	\$146,619	\$38,661	\$42,022	\$30,000	\$30,000	\$30,000	\$0	0.00%
4262	Solution Area Planner Grant	\$0	\$0	\$0	\$36,241	\$96,165	\$112,465	\$0	-\$112,465	-100.00%
4263	Haz Mat Response Team	\$0	\$0	\$39,315	\$40,246	\$42,489	\$44,489	\$29,055	-\$15,434	-34.69%
4265	Homeland Security Equipment Grant	\$0	\$0	\$59,033	\$37,665	\$0	\$0	\$60,000	\$60,000	N/A
6039	Jail Health Services	\$0	\$0	\$0	\$0	\$11,820	\$11,820	\$18,367	\$6,547	55.39%
6300	Substance Abuse	\$684,644	\$661,155	\$880,280	\$964,247	\$978,603	\$978,603	\$1,000,944	\$22,341	2.28%
6480	Medical Examiners	\$2,614	\$2,420	\$9,653	\$15,201	\$10,100	\$9,300	\$12,000	\$2,700	29.03%
7210	Planning & Transportation	\$0	\$0	\$0	\$4,995	\$105,006	\$105,006	\$0	-\$105,006	-100.00%
7211	Planner - Grants	\$0	\$0	\$6,902	\$9,201	\$0	\$0	\$0	\$0	N/A
9300	Transfers In Control	\$776,281	\$1,178,500	\$4,425,399	\$4,497,516	\$5,263,998	\$5,195,407	\$5,761,213	\$565,806	10.89%
TOTAL REVENUE		\$52,248,175	\$52,029,095	\$64,227,826	\$64,739,255	\$70,376,362	\$71,992,912	\$63,847,534	-\$8,145,378	-11.31%

COUNTY OF OTTAWA
GENERAL FUND COMPARATIVE ANALYSIS
ACTUAL 2007 & 2008
BUDGET 2009 & 2010

EXPENDITURES

DEPT	DEPARTMENT NAME	ACTUAL 2007	ACTUAL 2008	CURRENT		2010 BUDGET ADOPTED BY BOARD	\$ CHANGE 2009 BUDGET TO BOARD	% CHANGE 2009 BUDGET TO BOARD
				YEAR 2009 ESTIMATED	AMENDED BUDGET 2009			
1010	Commissioners	\$624,270	\$558,168	\$547,467	\$596,664	\$528,829	-\$67,835	-11.37%
1290	Tax Allocation Board	\$993	\$1,196	\$1,218	\$1,830	\$1,425	-\$405	-22.13%
1310	Circuit Court	\$2,076,067	\$2,165,817	\$2,102,623	\$2,106,591	\$2,206,563	\$99,972	4.75%
1360	District Court	\$5,444,607	\$6,017,814	\$6,040,609	\$6,044,146	\$5,972,118	-\$72,028	-1.19%
1361	District Court SCAO Drug Court Grant	\$49	\$0	\$0	\$0	\$0	\$0	N/A
1380	Circuit Court Strategic Planning Initiative	\$0	\$23,923	\$33,000	\$33,000	\$0	-\$33,000	-100.00%
1480	Probate Court	\$777,639	\$797,354	\$791,199	\$832,498	\$805,344	-\$27,154	-3.26%
1490	Circuit Court - Juvenile Services	\$894,515	\$877,809	\$850,054	\$937,252	\$818,088	-\$119,164	-12.71%
1492	Juvenile Accountability Block Grant	\$14,496	\$15,969	\$16,318	\$16,318	\$0	-\$16,318	-100.00%
1520	Adult Probation	\$115,602	\$116,774	\$74,636	\$72,514	\$78,101	\$5,587	7.70%
1660	Family Counseling	\$27,639	\$36,771	\$39,785	\$36,285	\$35,645	-\$640	-1.76%
1670	Jury Board	\$4,012	\$8,569	\$5,625	\$5,625	\$11,020	\$5,395	95.91%
1910	Elections	\$160,594	\$309,979	\$104,224	\$122,247	\$265,168	\$142,921	116.91%
1920	Canvassing Board	\$0	\$5,476	\$1,191	\$1,191	\$6,000	\$4,809	403.78%
2010	Fiscal Services	\$965,942	\$1,176,564	\$1,329,309	\$1,318,578	\$1,201,973	-\$116,605	-8.84%
2100	Corporate Counsel	\$193,584	\$205,752	\$209,614	\$211,898	\$211,735	-\$163	-0.08%
2150	County Clerk	\$1,330,392	\$1,508,183	\$1,684,257	\$1,722,527	\$1,630,524	-\$92,003	-5.34%
2230	Administrator	\$399,661	\$382,994	\$449,909	\$480,658	\$455,119	-\$25,539	-5.31%
2250	Equalization	\$647,565	\$996,369	\$1,033,781	\$1,030,292	\$1,019,446	-\$10,846	-1.05%
2260	Human Resources	\$481,492	\$576,622	\$627,957	\$661,493	\$563,197	-\$98,296	-14.86%
2290	Prosecuting Attorney	\$3,032,169	\$3,221,436	\$3,255,954	\$3,265,680	\$3,314,218	\$48,538	1.49%
2330	Administrative Services	\$150,332	-\$1,719	\$0	\$0	\$0	\$0	N/A
2360	Register of Deeds	\$673,985	\$720,753	\$647,304	\$633,547	\$663,726	\$30,179	4.76%
2430	Property Description & Mapping	\$298,894	\$0	\$0	\$0	\$0	\$0	N/A
2450	Survey & Remonumentation	\$261,151	\$665,760	\$402,578	\$979,396	\$160,732	-\$818,664	-83.59%
2470	Plat Board	\$1,693	\$896	\$3,458	\$3,963	\$2,731	-\$1,232	-31.09%
2530	County Treasurer	\$758,094	\$813,353	\$824,365	\$890,409	\$884,429	-\$5,980	-0.67%
2570	Co-Op Extension	\$533,062	\$563,956	\$543,175	\$554,984	\$366,478	-\$188,506	-33.97%
2590	Geographic Information System	\$428,867	\$589,506	\$503,353	\$503,036	\$505,095	\$2,059	0.41%
2610	Building Authority	\$1,641	\$2,558	\$2,035	\$3,467	\$2,250	-\$1,217	-35.10%
2651	Facilities Maintce - Hudsonville Human Ser	\$158,161	\$167,311	\$180,043	\$190,194	\$178,555	-\$11,639	-6.12%
2652	Facilities Maintce - Holland Human Serv	\$180,801	\$181,890	\$199,826	\$200,235	\$198,867	-\$1,368	-0.68%
2653	Facilities Maintce - Fulton Street	\$60,413	\$66,713	\$70,379	\$79,879	\$71,141	-\$8,738	-10.94%

**COUNTY OF OTTAWA
GENERAL FUND COMPARATIVE ANALYSIS
ACTUAL 2007 & 2008
BUDGET 2009 & 2010**

EXPENDITURES

DEPT	DEPARTMENT NAME	ACTUAL 2007	ACTUAL 2008	CURRENT		2010 BUDGET ADOPTED BY BOARD	\$ CHANGE 2009 BUDGET TO BOARD	% CHANGE 2009 BUDGET TO BOARD
				YEAR 2009 ESTIMATED	AMENDED BUDGET 2009			
2654	Facilities Maintce - Grand Haven	\$527,974	\$674,865	\$744,165	\$687,555	\$700,572	\$13,017	1.89%
2655	Facilities Maintce - Holland Health Facility	\$190,308	\$281,819	\$218,647	\$232,433	\$205,664	-\$26,769	-11.52%
2656	Facilities Maintce - Holland District Court	\$235,761	\$241,033	\$237,949	\$265,255	\$225,405	-\$39,850	-15.02%
2657	Facilities Maintce - Jail	\$45,106	\$0	\$0	\$0	\$0	\$0	N/A
2658	Facilities Maintce - Grand Haven Health	\$62,662	\$67,814	\$76,198	\$82,172	\$79,671	-\$2,501	-3.04%
2659	Facilities Maintce - CMH Facility	\$184,152	\$181,249	\$205,637	\$220,025	\$201,961	-\$18,064	-8.21%
2660	Facilities Maintce - Coopersville	\$58,475	\$51,080	\$40,356	\$54,453	\$29,843	-\$24,610	-45.19%
2661	Facilities Maintce - Emergency Services	\$3,666	\$3,437	\$4,700	\$5,700	\$3,700	-\$2,000	-35.09%
2662	Facilities Maintce - Community Haven	\$56	\$0	\$0	\$0	\$0	\$0	N/A
2664	Facilities Maintce - 4th & Clinton	\$28,971	\$33,426	\$29,697	\$39,938	\$0	-\$39,938	-100.00%
2665	Facilities Maintce - Juvenile Serv Complex	\$822,914	\$883,480	\$959,398	\$888,758	\$946,126	\$57,368	6.45%
2666	Facilities Maintce - 434 Franklin	\$924	\$611	\$0	\$0	\$0	\$0	N/A
2667	Facilities Maintce - Administrative Annex	\$655,101	\$706,241	\$717,757	\$832,082	\$702,546	-\$129,536	-15.57%
2668	Facilities Maintce - FIA	\$277,889	\$310,636	\$295,174	\$317,624	\$324,993	\$7,369	2.32%
2750	Drain Commission	\$567,875	\$631,130	\$635,000	\$639,934	\$665,020	\$25,086	3.92%
2800	Ottawa Soil & Water Conservation Dist.	\$20,609	\$27,244	\$32,766	\$32,766	\$29,916	-\$2,850	-8.70%
3020	Sheriff	\$7,426,249	\$7,741,017	\$8,293,986	\$8,510,262	\$8,332,240	-\$178,022	-2.09%
3100	West Mi Enforcement Team - Operations	\$609,479	\$564,866	\$612,561	\$638,577	\$642,891	\$4,314	0.68%
3112	COPS Allendale/Jenison	\$285,893	\$0	\$0	\$0	\$0	\$0	N/A
3113	COPS Holland/West Ottawa	\$91,798	\$93,334	\$88,328	\$106,329	\$98,728	-\$7,601	-7.15%
3119	City of Coopersville	\$482,755	\$469,388	\$513,305	\$487,871	\$532,162	\$44,291	9.08%
3120	City of Hudsonville	\$454,057	\$550,051	\$556,629	\$592,738	\$610,364	\$17,626	2.97%
3160	Sheriff Curb Auto Theft (SCAT)	\$86,381	\$0	\$0	\$0	\$0	\$0	N/A
3170	Blendon/Holland/Robinson/Zeeland (CITE)	\$81,085	\$82,000	\$86,225	\$87,317	\$90,766	\$3,449	3.95%
3200	Sheriff Training	\$29,882	\$37,228	\$30,000	\$30,000	\$30,000	\$0	0.00%
3250	Central Dispatch	\$4,027,964	\$4,260,366	\$4,397,871	\$4,394,321	\$4,412,396	\$18,075	0.41%
3310	Marine Safety	\$243,692	\$231,813	\$306,373	\$320,341	\$220,874	-\$99,467	-31.05%
3510	Jail	\$7,544,975	\$7,778,977	\$7,862,725	\$8,025,096	\$7,993,460	-\$31,636	-0.39%
3540	Local Corrections Academy Grant	\$5,972	\$5,392	\$0	\$0	\$0	\$0	N/A
3550	Excelling - Corr Env Grant	\$12,749	\$35,000	\$0	\$0	\$0	\$0	N/A
4260	Emergency Services	\$298,561	\$335,582	\$309,076	\$308,999	\$309,896	\$897	0.29%
4262	Solution Area Planner Grant	\$0	\$39,402	\$96,165	\$112,465	\$0	-\$112,465	-100.00%
4263	Haz Mat Response Team	\$57,513	\$75,215	\$84,977	\$86,977	\$58,046	-\$28,931	-33.26%

**COUNTY OF OTTAWA
GENERAL FUND COMPARATIVE ANALYSIS
ACTUAL 2007 & 2008
BUDGET 2009 & 2010**

EXPENDITURES

DEPT	DEPARTMENT NAME	ACTUAL 2007	ACTUAL 2008	CURRENT		2010 BUDGET ADOPTED BY BOARD	\$ CHANGE 2009 BUDGET TO BOARD	% CHANGE 2009 BUDGET TO BOARD
				YEAR 2009 ESTIMATED	AMENDED BUDGET 2009			
4265	Homeland Security Equipment Grant	\$59,033	\$37,556	\$0	\$0	\$60,000	\$60,000	N/A
4300	Animal Control	\$381,869	\$398,784	\$381,210	\$389,781	\$398,890	\$9,109	2.34%
4450	Drain Assessments	\$219,386	\$73,561	\$124,050	\$124,050	\$466,500	\$342,450	276.06%
6039	Jail Health Services	\$0	\$0	\$708,849	\$647,370	\$866,125	\$218,755	33.79%
6300	Substance Abuse	\$414,801	\$414,123	\$421,302	\$421,302	\$432,472	\$11,170	2.65%
6480	Medical Examiners	\$242,948	\$303,664	\$239,500	\$259,847	\$256,547	-\$3,300	-1.27%
6810	Veterans Burial	\$49,050	\$40,905	\$55,000	\$55,000	\$55,000	\$0	0.00%
7210	Planning - Transportation	\$0	\$4,995	\$105,006	\$105,006	\$0	-\$105,006	-100.00%
7211	Planner - Grants	\$572,149	\$606,930	\$656,810	\$686,952	\$635,778	-\$51,174	-7.45%
7212	Road Salt Management	\$1,160	\$0	\$11,098	\$11,098	\$5,933	-\$5,165	-46.54%
8650	Insurance	\$147,251	\$272,874	\$158,967	\$145,395	\$119,489	-\$25,906	-17.82%
8900	Contingency	\$0	\$0	\$125,000	\$738,211	\$766,592	\$28,381	3.84%
9010	Equipment Pool	\$0	\$0	\$0	\$13,680	\$16,270	\$2,590	18.93%
9650	Operating Transfers Out	\$13,737,530	\$13,479,719	\$17,631,180	\$17,808,603	\$10,662,181	-\$7,146,422	-40.13%
TOTAL EXPENDITURES			\$64,801,323	\$70,628,883	\$72,942,680	\$64,347,534	-\$8,595,146	-11.78%
TOTAL REVENUE			\$64,739,255	\$70,376,362	\$71,992,912	\$63,847,534		
FUND BALANCE (USE)			-\$62,068	-\$252,521	-\$949,768	-\$500,000		



**2010 General Fund Budget
Legislative Expenditures \$528,829**



Function Statement

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.

Mission Statement

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: Continue to work at the State and Federal levels to address unfunded and under-funded mandates

Measure: Advocate to remove obstacles that prevent full funding of mandates

Measure: Gather data with other counties to use with the mandated services study to gain full funding of mandates

Objective: Continue to advocate that the State remain committed to continuing revenue sharing payments to counties

Measure: Inform the public of the impact of the loss of revenue sharing

Measure: Continue to monitor appropriations bills

Measure: Continue to act at the State level

Objective: Identify and develop a plan for funding legacy costs

Measure: Complete the report which analyzes potential changes to the MERS Defined Benefit Plan

Measure: Complete a report which analyzes potential changes to the County Health Plan

Objective: Implement and continue processes to ensure appropriate staffing levels and pay

Measure: Complete the wage and classification study process

Measure: Implement process to review every position as it becomes vacant

Objective: Maintain or improve bond ratings

Measure: Present thorough, high-quality information to bond ratings agencies

Objective: Identify and develop strategies to address potential financial threats

Measure: Research and develop a plan to address existing and future financial threats which clearly identifies threats and solutions

Measure: Fully fund financing tools

Measure: Develop a plan to address the 5-year projected budget deficit

Measure: Monitor State and Federal legislation for financial implications

Measure: Make a determination whether to change fiscal years to a July 1 to June 30 fiscal year



Goal: To maintain and enhance communication with citizens, employees, and other stakeholders

Objective: Develop and implement a comprehensive legislative action plan to communicate with legislators

Measure: Develop action plan and implement plan with lobbyist and MAC

Measure: Evaluate the use of legislative breakfast meetings

Objective: Develop and implement a comprehensive communication plan to communicate with the public

Measure: Develop a communication plan for approval of the commission, examining current and new methods of communications

Measure: Continue to inform and mobilize the public around the potential impacts of the loss of state revenue sharing

Measure: Evaluate and recommend regarding: miOttawa.org, citizens academy, youth/school involvements in government, citizen interaction with the budget process and Administrator blog

Objective: Continue to develop and implement methods of communicating with employee groups

Measure: Continue using the Front Page and all-staff e-mails to communicate important information to employees

Measure: Continue Labor-Management Cooperation Committee

Measure: Continue and improve employee-edited newsletter

Measure: Continue brown-bag lunches, benefit meetings, and other information sessions

Objective: Continue to improve communication with Commissioners



Denotes Strategic Plan directive

- Measure:* Continue departmental annual report process
- Measure:* Survey Commissioners regarding their communication needs
- Measure:* Complete a cost-benefit analysis of the use of paperless agendas

- Objective:** Identify and appoint the best applicants to boards and commissions
 - Measure:* Continue and improve board and commission interview process
 - Measure:* Develop database to manage appointment process
- Objective:** Strengthen role in state, regional and national professional organizations
 - Measure:* Identify all professional memberships and participants
 - Measure:* Encourage County representatives to seek leadership positions



Goal: To contribute to a healthy physical, economic, & community environment

- Objective:** Discuss and act upon road policy issues as appropriate
 - Measure:* Contact legislators on relevant road-related legislation
 - Measure:* Communicate and coordinate with the road commission on relevant issues and to improve public understanding on roles
- Objective:** Identify and develop strategies to address potential new initiatives
 - Measure:* Develop a comprehensive sustainability plan
 - Measure:* Discuss with Commissioners potential diversity initiatives
- Objective:** Investigate opportunities to impact the negative consequences of development
 - Measure:* Develop Purchase of Development rights ordinance
 - Measure:* Complete Urban Smart Growth demonstration project
 - Measure:* Begin implementation of the countywide corridor study, specifically multi-jurisdictional access management ordinances
 - Measure:* Conduct build-out analysis for local government units
- Objective:** Examine environmental and water quality policies and develop a research-based water quality action plan
 - Measure:* Develop an action plan based upon water-quality research results
 - Measure:* Continue to host the Water Quality Forum
 - Measure:* Participate in regional efforts including West Michigan Clean Cities Coalition and “Rein in the Runoff” Stormwater Initiative
 - Measure:* Continue to work with local units of government to seek funding opportunities for completing a groundwater resources inventory
- Objective:** Provide quality County facilities throughout the county
 - Measure:* Analyze the potential use of County land for additional communication tower leasing
 - Measure:* Complete the Grand Haven construction project on-time and within budget
- Objective:** Consider opportunities to establish a countywide land use and economic development planning organization
 - Measure:* Investigate the feasibility of establishing a countywide land use planning organization
 - Measure:* Work with the OCEDO to study the results and recommendations of the Economic Development Report



Goal: To continually improve the county’s organization and services

- Objective:** Review and evaluate the organization, contracts, programs, and services for potential efficiencies
 - Measure:* Conduct organizational efficiency and structure reviews, including Clerk/Register, Public Utilities and Fiscal Services
 - Measure:* Evaluate drug courts and services to veterans
 - Measure:* Continue the work of the Jail Mental Health Task Force
- Objective:** Evaluate substance abuse funding, service structure, and community needs
 - Measure:* Evaluate options for providing substance abuse services
 - Measure:* Complete internal evaluation of PA 2 allocation effectiveness
 - Measure:* Complete external review of Lakeshore Coordinating Council to determine appropriate vehicle for administering funds
- Objective:** Prioritize mandated and discretionary services
 - Measure:* Communicate results of discretionary services ranking of funding recipients



Denotes Strategic Plan directive

Fund: (1010) General Fund

Department: (1010) Commissioners

Measure: Complete study of mandated services service-levels and prioritize results

Objective: Continue implementation of outcome-based performance measurement system

Measure: Analyze performance measurements submitted by each department to ensure the quality of outcomes

Objective: Establish better employee-management communications

Measure: Continue Labor-Management Cooperation Committee

Measure: Continue employee newsletter, brown-bag lunches, benefit presentations, employee potlucks, and other communication efforts

Measure: Complete disease management and health coach study

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

Measure: Complete a report on the benefit of County tax dollars

Measure: Analyze opportunities to offer services such as imaging, assessing, training, miOttawa.org, and others to local units of government

Objective: Ensure the continuity of government in the event of a disaster

Measure: Prepare a Continuity of Government Plan

Measure: Develop a records backup/disaster recovery plan for all records

Measure: Develop a policy and procedures for record storage controls

Measure: Evaluate compliance with record retention and storage mandates

Objective: Complete labor negotiations with applicable employee groups

Measure: Complete labor negotiations with the remaining groups

Progress on the strategic plan is reviewed quarterly. The results of the 9/30/09 update follow.

Ottawa County Board of Commissioners
Strategic Planning: Goals, Objectives, and Outcomes

	Projected Completion	Resources Assigned
Goal 1: To maintain and improve the strong financial position of the County.		
Objective 1: Continue to work at the State and Federal levels to address unfunded and under-funded mandates.		
100% of Ottawa legislative delegation oppose new under-funded or unfunded mandates and support fully funding existing mandates.	Ongoing	Administrator, Fiscal Services, Planning, Corporation Counsel
100% of legislators vote to remove obstacles and loopholes that prevent full funding of mandates.	Ongoing	Administrator, Fiscal Services, Planning, Corporation Counsel
Objective 2: Continue to advocate that the State remain committed to continuing revenue sharing payments to counties.		
100% of Ottawa legislative delegation reports understanding of the County's position on the issue and all vote to retain revenue sharing.	Ongoing	Commissioners, Administrator, Fiscal Services
Objective 3: Identify and develop a plan for funding legacy costs.		
Commissioners consider a plan to address the future cost of the MERS Defined Benefit Retirement System.	9/30/09	Commissioners, Administrator, Human Resources, Fiscal Services
A plan is presented to Commissioners that addresses the County health plan expense.	10/31/09	Commissioners, Administrator, Human Resources, Fiscal Services
Objective 4: Implement and continue processes to ensure appropriate staffing levels and pay.		
100% of wage study work is completed.	6/1/09	Administrator, Human Resources, Fiscal Services
Processes are in place to regularly review classifications and every position as it becomes vacant.	12/31/09	Administrator, Human Resources, Fiscal Services
Objective 5: Maintain or improve bond ratings.		
100% of ratings from Fitch, Standard and Poor's, and Moody's are maintained or improved.	Ongoing	Administrator, Fiscal Services
Objective 6: Identify and develop strategies to address potential financial threats.		
Commissioners approve a strategy to address financial threats that clearly identifies threats and solutions.	12/31/09	Commissioners, Administrator, Fiscal Services
Financing tools are fully funded.	Ongoing	Commissioners, Administrator, Fiscal Services
The operational budget deficit is eliminated.	Ongoing	Commissioners, Administrator, Fiscal Services
No legislation that would impact County finances is identified and supported or opposed as appropriate.	Ongoing	Commissioners, Administrator, Planning
Commissioners consider a study to change fiscal years.	6/1/09	Administrator, Fiscal Services
Goal 2: To maintain and enhance communication with citizens, employees, & other stakeholders.		
Objective 1: Develop and implement a comprehensive legislative action plan to communicate with legislators		
100% of Ottawa legislative delegation report understanding of the County's positions on various issues within the Legislative Plan.	12/31/09	Commissioners, Administrator, Planning
100% of Commissioners positively evaluate the lobbyist contract.	12/31/09	Commissioners, Administrator, Planning
Objective 2: Develop and implement a comprehensive communication plan to communicate with the public		
25% of citizens report using miOttawa.org to communicate with or learn about Ottawa County government.	12/31/10	Administrator, Information Technology
40% of citizens report good awareness of County activities.	12/31/10	Commissioners, Administrator
25% of citizens report knowledge of revenue sharing and potential impacts of its loss.	12/31/10	Commissioners, Administrator
Commissioners approve a comprehensive communications plan.	9/1/09	Commissioners, Administrator
Objective 3: Continue to develop and implement methods of communicating with employee groups.		
Percentage of employees reporting satisfaction with County Administration increases by 5% on Employee Satisfaction Survey.	12/31/09	Administrator, Administration Departments
Objective 4: Continue to improve communication with Commissioners.		
100% of Commissioners report satisfaction with communication from Administration.	6/30/09	Administrator, Administration Departments
Commissioners consider a cost-benefit analysis of paperless agendas.	9/1/09	Commissioners, Administrator, Fiscal Services
Objective 5: Identify and appoint the best applicants to boards and commissions.		
100% of applicants are interviewed prior to appointment.	Ongoing	Commissioners, Administrator, HR
100% of board & commission seats are filled.	Ongoing	Commissioners, Administrator, HR
Objective 6: Strengthen role in state, regional and national professional organizations.		
Ottawa County, the Board of Commissioners, and staff are recognized as leaders and hold leadership positions in professional organizations.	Ongoing	Commissioners, Administrator, All Departments

Ottawa County Board of Commissioners
Strategic Planning: Goals, Objectives, and Outcomes

	Projected Completion	Resources Assigned
Goal 3: To contribute to a healthy physical, economic, and community environment.		
Objective 1: Discuss and act upon road policy issues as appropriate.		
100% of legislators report understanding of County position on applicable issues.	12/31/09	Commissioners, Administrator, Planning
100% of Commissioners report progress in public understanding of respective roles of the road commission and County.	12/31/09	Administrator, Planning
Objective 2: Identify and develop strategies to address potential new initiatives.		
A comprehensive sustainability plan is presented to the Commission.	4/1/10	Administrator
Commissioners review and discuss potential diversity initiatives.	10/1/09	Administrator
Objective 3: Investigate opportunities to impact the negative consequences of development.		
Complete Purchase of Development Rights and Urban Smart Growth projects.	12/31/09	Planning
Complete one multi-jurisdictional access management ordinance.	12/31/09	Planning
Complete build-out analysis for two local government units.	12/31/09	Planning
Objective 4: Examine environmental and water quality policies and develop a research-based water quality action plan.		
A plan of action with measurable results is developed from water quality research.	12/31/10	Administrator, Parks, MSU Extension, Health
100% of attendees surveyed report the Water Quality Forum presented useful, relevant information.	11/30/09	Administrator, Parks, MSU Extension, Health
A county groundwater resources inventory is completed.	12/31/10	Planning
Objective 5: Provide quality County facilities throughout the county.		
Commissioners consider report on use of additional land for communication tower leasing.	12/31/09	Administrator, Planning, IT, Fiscal Services
Grand Haven project is completed on-time and within budget.	12/31/09	Administrator, Facilities, Fiscal Services
Objective 6: Consider opportunities to establish a countywide land use and economic development planning organization.		
100% of Commissioners report satisfaction that options for a countywide land use organization have been fully evaluated.	9/30/09	Administrator, Planning
If the OCEDO approves the report recommendations, fully implement the plan for a reorganized economic development function.	12/31/09	Administrator, Planning
Goal 4: To continually improve the County's organization and services.		
Objective 1: Review and evaluate the organization, contracts, programs, and services for potential efficiencies.		
Commissioners consider the report regarding the potential combination of the offices of Clerk & Register of Deeds.	9/30/09	Administrator
Commissioners consider a report regarding the potential reorganization of Public Utilities.	9/30/09	Administrator, Planning, Corporation Counsel, Fiscal Services
Commissioners consider the Fiscal Services Organizational Study.	11/30/09	Administrator, Planning, Fiscal Services
Commissioners receive a thorough evaluation of the Drug Court pilot projects.	9/30/09	Planning
Commissioners receive a report from the Jail Mental Health Task Force.	12/31/09	Administrator, CMH, Planning, Sheriff
Commissioners consider a report regarding veterans services in the County.	11/30/09	Administrator
Objective 2: Evaluate substance abuse funding, service structure, and community needs.		
100% of Commissioners are satisfied that substance abuse services and funding are appropriately funded and evaluated.	12/31/09	Planning, Fiscal Services, Health, CMH, Corporation Counsel
Objective 3: Prioritize mandated and discretionary services.		
All recipients of discretionary funding are aware of the ranking of services, process used, and the potential impact of the loss of revenue sharing.	8/31/09	Administrator, Fiscal Services
Service levels are identified for all mandated services and results are ranked by Commissioners.	8/31/09	Administrator, Fiscal Services
Objective 4: Continue implementation of outcome-based performance measurement system.		
100% of County departments use outcome-based performance measurements to make management and service decisions.	Ongoing	Administrator, Fiscal Services
Objective 5: Establish better employee-management communications.		
100% of regularly-attending Labor-Management Cooperation Committee members report improved sense of communication between labor and management and report greater understanding of issues facing the County.	12/31/09	Administrator, LMCC
5% increase in employee satisfaction with "climate of trust".	12/31/09	Administrator, LMCC
A disease management plan is presented to the Commission.	11/30/09	Administrator, LMCC
Objective 6: Examine opportunities for offering services to local units of government.		
Commissioners consider report on benefit of County tax dollars.	10/1/09	Administrator, Planning, Fiscal Services
100% of County services that are cost-effective to offer are made available to local units of government.	Ongoing	Administrator, All Departments
Objective 7: Ensure the continuity of government in the event of a disaster.		
Commissioners adopt a "Continuity of Government" Plan which includes a disaster-recovery component for all paper and electronic records.	6/30/10	Administrator, All Departments
Objective 8: Complete labor negotiations with applicable employee groups.		
Remaining labor contracts are renewed by May 1, 2009.	5/1/09	Administrator, Human Resources

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Commissioners	11.000	11.000	11.000	\$115,906

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
<i>Expenditures</i>					
Personnel Services	\$271,951	\$275,345	\$294,284	\$292,804	\$304,402
Supplies	\$12,225	\$16,713	\$9,369	\$10,300	\$16,388
Other Services & Charges	\$239,512	\$332,212	\$254,515	\$244,363	\$208,039
Capital Outlay					
Total Expenditures	\$523,688	\$624,270	\$558,168	\$547,467	\$528,829

Budget Highlights:

The Commissioners reduced their travel budget to assist in budget balancing. In addition, nothing is budgeted for the gypsy moth prevention program, but funds are available in designated fund balance if the need is identified.

Resources

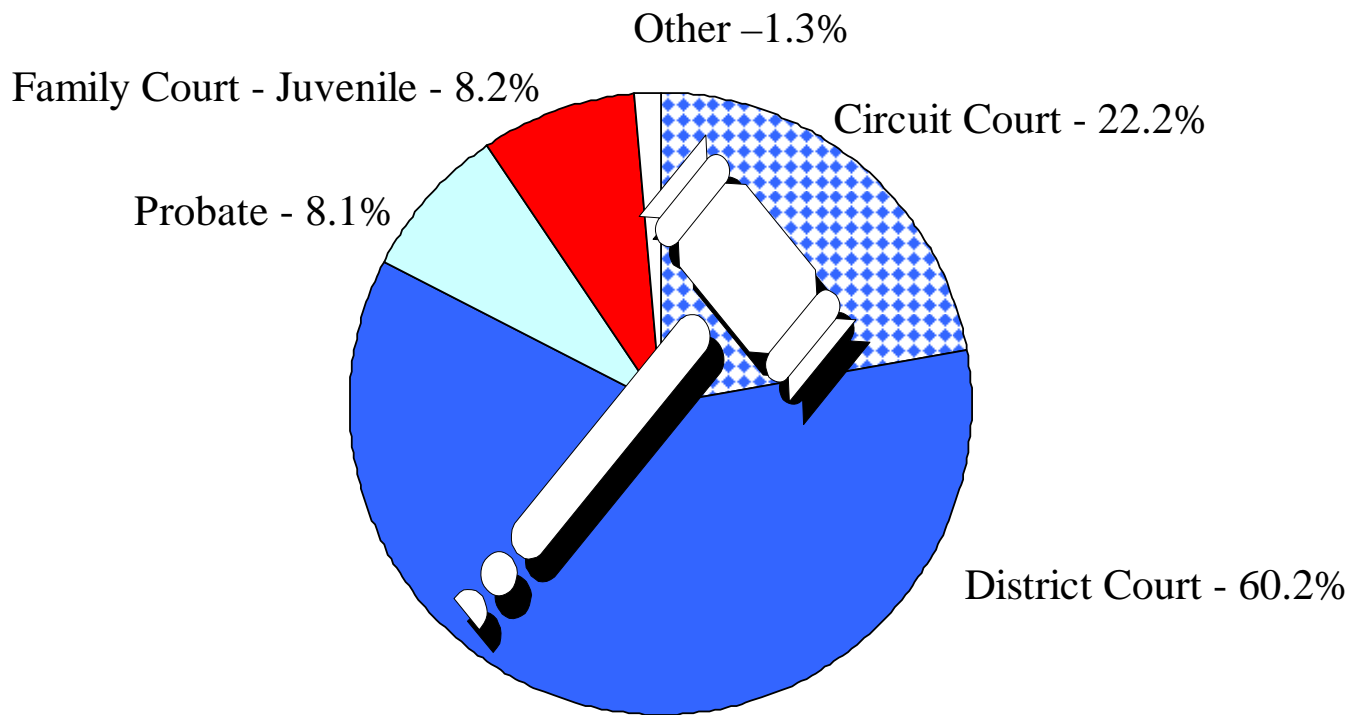
Personnel

No permanent personnel has been allocated to this department.

Funding

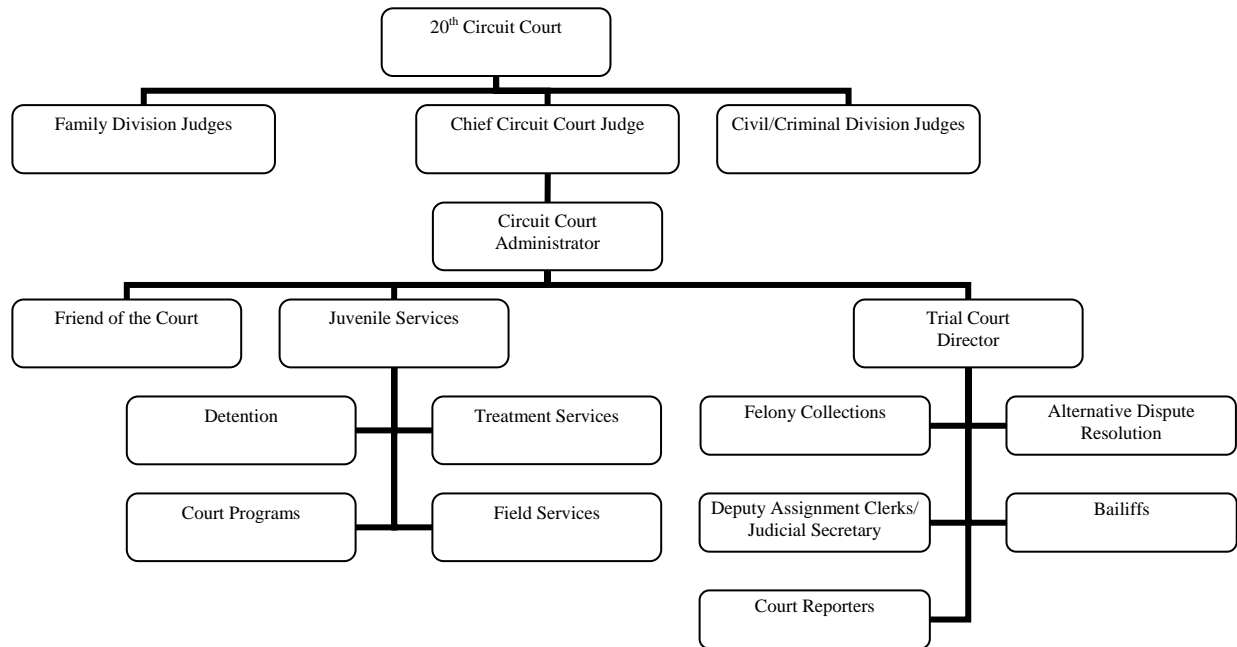
	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Expenditures					
Personnel Services	\$105	\$162	\$411	\$225	\$225
Supplies					
Other Services & Charges	\$645	\$831	\$785	\$993	\$1,200
Capital Outlay					
Total Expenditures	\$750	\$993	\$1,196	\$1,218	\$1,425

2010 General Fund Budget Judicial Expenditures \$9,926,879



Function Statement

The Circuit Court has original jurisdiction to hear criminal cases for the 20th 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.

To assist in achieving the Mission of the Court, employees will use the “CourTools”, developed by the National Center for State Courts, which are used to measure success/progress. The 20th Judicial Circuit Court, Trial Division, will utilize a selected number of the 10 CourTools for measurement purposes. The tools under consideration for implementation are as follows:

- Measure 1 – Access and Fairness
- Measure 2 – Clearance Rates
- Measure 3 – Time to Disposition
- Measure 9 – Court Employee Satisfaction

Goal: To provide quality services and resources for all Court users through a fully functional Court operation.

Objective: Access and Fairness: Enhance the accessibility and fairness of the Trial Division.

To create a baseline, the Trial Division participated in a Circuit/Probate Court User Survey reflecting clients’ experiences in the Court. The Court User Survey was completed in September 2006, using a different instrument than the standard instrument offered through the National Center for State Courts. The Survey questions were organized in five (5) court Performance Categories: Accessibility, Fairness, Timeliness, Effectiveness & Quality and External Relations (attorneys only). Comparison of results by location, type of customer and across Courts can inform and improve court management practices. The Trial Division was included in the “Grand Haven Courthouse” responses. The Strategic planning group will determine the frequency of future surveys. It is anticipated a follow-up survey will be conducted in 2009.

* Many of the concerns in the 2006 survey were facilities, accessibility, etc. which we believe will be addressed in the new Courthouse in Grand Haven. This is why the Strategic Planning Team decided to wait until 2010 to survey court users. It is anticipated the survey will be administered every two years.

Measure: The average score each question of the Court survey will be at least 3.5, which is the midpoint of the six (6) point scale (Scale: 6 = Strongly agree; 1 = strongly disagree)

Measures	2006	2007/2008	2009 Estimated	2010 Projected *
Outcome:				
Accessibility:				
All survey respondents	4.6	N/A	N/A	3.5
Court business users	4.8	N/A	N/A	3.5
Court hearing users	4.4	N/A	N/A	3.5
Attorneys	4.8	N/A	N/A	3.5
Fairness:				
All survey users	4.8	N/A	N/A	3.5
Court business users	4.9	N/A	N/A	3.5
Court hearing users	4.7	N/A	N/A	3.5
Attorneys	5.1	N/A	N/A	3.5
Timeliness:				
All survey users	4.5	N/A	N/A	3.5
Court business users	4.8	N/A	N/A	3.5
Court hearings users	4.1	N/A	N/A	3.5
Attorneys	4.6	N/A	N/A	3.5
Outcome/Effectiveness/Quality:				
All survey users	4.9	N/A	N/A	3.5
Court business users	5.1	N/A	N/A	3.5
Court hearing users	4.8	N/A	N/A	3.5
Attorneys	4.6	N/A	N/A	3.5
Outcome/External Relations:				
Attorneys	4.4	N/A	N/A	3.5
<i>N/A – information not available; the survey, usually completed every three years, has been delayed to 2010</i>				
<i>*The projection of 3.5 is based on the minimum standard set by the Court. The Court does not anticipate this level of decline.</i>				

Objective: Clearance Rates: Maintain a manageable caseload

Clearance rate measures whether the Court is keeping up with its incoming caseload. If cases are not disposed in a timely Manner, a backlog of cases awaiting disposition will grow. Knowledge of clearance rates by case type can help a Court Pinpoint emerging problems and indicate where improvements may be made. Clearance rates is defined as the number of cases closed divided by the number of cases opened in a year. As established by the National Center for State Courts, clearance rates should be maintained at a rate of 100% or higher.

Measure: Utilizing the formula in the chart below, the Court will monitor clearance rates and make accommodations to Maintain compliance with the National Center for State Courts' guidelines.

Measures	2007	2008	2009 Estimated	2010 Projected
Outcome/Clearance Rate:				
+New Filings	3,931	3,939	3,945	3,950
+Reopened Cases	106	146	125	125
=Total Incoming Cases	4,037	4,085	4,070	4,075
Divided by outgoing (closed) cases	4,294	4,151	4,100	4,110
=Clearance Rate	106%	102%	101%	101%

Objective: Time to Disposition – Cases will be processed in a timely manner

Time to Disposition assesses the length of time it takes the Court to process cases. The Case Age Detail Report indicates the number of days from filing to disposition. By monitoring time to disposition, the Court can act on case delays; and anticipate/prevent unnecessary negative experiences for litigants and attorneys. In addition, the age of active pending cases

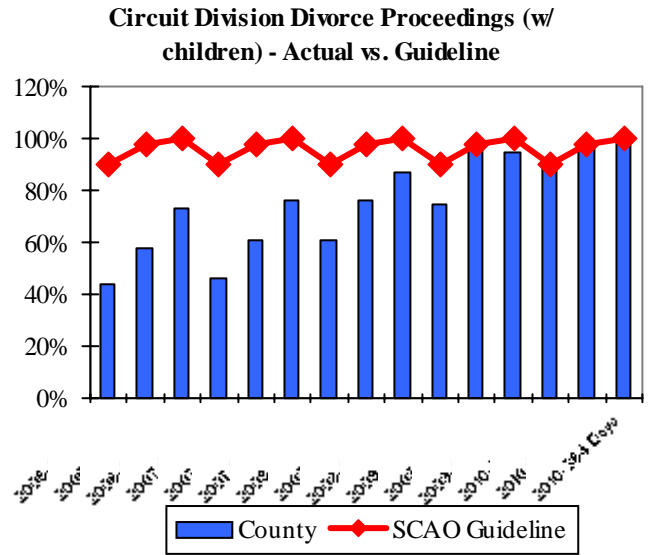
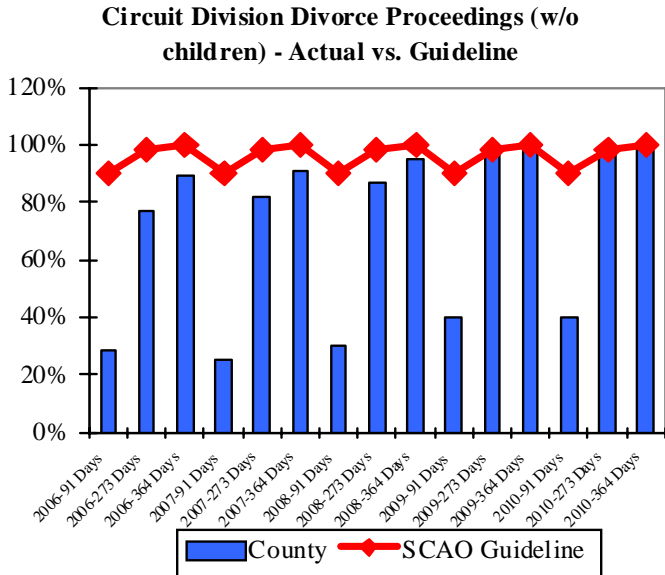
defined as the number of days from filing until the time of closing, is also an important measure because it identifies cases drawing near to the Court's processing standards.

Measure: Utilizing the State Court Administrative Office's (SCAO) Case Age Summary Report, the Court will monitor the number of days from filing to disposition in order to achieve compliance with the SCAO guidelines.

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Efficiency(per SCAO Guidelines):</i>				
<i>Criminal Proceedings:</i>				
90% of felony cases adjudicated within 91 days from bind over	72%	71%	90%	90%
98% of felony cases adjudicated within 154 days from bind over	89%	89%	98%	98%
100% of felony cases adjudicated within 301 days from bind over	99%	98%	100%	100%
<i>General Civil Proceedings:</i>				
75% of cases adjudicated within 364 days from filing	66%	74%	75%	75%
95% of cases adjudicated within 546 days from filing	84%	89%	95%	95%
100% of cases adjudicated within 728 days from filing	90%	95%	100%	100%
<i>Divorce Proceedings - Without minor children:</i>				
90% of cases adjudicated within 91 days from filing	*25%	*30%	*40%	*40%
98% of cases adjudicated within 273 days from filing	82%	87%	98%	98%
100% of cases adjudicated within 364 days from filing	91%	95%	100%	100%
<i>Divorce Proceedings - With minor children:</i>				
90% of cases adjudicated within 254 days from filing	46%	61%	75%	90%
98% of cases adjudicated within 301 days from filing	61%	76%	98%	98%
100% of cases adjudicated within 364 days from filing	76%	87%	95%	100%
<i>Appeals:</i>				
100% of appeals adjudicated within 182 days from filing from admin Agency	100%	80%	100%	100%
100% of appeals adjudicated within 182 days from filing extraordinary writ	94%	86%	100%	100%
<i>Custody Proceedings:</i>				
90% of cases adjudicated within 147 days from filing	84%	95%	100%	100%
100% of cases adjudicated within 238 days from filing	92%	98%	100%	100%

In 2008, the Circuit Court Trial Division amended its Case Preparation Orders to include pretrial and trial dates. Based on good caseload management standards, the Court now assigns trial dates at the earliest point possible which allows closer monitoring and adherence to caseload management standards as defined by the Supreme Court.

* A summons in a domestic (divorce) case expires 91 days from issuance. Therefore, meeting the 90% within 91 days disposition guideline is impractical. The Court is making every effort to adjudicate domestic cases without children as efficiently as possible.



The graphs above highlight the significant progress made on the time to disposition of divorce proceedings. In 2006 and 2007, the County was far below the SCAO guideline, but 2008 and the projected 2009 figures show the County at or approaching the SCAO guideline. (Except for divorces w/o minor children as noted on the previous page)

Objective: Court Employee Satisfaction: The Trial Division employees will rate the quality of the work environment and relations between staff and management as satisfying through the utilization of a Court Employee Satisfaction Survey.

Committed and loyal employees have a direct impact on a court’s performance. This Survey is a powerful tool in that it measures the opinion of staff in the areas of materials, motivation direction, sense of mission and commitment to do quality work, which translates into improved service to the public. More specifically, the content of the questions asked of employees reflect the following areas: 1) Understanding of expectations; 2) open, effective communication and information within the Court; 3) resources to achieve excellence within the job, daily; 4) interpersonal interaction within all employees lines of the Court, respect and level of caring; 5) image of the Court within community; 6) teamwork – level of function, 7) overall enjoyment of work; 8) pride in work; and 9) participation in strategic planning process.

Measure: On a scale of 1 to 5, trial court employees (on average) will rate the Court at 3.5 or better in each category on the Court employee satisfaction survey (based on 22 survey questions).

Scale: 5 = strongly agree; 1 = strongly disagree

Measures	2007	2008	2009	2010 Projected
<i>Outcome:</i>				
Overall job satisfaction	4.47	N/A	4.46	4.75
Employees understand what is expected of them	4.78	N/A	4.81	4.95
Employee’s assessment of the adequacy of resources necessary to perform their job	4.00	N/A	3.90	*4.75
Employees have an opportunity to express their ideas	4.78	N/A	4.72	4.85
Employees are treated with respect at work	4.44	N/A	4.73	4.85
Employees are proud to work in the Trial Division	4.78	N/A	4.72	4.85
% of employees reporting they enjoy coming to work	4.67	N/A	4.63	4.85
% of employees reporting the court is respected in the community	4.33	N/A	4.27	4.5

<i>Measures</i>	2007	2008	2009	2010 Projected
<i>Outcome:</i>				
% of employees reporting they are aware of the Court's Strategic Plan	4.44	N/A	4.54	5.0**

* We believe that the resources needed to adequately perform duties will be enhanced with the new courthouse facility in Grand Haven.

** Each employee has a copy of the Court's Strategic Plan, Strategic Planning is an agenda item at monthly staff meetings as well as Annual All-Staff Meetings.

In 2007, nine (9) employees participated. In 2009, eleven (11) employees participated. . Unanswered questions negatively affect outcomes.

N/A: Court employee surveys are not completed each year, the next survey was anticipated for 2008 but was completed in 2009 due to mitigating circumstances. The intent is to conduct the survey on opposite years of the County's employee survey.

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Judge - Circuit Court	4.000	4.000	4.000	\$182,896
Trial Court Director	1.000	1.000	1.000	\$60,681
Senior Law Clerk	1.000	1.000	1.000	\$58,763
Deputy Assignment Clerk	4.750	4.750	4.750	\$168,913
Mediation Assign/Collections Clerk	1.000	1.000	1.000	\$41,852
Court Reporter	2.000	2.000	2.000	\$117,526
Law Clerk/Bailiff	1.000	1.000	1.000	\$47,284
	14.750	14.750	14.750	\$677,915

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$704	\$1,209	\$1,078	\$1,173	\$1,100
Charges for Services	\$164,065	\$159,591	\$186,724	\$190,100	\$185,100
Fines and Forfeitures	\$21,140	\$25,495	\$16,990	\$15,000	\$20,000
Other Revenue	\$27,980	\$22,953	\$32,855	\$37,500	\$37,500
Total Revenues	\$213,889	\$209,248	\$237,647	\$243,773	\$243,700
Expenditures					
Personnel Services	\$901,677	\$970,809	\$1,017,696	\$1,038,590	\$1,056,967
Supplies	\$57,126	\$38,748	\$37,341	\$33,750	\$50,536
Other Services & Charges	\$900,500	\$1,066,510	\$1,110,780	\$1,030,283	\$1,099,060
Total Expenditures	\$1,859,303	\$2,076,067	\$2,165,817	\$2,102,623	\$2,206,563

Function Statement

The function of the 58th 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.

Mission Statement

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%

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Efficiency:</i>				
<i>% of surveyed court users rating the service of the District Court favorably</i>	N/A	N/A	60%	60%
<i>Due to staffing demands, the survey is not planned for implementation until 2009.</i>				

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

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Efficiency:</i>				
<i>% of cases where the time guideline is met for the case type</i>	90%	90%	95%	95%
<i>Outcome:</i>				
<i>Case clearance rate (should be 100% or more)</i>	92%	92%	95%	95%

Goal: Improve the collection of fines and costs.

Objective: Collect fines and costs in a prudent and effective manner.

Measure: % of cases that are 4 years old for which fines and costs have been collected will be at least 90%

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Efficiency:</i>				
<i>% of cases from 4 years ago where fines and costs have been collected</i>	97.5% ⁽¹⁾	96.6% ⁽²⁾	96%	96%

⁽¹⁾2007 data begins from March 31, 2008

⁽²⁾2008 data begins from March 31, 2008

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%

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Outcome:</i>				
<i>% of employees satisfied with court employment</i>	N/A	79.7%	82%	82%
<i>* N/A – information not available</i>				

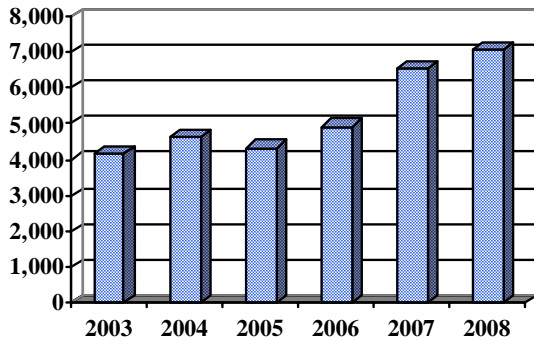
Goal: Ensure probationer compliance of probation order.

Objective: Increase the number of drug tests and preliminary breath tests administered to probationers.

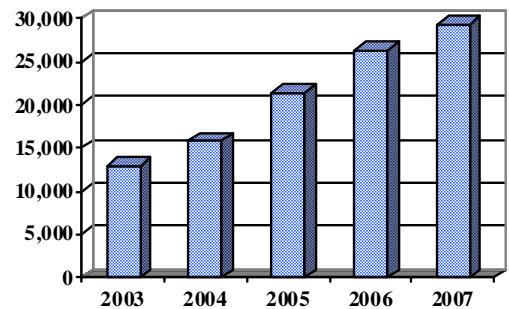
Measure: % increase in the number of drug tests administered to probationers during the course of a year.

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Efficiency:</i>				
<i>% increase in probationer drug tests & P.B.T.'s</i>	25%	24%	15%	10%

District Court - General Civil Cases



District Court – Probation: In-Person Contacts with Probation Officers



The economy often impacts the service demands for departments. The graphs above indicate increasing service demands on District Court staff.

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Judge - District Court	4.000	4.000	4.000	\$182,896
Court Administrator	1.000	1.000	1.000	\$84,049
Director of Probation Services	0.100	0.100	0.100	\$7,668
Assistant Director of Probation Services	0.750	0.750	0.750	\$46,950
Chief Deputy Court Clerk	3.000	3.000	3.000	\$159,285
Assignment Clerk	3.000	3.000	3.000	\$113,995
Trial Court Specialist	1.000	1.000	1.000	\$44,212
Deputy Court Clerk II	9.000	9.000	9.000	\$340,274
Records Processing Clerk II	0.000	0.000	2.000	\$60,030
Deputy Court Clerk I	10.750	13.500	11.250	\$364,852
Traffic Clerk	1.000	1.000	1.000	\$35,544
Court Recorder	4.000	4.000	4.000	\$155,419
Court Officer	0.875	0.875	0.875	\$33,599
Case Specialist	1.000	1.000	1.000	\$35,544
Probation-Treatment Specialist	8.500	8.500	8.400	\$440,306
Probation Secretary	0.700	0.750	0.750	\$26,658
Probation Assistant	1.000	1.000	1.000	\$39,223
Bailiff	0.700	0.700	0.700	\$20,038
Magistrate	1.000	1.000	1.000	\$58,763
	51.375	54.175	53.825	\$2,249,305

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$54,003	\$74,964	\$89,327	\$78,723	\$75,000
Charges for Services	\$1,934,686	\$1,952,296	\$1,968,992	\$1,875,500	\$2,080,000
Fines and Forfeitures	\$1,020,473	\$982,059	\$915,215	\$890,000	\$955,000
Other Revenue	\$13,434	\$14,973	\$12,008	\$14,000	\$14,000
Total Revenues	\$3,022,596	\$3,024,292	\$2,985,542	\$2,858,223	\$3,124,000
Expenditures					
Personnel Services	\$2,880,600	\$3,026,582	\$3,156,049	\$3,311,661	\$3,451,565
Supplies	\$232,046	\$205,947	\$258,785	\$241,000	\$206,987
Other Services & Charges	\$1,838,189	\$2,212,078	\$2,602,980	\$2,487,948	\$2,313,566
Total Expenditures	\$4,950,835	\$5,444,607	\$6,017,814	\$6,040,609	\$5,972,118

Budget Highlights:

In July of 2009, the District Court implemented increased traffic fines for select violations. The increases range from \$10 per ticket to \$75 per ticket. As a result, Charges for Services and Fines and Forfeitures are increasing. Other Services and Charges are decreasing because the prior year indirect cost charges reflected corrections associated with the new Holland District Court facility.

Resources

Personnel

No permanent personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$5,933	\$1,188	\$19,452	\$30,000	
Other Revenue	\$22,500		\$8,750	\$3,000	
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Total Revenues	\$28,433	\$1,188	\$28,202	\$33,000	
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Expenditures					
Personnel Services	\$4,239				
Supplies	\$1,978	\$49	\$1,919	\$3,000	
Other Services & Charges	\$29,965		\$22,004	\$30,000	
Capital Outlay					
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Total Expenditures	\$36,182	\$49	\$23,923	\$33,000	

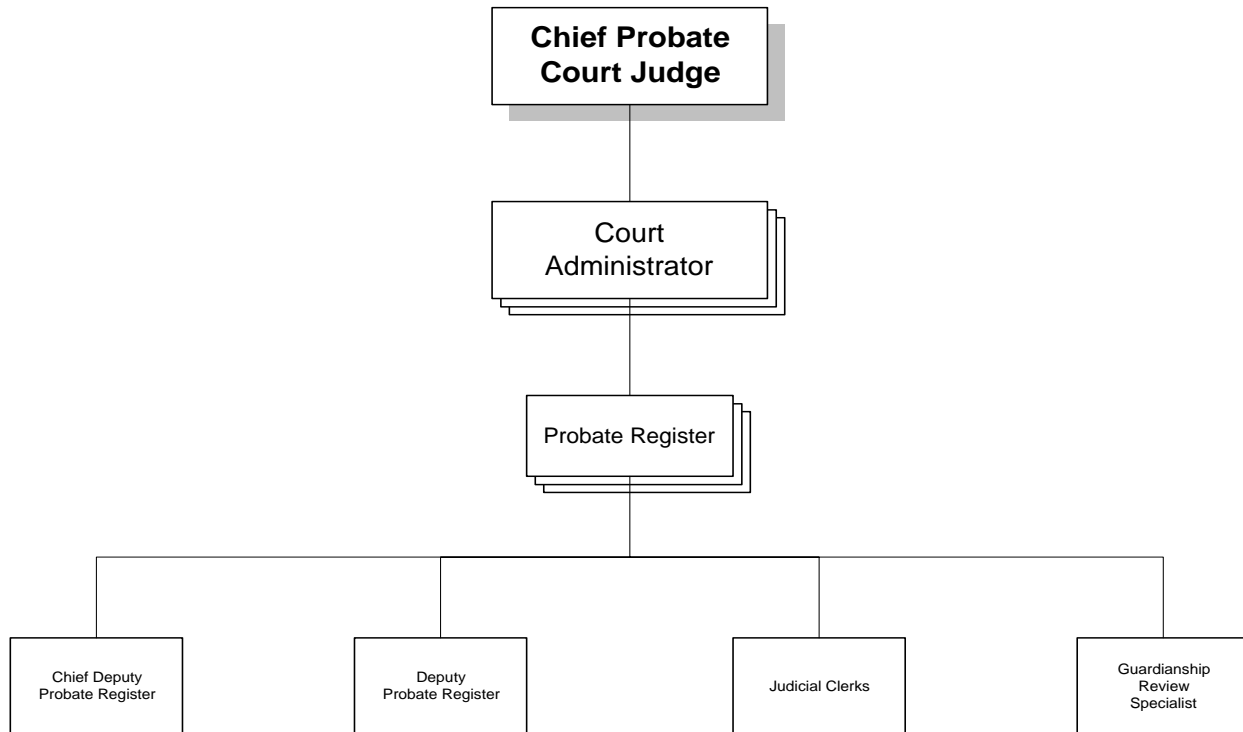
Budget Highlights:

The 2008 and 2009 amounts reflect non-recurring grants from the State Judicial Institute for training. Prior years include various drug court grants which are now recorded in fund 2170.

Function Statement

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.

OTTAWA COUNTY PROBATE 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.

To assist in achieving the Mission of the Court, employees will use the “CourTools”, developed by the National Center for State Courts, which are used to measure success/progress. The Ottawa County Probate Court has adopted 5 of the 10 CourTools for measurement purposes. The tools under consideration for implementation are as follows:

CourTools – Trial Court Performance Measures

- Measure 1 – Access and Fairness
- Measure 2 – Clearance Rates
- Measure 3 – Time to Disposition
- Measure 6 – Reliability and Integrity of Case Files
- Measure 9 – Court Employee Satisfaction

Goal: To provide quality services and resources for all Court users through a fully functional Court operation.

Objective: Access and Fairness: Enhance the accessibility and fairness of the Probate Court system.

To create a baseline, the Probate Court participated in a Circuit/Probate Court user's survey regarding their experience in the courthouse. Comparison of results by location, type of customer, and across courts can inform and improve court management practices. The first Court User Survey was completed in September, 2006 (using a different survey instrument). The survey questions were organized in 5 Court Performance Categories: Accessibility, Fairness, Timeliness, Effectiveness & Quality, and External Relations (attorneys only). The Probate Court was included in the "Fillmore Courthouse" responses. The strategic planning group (Team #3) will determine the frequency of the survey. It is anticipated a follow up survey will be conducted in 2010.

Measure: The average score each question of the court survey will be at least 3.5. Scale: 6 = strongly agree; 1 = strongly disagree

<i>Measures</i>	2006	2007/2008	2009	2010 Projected
<i>Outcome:</i>				
Accessibility:				
All survey respondents	4.6	N/A	N/A	4.6
Court business users	4.8	N/A	N/A	4.8
Court hearing users	4.4	N/A	N/A	4.5
Attorneys	4.8	N/A	N/A	4.8
Fairness:				
All survey users	4.8	N/A	N/A	4.8
Court business users	4.9	N/A	N/A	4.9
Court hearing users	4.7	N/A	N/A	4.7
Attorneys	5.1	N/A	N/A	5.1
Timeliness:				
All survey users	4.5	N/A	N/A	4.5
Court business users	4.8	N/A	N/A	4.8
Court hearings users	4.1	N/A	N/A	4.1
Attorneys	4.6	N/A	N/A	4.6
Outcome/Effectiveness/Quality:				
All survey users	4.9	N/A	N/A	4.9
Court business users	5.1	N/A	N/A	5.1
Court hearing users	4.8	N/A	N/A	4.8
Attorneys	4.6	N/A	N/A	5.0
Outcome/External Relations:				
Attorneys	4.4	N/A	N/A	4.5

Objective: Clearance Rates: Maintain a reasonable caseload

Clearance rate measures whether the Court is keeping up with its incoming caseload. If cases are not disposed in a timely manner, a backlog of cases awaiting disposition will grow. Knowledge of clearance rates by case type can help a Court pinpoint emerging problems and indicate where improvements may be made. Clearance rate is defined as the number of cases closed divided by the number of cases opened in a year. As established by the National Center for State Courts, clearance rates should be maintained at a rate of 100% or higher.

Measure: Attain a clearance rate of 100%

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Outcome:</i>				
Outcome/Clearance Rate:				
+New Filings	959	842	900	850
+Reopened Cases	28	36	30	30
=Total Incoming Cases	987	878	930	880
Divided by outgoing (closed) cases	818*	795	850	800
=Clearance Rate	83%	91%	92%	91%

*2007 figure includes all case types closed including wills for safekeeping.

Objective: Time to Disposition: Cases will be processed in a timely manner.

The time to disposition assesses the length of time it takes the Court to process cases. The Case Age Detail Report indicates the number of days from filing to disposition. By monitoring time to disposition, the Court can act on case delays and anticipate/prevent unnecessary negative experiences for litigants and attorneys.

Measure: Utilizing the State Court Administrative Office's (SCAO) Case Age Summary Report, the Court will monitor the number of days from filing to disposition in order to achieve compliance with the SCAO guidelines.

Measures	2007	2008	2009 Estimated	2010 Projected
Outcome/Efficiency::				
Estate, Trust, Guardianship & Conservator Proc.				
75% of contested matters adjudicated within 182 days from filing	100%	96%	96%	96%
90% of contested matters adjudicated within 273 days from filing	100%	96%	98%	98%
100% of contested matters adjudicated within 364 days from filing	100%	100%	100%	100%
Mental Illness Proceedings, Judicial Admission Proceedings				
90% of petitions adjudicated within 14 days from filing	98%	97%	98%	98%
100% of petitions adjudicated within 28 days from filing	99%	100%	100%	100%
Civil Proceedings				
75% adjudicated within 364 days from filing	N/A	67%	75%	75%
95% adjudicated within 546 days from filing	100%	67%	95%	95%
100% adjudicated within 728 days from filing	100%	67%	100%	100%
Miscellaneous Proceedings				
100% of petitions adjudicated within 35 days from filing	100%	100%	100%	100%

Objective: Measure 6 – Reliability and Integrity of Case Files: Case Documentation in the files will be reliable, complete and accessible

This measure deals with the percentage of files that can be retrieved within established time standards and that meet standards for completeness and accuracy of contents. Considering the recent investment in imaging systems and staff training, imaging can be used to accomplish this measure. The immediate ability to retrieve documents on the AS-400 and e-mail them to clients, copy them for faxing, etc. is a tremendous staff time-saver.

During 2007, Probate staff sampled 32 random files from active court dockets. The results for each measure are reported below. The same number of files were sampled for 2008. Integrity was found to be much greater with the imaging system.

Measures	2007	2008	2009 Estimated	2010 Projected
Output:				
Content Reliability:				
Each entry has a document	75%	99%	99%	100%
Each document has an entry	78%	100%	100%	100%
Each paper document matches the imaged document	75%	99%	99%	100%
File Organization:				
Date stamped	41%	100%	100%	100%
Efficiency/Outcome – Time Required to Locate Paper File:				
0-15 minutes	100%	100%	100%	100%

Objective: Court Employee Satisfaction: Probate Court Employees will rate the quality of the work environment and relations between staff and management as satisfying through the utilization of a Court Employee Satisfaction Survey.

Committed and loyal employees have a direct impact on a Court's performance. This Survey is a powerful tool in that it measures the opinion of staff in the areas of materials, motivation, direction, sense of mission and commitment to do quality work, which translates into improved service to the public.

Measure: 75% of Court employees will rate the court at a 3.5 or better on the court Employee Satisfaction Survey.

Scale: 5 = strongly agree; 1 = strongly disagree

Measures	2007	2008	2009	2009 Actual
<i>Outcome:</i>				
% of employees reporting they are satisfied with their job (based on 22 survey questions)	3.5	N/A	N/A	3.83

* Court employee surveys are not completed each year. The next survey was anticipated for 2008 but is anticipated in 2009 due to mitigating circumstances. The intent is to conduct the survey on opposite years of the county's survey.

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Judge - Probate Court	1.000	1.000	1.000	\$139,919
Probate Register	1.000	1.000	1.000	\$58,763
Chief Deputy Probate Register	1.000	1.000	1.000	\$43,885
Deputy Probate Register	1.000	1.000	1.000	\$37,374
Judicial Clerk I	2.000	2.000	2.000	\$61,121
	6.000	6.000	6.000	\$341,062

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Charges for Services	\$48,566	\$54,919	\$50,601	\$52,000	\$53,000
Fines and Forfeitures	\$0	\$0	\$0	\$100	\$100
Other Revenue	\$13,897	\$14,286	\$15,889	\$12,700	\$13,889
Total Revenues	\$62,463	\$69,205	\$66,490	\$64,800	\$66,989
Expenditures					
Personnel Services	\$467,319	\$467,291	\$464,491	\$474,109	\$500,553
Supplies	\$27,601	\$15,845	\$20,292	\$23,994	\$17,430
Other Services & Charges	\$259,912	\$294,503	\$312,571	\$293,096	\$287,361
Total Expenditures	\$754,832	\$777,639	\$797,354	\$791,199	\$805,344

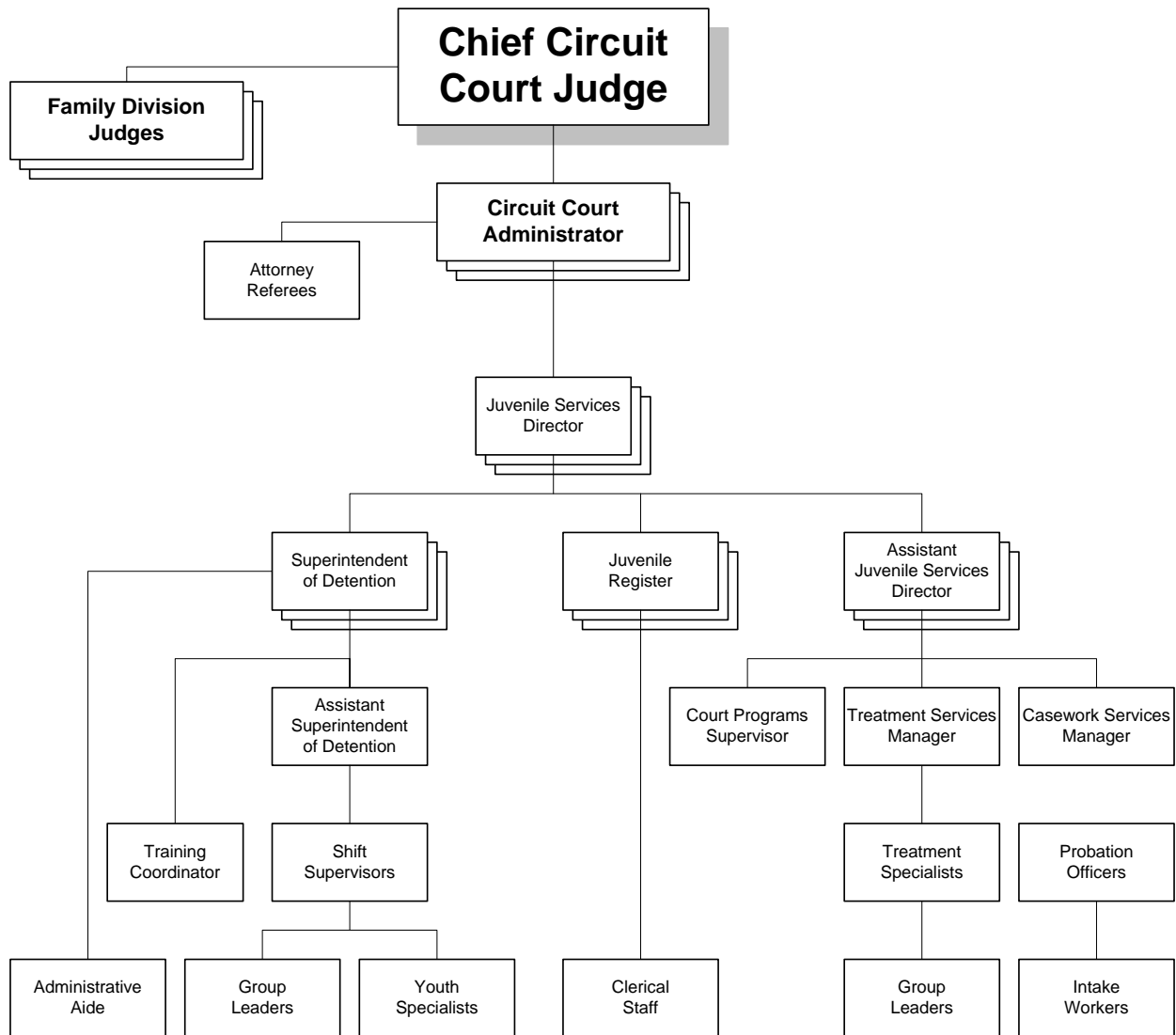
Function Statement

The function of the 20th Circuit Court, Family Division – Juvenile Services is to process cases in delinquency; neglect and abuse; and other legal matters mandated by statute. An additional function includes assisting families and juveniles in the prevention, remediation and treatment of delinquent behaviors while protecting public safety. The Judge of Probate also serves in the Circuit Court Family Division.

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.

20th Judicial Circuit Court Family Division / Juvenile Services



In measuring performance, Juvenile Services will utilize a selected number of the National Center for State Courts' (NCSC) "CourTools" for measurement purposes and achieving its Mission. The Tools under consideration for implementation are as follows:

- Measure 1 – Access and Fairness
- Measure 2 – Clearance Rates
- Measure 3 – Time to Disposition
- Measure 9 – Court Employee Satisfaction

Goal 1: To provide quality services and resources for all Court users through a fully-functional Court operation.

Objective 1: Access and Fairness: Enhance the accessibility and fairness of Juvenile Services.

To create a baseline, Juvenile Services and the Detention Center participated in a Circuit/Probate Court User Survey reflecting clients' experiences in the Court. The Court User Survey was completed in September, 2006, using a different instrument than the standard instrument offered through the National Center for State Courts. The Survey questions were organized in five (5) Court Performance Categories: Accessibility, Fairness, Timeliness, Effectiveness & Quality and External Relations (attorneys only). Comparison of results by location, type of customer and across Courts can inform and improve court management practices.

Please note: Many of the concerns identified in the 2006 Court User Survey were a reflection of space limitations in the Grand Haven building which will be alleviated by the new Courthouse. Also, Juvenile Services and the Detention Center were included in the "Fillmore Courthouse" responses. The Strategic planning group (Team #3) will determine the frequency of future surveys. It is anticipated another survey will be conducted in 2010.

Measure: The average score each question of the Court survey will be at least 3.5, which is the midpoint of the six (6) point scale. Scale: 6 = strongly agree; 1 = strongly disagree

<i>Measures</i>	2006	2008	2009 Estimated	2010 Budgeted
<i>Outcome:</i>				
<i>Accessibility:</i>				
All survey respondents	4.6	N/A	N/A	4.8
Court business users	4.8	N/A	N/A	4.9
Court hearing users	4.4	N/A	N/A	4.5
Attorneys	4.8	N/A	N/A	4.9
<i>Fairness:</i>				
All survey respondents	4.8	N/A	N/A	4.8
Court business users	4.9	N/A	N/A	4.9
Court hearing users	4.7	N/A	N/A	4.7
Attorneys	5.1	N/A	N/A	5.1
<i>Timeliness:</i>				
All survey respondents	4.5	N/A	N/A	4.6
Court business users	4.8	N/A	N/A	4.9
Court hearing users	4.1	N/A	N/A	4.3
Attorneys	4.6	N/A	N/A	4.8
<i>Effectiveness/Quality:</i>				
All survey respondents	4.9	N/A	N/A	4.9
Court business users	5.1	N/A	N/A	5.1
Court hearing users	4.8	N/A	N/A	4.8
Attorneys	4.6	N/A	N/A	5.0
<i>External Relations:</i>				
Attorneys	4.4	N/A	N/A	4.5

Objective 2: Clearance Rates: Maintain a manageable caseload

Clearance rate measures whether the Court is keeping up with its incoming caseload. If cases are not disposed in a timely manner, a backlog of cases awaiting disposition will grow. Knowledge of clearance rates by case type can help a Court pinpoint emerging problems and indicate where improvements may be made. Clearance rate is defined as the number of

cases closed divided by the number of cases opened in a year. As established by the National Center for State Courts, clearance rates should be maintained at a rate of 100% or higher.

In addition, through the Child Care Fund (CCF), the State requires the Court to maintain a 1:20 probation officer/juvenile caseload ratio. This is based on research the State has conducted reflecting the optimum effectiveness for case management. Clearance rates give the Court added dimensions of accountability and the ability to respond to juveniles' behaviors through the identification of emerging problems of case delays, etc.

Measure: Utilizing the formula in the chart below, the Court will monitor clearance rates and make accommodations to maintain CCF compliance and clearance rate efficiency.

Measures:	2007	2008	2008 Estimated	2009 Projected
Efficiency:				
+ New Filings	2,396	1,578	1,300	1,365
+ Reopened Cases	10	82	50	53
= Total Incoming Cases	2,406	1,660	1,350	1,418
Divided by Outgoing (closed) Cases	2,406	1,716	1,415	1,489
= Clearance Rate	100%	103%	105%	105%

* Please note: The reduction in filings between 2007 and 2008 reflects a change in SCAO reporting; the numbers no longer include probation violations in the totals.

Objective 3: Time to Disposition – Cases will be processed in a timely manner

The time to disposition assesses the length of time it takes the Court to process cases. The Case Age Detail Report indicates the number of days from filing to disposition. By monitoring time to disposition, the Court can act on case delays; anticipate/prevent unnecessary negative experiences for litigants and attorneys; and hold juveniles accountable through a timely response to their behavior. In addition, the age of active pending cases, defined as the number of days from filing until the time of measurement, is also an important measure because it identifies cases drawing near to the Court's processing standards. The Detention Center assists in timely disposition of cases in that on weekends, they facilitate the preliminary hearings with the Attorney Referee, Prosecutor and juvenile.

Measure: Utilizing the State Court Administrative Office's (SCAO) Case Age Summary report, the Court will monitor the number of days from filing to disposition in order to achieve compliance with the SCAO guidelines.

Measures	2007	2008	2009 Estimated	2010 Budgeted
Outcome: SCAO Guidelines - Delinquency Proceedings - Time to disposition				
Minor Detained/Court Custody – Original petitions/complaints				
90% adjudicated and disposed w/in 84 days from petition authorization	95%	98%	98%	98%
100% adjudicated and disposed w/in 98 days from petition authorization	96%	98%	98%	98%
Minor Not Detained/Court Custody – Original petitions/complaints				
75% adjudicated and disposed w/in 119 days from petition authorization	89%	91%	92%	93%
90% adjudicated and disposed w/in 182 days from petition authorization	96%	96%	96%	97%
100% adjudicated and disposed w/in 210 days from petition authorization	97%	98%	99%	99%
Misc. Family Proceedings - Emancipations				
100% adjudicated and disposed w/in 91 days from filing	43%	50%	80%	100%

Objective 4: Court Employee Satisfaction: Juvenile Services and Detention Center employees will rate the quality of the work environment and relations between staff and management as satisfying through the utilization of a Court Employee Satisfaction Survey.

Committed and loyal employees have a direct impact on a court's performance. This Survey is a powerful tool in that it measures the opinion of staff in the areas of materials, motivation, direction, sense of mission and commitment to do quality work, which translates into improved service to the public. The content of the questions asked of employees reflect the following areas: 1) understanding of expectations; 2) open, effective communication and information exchange within the Court; 3) resources to achieve excellence within the job, daily; 4) interpersonal interaction within all employee lines of the Court, respect and level of caring; 5) image of the Court within community; 5) teamwork – level of function; 6) overall enjoyment of work; 7) pride in work; 8) participation in strategic planning process

Measure 1: 75% of Court employees will rate the Court at a 3.5 or better on the Court Employee Satisfaction Survey.
Scale: 5 = strongly agree; 1 = strongly disagree

<i>Measures:</i>	2007	2008	2009 Projected	2010 Budgeted
<i>Outcome/Efficiency:</i>				
<i>% of employees reporting they are satisfied with their job (based on 22 survey questions)</i>	3.5	N/A	3.79**	3.9

** The intent is to conduct the survey on opposite years of the County's survey. The next survey was anticipated for 2008 but was completed in 2009 due to mitigating circumstances. The number of respondents to the survey in 2007 was 68; in 2009, the number of respondents increased substantially to 91.

Resources					
Personnel	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary	
<u>Position Name</u>					
Circuit Court Administrator	1.000	1.000	1.000	\$108,677	
Juvenile Services Director	1.000	1.000	0.150	\$13,583	
Juvenile Court Referee	0.875	0.875	0.875	\$72,908	
Asst Director - Juvenile Services	0.125	0.125	0.125	\$8,807	
Judicial Clerk Juvenile	1.000	1.000	1.000	\$27,362	
Juvenile Register	1.000	1.000	1.000	\$44,772	
Reimbursement Specialist	1.000	1.000	1.000	\$33,882	
	6.000	6.000	5.150	\$309,991	
Funding	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$78,592	\$78,597	\$78,643	\$104,121	\$104,121
Charges for Services	\$35,380	\$41,389	\$45,184	\$31,510	\$26,435
Other Revenue	\$18,497	\$3,000	\$970	\$0	\$0
Total Revenues	\$132,469	\$122,986	\$124,797	\$135,631	\$130,556
Expenditures					
Personnel Services	\$498,956	\$528,253	\$498,807	\$511,479	\$458,212
Supplies	\$64,308	\$14,409	\$15,946	\$22,754	\$15,946
Other Services & Charges	\$391,847	\$351,853	\$363,056	\$315,821	\$343,930
Total Expenditures	\$955,111	\$894,515	\$877,809	\$850,054	\$818,088

Budget Highlights:

Effective with the 2010 budget, 85% of the Juvenile Services Director will be charged to the Child Care Fund. The change was made based on time spent on Child Care Fund issues.

Function Statement

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

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$16,824	\$13,044	\$14,372	\$14,686	
Total Revenues	\$16,824	\$13,044	\$14,372	\$14,686	
Expenditures					
Personnel Services					
Supplies	\$781	\$844	\$796	\$1,000	
Other Services & Charges	\$17,906	\$13,652	\$15,173	\$15,318	
Capital Outlay					
Total Expenditures	\$18,687	\$14,496	\$15,969	\$16,318	

Budget Highlights:

Grant information was not available at budget time, so nothing has been included in the 2010 budget.

Function Statement

The Adult Probation department has two primary functions. First, Adult Probation completes pre-sentence investigations for the Circuit Court. These investigations are required by statutes and totaled 915 for 2007, averaging of 76 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 1,060 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 in the Adult Drug Treatment 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.

Mission Statement

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%

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Efficiency:</i>				
<i>% of Offenders Successfully Discharged from Probation</i>	65%	67%	65%	65%
<i>% of offenders paid in full at discharge/revocation</i>	74%	80%	80%	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 will be less than 22%.

Goal: Providing sentencing reports to the court in a timely manner.

Objective: Submitting reports to the court within a timely manner.

Measure: % reports submitted to the court within established time frames.

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Efficiency:</i>				
<i>% of departures completed</i>	3.5%	3.6%	3.5%	3.5%
<i>% of reports submitted within three business days</i>	96%	97%	95%	95%
<i>Outcome:</i>				
<i>Prison commitment rate</i>	9.9%	8.2%	8.1%	8.0%

Fund: (1010) General Fund

Department: (1520) Adult Probation

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Expenditures					
Supplies	\$12,404	\$13,376	\$18,642	\$20,772	\$20,772
Other Services & Charges	\$108,458	\$102,226	\$98,132	\$53,864	\$57,329
Total Expenditures	\$120,862	\$115,602	\$116,774	\$74,636	\$78,101

Fund: (1010) General Fund

Department: (1660) Family Counseling

Function Statement

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 for family counseling services such as domestic violence and child abuse. Funds not expended by year end are required to be reserved for future counseling services.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Licenses and Permits	\$27,721	\$26,115	\$25,493	\$18,480	\$20,000
Total Revenues	\$27,721	\$26,115	\$25,493	\$18,480	\$20,000
Expenditures					
Other Services & Charges	\$48,065	\$27,639	\$36,771	\$39,785	\$35,645
Total Expenditures	\$48,065	\$27,639	\$36,771	\$39,785	\$35,645

Function Statement

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.

Resources

Personnel

No personnel has been allocated to this department.

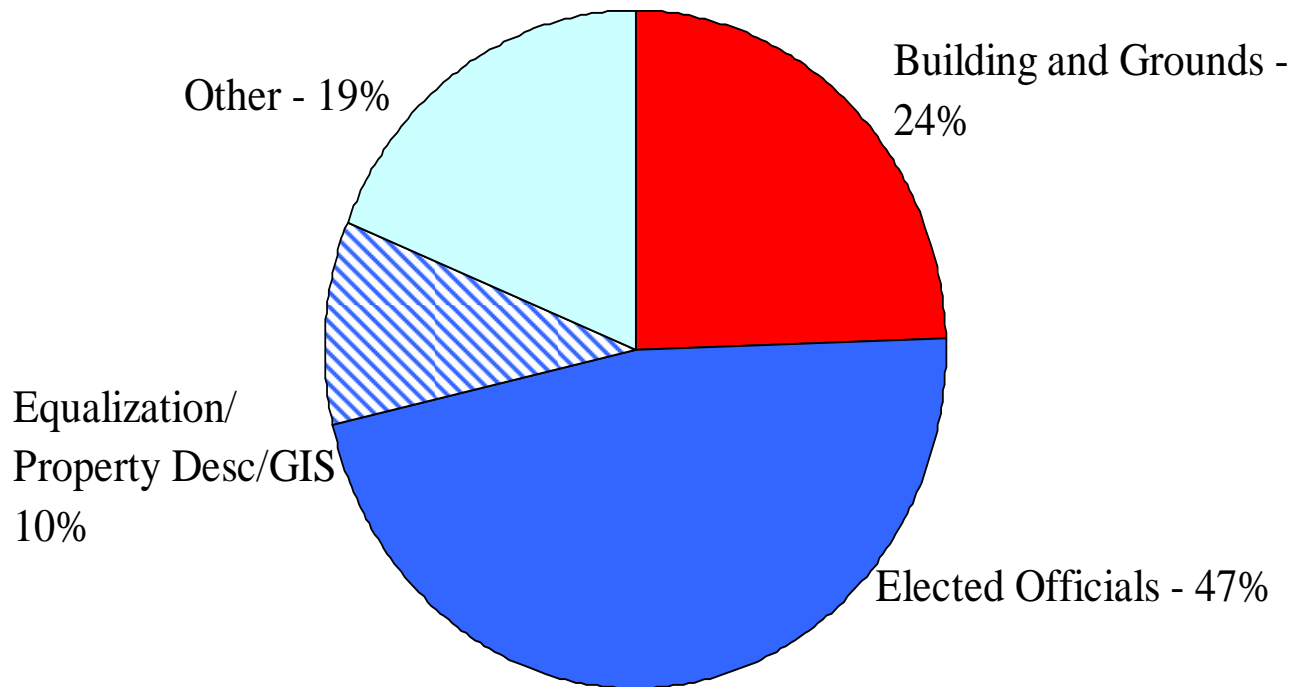
Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Expenditures					
Supplies	\$2,277	\$2,145	\$5,594	\$2,775	\$7,825
Other Services & Charges	\$2,046	\$1,867	\$2,975	\$2,850	\$3,195
Total Expenditures	\$4,323	\$4,012	\$8,569	\$5,625	\$11,020

Budget Highlights:

The 2010 budget includes funds for printing new jury questionnaires.

2010 General Fund
General Government Expenditures
\$15,816,801



Function Statement

The Elections Division 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.

Mission Statement

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: Comply with Federal, State and local election laws and requirements.

Objective: Provide vote tabulating equipment in each precinct

Objective: Provide ADA compliant ballot marking device in each polling place.

Objective: Prepare PC cards and flash cards with the software programmed to operate equipment and properly tabulate elections.

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 voter 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, canvass board and citizens

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.

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.

Objective: Perform public educational sessions, which will increase awareness.

Goal: Ensure customer satisfaction in serving the Board of Canvassers, the Election Commission and the local Clerks.

Objective: Annual survey ratings of satisfaction with Election Division services and support by these groups.

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<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 10 days prior to due date</i>	98%	95%	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%
<i>Training sessions are offered to inspectors and other election officials (Yes/No)</i>	Yes – 20	Yes	Yes	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>	Yes	Yes	Yes	Yes
<i>Efficiency:</i>				
<i>Customer satisfaction with information provided per survey</i>	98%	95%	100%	100%
<i>% of requests responded to within five working days of receipt of request</i>	93%	90%	100%	100%
<i>Customer satisfaction with speed of service</i>	100%	90%	100%	100%
<i>Customer satisfaction with Elections services</i>	100%	90%	100%	100%

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Elections Coordinator	1.000	1.000	1.000	\$39,241
Records Processing Clerk III	1.000	1.000	0.000	\$0
Records Processing Clerk II	1.000	0.000	0.000	\$0
	3.000	2.000	1.000	\$39,241

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Charges for Services	\$10,800	\$15,478	\$25,544	\$12,800	\$10,000
Other Revenue	\$2,418	\$637	\$1,134	\$438	\$1,500
Total Revenues	\$13,218	\$16,115	\$26,678	\$13,238	\$11,500
Expenditures					
Personnel Services	\$136,383	\$146,282	\$122,922	\$49,637	\$65,549
Supplies	\$155,659	\$5,375	\$135,959	\$4,321	\$129,380
Other Services & Charges	\$33,466	\$8,937	\$51,098	\$37,332	\$70,239
Capital Outlay	\$0	\$0	\$0	\$12,934	\$0
Total Expenditures	\$325,508	\$160,594	\$309,979	\$104,224	\$265,168

Budget Highlights:

2010 is an election year for the County; consequently, expenditures for Supplies and Other Services & Charges show a large increase in 2010. One Records Processing Clerk III position was reallocated to the Clerk's office based on usage.

Function Statement

The Canvass Board is a statutory board charged with the review of all elections to determine the final certification of the election results.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues	<hr/>				
Other Revenue	\$245			\$100	\$100
Total Revenues	<hr/> <hr/>				
	\$245			\$100	\$100
Expenditures	<hr/>				
Personnel Services					
Supplies					
Other Services & Charges	\$4,164		\$5,476	\$1,191	\$6,000
Total Expenditures	<hr/> <hr/>				
	\$4,164		\$5,476	\$1,191	\$6,000

Budget Highlights:

2010 is an election year, so expenditures are higher.

Function Statement

The Fiscal Services Department is responsible for the development, implementation, administration, and modification of policies, procedures, and practices to ensure the proper accounting for and conservation of all County financial assets and the proper discharge of the County's fiduciary responsibilities. The Department is 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 functions that are managed within the department include the preparation of the Comprehensive Annual Financial Report (CAFR), the Schedule of Federal Financial Assistance (single audit), the annual budget, the general ledger, accounts payable, accounts receivable for several County departments, payroll, capital assets, grant reporting, purchasing, financial staff support for the Public and Mental Health Departments, the Building Authority, and the Insurance Authority.

The Ottawa County CAFR is a recipient of the Government Finance Officers Association' Certificate of Achievement for Excellence in Financial Reporting. 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.

Preparation of the annual budget 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.

Mission Statement

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

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
Complete the CAFR by June 15 of each year	Yes	Yes	Yes	Yes
Complete the single audit by July 31 of each year	Yes	Yes	Yes	Yes
Complete the F-65 Report by June 30 of each year	Yes	Yes	Yes	Yes
Present the Budget by October of each year	10/09/07	10/14/08	10/27/09	10/12/10
<i>Outcome/Efficiency:</i>				
Bond rating maintained or improved	Maintained	Maintained	Maintained	Maintained
Variance between adopted budget and actual revenues (adjusting for grants)	N/A	2.3%	3.1%	5.0%
Variance between adopted budget and actual expenditures (adjusting for grants) *	N/A	7.5%	3.1%	5.0%
# of audit adjustments	3	2	2	2
% of time general ledger monthly close is within 3 working days	100%	100%	100%	100%
# of audit comments from auditors	3	2	2	2
\$ of disallowed costs from grants	\$0	\$0	\$0	\$0

* The 2008 Adopted budget included a transfer of \$2.9 million to the Ottawa County Building Authority Capital Projects fund in connection with the Fillmore Street/Grand Haven Courthouse project. No funds were needed for the project in 2008 due to the progress of construction; the amount was delayed to 2009. If the variance were adjusted for this reason, the expenditure variance would be 3.5 percent.

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.

Measure	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
# of checks/direct deposits issued	28,359	28,294	29,000	29,000
Provide W-2 forms to employees, IRS, & State by deadline (met/not met)	Met	Met	Met	Met
<i>Efficiency:</i>				
% of payroll checks issued w/o error	99.99%	99.99%	100%	100%
% of bi-weekly tax deposits w/o error	100%	100%	100%	100%
% of quarterly wage and tax reports w/o error	100%	100%	100%	100%

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: Complaints regarding timeliness of payments will be less than 30 per year

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	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i># of invoices processed</i>	48,602	46,687	46,500	46,500
<i># of 1099 forms produced</i>	1,057	478 *	480	480
<i># of 1099 S forms issued</i>	10	24 *	24	24
<i>Provide 1099 forms to vendors, IRS, State, and cities by deadline(met/not met)</i>	Met	Met	Met	Met
<i>Efficiency:</i>				
<i>% of checks issued w/o error</i>	99.2%	99.2%	99.2%	99.2%
<i>% of 1099 forms issued without error</i>	99.8%	100%	100%	100%
<i># voided checks due to A/P error</i>	64	37	40	40
<i># of complaints regarding timeliness</i>	24	20	20	20

*Forms are now contracted out for vendors paid by third party administrators.

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: Average outstanding grant dollars at year end will be no more than 15% of applicable revenue

Measure	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i>Number of invoices processed</i>	11,667	15,130	15,200	15,504
<i>Number of grant reports and cash requests produced</i>	1,426	1,355	1,500	1,500
<i>Outcome/Efficiency:</i>				
<i>% of billable services invoiced w/ in 15 days</i>	97%	97%	98%	98%
<i>% of grant reports processed by due date</i>	94%	97%	98%	98%
<i>% of Intergovernmental revenue outstanding at year end</i>	11%	12.6%	< 15%	< 15%

Resources				
Personnel	2008	2009	2010	2010
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary
Fiscal Services Director	0.500	0.500	0.500	\$54,339
Budget/Audit Manager	0.600	0.600	0.600	\$41,965
Senior Accountant	0.800	0.800	0.800	\$51,042
Financial Analyst	0.500	0.500	0.500	\$27,691
Risk Management/Accountant	0.000	0.250	0.250	\$12,575
Accountant II	3.900	3.900	3.900	\$203,904
Administrative Assistant	0.750	0.750	0.750	\$36,325
Payroll Specialist	1.000	1.000	1.000	\$48,433
Account Clerk II	3.500	3.500	3.500	\$120,872
Accountant I	0.500	0.500	0.500	\$24,217
Account Clerk I	1.000	1.000	1.000	\$35,255
Records Processing Clerk III	1.000	1.000	0.000	\$0
	14.050	14.300	13.300	\$656,618

Funding

	2006	2007	2008	2009	2010
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$20,400	\$22,400	\$22,800	\$24,000	\$22,000
Charges for Services	\$3,151,241	\$3,842,500	\$4,153,282	\$3,668,740	\$3,610,256
Other Revenue	\$9,286	\$9,073	\$4,896	\$5,670	\$5,880
Total Revenues	\$3,180,927	\$3,873,973	\$4,180,978	\$3,698,410	\$3,638,136
Expenditures					
Personnel Services	\$708,209	\$780,119	\$953,806	\$1,016,216	\$998,798
Supplies	\$49,955	\$48,084	\$67,416	\$69,851	\$58,102
Other Services & Charges	\$127,152	\$137,739	\$155,342	\$243,242	\$145,073
Capital Outlay					
Total Expenditures	\$885,316	\$965,942	\$1,176,564	\$1,329,309	\$1,201,973

Budget Highlights:

Revenue from the Indirect Administrative cost study are recorded in this department under Charges for Services. Amounts can vary depending on the total cost allocated and the distribution of those costs determined by the study. Personnel Services are decreasing because the Records Processing Clerk III position will be eliminated in 2010. 2009 Other Services & Charges includes \$75,000 for a user fee study.

Function Statement

The office of Corporate Counsel represents the County, the 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 MCL 49.71.

Mission Statement

To provide continuous quality legal services to all departments and elected officials of Ottawa County government.

Goal: Ensure that all official County documents are legally compliant.

Objective: Review County Board Rules and County Policies, and update as necessary

Objective: Prepare and/or review County Contracts

Objective: Prepare and/or review County Resolutions

Measure: 100 % of Board Rules will be reviewed by Corporate Counsel

Measure: 33% of County Policies will be reviewed by Corporate Counsel

Measure: 100 % of all County contracts will be prepared and/or reviewed by Corporate Counsel

Measure: 100 % of all County resolutions will be prepared and/or reviewed by Corporate Counsel

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
% of Board Rules reviewed	N/A	N/A	100%	100%
% of County Policies reviewed	N/A	N/A	N/A	33%
% of all County contracts that are prepared and/or reviewed by Corporate Counsel	N/A	N/A	100%	100%
% of all County resolutions that are prepared and/or reviewed by Corporate Counsel	N/A	N/A	100%	100%
<i>Outcome:</i>				
% of County board rules and county policies reviewed by Corporate Counsel that are successfully contested as not being legal compliant	N/A	N/A	0%	0%
% of County contracts reviewed by Corporate Counsel that are successfully contested as not being legally compliant	N/A	N/A	0%	0%
% of County resolutions reviewed by Corporate Counsel that are successfully contested as not being legally compliant	N/A	N/A	0%	0%

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

Objective: Develop and implement new processes to improve Corporate Counsel efficiencies and contain cost

Objective: Identify and implement technology improvements that increase other department efficiencies and contain cost

Objective: Review Corporate Counsel staffing needs to ensure staffing ratios meet workloads

Measure: At least 1 new process will be implemented in Corporate Counsel that results in cost containment

Measure: At least 1 new technology implemented in other departments that results in cost containment will have been recommended by Corporate Counsel

Measure: County FTEs per Corporate Counsel FTEs

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
# of new processes implemented in Corporate Counsel that result in cost containment	N/A	N/A	1	1
# of new technologies implemented in other departments which were recommended by Corporate Counsel that result in cost containment	N/A	N/A	1	1
County FTEs per Corporate Counsel FTEs	N/A	N/A	688:1	688:1

Goal: Improve the level of knowledge of County employees regarding county policies and legal compliance

Objective: Educate employees who request training on the Freedom of Information Act (FOIA)

Objective: Educate Health Department and Community Mental Health employees about the Health Insurance Portability & Accountability Act (HIPAA)

Objective: Provide training on the Open Meetings Act to all persons on county committees or commissions

Measure: 33 % of all county employees will receive FOIA training

Measure: 100% of Health Department and Community Mental Health employees will receive HIPAA training

Measure: 100% of persons on County committees or commissions will receive Open Meetings Act training

Measure: # of FOIA violations

Measure: # of HIPAA violations

Measure: # of Open Meetings Act violations

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
% of all county employees receiving FOIA training	N/A	N/A	33%	33%
% of Health Department and Community Mental Health employees receiving HIPAA training	N/A	N/A	100%	100%
% of persons on County committees or commissions receiving Open Meetings Act training	N/A	N/A	100%	100%
<i>Outcome:</i>				
# of FOIA violations	N/A	N/A	0	0
# of HIPAA violations	N/A	N/A	0	0
# of Open Meetings Act violations	N/A	N/A	0	0

Goal: Provide excellent overall customer service/satisfaction

Objective: Provide thorough and satisfactory services

Objective: Provide interaction with customers that is courteous, respectful, and friendly

Objective: Provide timely responses to requests for legal services

Measure: % of customers satisfied or very satisfied with Corporate Counsel services

Measure: % of customers indicating interaction with Corporate Counsel was always courteous, respectful, and friendly

Measure: % of customers satisfied with Corporate Counsel response time

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Efficiency:</i>				
% of customers satisfied or very satisfied with Corporate Counsel services	N/A	N/A	100%	100%
% of customers indicating interaction with Corporate Counsel was always courteous, respectful, and friendly	N/A	N/A	100%	100%
% of customers satisfied with Corporate Counsel response time	N/A	N/A	100%	100%

Fund: (1010) General Fund

Department: (2100) Corporate Counsel

Resources					
Personnel					
<u>Position Name</u>	<u>2008 # of Positions</u>	<u>2009 # of Positions</u>	<u>2010 # of Positions</u>	<u>2010 Budgeted Salary</u>	
Corporate Counsel	0.950	0.950	0.950	\$103,244	
Administrative Secretary	0.625	0.625	0.625	\$27,614	
	1.575	1.575	1.575	\$130,858	
Funding					
	<u>2006 Actual</u>	<u>2007 Actual</u>	<u>2008 Actual</u>	<u>2009 Current Year Estimated</u>	<u>2010 Adopted by Board</u>
Expenditures					
Personnel Services	\$161,261	\$168,453	\$173,426	\$180,468	\$187,507
Supplies	\$8,980	\$8,410	\$8,670	\$7,275	\$7,901
Other Services & Charges	\$15,247	\$16,721	\$23,656	\$21,871	\$16,327
Total Expenditures	\$185,488	\$193,584	\$205,752	\$209,614	\$211,735

Function Statement

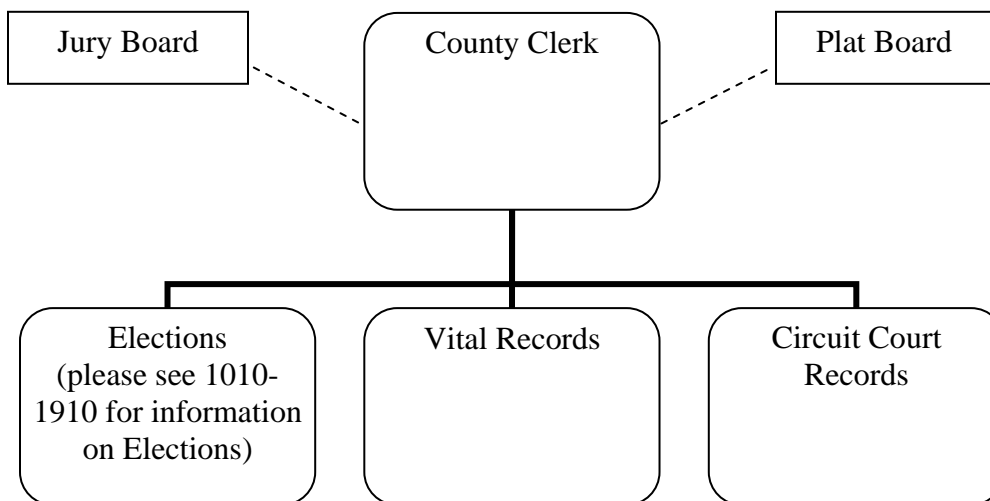
The office of the County Clerk is one of the major service offices in the County. It is responsible for maintaining vital records such as births, deaths, marriages, concealed weapons (CCW's), assumed names and plats as well as providing access to those records by the general public. We issue a large number of passports every year and provide services to the public. By maintaining satellite offices in the Holland and 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. The County Clerk also maintains the proceedings of the Plat 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 the County, for development and printing of ballots, and the ordering of all election supplies for all State and Federal elections. The County Clerk's office is responsible for running all school board and special elections as mandated under the Election Consolidation Act of 2003. The office is responsible for training election workers for those elections and for the dissemination of campaign finance information as well as filing all local campaign finance committees and their reports. After every election, the County Clerk's office 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 annual statistical reports and sending them to the State Court Administrator's 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, 4) preparation of juror list, notifications, excuses, and payroll, and 5) assisting in the preparation of Personal Protection Orders.

County Clerk



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 .5% returned from the State for correction.

Objective: Process in a timely fashion.

Measure: Meet State and Federal mandated filing requirements 100% of the time. (Birth, death and marriage certificates must be filed with Lansing by the 4th of each month).

Objective: Distribute accurate information (e.g. copies of certificate).

Measure: No more than 1% returned from customers because of mistakes.

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Efficiency:</i>				
% of marriage, birth and death records returned from State for correction	1%	.5%	0%	0%
% of time marriage, birth and death records meet State and Federal filing requirements	98%	100%	100%	100%
% of marriage, birth and death records returned by customers for correction	3%	2%	0%	0%

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 0% discovered to have errors.

Objective: Process records timely.

Measure: No more than 0% returned from State for correction (CCW's and Notaries).

Objective: Distribute accurate information.

Measure: No more than 0% of copies sent out returned because of mistakes.

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Efficiency:</i>				
% of other vital records with errors	.5%	.5%	0%	0%
% of time CCW's and notaries are returned from State for correction	0%	0%	0%	0%
% of other vital records returned by customers for correction	5%	2%	0%	0%

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 0% (*This study will again be done in 2009.)

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 0% (*This study will again be done in 2009.)

Measure: % of staff cross-trained in two or more areas.

Objective: Respond timely to requests for forms, procedures, information to Federal, State and County Offices.

Measure: Process all requests within 3 business days.

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Efficiency:</i>				
% of customer satisfaction cards rating the friendliness of staff as "poor" or "fair"	.5%	.5%	0%	0%
% of customer satisfaction cards rating the responsiveness of staff as "poor" or "fair"	.5%	.5%	0%	0%
% of staff cross trained in two or more areas	90%	90%	100%	100%
% of requests processed within 3 business days	60%	80%	90%	100%

Goal: To follow Federal and State statutes and guidelines regarding the security of all vital records and the protection of specific information on those records from unauthorized public access.

Objective: The new Fillmore office meets all Federal and State guidelines for security of vital records, as well as our satellite offices in Holland and Hudsonville.

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
Records meet State and Federal guidelines for security (Yes/No)	Yes	Yes	Yes	Yes

CIRCUIT COURT RECORDS

Goal: To follow Federal and State statutes 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.

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
Records meet State and Federal guidelines for security (Yes/No)	Yes	Yes	Yes	Yes

Goal: Eliminate use of paper in Circuit Court Records and develop the utilization of electronic processes for storage and dissemination of records.

Objective: Continue with the implementation of the digitized imaging system.

Measure: Establish procedures for staff processing of digital records

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
Establish procedures for staff processing of digitized records (Yes/No)	N/A	Yes – on-going	Yes – on-going	Yes

Goal: Continue to make Circuit Court Records services more readily available on-line as well as at all County Clerk locations.

Objective: To focus on quality service to our customers and the citizens of Ottawa County.

Measure: Accepting court payments at all our locations.

Measure: # of Circuit Court records services available on-line

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
Court payments accepted at all locations (Yes/No)	N/A	No	Yes	Yes
# of online services available	N/A	6 on-going	Will continue to update	Will continue to update

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 5% of copies sent out returned because of mistakes.

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Efficiency:</i>				
% of Circuit Court records with errors	10%	8%	0%	0%
% of copies of Circuit Court records returned due to error	10%	6%	0%	0%

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 will be no more than 0%.
(*This study will again be done in 2009.)

Objective: Staff responds to customer needs accurately.

Measure: Number of “poor” and “fair” ratings in this category on customer satisfaction cards will be no more than 0%.
(*This study will again be done in 2009.)

Measure: % of staff cross-trained in two or more areas.

Objective: Respond timely to requests for forms, procedures, information to Federal, State and County Offices.

Measure: Process all requests within 2 business days.

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Efficiency:</i>				
% of customer satisfaction cards rating the friendliness of staff as "poor" or "fair"	5%	1%	0%	0%
% of customer satisfaction cards rating the responsiveness of staff as "poor" or "fair"	6.5%	1%	0%	0%
% of staff cross trained	80%	95%	100%	100%
% of requests processed within 2 business days	75%	90%	100%	100%

Resources

Personnel	2008	2009	2010	2010
	# of	# of	# of	Budgeted
Position Name	Positions	Positions	Positions	Salary
County Clerk	1.000	1.000	1.000	\$80,213
Chief Deputy County Clerk	1.000	1.000	1.000	\$60,820
Assistant Chief Deputy County Clerk	1.000	1.000	1.000	\$51,536
Vital Records Supervisor	1.000	1.000	1.000	\$44,182
Case Records Specialist	1.000	1.000	1.000	\$41,852
Account Clerk I	1.000	1.000	1.000	\$34,392
Case Records Processor I	8.000	8.000	8.000	\$217,383
Case Records Processor II	3.000	3.000	3.000	\$116,871
Vital Records Clerk	0.000	5.000	4.000	\$122,427
Records Processing Clerk I	1.000	1.000	1.000	\$24,579
Records Processing Clerk II	2.600	0.000	0.000	\$0
Records Processing Clerk III	1.000	0.000	1.000	\$31,322
	21.600	23.000	23.000	\$825,577

Funding	2006	2007	2008	2009 Current	2010
	Actual	Actual	Actual	Year Estimated	Adopted by Board
Revenues					
Licenses and Permits	\$24,657	\$21,545	\$32,621	\$48,000	\$51,500
Charges for Services	\$570,402	\$615,111	\$531,733	\$522,000	\$562,500
Other Revenue	\$15,239	\$21,107	\$4,093	\$6,500	\$4,500
Total Revenues	\$610,298	\$657,763	\$568,447	\$576,500	\$618,500
Expenditures					
Personnel Services	\$950,844	\$1,041,715	\$1,145,868	\$1,267,505	\$1,327,371
Supplies	\$107,223	\$84,374	\$80,970	\$116,420	\$72,355
Other Services & Charges	\$221,863	\$204,303	\$281,345	\$300,332	\$230,798
Total Expenditures	\$1,279,930	\$1,330,392	\$1,508,183	\$1,684,257	\$1,630,524

Budget Highlights:

2010 data processing fees, included in Other Services & Charges, is decreasing due to a change in the allocation basis for imaging services.

Function Statement

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 also responsible for the day-to-day administration of the County, including the supervision of the operations and performance of all County departments and heads of departments except elected officials and their officers; and the appointment and removal of all heads of departments other than elected officials and 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.

Mission Statement

To maintain and improve Ottawa County's organizational operations.

Goal: Maintain and improve the strong financial position of the County

Objective: Identify and develop strategies to address potential financial threats

Objective: Identify and develop a plan for funding legacy costs

Objective: Maintain or improve bond ratings

Measure: Plan to address 5-year projected budget deficit is formulated

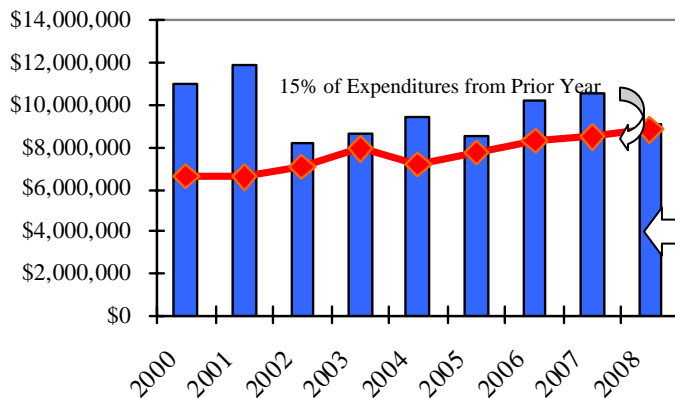
Measure: 100 % of actuarial estimate of Other Post Employment Benefits (OPEB) will be funded

Measure: General Fund fund balance as a % of prior year's audited expenditures will be 10% - 15%

Measure: The County's bond rating will be maintained or improved

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
Plan to address 5-year projected budget deficit	Yes	Yes	Yes	Yes
% of actuarial estimate of Other Post Employment Benefits (OPEB) funded	100%	100%	100%	100%
<i>Outcome:</i>				
General Fund fund balance as a % of prior year's audited expenditures	18%	15.5%	15%	15%
County Bond Rating				
<i>Moody's</i>	Aa1	Aa1	Aa1	Aa1
<i>Standard & Poor's</i>	AA	AA	AA	AA
<i>Fitch</i>	AAA	AAA	AAA	AAA

General Fund Undesignated Fund Balance Analysis



The graph to the left shows that the County has been successful in its goal to maintain an undesignated 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. In 2006 and 2007, \$1.1 million and \$1.4 million, respectively, were transferred to fund balance designated for building and improvements.

General Fund Undesignated Fund Balance

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

Objective: Continue to implement new methods of communicating with the public

Objective: Identify and implement methods of communicating with employee groups

Measure: At least 6 new services available on miottawa.org

Measure: The number of citizens attending the citizen budget meetings will increase

Measure: The % of employees completely to fairly well satisfied with communication from Administration will be at least 85%

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
# of new services available on miottawa.org	4	6	6	6
# of citizens reached through citizen budget meetings	N/A	N/A	13	50
% of employees completely to fairly well satisfied with communication from Administration *	83%	N/A	91%	N/A
*Employee surveys are done on odd numbered years.				

Goal: Contribute to a healthy physical, economic, & community environment

Objective: Investigate opportunities to impact the consequences of development

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

Measure: At least 2 build-out analyses will be completed for local units of government

Measure: 100% of Water Quality Forum attendees satisfied with annual program

Measure: A water quality plan of action will be developed

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
# of build-out analyses completed for local units of government	N/A	N/A	1	2
% of Water Quality Forum attendees satisfied with annual program	N/A	100%	100%	100%
<i>Outcome:</i>				
A water quality plan of action is completed	No	No	No	Yes

Goal: Continually improve the County's organization and services

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

Objective: Establish better employee-management communications

Objective: Ensure the security and recoverability of paper and electronic records

Objective: Citizens will be satisfied with County services and value of services

Measure: Annual savings to County from evaluations

Measure: % of employees satisfied with the "climate of trust"

Measure: Approval of a disaster records recovery plan

Measure: % of survey respondents who rate the County as positive

Measure: % of survey respondents who believe taxes are too high

Measure: # of service areas for which more than 50% of resident survey respondents feel more should be done

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Efficiency:</i>				
% of employees satisfied with the "climate of trust"	62%	N/A	N/A	N/A
Approval of a disaster records recovery plan	No	No	No	Yes
% of survey respondents who rate the County as positive *	N/A	70%	N/A	75%
% of survey respondents who believe taxes are too high *	N/A	39%	N/A	30%
# of service areas for which more than 50% of resident survey respondents feel more should be done	N/A	0	N/A	0
<i>Outcome:</i>				
Annual savings to County from evaluations	\$739,358	\$1,093,522	\$1,154,947	\$1,492,485
* Citizen surveys are done on even numbered years.				

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Administrator	0.840	0.840	0.840	\$122,855
Assistant County Administrator	1.000	1.000	1.000	\$92,134
Financial Analyst	0.500	0.500	0.500	\$27,691
Administrative Assistant	1.000	1.000	1.000	\$39,076
	3.340	3.340	3.340	\$281,756

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Expenditures					
Personnel Services	\$284,640	\$342,869	\$332,433	\$386,663	\$400,620
Supplies	\$16,092	\$10,600	\$18,102	\$18,765	\$13,755
Other Services & Charges	\$51,137	\$46,192	\$32,459	\$44,481	\$40,744
Capital Outlay					
Total Expenditures	\$351,869	\$399,661	\$382,994	\$449,909	\$455,119

Function Statement

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, and audits tax levy requests.

The department maintains the parcel and related layers in the County Geographic Information System (GIS), including changes in property (splits, combinations, plats), and keeping the legal descriptions, owner names and addresses, and current values updated. Maintains through hand entry and data importing, local unit assessment roll data for all 23 local units. Data is used by county departments, local units and the public through the county website. The department also gives out property information to the public by phone.

Mission Statement

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; to oversee the apportionment process; and to update and maintain property data in the County GIS and the BS&A Assessing system in order to provide information to county departments, local units and the public.

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 for review 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.

Measure: % of the appraisal studies completed by December 1

Objective: To complete for review, 100% of the required two year sales studies in all units to determine the true cash value of the all real property class (except those done by appraisal study) by August 15.

Measure: % of the two year sales studies completed for local review by August 15

Objective: To complete for review, 100% of the required one year sales studies in all units to determine the true cash value of the all real property class (except those done by appraisal study) by November 1.

Measure: % of the one year sales studies completed for local review by November 1

Objective: To complete for review, 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.

Measure: % of Personal Property studies completed by December 15

Objective: To complete with all local units in agreement, the 4018's, Analysis for Equalized Value, for each unit, and send them to the Michigan State Tax Commission by December 31.

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

Measure	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i># of Appraisals completed for studies</i>	1,355	1,333	1,330	1,330
<i>Equalization Report completed for Commissioners second board meeting in April (Yes/No)</i>	Yes	Yes	Yes	Yes
<i>Efficiency:</i>				
<i>% of real property appraisal studies completed by December 1</i>	100%	100%	100%	100%
<i>% of 2 yr sales studies completed for local review by August 15</i>	100%	100%	100%	100%
<i>% of 1 yr sales studies completed for local review by November 1</i>	100%	100%	100%	100%
<i>% of personal property studies completed by December 15</i>	100%	100%	100%	100%
<i>% of local unit 4018 forms sent to State Tax Commission by December 31</i>	100%	100%	100%	100%

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: Analyze 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: Within one month, process export from Register of Deeds system for each local unit and import majority of deeds into the Equalizer system so imported data is available on the County web site.

Measure: % of exports from Register of Deeds system processed and imported within one month.

Measure	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
# of recorded documents processed	12,224	12,265	12,200	12,200
% of exports from Register of Deeds system processed and imported	N/A	N/A	90%	90%

Goal: To provide assistance to all local assessing officers in the performance of their duties.

Objective: To provide other assistance to local assessors as requested.

Measure: Develop and conduct a survey of local assessors to see if the Equalization Department meets their needs.

Measure: % of local assessors surveyed that feel the Equalization department meets their needs

Measure	2007	2008	2009 Estimated	2010 Projected
<i>Efficiency:</i>				
Develop and conduct survey of local assessors.	N/A	No	Yes	N/A
% of local assessors who felt County Equalization Department met their needs	N/A	N/A	80%	85%

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 Principal Residence Exemption.

Measure: % of units with Principal Residence Exemptions audited

Measure: Number of denials issued

Measure: % of Principal Residence Exemptions denied that were uncontested or upheld upon appeal

Objective: Represent the County in the tax appeal process.

Measure: 100 % of 115 separate Equalization studies will be completed without appeal

Measure: 90% of the time, the Michigan Tax Tribunal (MTT) will side with the County in P.R.E. tax appeals

Measure: Measurable cost to County for principal residence exemptions will not exceed \$1,000

Measure: No more than 10 % of personal property audits will be appealed to STC/MTT from filing of 211.154 petitions to change personal property assessments

Measure: 90% of time, the STC/MTT will side with the County in personal property tax appeals

Measure: Measurable cost to County will not exceed \$3,000 (does not include full tribunal appeals)

Objective: To perform all duties related to annual apportionment report.

Measure: Audit tax requests from all taxing entities prior to levy dates

Measure: The apportionment report will be presented to the Board of Commissioners no later than their second meeting in October

Measure	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i># of Principal Res. Exemptions denied</i>	86	91	90	90
<i>Audit tax requests from taxing entities(Yes/No)</i>	Yes	Yes	Yes	Yes
<i>Provide Apportionment Report to Board of Commissioners in October (Yes/No)</i>	Yes	Yes	Yes	Yes
<i>Efficiency:</i>				
<i>% of 115 separate Equalization studies completed without appeal</i>	100%	100%	100%	100%
<i>% of units with Principal Residence Exemptions audited</i>	100%	100%	100%	100%
<i>% of Principal Residence Exemptions denied that were uncontested or upheld upon appeal</i>	100%	100%	100%	100%
<i>% of time MTT sides with County on P.R.E. appeals</i>	100%	100%	100%	100%
<i>Cost to County for P.R.E. appeals</i>	\$900	\$100	\$100	\$100
<i>% of person/Al property audit appeals – 211.154 petitions</i>	0%	0%	0%	0%

Goal: Maintain the integrity of Ottawa County property parcel GIS data and tax descriptions by ensuring that 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/combinations requested by local assessors prior to February 1.

Measure: % of split/combo 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 requested splits/combinations to local unit assessor within an average of two weeks with the new parcel numbers, maps showing the new boundaries and the new descriptions.

Measure: % of requests for splits/combinations returned within an average of two weeks

Objective: Find and resolve map conversion problems within the GIS, and correct mapping alignments to more accurately reflect property tax descriptions and recorded documents.

Measure: Initiate a tracking system for changes including number of parcels in county that have been systematically reviewed for accuracy, and corrected where necessary. Also tracking number of SDE layer objects that have edited

Measure	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i># of parcels numbered and processed prior to 1st Monday in March</i>	2,314	1848	1031	1000
<i>Efficiency:</i>				
<i>% of parcels numbered and processed prior to 1st Monday in March</i>	100%	100%	100%	100%
<i>% of parcels digitally mapped prior to 1st 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 average of two weeks</i>	100%	100%	100%	100%
<i>Initiate a tracking system</i>	N/A	N/A	Yes	N/A

Goal: Maintain comprehensive, county wide 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: Process name and address updates from local units, and encourage updates monthly.

Measure: % of units with either an update sent or contact with the assessor monthly.

Objective: Import data into the county assessing system within one week of receiving data.

Measure: % of import data that is processed within one week of receiving.

Measure	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
% of units with either an export sent or contact with the assessor monthly	100%	100%	100%	100%
<i>Efficiency:</i>				
% of import data processed within one week of receiving	75%	100%	100%	100%

Resources

Personnel Position Name	2008	2009	2010	2010
	# of Positions	# of Positions	# of Positions	Budgeted Salary
Equalization Director	1.000	1.000	1.000	\$92,134
Deputy Equalization Director	1.000	1.000	1.000	\$69,941
Personal Property Auditor	1.000	1.000	0.000	\$0
Appraiser III	3.000	2.000	3.000	\$148,618
Appraiser II	0.000	1.000	0.000	\$0
Appraiser I	1.000	1.000	1.000	\$41,852
Property Description Coordinator	1.000	1.000	1.000	\$53,094
Description & Mapping Specialist	2.000	2.000	2.000	\$83,704
Records Processing Clerk IV	1.000	1.000	1.000	\$37,374
Records Processing Clerk II	2.500	2.500	2.500	\$79,166
	13.500	13.500	12.500	\$605,883

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Charges for Services	\$140	\$64	\$94	\$100	\$100
Total Revenues	\$140	\$64	\$94	\$100	\$100
Expenditures					
Personnel Services	\$535,991	\$566,386	\$876,547	\$908,490	\$890,660
Supplies	\$10,186	\$8,935	\$19,555	\$18,060	\$17,069
Other Services & Charges	\$68,111	\$72,244	\$100,267	\$107,231	\$111,717
Total Expenditures	\$614,288	\$647,565	\$996,369	\$1,033,781	\$1,019,446

Budget Highlights:

The full-time personal property auditor position will be eliminated with the 2010 budget, however funds are included in the temporary services line for approximately 600 hours to complete these tasks. The remaining duties of the position have been spread across several existing positions.

Function Statement

The Human Resources Department represents a full-service human resource operation for the various departments that make up Ottawa County. Department operations include programs in the areas of employee relations, benefits administration, labor relations, classification maintenance, and training.

Among the diverse responsibilities are recruitment, selection, interviews (exit interviews), promotion, training, contract negotiations, contract administration, grievance resolution, disciplinary process, employee compensation, administration of benefits, and employee wellness activities. In addition the department oversees the creation and administration of the Unclassified and Group T Benefit Manuals.

The department is responsible for the negotiating with and contracting with health care providers, including health and prescription coverage, vision, and dental.

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 employees throughout the organization. This is accomplished by offering the GOLD Standard Leadership and GOLD Standard Employee Programs, as well as a variety of in-house training, ranging from customer service skills, compliance trainings 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.

Mission Statement

The Human Resources Department serves the County of Ottawa by focusing efforts on the County's most valuable asset, its employees. Human Resources does this through recruitment, hiring and retention of a diverse, qualified workforce. The Human Resources Department provides human resource direction and technical assistance, training and development, equal employment opportunities and employee/labor relation services to the County.

RECRUITMENT

Goal: Assist departments to recruit, hire and retain a qualified, ethnically diverse workforce in an efficient manner.

Objective: Attract qualified, diverse internal and external candidates for County employment and promotion through up-to-date advertising methods.

Measure: # of employment applications received in response to posted positions

Objective: Assist departments in selecting qualified applicants for open positions in a timely manner through effective applicant screening, testing and interviewing.

Measure: 100% of departments will receive screened applicant pool within four weeks of posting vacant position

Measure: The average number of interviews per open position will be less than 5

Measure: The employee turnover rate will be less than 10%

Objective: Educate Department Heads and Elected Officials and other hiring managers with regard to their responsibilities in hiring a diverse workforce.

Measure: Sexual & Discriminatory Harassment Prevention Training will be offered by the County on bi-annually.

Measure: # of discrimination claims filed will be 0.

Measures	2007	2008	2009 Estimated	2010 Projected
Output:				
# of employment applications received/processed	3,379	3,925	3,900	4,000
# of positions filled	171	135	130	130
# of new hires	143	83	80	80
# of harassment prevention trainings offered	0	16	20	20
Personnel policies are in compliance with the law and EEOC guidelines (Yes/No)	Yes	Yes	Yes	Yes
Efficiency:				
Average # of interviews per posted position	2.77	3.10	4	4
% of time departments received screened applicant pool within four weeks	100%	100%	100%	100%
Outcome				
Turnover ratio less than 10%	8.22%	8.73%	8%	8%
# of discrimination claims filed	0	0	0	0

EMPLOYEE RETENTION

Goal: Provide compensation that will allow the County to retain quality employees

Objective: Conduct a compensation study on a regular basis 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: % 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% 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: 50% of permanent employees will participate in the County's Deferred Compensation plan

Measure: The % of employees utilizing no cost counseling services to employees through the Employee Assistance Center will approximate the national average of 5%

Measure: The County will maintain the employee recognition program

Measures	2007	2008	2009 Estimated	2010 Projected
Output:				
# of employees	1,169	1,174	1,174	1,136
% of employees participating in flexible spending	38%	34%	35%	35%
% of employees participating in deferred compensation	54%	64%	60%	60%
# of visits from Deferred Compensation Program representatives	4	6	6	6
Employee Recognition Program maintained (Yes/No)	Yes	Yes	Yes	Yes
Outcome				
Employment turnover ratio	8.22%	8.73%	8%	8%
% of employees satisfied with benefit package*	73%	N/A	75%	N/A
% of employees utilizing no cost counseling	5.3%	5.5%	5.5%	5.5%

* The next employee survey will be done in 2009

TRAINING AND DEVELOPMENT

Goal: Provides professional development and continuous learning opportunities for all Ottawa County employees.

Objective: The County will provide leadership development.

Measure: The GOLD Standard Leadership Training program will be offered to employees at least two times per year.

Objective: The County will provide general employee training opportunities.

Measure: Number of training opportunities offered to employee will be an average of thirty (30).

Measure: The % of employees who report satisfaction with the training opportunities offered by the County will be more than 85%

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
# employee training opportunities offered by H/R	15	102	102	102
<i>Outcome</i>				
% of employee fairly well satisfied or better with training opportunities offered*	N/A	N/A	86%	N/A
* The next employee survey will be done in 2009				

RECORDKEEPING/LEGAL COMPLIANCE

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: 100% of personnel files will be in compliance with guidelines and pass employee, employer, or third party review of personnel files.

Measure: 100% of accreditation audits will be passed (4 per year – Detention, CMH, Riverview, Brown)

Objective: Assure compliance with applicable employment laws and control costs associated with these laws

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: % of worker's compensation claims resulting in lost time will be less than 20%

Objective: The County will contest unemployment claims it believes are ineligible

Measure: % of contested unemployment claims settled in favor of the County will be at least 50%

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Efficiency:</i>				
% of personnel files in compliance with guidelines	100%	100%	100%	100%
% of accreditation audits passed (4)	100%	100%	100%	100%
% of FMLA/Worker's Compensation leaves in compliance with regulations	100%	100%	100%	100%
% of unemployment claims contested	5%	33%	30%	30%
<i>Outcome</i>				
% of W/C claims with lost time	11.5%	15%	15%	15%
% of contested unemployment claims settled in favor of the County	50%	70%	50%	50%

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 four (4) months of the expiration of the existing contract

Measure: 100% of the collectively bargained contracts are within the economic parameters established by the Board of Commissioners

Objective: Provide support and enforcement of all existing collective bargaining agreements, County policies and employee benefit manuals in a timely fashion.

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 at least 80%

Objective: Respond to complaints filed with the Human Resources department within the guidelines established by the Problem Solving 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>	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i># of bargaining units</i>	8	8	8	8
<i>Efficiency:</i>				
<i>% of collective bargaining agreements negotiated within 4 months of expiration</i>	N/A	100%	N/A	100%
<i>% of collective bargaining agreements negotiated within Board's economic parameters</i>	N/A	100%	N/A	100%
<i>% of time grievances are responded to within contractually specified time frame</i>	100%	100%	100%	100%
<i>% of time complaints are responded to within time frames established by the Problem Resolution Policy</i>	100%	100%	100%	100%
<i>% of time contract interpretation questions are answered within 2 business days</i>	100%	100%	100%	100%
<i>Outcome</i>				
<i>% of written grievances resolved before arbitration</i>	N/A	N/A	90%	90%
<i># of wrongful termination cases lost</i>	0	0	0	0



Denotes Strategic Plan directive

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Human Resources Director	0.600	0.600	0.600	\$55,281
Employment & Labor Relations Manager	0.400	0.400	0.400	\$30,155
Personnel Benefits Specialist	0.100	0.100	0.000	\$0
Trainer	0.500	0.500	1.000	\$52,650
Administrative Secretary II	1.000	1.000	1.000	\$48,433
Interviewer	1.000	1.000	0.000	\$0
Human Resources Generalist	0.000	0.000	0.325	\$17,601
Administrative Clerk	1.000	1.000	1.000	\$40,304
	4.600	4.600	4.325	\$244,424

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Expenditures					
Personnel Services	\$316,865	\$304,018	\$349,527	\$349,548	\$354,257
Supplies	\$17,453	\$19,304	\$25,389	\$28,500	\$21,955
Other Services & Charges	\$151,652	\$158,170	\$201,706	\$249,909	\$186,985
Total Expenditures	\$485,970	\$481,492	\$576,622	\$627,957	\$563,197

Budget Highlights:

As part of a reorganization, Human Resources eliminated .5 positions. The positions are split between this department and some of the self-insured protected programs (Internal Service Funds). Previous Other Services & Charges budgets included \$60,000 for various management studies. If the need arises for a management study, funds can be requested from Contingency.

Function Statement

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.

Mission Statement

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.

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 Prosecutors 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). Annual target = 65%.

Measure: % of felony dispositions with plea or conviction to highest charge.

Measure: % of misdemeanor dispositions with plea or conviction to highest charge.

Goal: Solve high visibility crimes which remain open investigations.

Objective: Maintain an adequate staff level to enable the assignment of Assistant Prosecutors 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 report which calculates the percentage of OnBase electronic warrant requests processed within 48 hours.

Measure: To be determined after further report configuration completed in OnBase.

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i># of felony cases filed</i>	1,382	1,281	1,281	1,281
<i># of misdemeanor cases filed</i>	7,827	7,495	7,495	7,495
<i>Establish a method to track warrant request processing time and establish a baseline measure (Yes/No)</i>	No*	No*	No*	Yes
<i>Outcome/Efficiency:</i>				
<i>% of felony cases with plea to highest charge</i>	56.5%	48%	65%	65%
<i>% of misdemeanor cases with plea to highest charge</i>	No	67%	65%	65%
<i>% of Warrant requests processed within 48 hours</i>	TBD	No*	No*	N/A
<i>TBD: To be determined</i>				
<p>*Department went live in December of 2007 with an Onbase workflow for electronic warrant request submissions by the Ottawa County Sheriff's Department. Our goals are to 1) work with I.T. to generate a report analyzing processing time and 2) bring other Law Enforcement agencies onboard with electronic warrant submissions in 2009 and 2010. Data is currently being recorded, however further report configuration is needed to calculate percentages. Addition of other law enforcement agencies to workflow is in progress. reporting components.</p>				

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 90% or higher performance level on paternity establishment

Objective: Review quarterly to determine current performance level

Measure: Monitor paternity establishment performance level

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i># of Paternity Cases Filed</i>	208	213	224	235
<i># of Non-Support Cases Filed</i>	412	449	472	496
<i>Efficiency:</i>				
<i>Support order performance level</i>	83.9%	84.16%	80%	80%
<i>Paternity establishment level</i>	97.4%	96.74%	90%	90%

Resources

Personnel	2008	2009	2010	2010
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary
Prosecuting Attorney	1.000	1.000	1.000	\$126,052
Division Chief	3.000	5.000	5.000	\$487,822
Chief Prosecuting Attorney	1.000	1.000	1.000	\$108,677
Assistant Prosecuting Attorney III	7.000	6.000	6.000	\$531,281
Office Administrator	1.000	1.000	1.000	\$60,820
Senior Secretary	8.500	0.000	0.000	\$0
Records Processing Clerk II	1.000	1.000	1.000	\$31,388
Legal Assistant I	0.000	1.000	1.000	\$37,374
Legal Assistant II	0.000	5.500	5.500	\$214,264
Legal Assistant III	0.000	2.000	2.000	\$83,704
Child Support Specialist	1.600	1.600	1.600	\$77,493
Domestic Violence Intervention Officer	1.000	1.000	1.000	\$49,348
Assistant Prosecuting Attorney I *	1.000	1.000	0.000	\$0
Assistant Prosecuting Attorney II	1.000	0.000	0.000	\$0
	<u>27.100</u>	<u>27.100</u>	<u>26.100</u>	<u>\$1,808,223</u>

* The assistant prosecuting attorney position will be held vacant during 2010. Formal approval for the the position remains, but it is unfunded for the year due to budgetary constraints.

Funding

	2006	2007	2008	2009	2010
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$133,973	\$121,385	\$120,225	\$128,068	\$135,420
Charges for Services	\$23,732	\$24,454	\$21,670	\$21,800	\$20,160
Other Revenue	\$9,388	\$19,042	\$31,362	\$26,000	\$26,000
Total Revenues	<u>\$167,093</u>	<u>\$164,881</u>	<u>\$173,257</u>	<u>\$175,868</u>	<u>\$181,580</u>
Expenditures					
Personnel Services	\$2,273,178	\$2,399,636	\$2,525,130	\$2,568,623	\$2,604,734
Supplies	\$99,463	\$107,143	\$96,233	\$106,114	\$90,030
Other Services & Charges	\$519,056	\$525,390	\$600,073	\$581,217	\$619,454
Capital Outlay					
Total Expenditures	<u>\$2,891,697</u>	<u>\$3,032,169</u>	<u>\$3,221,436</u>	<u>\$3,255,954</u>	<u>\$3,314,218</u>

Resources

Funding	2006	2007	2008	2009	2010
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Charges for Services	\$10,836	\$10,740			
Total Revenues	\$10,836	\$10,740			
Expenditures					
Personnel Services	\$143,819	\$121,945			
Supplies	\$5,169	\$5,755	(\$1,719)		
Other Services & Charges	\$25,975	\$22,632			
Total Expenditures	\$174,963	\$150,332	(\$1,719)		

Budget Highlights:

During 2007, this department was combined with the Fiscal Services department as part of an administrative reorganization.

Function Statement

The Register of Deeds Office records, maintains and makes public land records for all real estate located in Ottawa County. Creditors, purchasers and others with an interest in the property can locate these instruments and notices concerning ownership of, and encumbrances against, real property.

The recording process includes the following activities:

- Determining if an instrument is acceptable for recordation
- Determine, in-house, the parcel number and government unit for each document where possible
- Tax certification
- Mailing back unrecorded, incomplete documents
- Collection of recording fees
- Collection of State and County real estate transfer tax
- Date and time stamping
- Liber and page or document number assignment & affixing
- Imaging
- Computer data entry, including indexing and verification of indexing processes
- Archiving the documents in microfilm
- Certifying the day (this is an audit to confirm the # of documents we said we received is the same # scanned and indexed.)
- Returning the document to the sender
- 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.

Mission Statement

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 within 32 hours of receipt.

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. We will have new software in 2009 which will increase all staff hours of training.

Measure: Team leaders will receive training on state statutes, organizational skills, dealing with employees and motivational, team building techniques for team building. Minimum 12 hours per year, per person

Measure: Line staff will receive training on office morale, productivity and skill improvements. Minimum 6 hours customer service training per year, per person.

Objective: Offer training to title companies & banks on how to prepare recordable documents.

Measure: Conduct at least 2 training programs per year

Measure: Provide at least 10 training offers per year

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: Maintain or increase the # of companies e-filing

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Input/Output:</i>				
<i># of hours of Training, Register of Deeds/Chief Deputy</i>	74	72	104	72
<i># of hours of Training, Team Leaders</i>	8	16	48	12
<i># of hours of Training, Line Staff</i>	12	20	200	40
<i># of training programs conducted</i>	0	0	3	1
<i># of training offers sent out</i>	0	0	3	1
<i>Outcome/Efficiency:</i>				
<i>% of recordable documents, recorded each day</i>	98%	98%	98%	99%

Measures	2007	2008	2009 Estimated	2010 Projected
% of training participants better able to prepare recordable documents after training	N/A	N/A	75%	80%
# of companies e-filing	30	24	28	30
# of portal agreements	1	1	4	5

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 will be less than 5%. In 2009 we expect to update or change our software which will increase complaints temporarily.

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
# of surveys distributed bi-annually	0	0	1	2
<i>Outcome/Efficiency:</i>				
% of errors indexing documents	N/A	0%	10%	9%
% of complaints from users*	N/A	0%	5%	3%
* Complaints are expected to temporarily increase during new software implementation				

Goal: Make all useable records (deeds, miscellaneous, etc.) electronic for use by staff, in the office, vault and on the internet.

Objective: Staff will back index deed books, indexing 8 fields, 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 for use in the office, vault and on the internet.

Objective: Contract services to convert paper miscellaneous books into electronic format for use in the office, vault and on the internet.

Objective: Contract services to back index one field, 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 one field, 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. Quality check all imaged documents to insure readability. Have vendor rework bad images until they are acceptable quality for readability.

Measure: % completion of above projects/number of documents back indexed.

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
Staff indexing of Deed Books to 1942 (number of documents indexed)	4,897	26,374	7,000	10,000
Contract indexing of one field (Liber & Page) Deed Books to 1836	0%	0%	100%	N/A
Convert paper deed books to electronic DVD (% converted)	88%	0%	100%	N/A
Convert miscellaneous books to electronic DVD (% converted)	88%	0%	100%	N/A
Back index liber & page of deed books from 1941 back to 1836 (% converted)	0%	0%	100%	N/A
* Project completion anticipated in 2009.				

Goal: Protect all records by archiving microfilm as mandated by state law.

Objective: Move all film to one storage facility that offers the best archival atmosphere.

Measure: Move 100% of archived film from 3 facilities to one facility.

Objective: Audit all film to discover which ones have vinegar syndrome. Contract with a vendor to either clean affected film or make new film from electronic images.

Measure: Audit 100% of the film. Contract with a company to clean or refile images.

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i>Move all film to one storage facility (% moved)</i>	0%	0%	0%	33%
<i>Audit film for vinegar syndrome. Contract with vendor to clean or refile images. (% audited & repaired/refilmed)</i>	0%	0%	0%	50%

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Register of Deeds	1.000	1.000	1.000	\$79,505
Chief Deputy Register of Deeds	1.000	1.000	1.000	\$60,820
Records Processing Clerk II	7.000	7.000	4.000	\$122,470
Records Processing Clerk IV	2.000	2.000	3.000	\$112,121
	11.000	11.000	9.000	\$374,916

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Charges for Services	\$2,386,475	\$2,108,231	\$1,706,168	\$1,515,000	\$1,365,200
Total Revenues	\$2,386,475	\$2,108,231	\$1,706,168	\$1,515,000	\$1,365,200
Expenditures					
Personnel Services	\$582,089	\$594,712	\$637,863	\$563,765	\$585,590
Supplies	\$25,334	\$26,473	\$27,503	\$30,900	\$27,150
Other Services & Charges	\$74,860	\$52,800	\$55,387	\$52,639	\$50,986
Total Expenditures	\$682,283	\$673,985	\$720,753	\$647,304	\$663,726

Budget Highlights:

The County anticipates continued declines in revenue due to the troubled housing market.

Two clerical positions have been temporarily reassigned to the District Court based on workload.

Resources

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Charges for Services	\$122	\$84			
Total Revenues	\$122	\$84			
Expenditures					
Personnel Services	\$289,890	\$262,846			
Supplies	\$15,506	\$4,647			
Other Services & Charges	\$25,544	\$31,401			
Capital Outlay					
Total Expenditures	\$330,940	\$298,894			

Budget Highlights:

Effective with the 2008 budget, this department is combined with Equalization (1010-2250).

Function Statement

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.

Mission Statement

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 145 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: 100% of 145 corners verified per year (maintenance phase will not begin until 2011)

Objective: Establish GPS coordinates on 1,105 of the 2,876 Remonumentation Corners in Ottawa County

Measure: Number of corners with three-dimensional coordinates determined

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i># of corners with three-dimensional coordinates determined</i>	544	1,227	1,105	N/A

Resources

Personnel	2008	2009	2010	2010
Position Name	# of	# of	# of	Budgeted
Position Name	Positions	Positions	Positions	Salary
Planner/Grants Director	0.050	0.050	0.050	\$4,203
Remonumentation Representative	0.000	0.500	0.000	\$0
	0.050	0.550	0.050	\$4,203

Funding

	2006	2007	2008	2009 Current	2010
	Actual	Actual	Actual	Year	Adopted
	Actual	Actual	Actual	Estimated	by Board
Revenues					
Intergovernmental Revenue	\$84,196	\$159,038	\$129,758	\$84,111	\$68,000
Total Revenues	\$84,196	\$159,038	\$129,758	\$84,111	\$68,000
Expenditures					
Personnel Services	\$4,934	\$5,387	\$28,534	\$61,590	\$5,865
Supplies	\$1,032	\$696	\$4,015	\$1,486	\$1,692
Other Services & Charges	\$9,397	\$255,068	\$633,211	\$339,502	\$153,175
Total Expenditures	\$15,363	\$261,151	\$665,760	\$402,578	\$160,732

Budget Highlights:

2006 expenditures are low due to a disagreement with the State of Michigan which delayed the contract between the State and the County. The project is nearing completion, but will extend beyond the ten year time frame due to State budget reductions. Services provided by a County employee will be contracted out in 2010.

Function Statement

The Plat Board is a statutory board charged with the review of all plats proposed within the County to determine some extent of validity and accuracy before being sent on to a state agency.

Resources

Personnel

No permanent personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Expenditures					
Personnel Services	\$3,214	\$1,693	\$896	\$3,458	\$2,731
Supplies					
Other Services & Charges					
Total Expenditures	\$3,214	\$1,693	\$896	\$3,458	\$2,731

Function Statement

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.

Mission Statement

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 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 as of 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: 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) (for benchmark)

Measure: 2/3's Barclay 1-5 year Government & 1/3 Barclay 3 month Treasury (Blend)

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i>% of investments in compliance with Investment Policy</i>	100%	100%	100%	100%
<i># of annual evaluations of financial institutions</i>	20	22	22	22
<i># of mid year evaluations of financial institutions</i>	17	22	22	22
<i>% of negotiable investments held in third-party safekeeping</i>	100%	100%	100%	100%
<i>Average monthly balance – Pooled Fund (in millions)</i>	\$111	\$99	\$80	\$75
<i>Efficiency:</i>				
<i>Portfolio weighted average maturity at December 31</i>	1.2 years	1.98 years	1.8 years	1.8 years
<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>	6.1%	4.4%	2.9	2.2%
<i>Outcome Benchmarks::</i>				
<i>Consumer Price Index (CPI)</i>	2.8%	3.8%	2.1%	2.9%
<i>2/3 - Barclay 1-5 year Government & 1/3 - Barclay 3 month Treasury (Blend)</i>	4.95	6.5	2.8	2.0

PROPERTY TAX FORFEITURE AND FORECLOSURE

Goal: Provide persons with property, interest information and assistance to keep their property from forfeiture and foreclosure

Objective: Reduce total number of delinquent taxes outstanding

Measure: # of properties returned delinquent

Measure: # of 1st class notices mailed

Measure: # of properties delinquent on February 28/29

Objective: Send two certified notices before foreclosure

Measure: # of certified notices mailed

Measure: % of properties forfeited

Objective: Make personal contact with occupied residential and business property owners, within the last 90 days before foreclosure

Measure: # of properties in forfeiture 90 days before foreclosure

Measure: % of property owners with delinquent properties contacted within 90 days of foreclosure

Measure: % of properties foreclosed of those properties previously forfeited

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i># of properties returned delinquent</i>	7,043	7,179	7,493	7,700
<i># of 1st class notices mailed</i>	18,530	14,804	18,000	20,000
<i># of properties delinquent on Feb 28/29</i>	797	1,221	1,712	2,000
<i># of certified notices mailed</i>	2,969	2,345	2,771	2,900
<i>% of properties forfeited</i>	11%	14%	18%	20%
<i># of properties delinquent 90 days before foreclosure</i>	187	392	500	700
<i>Efficiency:</i>				
<i>% of persons contacted within 90 days of foreclosure</i>	95%	80%	95%	95%
<i>% of properties foreclosed of properties forfeited</i>	2%	2%	2%	3%

ADMINISTRATIVE

Goal: To provide service to the public in a cost-effective manner

Objective: To increase the # of electronic transactions from manual transactions

Measure: % of tax searches processed on the Internet

Measure: % of dog licenses processed on the Internet

Objective: Provide staff education to increase service opportunities

Measure: % of staff who have received a maximum 2 hours of external training with in the past year

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i>% of staff who have received 2 hrs of external training/year</i>	56%	56%	89%	90%
<i>Efficiency:</i>				
<i>% of tax searches processed on the Internet</i>	81%	89%	92%	95%
<i>% of dog license renewals processed on the Internet</i>	5.5%	7.7%	13%	20%

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
County Treasurer	0.950	0.950	0.950	\$84,922
Chief Deputy Treasurer	1.000	1.000	1.000	\$52,103
Deputy Treasurer	1.000	1.000	1.000	\$43,018
Cashier Supervisor	1.000	1.000	1.000	\$48,433
Delinquent Property Tax Specialist	1.000	1.000	1.000	\$41,852
Account Technician	1.000	1.000	1.000	\$38,957
Records Processing Clerk II	2.000	2.000	2.000	\$62,066
Records Processing Clerk IV	1.000	1.500	2.000	\$70,428
	8.950	9.450	9.950	\$441,779

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Taxes	\$33,308,125	\$34,819,949	\$35,855,340	\$36,235,486	\$34,880,757
Licenses and Permits	\$157,903	\$153,517	\$153,244	\$143,025	\$147,025
Intergovernmental Revenue	\$1,685,393	\$1,638,036	\$1,596,998	\$1,574,555	\$1,502,255
Charges for Services	\$24,292	\$205,012	\$159,039	\$83,500	\$25,905
Fines and Forfeitures	\$6,079	\$5,072	\$4,739	\$5,000	\$4,700
Interest and Rents	\$1,717,019	\$1,987,812	\$1,552,691	\$320,000	\$526,400
Other Revenue	\$142,892	\$132,020	\$106,841	\$131,850	\$226,850
Total Revenues	\$37,041,703	\$38,941,418	\$39,428,892	\$38,493,416	\$37,313,892
Expenditures					
Personnel Services	\$558,554	\$578,180	\$584,537	\$598,712	\$667,765
Supplies	\$50,304	\$41,507	\$61,005	\$58,107	\$50,900
Other Services & Charges	\$145,037	\$138,407	\$167,811	\$167,546	\$165,764
Total Expenditures	\$753,895	\$758,094	\$813,353	\$824,365	\$884,429

Budget Highlights:

The 2010 tax revenue budget represents 3.6000 mills (the approved levy) out of the estimated 4.2650 mills allowable for 2010. This rate is identical to the 2009 levy. Interest and Rents remain low because the County has been using fund balance for building projects and other planned purposes and return rates are low. \$100,000 has been added to other revenue in anticipation of higher revenues from the implementation of the user fee study results.

Function Statement

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 **Community and Economic Development Program** enhances human and economic well-being and quality of life by providing educational and technical assistance to the local agricultural community, local business, government, community organizations and private citizens through our Agricultural and Natural Resources, Children Youth and Family, and 4-H Youth Development Programs.

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 4-H Youth Mentoring** 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.

Mission Statement

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 MENTORING

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: Provide a mentoring program to serve the Ottawa County Family Court Juvenile Services division.

Measure: % of mentoring clients who do not commit offenses while in the mentoring program

Measure: % of mentoring clients who have reduced the frequency and severity of offenses while in the mentoring program.

Measure: % of mentoring clients in program more than three months who reduced frequency of offences.

Objective: Provide technical assistance and training to staff, volunteers and communities who provide programming to at-risk youth and families.

Measure: # new Journey mentors trained.

Measure: #of community mentoring programs provided training and support.

Objective: Expand youth mentoring through collaboration with the Ottawa County Mentoring Collaborative.

Measure: # of mentors recruited for partner agencies

Objective: Maintain or expand involvement in 4-H youth programs.

Measure: At least 6,000 Ottawa County youth between the ages of 5 and 18 involved in 4-H

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
# of new Journey mentors trained	13	12	35	35
# of community mentoring programs provided training and support.	17	13	12	10
# of Ottawa County youth between the ages of 5 and 18 involved in 4-H	6,137	7,634	6,200	6,200
<i>Efficiency:</i>				
# of mentors recruited for partner agencies	231	105	100	75
<i>Outcome:</i>				
% of mentoring clients who do not commit offenses while in the mentoring	53%	53%	50%	50%
% of mentoring clients who have reduced the frequency and severity of offenses while in the mentoring program.	78%	74%	50%	50%
% of mentoring clients in program more than three months who reduced frequency of offences	84%	74%	50%	50%

Agricultural & Natural Resources Business Management and Economic Viability

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/Producers reached through MSUE programs.

Objective: Assist the Agricultural & Natural Resources industry in the development and education of marketing opportunities.

Measure: # of farms/producers consulted on Business Management, Enterprises, Marketing through one-on-one consultation and educational programs.

Measure: # of new/expanded Value Added 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: Introduce young children to the importance of the Food and Fiber industry through the "Ag in the Classroom" school program.

Measure: # of "Ag in the Classroom" programs provided annually

Measure: # of students contacted through the "Ag in the Classroom" program annually

Goal: The cost of energy greatly impacts the cost of agricultural production. Through research, education and demonstration projects promote the use of conservation and alternative sources of energy including anaerobic digestion, wind energy, gasification and direct combustion of biomass.

Objective: Communicate to the Agricultural and Natural Resources industry the opportunities available for energy conservation, energy efficiency, and alternative energy production and usage.

Measure: # contacts made through educational programs and energy audits.

Objective: Agriculture will utilize alternative forms of energy to fuel agricultural production and generate renewable energy for other uses.

Measure: # of farms incorporating alternative energy production

Measures	2007	2008	2009 Estimated	2010 Projected
Output:				
# of farms/Producers served	1,012	2,516	750	750
# of farms/producers consulted on Business Management, Enterprises, Marketing through one-on-one consultation and educational programs.	48	289	66	69
# of "Ag in the Classroom" programs provided annually	155	175	140	140
# of students contacted through the "Ag in the Classroom" program annually	3,768	4,253	3,500	3,500
# contacts made through educational programs and energy audits	82	99	25	30
Efficiency:				
% of IPM participants who demonstrate competency	84%	92%	80%	80%
Average blueberry pesticide savings per acre	\$110	\$110	\$90	\$90
Outcome:				
of IPM training participants who establish competence as blueberry insect scouts	15	17	8	10
# of farms incorporating alternative energy production	N/A	17	8.5	10
# of new/expanded Value Added enterprises	N/A	7	2	2

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 contacts made through programs and consultations

Measure: # of producers who implement new practice.

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

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

Measures	2007	2008	2009 Estimated	2010 Projected
Output:				
# of producers contacted through programs and consultations	110	426	190	190
# of producers who implement new practices	3	41	12	13
# of homeowner submitted soil tests	91	146	80	80
# MDEQ/MDA complaints (decrease)	1	4	5	5

Children Youth and Families

Goal: Promote the positive growth and development of people across the life cycle by providing educational programs that target issues related to children, adults and seniors: i.e. parenting education, financial management, general nutrition education, etc.

Objective: Through youth, parenting and senior education programs, provide research based information on topics such as discipline, nutrition, budgeting and human development.

Measure: # of youth, parents and seniors who attend educational programs

Measure: # of youth, parents and seniors who report learning new information after an educational program

Measure: # of youth, parents and seniors who report an intended behavioral change, based upon increased knowledge from educational program

Objective: Through the supplemental Nutrition Assistance Program - Education (SNAP-Ed, formerly FNP), promote positive nutrition and food security with income eligible youth, parents and seniors through general nutrition education that includes food safety and meal planning.

Measure: # of participants who report improved food and nutrition skills

Measure: # of senior citizens reached

Objective: Through Project FRESH and Senior Project FRESH, promote the utilization of locally grown produce.

Measure: % of coupons redeemed by seniors

Goal: Provide public education on topics that effect people across the lifespan.

Objective: Provide research based education to a diverse audience through mass media efforts that include: newsletters (distributed by mail and email), radio and television programs, on-line resources, press releases, and clientele inquiries.

Measure: # of human development/life skills inquiries received by constituents.

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
# of senior citizens reached	359	529	515	515
# of adults/seniors who participate in educational programs	926	884	850	850
# of human development/life skills inquiries received by constituents.	226	357	350	350
<i>Outcome:</i>				
% of participants reporting improved food and nutrition skills	52%	62.5%	50%	50%
% of children, adults and seniors surveyed who report increased knowledge and or intended behavior change	74%	97.5%	70%	70%
% of food coupons redeemed by senior citizens	82.87%	80%	80%	N/A*
* Program discontinued in 2010				

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Records Processing Clerk II	3.300	2.700	1.700	\$56,590
Records Processing Clerk III	1.000	1.000	1.000	\$35,255
Account Clerk II	0.625	0.625	0.000	\$0
	4.925	4.325	2.700	\$91,845

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Charges for Services	\$4,254	\$2,667	\$6,550	\$2,800	\$2,800
Other Revenue	\$47,593	\$52,668	\$47,418	\$25,920	\$5,000
Total Revenues	\$51,847	\$55,335	\$53,968	\$28,720	\$7,800
Expenditures					
Personnel Services	\$216,370	\$233,031	\$237,963	\$224,549	\$148,348
Supplies	\$32,490	\$33,290	\$39,214	\$37,175	\$32,313
Other Services & Charges	\$264,984	\$266,741	\$286,779	\$281,451	\$185,817
Total Expenditures	\$513,844	\$533,062	\$563,956	\$543,175	\$366,478

Budget Highlights:

Due to budget constraints, 1.625 full time equivalents in clerical positions will be eliminated in 2010.

The mentoring program which had been in Other Services and Charges has been moved to the Child Care fund since these expenditures are eligible for reimbursement.

Function Statement

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, the IT/GIS Department will educate 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.

Mission Statement

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 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 data that will increase efficiencies for consumer's daily job functions

Measure: Evolving spatial data will be checked for updates biannually

Measure: All requests for layer additions to the Spatial Database (SDE) will be provided within the promised time frame

Objective: GIS data will be available to users on demand

Measure: % of time servers will be accessible to users

Objective: Increase accuracy of data

Measure: % error in sample areas of GIS data layers (2008 / 25 corrected errors of 2148 sampled parcel features) (2009 centerline accuracy will be evaluated)

Objective: Provide staff with training and/or conferences to improve knowledge

Measure: # of hours GIS Staff trained

<i>Measures</i>	2007	2008	2009 Estimated	2010 Budget
<i>Output:</i>				
<i># of layers of GIS data available</i>	657	369*	380	400
<i>Evolving layers requiring continuous maintenance checked biannually</i>	yes	yes	yes	yes
<i># of hours GIS staff trained others</i>	132	N/A	100	100
<i>Outcome/Efficiency:</i>				
<i>% error in sample areas of GIS data</i>	N/A	1.16%	1%	1%
<i>% of SDE layer request completed within promised time frame</i>	100%	100%	100%	100%
<i>% of time servers are available to users</i>	> 99.95%	> 99%	100%	100%

*indicates layers removed due to duplications dependant on 2006 – 2007 election mapping application

GIS INTEGRATION

Goal: Integrate GIS services into the workflow of County departments and partner organizations as recommended by "best practices" in order to improve efficiency, enhance decision-making capabilities, and provide a valuable service

Objective: Establish partnership with agencies and non-participating local units of government

Measure: GIS will establish one new partnership in 2009. (2007 – 17; 2008 – 18)

Objective: Increase data and services used by County departments for projects and daily tasks

Measure: % increase in data, services and map request for County departments

Measure: % increase of data, services and maps used by local units for daily tasks and projects

Measure: % increase of data, services and maps used by other than Departments and Local Units

Objective: Increase competency of GIS users through internal GIS trainings

Measure: of internal GIS users that attended training

Objective: Increase efficiency and enhance decision making capability of departments and partner organizations

Measure: # of departments that have taken ownership of GIS data and integrated data into their daily work process to increase job efficiency.

Measure: Custom web applications will be created for Departments, County Agencies or Local Units to increase efficiencies in daily workflow.

Measures	2007	2008	2009 Estimated	2010 Projected
Output:			Target	Target
# of new partners	1	0	2	1
% increase of data, service and map requests from County departments	+163%	+69%	+5%	+5%
% increase of data, service and map requests from local units	-54%*	+77.5%	+5%	+5%
% increase of data, services and map request from other than Depts. & LU's.	N/A	N/A	+5%	+5%
% increase in internal training participants	86.6%	14.3%	10%	10%
# of County Departments with custom GIS internet applications	46.6%	60%	73.3%	73.3%
Outcome:				
# Of County Departments taking stewardship of data relevant to their daily work flow.	2	5	6	7
* 2007 are lower due to a change in the way the requests are counted				

ACCESS TO GIS DATA AND SERVICES

Goal: Enhance value as a public service through web applications that are user friendly and provide utility

Objective: Increase use of GIS web site and web services

Measure: % increase of annual visits to web site

Measure: % increase of average pages viewed per visit

Goal: Earn revenue by offering cost-effective products and services

Objective: Re-evaluate/adjust product and service pricing schedule to maximize revenue

Measure: % increase of revenue generated from data and services

Measure: % increase of revenue generated from partner annual maintenance fees

Measure: % increase of overall revenue

Goal: Deliver data and maps to customers in a timely fashion

Objective: Complete requests for available in a maximum of 48 business hours

Measure: % achievement of Industry Best Practice Service Level Agreements

Measures	2007	2008	2009 Estimated	2010 Projected
Output:				
% increase in annual visits to website	+76%	+29.6%	+5%	+5%
% increase in average # of pages viewed per visit	+30.7%	+15.7%	+5%	+5%
% increase in revenue from annual maintenance fees *	+39%	+15%	+3%	+3%
% increase in revenue from GIS data and Services/*	-2.6%	-4%	+3%	+3%
% increase in overall revenue	3.2%	4.17%	+3	+3
Efficiency:				
% of requests completed within 48 business hours	100%	100%	100%	100%
*Information may appear inconsistent with general ledger totals because the prior year revenue includes the charges for the initial sign up to the system which are much higher than annual maintenance charges.				

Resources

Personnel	2008	2009	2010	2010
Position Name	# of	# of	# of	Budgeted
	Positions	Positions	Positions	Salary
GIS Director	1.000	1.000	1.000	\$76,672
GIS Technician	2.000	2.000	2.000	\$96,866
GIS Programmer/Technician	1.000	1.000	1.000	\$48,546
Programmer/Analyst	1.000	1.000	1.000	\$64,527
	5.000	5.000	5.000	\$286,611

Funding	2006	2007	2008	2009	2010
	Actual	Actual	Actual	Current	Adopted
				Year	by Board
				Estimated	

Revenues

Intergovernmental Revenue			\$40,944		
Charges for Services	\$89,665	\$92,517	\$96,376	\$90,300	\$94,450
Other Revenue					
Total Revenues	\$89,665	\$92,517	\$137,320	\$90,300	\$94,450

Expenditures

Personnel Services	\$337,179	\$353,523	\$383,746	\$406,593	\$431,080
Supplies	\$24,747	\$13,371	\$19,840	\$28,178	\$10,101
Other Services & Charges	\$59,796	\$61,973	\$185,920	\$68,582	\$63,914
Total Expenditures	\$421,722	\$428,867	\$589,506	\$503,353	\$505,095

Budget Highlights:

2008 Other Services and Charges reflect a new aerial photography project for which the County received partial funding (reflected in Intergovernmental Revenue).

Resources

Personnel

No personnel has been allocated to this department.

Funding	2006	2007	2008	2009	2010
	Actual	Actual	Actual	Current	Adopted
				Year	by Board
				Estimated	

Expenditures

Supplies				\$185	\$150
Other Services & Charges	\$1,738	\$1,641	\$2,558	\$1,850	\$2,100
Total Expenditures	\$1,738	\$1,641	\$2,558	\$2,035	\$2,250

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 inspection of all County facilities and related systems

Measure: % of work days when all required inspections were made

Objective: Check climate control system no less than two times a day

Measure: # of times significant deficiencies require a dispatch of personnel to correct

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 2008 for all County facilities is less than \$6.50 per square foot

Measure	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
Total Square Footage – all buildings	562,500	562,500	630,154	630,154
# work orders processed	41,775	44,211	48,000	52,000
% of work days that all daily inspections were made	97%	97%	98%	98%
# of times significant deficiencies require dispatch of personnel to correct Climate Control	112	171	150	130
% of work days when climate controls were checked twice	100%	100%	100%	100%
<i>Efficiency:</i>				
% of work orders completed on schedule	96.87%	96.26%	100%	100%
# of significant deficiencies requiring more than four (4) hours to correct	16	12	10	10
Average maintenance cost per square foot	\$6.21	\$6.85	\$6.32	\$6.14
% increase in cost/sq ft - County	4.5%	10.3%	(7.7)%	(2.8)%
CPI for Fuel and Utilities	3.0%	9.7%	N/A	N/A
<i>Outcome:</i>				
# of building code violations	0	0	0	0
# of reported accidents in buildings or on grounds	9	11	8	6
# of hours of building "down" time	4	5	0	0

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Facilities Maintenance Director	1.000	1.000	1.000	\$84,053
Building & Grounds Supervisor	1.000	1.000	1.000	\$58,206
Custodial/Maintenance Supervisor	1.000	1.000	1.000	\$48,437
Custodian II	5.000	5.000	5.000	\$150,077
Maintenance Worker	11.000	11.000	11.000	\$424,467
Housekeeper	5.250	5.250	0.000	\$0
Secretary	1.000	1.000	1.000	\$35,264
Records Processing Clerk I	0.600	0.600	0.600	\$15,486
	<u>25.850</u>	<u>25.850</u>	<u>20.600</u>	<u>\$815,990</u>

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Charges for Services					
Rents	\$2,511,754	\$2,610,933	\$2,666,911	\$2,855,265	\$3,152,369
Other Revenue	\$5,771	\$4,499	\$2,851	\$3,500	\$4,000
Total Revenues	<u>\$2,517,525</u>	<u>\$2,615,432</u>	<u>\$2,669,762</u>	<u>\$2,858,765</u>	<u>\$3,156,369</u>
Expenditures					
Personnel Services	\$1,226,904	\$1,321,330	\$1,388,620	\$1,433,894	\$1,271,963
Supplies	\$182,108	\$176,519	\$201,332	\$209,355	\$201,200
Other Services & Charges	\$1,933,688	\$1,995,485	\$2,190,493	\$2,336,677	\$2,395,881
Capital Outlay			\$71,160		
Total Expenditures	<u>\$3,342,700</u>	<u>\$3,493,334</u>	<u>\$3,851,605</u>	<u>\$3,979,926</u>	<u>\$3,869,044</u>

Budget Highlights:

Rent revenue is increasing with the diversion of \$300,000 in rent revenue from the Public Improvement Fund. Effective with the 2010 budget, housekeeping services will be contracted out, and service will be reduced from 5 days per week to 2 or 3 times per week depending on the facility. The County expects to save \$250,000 annually as a result of the change.

Function Statement

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.

Mission Statement

Minimize damage caused by flooding through 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: % of petitions prepared within 5 days of request

Objective: Hold public hearing within 90 days of receipt of petition

Measure: % 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: % 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: % 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: % of complaints resolved within 30 days of receipt of complaint

Objective: Secure 100% of financing necessary for drain projects before project begins.

Measure: % of projects where financing was secured prior to commencement of project

Objective: Provide research and general drainage information to citizens of Ottawa County

Measure: % of citizen requests that are provided assistance

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Outcome/Efficiency:</i>				
<i>% of petition requests completed within 5 days</i>	100%	90%	100%	100%
<i>% of public hearings held within 90 days of receipt of petition</i>	50%	50%	75%	100%
<i>% of plans & bid documents completed within 180 days of determination of necessity for petition</i>	100%	90%	90%	100%
<i>% of drainage complaints responded to within 48 hours of receipt of complaint</i>	90%	50%	75%	90%
<i>% of drainage complaints under Drain Commissioner jurisdiction requiring maintenance that are resolved within 30 days</i>	75%	50%	75%	90%
<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%	90%	90%	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: % 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: % of plat construction plans approved with 30 days of receipt of required information

Objective: Issue final site plan approval within 10 days of receipt of required documentation

Measure: % 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 new plats as a County Drain

Measure: % 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

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i>Completion of annual review and/or update of Stormwater Control Policy (Yes/No)</i>	No	No	Yes	Yes
<i>Outcome/Efficiency:</i>				
<i>% of plat preliminary site plans approved within 30 days of receipt of required information</i>	100%	100%	100%	100%
<i>% of plat construction plans approved within 30 days of receipt of required information</i>	100%	100%	100%	100%
<i>% of Plats given final approval within 10 days of receipt of required documentation</i>	100%	100%	100%	100%
<i>% of drains established in plats reviewed and approved by the Drain Commissioner</i>	100%	100%	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: % of petition forms distributed within 5 days of request

Objective: Review petitions received for accuracy and compliance within 30 days of receipt

Measure: % of petitions reviewed within 30 days of receipt

Objective: Formally submit completed petitions to Circuit Court to establish a lake level

Measure: % 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: % 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: % of inspections made and reports completed as required

Measures	2007	2008	2009 Estimated	2010 Projected
<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>	100%	100%	100%	100%
<i>% of inspections made and reports completed every three years for all legally established lake levels (due in 2007)</i>	100%	100%	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: % of applications and plans reviewed within 30 days

Measure: % 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: % of permits issued within 2 days of plan review and site inspection

Objective: Inspect all permitted sites during construction on a regular basis to ensure permit compliance. The number of inspections needed depends on the potential for erosion on that particular site.

Measure: % of site inspections made (based on erosion potential)

Objective: Follow thru on all areas of non-compliance to minimize erosion and off-site sedimentation within 24 hours of inspection

Measure: % 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

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i>Completion of annual review and/or update of the County Ordinance(Yes/No)</i>	No	Yes	Yes	Yes
<i>Outcome/Efficiency:</i>				
<i>% of permit applications & plans reviewed and site inspections made within 30 days of submittal</i>	100%	100%	100%	100%
<i>% of permits issued within 2 days of completion of plan review & site inspection</i>	100%	100%	100%	100%
<i>% of permitted sites inspected on a regular basis (based on erosion potential)</i>	90%	100%	100%	100%
<i>% of violations that received follow up within 24 hours of inspection/discovery</i>	100%	100%	100%	100%

Federal Clean Water Act, Phase II Stormwater Regulations

Goal: Develop and implement a program through 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: Update Illicit Discharge & Elimination Plan (IDEP) annually for both the Macatawa Watershed and the Lower Grand River Watershed

Measure: Completion of Illicit Discharge & Elimination plan update for the Macatawa Watershed and Lower Grand River Watershed

Objective: Perform re-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 as required every 5 years

Measure: % of required outfalls meeting inspection requirements

Measure: % 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: % of illicit connections eliminated within 2 years of discovery

Objective: Update Public Education Plan (PEP) every 5 years to ensure that it reaches 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

Measure: Update of PEP for the Macatawa Watershed and Lower Grand River Watershed within required time frame

Objective: Update StormWater Pollution Prevention Initiative (SWPPI) every 5 years to enforce a comprehensive stormwater management program for post-construction controls in areas of new development and significant redevelopment and assess progress made in stormwater pollution prevention in the Macatawa Watershed and the Lower Grand River Watershed

Measure: Update of the SWPPI for the Macatawa Watershed and the Lower Grand River Watershed within required time frame

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i>Valid Certificate of Coverage in effect from MDEQ (Yes/No)</i>	N/A	Yes	N/A	N/A
<i>Update of IDEP (due in 2013)</i>	N/A	Yes	N/A	N/A
<i>Update of PEP (due in 2013)</i>	N/A	Yes	N/A	N/A
<i>Update of SWPPI (due in 2013)</i>	N/A	Yes	N/A	N/A
<i>Outcome/Efficiency:</i>				
<i>% of stormwater outfalls inspected that required a 2nd inspection due to discovery of an illicit discharge</i>	< 1%	N/A	< 1%	< 1%
<i>% of illicit connections/discharges eliminated within 2 years of discovery</i>	100%	100%	100%	100%

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Drain Commissioner	1.000	1.000	1.000	\$78,396
Deputy Drain Commissioner	1.000	1.000	1.000	\$60,820
Soil Erosion Control Agent	1.000	1.000	1.000	\$48,234
Soil Erosion Control Inspector	1.000	1.000	1.000	\$39,120
Records Processing Clerk II	1.000	1.000	1.000	\$33,288
Development Coordinator	1.000	1.000	1.000	\$36,154
Construction Inspector	1.000	1.000	1.000	\$44,821
	<u>7.000</u>	<u>7.000</u>	<u>7.000</u>	<u>\$340,833</u>

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Licenses	\$79,070	\$60,586	\$35,851	\$35,000	\$35,000
Intergovernmental Revenue	\$120,444		\$5,104		
Charges for Services	\$7,300	\$4,150	\$3,650	\$2,500	\$2,500
Other Revenue					
Total Revenues	<u>\$206,814</u>	<u>\$64,736</u>	<u>\$44,605</u>	<u>\$37,500</u>	<u>\$37,500</u>
Expenditures					
Personnel Services	\$429,604	\$443,906	\$493,130	\$504,725	\$527,678
Supplies	\$13,161	\$17,502	\$12,558	\$12,760	\$14,500
Other Services & Charges	\$226,171	\$106,467	\$125,442	\$117,515	\$122,842
Total Expenditures	<u>\$668,936</u>	<u>\$567,875</u>	<u>\$631,130</u>	<u>\$635,000</u>	<u>\$665,020</u>

Budget Highlights:

2006 reflects the completion of a \$250,000 FEMA to update floodplain elevations for incorporation into the Digital Flood Insurance Rate map.

Resources

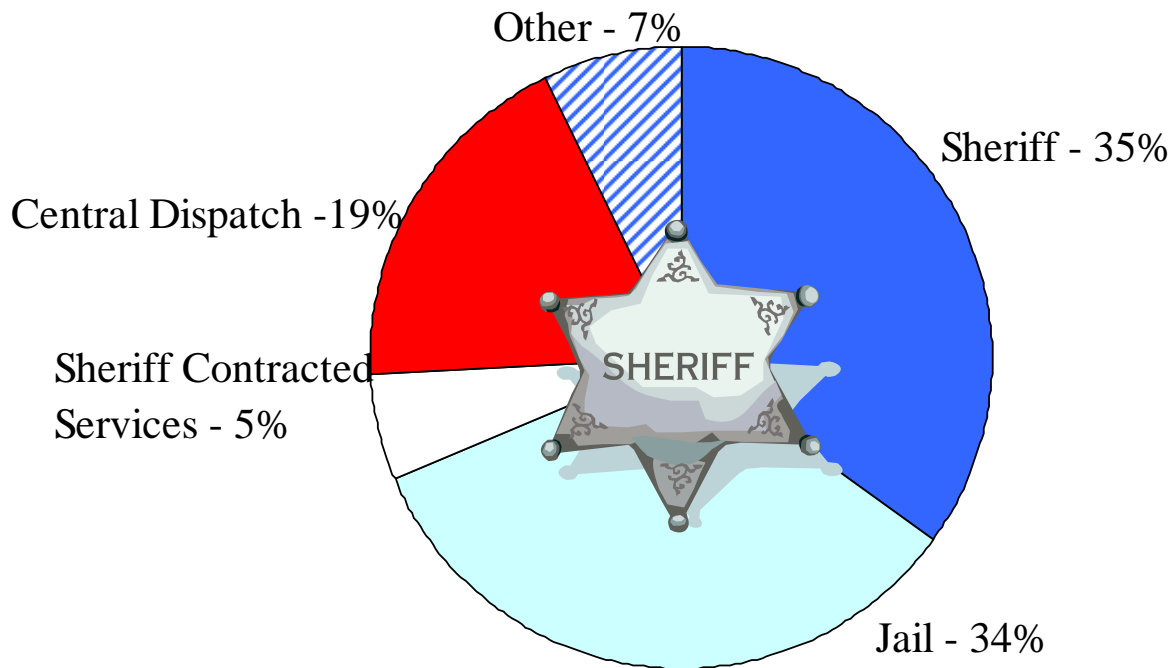
Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Expenditures					
Other Services & Charges	\$23,290	\$20,609	\$27,244	\$32,766	\$29,916
Total Expenditures	\$23,290	\$20,609	\$27,244	\$32,766	\$29,916

2010 General Fund Public Safety Expenditures \$23,790,713



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.

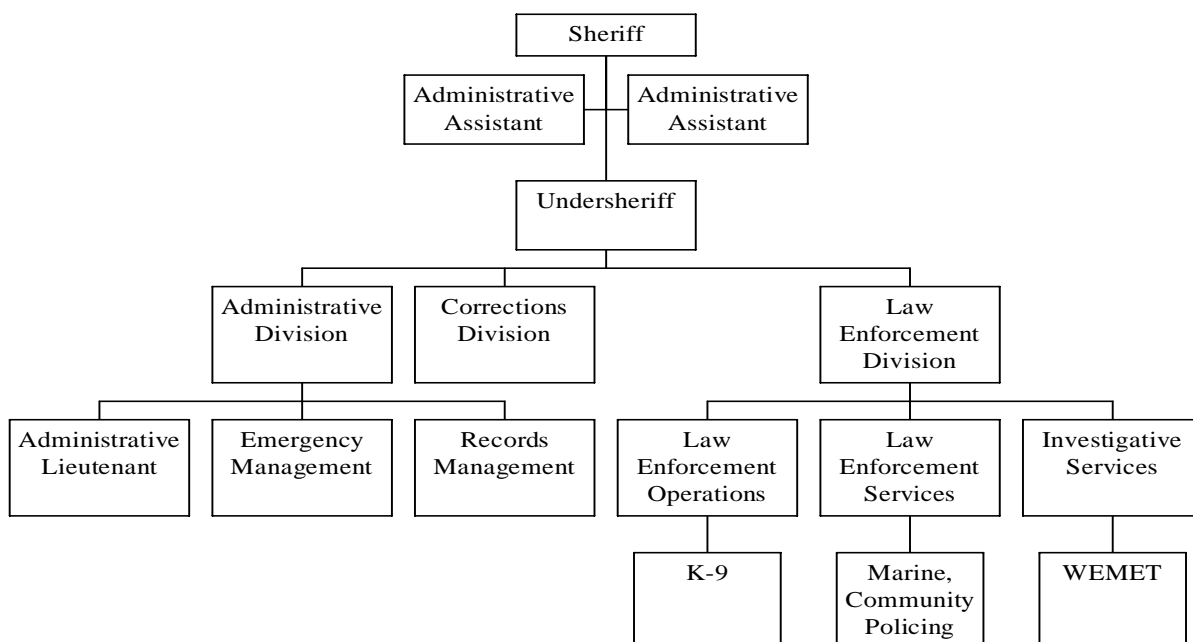
Records Unit

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



Mission Statement

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 18 per 1,000 residents

Objective: Non violent (Non-Index) crimes will be below 70 per 1,000 residents

Objective: At least 80% of citizens will feel safe in their neighborhood

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Outcome</i>				
<i>Violent crimes per 1,000 residents</i>	14.5	8.75	9.32	10.1
<i>Non-violent crimes per 1,000 residents</i>	63.6	60.8	61.3	62.2
<i>% of residents who feel safe in their neighborhood*</i>	N/A	99%	N/A	99%
<i>* Citizen surveys are completed every two years.</i>				

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>	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i># of documents transcribed</i>	16,048	14,499	15,274	15,418
<i># of original and supplemental reports</i>	19,181	22,540	22,730	22,927
<i>Outcome/Efficiency:</i>				
<i>% of time warrants are entered in to the LEIN within 1 day of receipt</i>	95%	95%	95%	95%
<i>% of time PPOs are entered in to the LEIN within 1 days of receipt</i>	95%	95%	95%	95%
<i>% of time police reports are provided within 2 days of request</i>	92%	94%	95%	96%
<i>% of time officer reports are transcribed within 2 days of receipt</i>	83%	88%	89%	90%

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: % of violent crimes cleared

Objective: To attain a clearance rate on non-violent (Non-Index) crimes of no less than 90%

Measure: % of non-violent crimes cleared

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i># of cases assigned</i>	1,968	1,909	1,939	1,968
<i># of criminal arrests</i>	345	348	352	359
<i>Efficiency:</i>				
<i># cases per detective</i>	164	166	169	172
<i>Outcome:</i>				
<i>% of violent crimes cleared</i>	91%	86.7	86.9	87
<i>% of non-violent crimes cleared</i>	95%	95.31	96.1	96.4

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: The number of traffic crashes per 1,000 citizens will be below 50

Measure: The number of fatal traffic crashes per 1,000 citizens will be below .12

Measure: The number of alcohol related crashes per 1,000 citizens will be below 2

Objective: To provide timely assistance to citizen calls for service

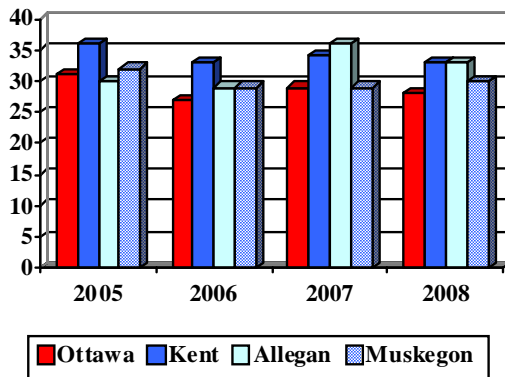
Measure: The average County-wide response time for calls will be less than 10 minutes

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i># of calls for service</i>	76,175	72,665	74,430	75,948
<i># of traffic accidents investigated</i>	5,864	5,652	5,680	5,708
<i>Efficiency:</i>				
<i># citizens per deputy</i>	2,970	2,999	3,014	3,045
<i>Outcome:</i>				
<i># of traffic crashes per 1,000 citizens *</i>	29	28	22	23
<i># of fatal traffic crashes per 1,000 citizens *</i>	.07	.09	.08	.09
<i># of alcohol related crashes per 1,000 citizens *</i>	1.11	.97	.79	.80
<i>Average # of minutes to respond to call</i>	6.9	6.2	6.3	6.4

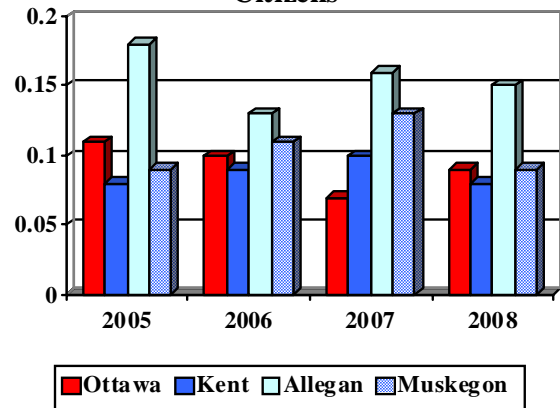
* Figures represent the total crashes for the entire County, whether reported by the Ottawa County Sheriff's Department or the police department of a city within Ottawa County.

<i>Outcome Benchmarks:</i>	2005	2006	2007	2008
# of traffic crashes per 1,000 citizens - Ottawa	31	27	29	28
# of traffic crashes per 1,000 citizens - Kent	36	32	34	33
# of traffic crashes per 1,000 citizens - Allegan	30	29	36	33
# of traffic crashes per 1,000 citizens - Muskegon	32	29	29	30
# of fatal traffic crashes per 1,000 citizens - Ottawa	.11	.10	.07	.09
# of fatal traffic crashes per 1,000 citizens - Kent	.08	.09	.10	.08
# of fatal traffic crashes per 1,000 citizens - Allegan	.18	.13	.16	.15
# of fatal traffic crashes per 1,000 citizens - Muskegon	.09	.11	.13	.09
# of alcohol related crashes per 1,000 citizens - Ottawa	1.24	1.17	1.11	.97
# of alcohol related crashes per 1,000 citizens - Kent	1.73	1.57	1.55	1.34
# of alcohol related crashes per 1,000 citizens - Allegan	1.54	1.47	1.52	1.43
# of alcohol related crashes per 1,000 citizens - Muskegon	1.35	1.34	1.33	1.03

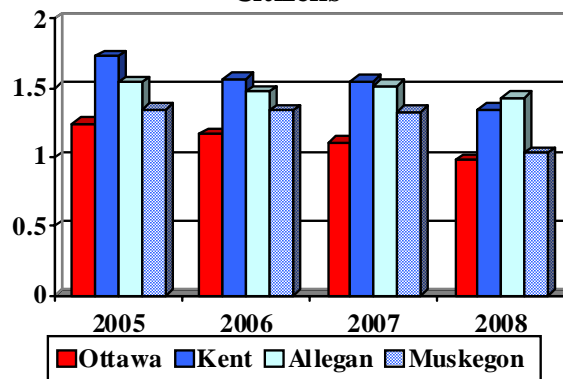
Traffic Crashes per 1,000 Citizens



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.

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Sheriff	1.000	1.000	1.000	\$111,021
Undersheriff	1.000	1.000	1.000	\$92,134
Records Management Director	1.000	1.000	1.000	\$63,802
Sergeant	8.950	10.250	9.250	\$611,083
Lieutenant	4.000	3.700	3.700	\$278,591
Evidence Technician	1.000	1.000	1.000	\$58,473
Road Patrol Deputy	29.000	28.000	28.000	\$1,618,524
Detective	12.000	13.000	14.000	\$865,874
Administrative Secretary II	2.000	2.000	2.000	\$96,866
Clerk Typist II/Matron	9.000	10.000	10.000	\$332,260
	68.950	70.950	70.950	\$4,128,628

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$6,908		\$343		
Charges for Services	\$161,800	\$186,857	\$188,519	\$185,500	\$173,927
Other Revenue	\$8,869	\$8,647	\$9,787	\$18,200	\$9,101
Total Revenues	\$177,577	\$195,504	\$198,649	\$203,700	\$183,028
Expenditures					
Personnel Services	\$5,621,560	\$5,941,132	\$6,184,911	\$6,684,347	\$6,778,134
Supplies	\$300,896	\$249,019	\$223,900	\$290,000	\$297,665
Other Services & Charges	\$1,138,419	\$1,236,098	\$1,332,206	\$1,319,639	\$1,256,441
Capital Outlay					
Total Expenditures	\$7,060,875	\$7,426,249	\$7,741,017	\$8,293,986	\$8,332,240

Function Statement

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.

Mission Statement

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

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
# of Arrests	182	247	249	252
# of Narcotic Presentations	20	34	38	39
# of Vehicle Seizures	10	36	35	27
<i>Outcome:</i>				
# of drug related public complaints per 1,000 residents	1.01	.35	.41	.43
# of drug related deaths per 1,000 residents	.02	.02	.02	.03
# of methamphetamine related incidents per 1,000	<.03	<.04	<.04	<.05
# of juvenile arrests for drug/narcotics violations	.60	.51	.55	.58

Resources

Personnel	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Sergeant	1.000	1.000	1.000	\$65,912
Road Patrol Deputy	5.000	5.000	5.000	\$294,202
	6.000	6.000	6.000	\$360,114

Funding	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$25,854	\$19,924	\$17,084	\$20,000	\$14,672
Other Revenue	\$0	\$0	\$0	\$350	\$0
Total Revenues	\$25,854	\$19,924	\$17,084	\$20,350	\$14,672
Expenditures					
Personnel Services	\$498,136	\$531,510	\$510,249	\$536,508	\$565,927
Supplies	\$5,927	\$9,207	\$4,194	\$4,500	\$4,870
Other Services & Charges	\$53,671	\$68,762	\$50,423	\$71,553	\$72,094
Total Expenditures	\$557,734	\$609,479	\$564,866	\$612,561	\$642,891

Fund: (1010) General Fund

Departments: (3110-3113 and 3130-3180) Community Policing Contracts

Function Statement

This schedule reports the activity in six departments in the General Fund: 3110 - COPS -Georgetown/ Jamestown, 3112 - COPS - Allendale/Jenison, 3113 - COPS - Holland/West Ottawa, 3130 - Zoning Enforcement, 3170 - Blendon/Tallmadge/Holland/Zeeland (CITE), and 3180 - COPS - West Ottawa. Each of these departments records a contractual arrangement between the Sheriff's department and a 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.

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Road Patrol Deputy	2.000	2.000	2.000	\$113,869

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$612,655	\$386,245	\$102,799	\$101,530	\$110,583
Other		\$952			
Total Revenues	\$612,655	\$387,197	\$102,799	\$101,530	\$110,583
Expenditures					
Personnel Services	\$599,848	\$396,137	\$159,723	\$154,957	\$175,804
Supplies	\$5,845	\$13,726	\$478	\$2,425	\$1,450
Other Services & Charges	\$70,667	\$48,913	\$15,133	\$17,171	\$12,240
Capital Outlay					
Total Expenditures	\$676,360	\$458,776	\$175,334	\$174,553	\$189,494

Budget Highlights:

During 2007 and continuing in 2008, certain contractual programs were consolidated with others to streamline accounting and billing. These programs were moved to fund 2610- Sheriff Contracts.

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.

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Sergeant	1.000	1.000	1.000	\$65,912
Road Patrol Deputy	4.000	4.000	4.000	\$233,347
	5.000	5.000	5.000	\$299,259

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$469,681	\$482,754	\$469,387	\$513,305	\$532,162
Total Revenues	\$469,681	\$482,754	\$469,387	\$513,305	\$532,162
Expenditures					
Personnel Services	\$412,431	\$428,763	\$418,833	\$455,409	\$472,926
Supplies	\$5,240	\$1,523	\$5,935	\$9,620	\$11,150
Other Services & Charges	\$52,009	\$52,469	\$44,620	\$48,276	\$48,086
Total Expenditures	\$469,680	\$482,755	\$469,388	\$513,305	\$532,162

Fund: (1010) General Fund

Department: (3120) City of Hudsonville

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.

Resources				
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Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Sergeant	1.000	1.000	1.000	\$65,912
Road Patrol Deputy	5.000	5.000	5.000	\$292,262
	6.000	6.000	6.000	\$358,174

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$248,238	\$453,020	\$550,048	\$556,629	\$610,364
Other Revenue	\$1,036				
Total Revenues	\$248,238	\$454,056	\$550,048	\$556,629	\$610,364
Expenditures					
Personnel Services	\$199,497	\$405,627	\$490,573	\$505,510	\$550,383
Supplies	\$26,243	\$5,948	\$13,821	\$6,100	\$8,700
Other Services & Charges	\$22,498	\$42,482	\$45,657	\$45,019	\$51,281
Total Expenditures	\$248,238	\$454,057	\$550,051	\$556,629	\$610,364

Budget Highlights:

During 2006, the County finalized an agreement with the City of Hudsonville to provide policing services. 2007 and beyond reflect full year activity.

Function Statement

The Sheriff Curb Auto Theft (SCAT) department accounts for a grant from the State of Michigan Automobile Theft Prevention Authority (ATPA). The ATPA was established in 1986 to reduce auto theft in Michigan and receives its funding from insurance companies.

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Road Patrol Deputy	1.000	0.000	0.000	\$0

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$59,719	\$64,995			
Total Revenues	\$59,719	\$64,995			
Expenditures					
Personnel Services	\$74,411	\$76,083			
Supplies	\$1,086	\$1,322			
Other Services & Charges	\$6,574	\$8,976			
Capital Outlay					
Total Expenditures	\$82,071	\$86,381			

Budget Highlights:

This program was moved to fund 2609 - Sheriff 9/30 Grants because the fiscal year of the grant was changed.

Function Statement

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.

Mission Statement

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: 100% of new deputies will complete the ten-week training program

Objective: Officers will receive adequate training to achieve/maintain certification and expertise.

Measure: 100% of County deputies will be certified officers

Measure: 90% of all officers will receive 40+ hours of training per year

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
# of hours of training provided	950	962	975	981
% of officers receiving 40 hours of training per year	88%	93%	94%	95%
% of new deputies completing training course before deployment	100%	100%	100%	100%
% of deputies certified	100%	100%	100%	100%
<i>Efficiency:</i>				
Average Cost per officer for training sessions	\$115	\$115	\$117	\$119

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$27,169	\$29,882	\$37,228	\$30,000	\$30,000
Total Revenues	\$27,169	\$29,882	\$37,228	\$30,000	\$30,000
Expenditures					
Other Services & Charges	\$27,169	\$29,882	\$37,228	\$30,000	\$30,000
Total Expenditures	\$27,169	\$29,882	\$37,228	\$30,000	\$30,000

Function Statement

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 was made in the year 2009, so the entire levy is now distributed to E-911 Central Dispatch.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Taxes	\$3,787,704	\$4,020,342	\$4,233,130	\$4,394,067	\$4,412,196
Total Revenues	\$3,787,704	\$4,020,342	\$4,233,130	\$4,394,067	\$4,412,196
Expenditures					
Other Services & Charges	\$3,776,967	\$4,027,964	\$4,260,366	\$4,397,871	\$4,412,396
Total Expenditures	\$3,776,967	\$4,027,964	\$4,260,366	\$4,397,871	\$4,412,396

Budget Highlights:

The tax levy for the 2010 tax revenue is set at .4400 mills.

Function Statement

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.

Mission Statement

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

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i># of contacts</i>	4,427	2,688	2,829	2,978
<i># of tickets</i>	311	247	254	262
<i># of persons certified in boat safety</i>	690	494	504	514
<i># of Dive Calls</i>	14	17	18	19
<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>	1.98	1.00	1.15	1.20
<i># of accidents</i>	10	11	12	13
<i># of drownings</i>	2	1	<5	<5
<i>Average # of minutes to respond to call</i>	9.1	8.2	8.6	8.8

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Sergeant	0.750	0.750	0.750	\$49,434

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$85,747	\$97,691	\$109,233	\$186,679	\$141,821
Charges for Services	\$92	\$70	\$136		
Other Revenue					
Total Revenues	\$85,839	\$97,761	\$109,369	\$186,679	\$141,821
Expenditures					
Personnel Services	\$150,360	\$160,263	\$142,795	\$153,922	\$150,827
Supplies	\$13,731	\$13,375	\$26,754	\$27,820	\$16,100
Other Services & Charges	\$52,726	\$55,249	\$62,264	\$64,631	\$53,947
Capital Outlay	\$11,238	\$14,805		\$60,000	
Total Expenditures	\$228,055	\$243,692	\$231,813	\$306,373	\$220,874

Budget Highlights:

During 2009, the County received additional grant funds for the purchase of a boat.

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: # 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

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: # of inmates receiving GED certificates

Objective: Continue to provide training opportunities to reduce liability and increase staff professionalism and skills

Measure: 90% of corrections officers will have had 40 hours of training in the last 12 months

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i>Average daily jail population</i>	419	389	404	412
<i>% compliance with ACA standards</i>	100%	100%	100%	100%
<i># inmate support programs offered</i>	5	5	6	6
<i>Average # of inmates attending support programs</i>	162	159	165	168
<i>Average # of inmates attending religious services</i>	1,101	1,003	1,050	1,110
<i>% of corrections officers who have received 40 hours of training within the last 12 months</i>	95.9%	96%	96%	97%
<i>Efficiency:</i>				
<i>Cost per day/inmate</i>	\$49	\$50	\$52	\$53
<i>Outcome:</i>				
<i># of incidents per average daily population</i>	4.8	4.1	4.2	4.3
<i># inmates receiving GED certificates</i>	141	138	142	146
<i># of inmate escapes/attempted escapes during incarceration and transport</i>	0	0	0	0

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 10,000 per year**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

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Efficiency:</i>				
<i># of inmates physically transported to court</i>	8,891	10,092	10,181	10,271
<i>Outcome:</i>				
<i># of inmate escapes/attempted escapes during incarceration and transport</i>	0	0	0	0

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>	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i># of contraband items found/confiscated by court security staff</i>	475	1,071	1,075	1,081
<i># of court panic/medical emergency alarms responded to by court security staff</i>	25	40	32	36
<i>Outcome:</i>				
<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

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Lieutenant/Jail Administrator	1.000	1.000	1.000	\$70,261
Sergeant	6.000	6.000	6.000	\$367,230
Corrections Officer	50.000	51.000	50.000	\$2,295,659
Court Services Officer	15.000	14.000	14.000	\$685,542
Clerk Typist II/Matron	5.000	5.000	5.000	\$167,576
	<u>77.000</u>	<u>77.000</u>	<u>76.000</u>	<u>\$3,586,268</u>

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue		\$150,495	\$88,249		
Charges for Services	\$614,541	\$630,401	\$666,541	\$688,900	\$864,281
Other Revenue	\$13,777	\$8,867	\$16,967	\$11,500	\$11,492
Total Revenues	<u>\$628,318</u>	<u>\$789,763</u>	<u>\$771,757</u>	<u>\$700,400</u>	<u>\$875,773</u>
Expenditures					
Personnel Services	\$4,831,317	\$5,160,316	\$5,418,186	\$5,544,541	\$5,650,337
Supplies	\$806,534	\$861,919	\$821,678	\$773,100	\$842,676
Other Services & Charges	\$1,453,255	\$1,541,461	\$1,579,505	\$1,545,084	\$1,500,447
Capital Outlay					
Total Expenditures	<u>\$7,091,106</u>	<u>\$7,563,696</u>	<u>\$7,819,369</u>	<u>\$7,862,725</u>	<u>\$7,993,460</u>

Budget Highlights:

2010 Charges for Services reflect the \$150,000 in commissions on inmate phone calls that had previously been recorded in the Telecommunications Fund (Internal Service Fund 6550).

Effective with the 2010 budget process, one corrections officer position has been eliminated.

Function Statement

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).

Mission Statement

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:** % of County having an identified emergency shelter
- Objective:** Minimize the occurrence of local emergency declarations
- Measure:** # of declared emergencies
- Measure:** # 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 (TRT) and Hazardous Materials (HAZMAT) team are adequately trained for a variety of emergencies
- Measure:** 100% of TRT/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:** # 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>	2007	2008	2009 Estimated	2010 Projected
<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	4	5	5
<i># of emergencies declared</i>	0	4	3	4
<i># of disasters declared</i>	0	1	0	0

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>% of Technical Response team members trained to Medical 1st Responder level and 5 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>Outcome:</i>				
<i>% of County with an identified emergency shelter</i>	100%	100%	100%	100%
<i>Average time (in hours) between emergency occurrence and formal declaration.</i>	24	24	24	24

Resources

Personnel	2008	2009	2010	2010
	# of Positions	# of Positions	# of Positions	Budgeted Salary
Director of Emergency Management	1.000	1.000	1.000	\$69,941
Local Emergency Planning Committee Coordinator	0.600	0.600	0.600	\$23,374
Records Processing Clerk II	0.500	0.500	0.500	\$16,101
	2.100	2.100	2.100	\$109,416

Funding	2006	2007	2008	2009	2010
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$39,741	\$38,661	\$42,022	\$30,000	\$30,000
Total Revenues	\$39,741	\$38,661	\$42,022	\$30,000	\$30,000
Expenditures					
Personnel Services	\$138,168	\$140,332	\$154,956	\$153,983	\$159,743
Supplies	\$6,505	\$11,574	\$10,964	\$12,711	\$12,325
Other Services & Charges	\$76,168	\$146,655	\$169,662	\$142,382	\$137,828
Total Expenditures	\$220,841	\$298,561	\$335,582	\$309,076	\$309,896

Function Statement

In January of 2004, Ottawa County and municipalities within the County formed the Ottawa County Hazardous Materials Response and Technical Rescue Team. The team was formed to jointly own equipment and establish training for HAZMAT operations. In addition, the HAZMAT team will respond as requested to all hazardous material and technical rescue incidents in the County.

Resources

Personnel

<u>Position Name</u>	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Local Emergency Planning Committee Coordinator	0.400	0.400	0.400	\$15,583

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$33,771	\$20,544	\$32,618	\$42,489	\$29,055
Other Revenue	\$350	\$18,771	\$7,628		
Total Revenues	\$34,121	\$39,315	\$40,246	\$42,489	\$29,055
Expenditures					
Personnel Services	\$20,303	\$21,666	\$23,202	\$23,677	\$24,196
Supplies	\$8,725	\$15,470	\$16,491	\$17,750	\$10,900
Other Services & Charges	\$34,727	\$20,377	\$35,522	\$43,550	\$22,950
Total Expenditures	\$63,755	\$57,513	\$75,215	\$84,977	\$58,046

Function Statement

In the aftermath of the 9/11 tragedy, President Bush created the Department of Homeland Security to address terrorism threats within the country. The department provides grant dollars to local governments to help them address potential weaknesses in security specific to their region.

Resources

Personnel

<u>Position Name</u>	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Solution Area Planner	0.000	0.730	0.693	\$40,763

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$17,677	\$59,033	\$73,906	\$96,165	\$60,000
Other Revenue					
Total Revenues	<u>\$17,677</u>	<u>\$59,033</u>	<u>\$73,906</u>	<u>\$96,165</u>	<u>\$60,000</u>
Expenditures					
Personnel Services	(\$183)	\$57,782	\$72,684	\$92,665	\$58,810
Supplies	\$39,074				\$200
Other Services & Charges	\$147	\$1,251	\$4,274	\$3,500	\$990
Capital Outlay					
Total Expenditures	<u>\$39,038</u>	<u>\$59,033</u>	<u>\$76,958</u>	<u>\$96,165</u>	<u>\$60,000</u>

Function Statement

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.

Mission Statement

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: 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

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: Reported incidence of rabies will be zero

Objective: The County will respond promptly to vicious animal complaints

Measure: Vicious animal complaints will be responded to within 10 minutes of receipt

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i># of Animals Retrieved</i>	1,879	1,795	1,837	1,842
<i># of licensed dogs</i>	19,530	19,165	19,347	19,742
<i>Efficiency:</i>				
<i>*Average # of hours before responding to animal cruelty complaints</i>	<1	<1	<1	<1
<i>*Average # of minutes before responding to vicious animal call</i>	<8.5	<7.1	<7	<6.5
<i>Outcome:</i>				
<i># of dog bites per 1,000 residents</i>	1.40	1.12	1.19	1.25
<i># of reported cases of rabies</i>	0	0	0	0
<i># of animal cruelty complaints</i>	83	71	77	81

* Time depends if Animal Control is on or off duty. During off duty time the road patrol will respond to these calls.

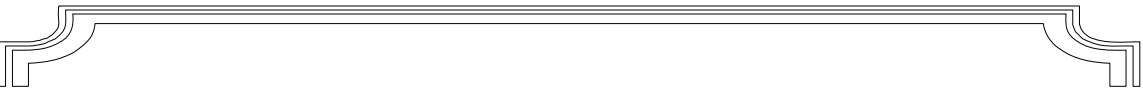
Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Animal Control Officer	3.000	3.000	3.000	\$124,554

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Expenditures					
Personnel Services	\$125,965	\$165,078	\$177,944	\$184,106	\$193,029
Supplies	\$3,799	\$497	\$27,487	\$3,975	\$3,905
Other Services & Charges	\$198,096	\$216,294	\$193,353	\$193,129	\$201,956
Capital Outlay					
Total Expenditures	\$327,860	\$381,869	\$398,784	\$381,210	\$398,890



**2010 General Fund Budget
Public Works Expenditures \$466,500**



Function Statement

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.

Resources

Personnel

No personnel has been allocated to this department.

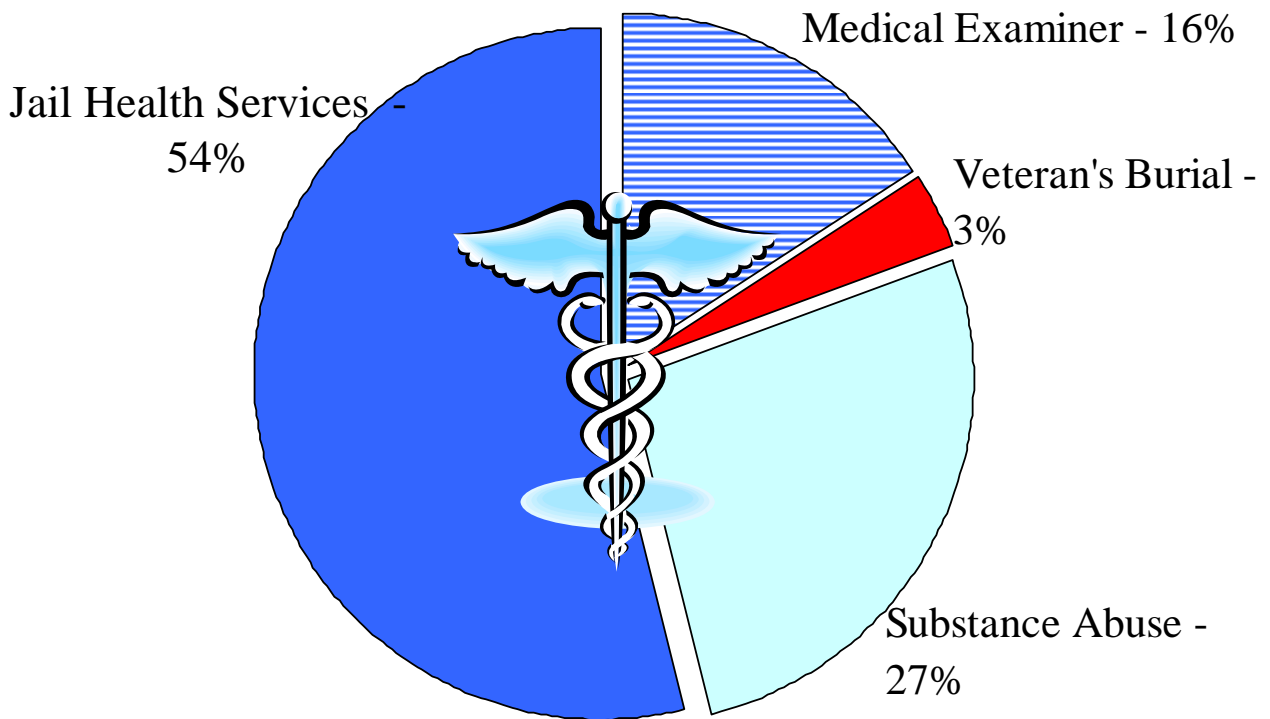
Funding

	2006	2007	2008	2009 Current Year	2010 Adopted
	Actual	Actual	Actual	Estimated	by Board
Expenditures					
Other Services & Charges	\$59,187	\$219,386	\$73,561	\$124,050	\$466,500
Total Expenditures	\$59,187	\$219,386	\$73,561	\$124,050	\$466,500

Budget Highlights:

The County share of drain assessments varies by year depending on the number and scope of projects. 2010 reflects the County share of a \$2.5 million drainage project in Park Township. Heavy rains in 2008 and 2009 have also resulted in additional drain work.

2010 General Fund Health and Welfare Expenditures \$1,610,144



Function Statement

The Jail Health Service department records the costs associated with providing the required health care for inmates at the Ottawa County Jail. The County contracts with Secure Care, Inc. to provide these services.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Charges for Services				\$11,820	\$18,367
Total Revenues				\$11,820	\$18,367
Expenditures					
Personnel Services					
Supplies				\$52,913	\$104,500
Other Services & Charges				\$655,936	\$761,625
Total Expenditures				\$708,849	\$866,125

Budget Highlights:

During 2009, this program was moved from the Health Fund (Special Revenue Fund 2210) to the General Fund. 2009 represents approximately nine months of activity.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$790,813	\$880,280	\$964,247	\$978,603	\$1,000,944
Total Revenues	\$790,813	\$880,280	\$964,247	\$978,603	\$1,000,944
Expenditures					
Personnel Services					
Supplies					
Other Services & Charges	\$285,593	\$414,801	\$414,123	\$421,302	\$432,472
Total Expenditures	\$285,593	\$414,801	\$414,123	\$421,302	\$432,472

Budget Highlights:

Although expenditures in total are not increasing, more of them are being charged through this department beginning in 2007 to fulfill contractual requirements.

Function Statement

The Medical Examiners program is responsible to investigate and attempt to establish the cause of all sudden and unexpected deaths within the County. The program in Ottawa County is staffed by a Chief Medical Examiner, ten Deputy Medical Examiners and a clerical support person (part-time). All of the examiner positions are paid on a retainer/per call basis. The Health Officer provides overall supervision and administrative support for the program.

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Record Processing Clerk III	0.000	0.200	0.200	\$7,051

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue			\$1,600	\$1,600	
Charges for Services	\$2,234	\$9,653	\$13,601	\$8,500	\$12,000
Total Revenues	\$2,234	\$9,653	\$15,201	\$10,100	\$12,000

Expenditures

Personnel Services	\$3,895	\$30,862	\$39,966	\$37,158	\$34,287
Supplies	\$731	\$129	\$659	\$535	\$515
Other Services & Charges	\$240,893	\$211,957	\$263,039	\$201,807	\$221,745
Total Expenditures	\$245,519	\$242,948	\$303,664	\$239,500	\$256,547

Function Statement

The Soldiers and Sailors Relief Commission receives burial claims from funeral directors and determines 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.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006	2007	2008	2009	2010
	Actual	Actual	Actual	Current Year	Adopted
				Estimated	by Board
Expenditures					
Other Services & Charges	\$69,355	\$49,050	\$40,905	\$55,000	\$55,000
Total Expenditures	\$69,355	\$49,050	\$40,905	\$55,000	\$55,000

Function Statement

The Veteran's Affairs Committee, formerly the Soldiers and Sailors Relief Commission, consists of three to five members appointed by the Board of Commissioners of Ottawa County. This department records administrative department records administrative expenditures of the commission such as mileage and per diem costs.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006	2007	2008	2009	2010
	Actual	Actual	Actual	Current Year	Adopted
				Estimated	by Board
Expenditures					
Supplies	\$443				
Other Services & Charges	\$1,724				
Total Expenditures	\$2,167				

Budget Highlights:

This department has been combined with the claims of the Veterans Affairs Committee reported in Special Revenue fund 2930 - Soldier's & Sailors Relief.



2010 General Fund Budget
Community & Economic Development
Expenditures \$641,711



Resources

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue			\$4,995	\$105,006	
Other Revenue					
<hr/>					
Total Revenues			\$4,995	\$105,006	
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Expenditures					
Personnel Services					
Supplies					
Other Services & Charges			\$4,995	\$105,006	
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Total Expenditures			\$4,995	\$105,006	
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Budget Highlights:

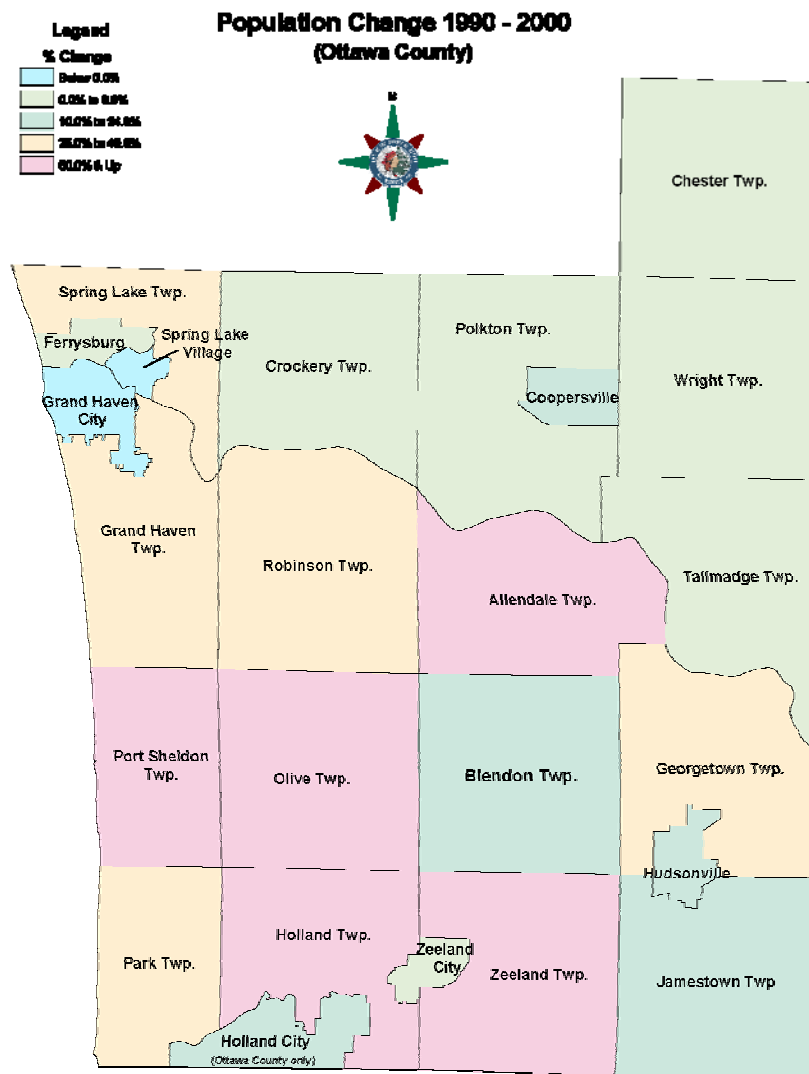
2008 and 2009 reflect a one-time transit study grant.

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 administers grants, conducts legislative analysis, and provides professional level administrative support for miscellaneous county initiatives. Last, the Department oversees the Survey and Remonumentation program and acts as the staff liaison to the Ottawa County Planning Commission.

Mission Statement

Provide planning tools that are utilized by local officials to maintain and improve the quality-of-life for citizens in Ottawa County.



The image above highlights 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 and Grants Department exists in part to assist municipalities in properly planning for growth.

LAND USE PLANNING**Goal: Increase the level of planning expertise among planners****Objective:** Enhance planner skills in basic and advanced planning techniques**Measure:** At least 7 trainings will be provided to planning officials throughout Ottawa County (2 fall, 2 winter, 3 spring/summer)**Measure:** At least 88% of planning commissions will be represented at each Excellence Through Training program**Measure:** At least 88% of attendee survey results will show that participants are provided with practical skills and knowledge**Objective:** Provide research and technical assistance to customers**Measure:** At least 88% of requests fulfilled for data and research assistance**Measure:** 100% of requests for data and research assistance are given an acknowledgment of the request within 24 hours

Measures	2007	2008	2009 Estimated	2010 Projected
Output:				
At least 7 trainings will be provided to planning officials throughout Ottawa County (2 fall, 2 winter, 3 spring/summer)	6	6	7	7
At least 88% of planning commissions will be represented at each Excellence Through Training program	25%	45%	88%	88%
At least 88% of attendee survey results will show that participants are provided with practical skills and knowledge	80%	75%	88%	88%
At least 88% of requests fulfilled for data and research assistance	N/A	100%	88%	88%
100% of requests for data and research assistance are given an acknowledgment of the request with 24 hours	N/A	N/A	100%	100%

Goal: Create land use planning initiatives to preserve rural character and enhance urban vitality**Objective:** Provide solutions to address challenging, community planning issues**Objective:** Assist with multi-jurisdictional planning projects**Measure:** At least 48 hours of strategic planning**Measure:** At least 3 land use projects promoted at any given time**Measure:** At least 88% of communities referencing County Development Plan/Projects in Master Plan**Measure:** 100% of requests for multi-jurisdictional planning assistance where direct assistance is provided

Measures	2007	2008	2009 Estimated	2010 Projected
Output:				
At least 48 hours of strategic planning (2 hrs x 2 meetings x 12 months)	6	10	48	48
At least 3 land use projects promoted at any given time	7	9	3	3
100% of requests for multi-jurisdictional planning assistance where direct assistance is provided	100%	100%	100%	100%
Outcome:				
At least 88% of communities referencing County Development Plan/Projects in Master Plan	15%	100%	88%	88%

Goal: Develop local unit of government buy-in for land use planning initiatives**Objective:** Develop close, working relationships with local units of government**Measure:** At least 72 office visits per year**Measure:** At least 48 telephone contacts per year**Measure:** At least 88% of staff planners attend On-Staff Planners Meetings**Objective:** Become knowledgeable in all aspects of department planning projects**Measure:** Customer survey results will rate the knowledge level of county planners as 4 or higher on a scale of 1 - 5**Objective:** Provide excellent customer service/satisfaction**Measure:** Customer survey results will rate the usefulness, thoroughness, and overall quality of county planner's work as 4 or higher on a scale of 1 - 5

Measure: Customer survey results will rate their interaction with county planners as courteous, respectful, and friendly as 4 or higher on a scale of 1 - 5

Measure: 100% of data and information is provided in requested time frame

Outcome Measures for Objectives 1-3:

Measure: At least 88% of local units participating in each county land-use project

Measure: At least 88% of local units adopting part or all of county model ordinances

Measure: At least 88% of communities submitting master plan amendments or rezoning requests which are consistent with adjoining local units of government and the County Development Plan

Overall Outcomes:

Measure: Linear miles of regional pathways constructed

Measure: Linear feet of transportation corridors with access management & building setback overlay districts

Measure: Number of build-out analyses completed

Measures	2007	2008	2009 Estimated	2010 Projected
Output:				
At least 72 office visits per year (24 supervisors/managers, 48 on-staff planners)	N/A	N/A	72	72
At least 48 telephone contacts per year (48 PC Chairs)	8	10	48	48
At least 88% of staff planners attend On-Staff Planners Meetings	N/A	33%	88%	88%
Efficiency:				
Customer survey results will rate the knowledge level of county planners as 4 or higher on a scale of 1 - 5	N/A	5	≥4	≥4
Customer survey results will rate the usefulness, thoroughness, and overall quality of county planner's work as 4 or higher on a scale of 1 - 5	N/A	5	≥4	≥4
Customer survey results will rate their interaction with county planners as courteous, respectful, and friendly as 4 or higher on a scale of 1 - 5	N/A	5	≥4	≥4
100% of data and information is provided in requested time frame	50%	100%	100%	100%
Outcome:				
At least 88% of local units participating in each county land use project	N/A	N/A	88%	88%
At least 88% of local units adopting part or all of county model ordinances	N/A	N/A	88%	88%
At least 88% of communities submitting master plan amendments or rezoning requests which are consistent with adjoining local units of government and the County Development Plan	N/A	100%	88%	88%
Linear miles of regional pathways constructed	N/A	N/A	2	2
Linear feet of transportation corridors with access management & building setback overlay districts	N/A	N/A	36,400	36,400
Number of build-out analyses completed	N/A	1	3	3

STRATEGIC PLANNING AND PROGRAM EVALUATIONS**Goal: Evaluate County programs for administrative efficiency and cost-effectiveness**

Objective: Develop an Administrative Policy for the evaluation of new county programs

Measure: Administrative Policy for New County Programs developed

Objective: Develop an Evaluation Agreement to provide written verification of the output and outcome-based measures that will be used to assess program performance and effectiveness

Measure: Program Evaluation Agreement developed/signed by program administrators/department heads, Planning Department, and County Administrator

Objective: Complete a strategic plan for each county program that is subject to an evaluation as defined by the Administrative Policy for New County Programs

Measure: Complete at least 3 Strategic Plans for County programs

Measure: 100% of all County programs subject to an evaluation as defined by the Administrative Policy for New County Programs will have Strategic Plans completed

Objective: Complete evaluation reports for the County Board, County Administration, and program administrators

Measure: Complete at least 3 evaluation reports

Measure: 100% of evaluation reports completed by the target date

Measure: 100% of evaluation reports supported by the County Board

Measure: \$ savings as a result of improving, modifying, or discontinuing cost-ineffective and/or inefficient programming

Measure: \$ verified as cost-effective expenditures

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i>Administrative Policy for New County Programs developed</i>	No	No	Yes	Yes
<i>Program Evaluation Agreement developed/signed by program administrators/department heads, Planning Department, and County Administrator</i>	No	No	Yes	Yes
<i>Complete at least 3 Strategic Plans for County programs</i>	2	1	3	3
<i>Complete at least 3 evaluation reports for County Board, County Administration, and program administrators</i>	3	6	3	3
<i>Efficiency:</i>				
<i>100% of County programs subject to an evaluation as defined by the Administrative Policy for New County Programs have a Strategic Plan completed</i>	N/A	N/A	100%	100%
<i>100% of evaluation reports are completed for County Board, County Administration, and program administrators by target date</i>	100%	100%	100%	100%
<i>Outcome:</i>				
<i>100% of evaluation reports are supported by the County Board</i>	100%	100%	100%	100%
<i>\$ savings as a result of improving, modifying, or discontinuing cost-ineffective and/or inefficient programming</i>	\$529,271	\$674,320	N/A	N/A
<i>\$ verified as cost-effective expenditures</i>	N/A	\$4,962,242	N/A	N/A

Goal: Evaluate other programs operated by outside agencies that impact county operations (as resources permit)

Objective: Complete a strategic plan for each outside agency program that impacts County operations

Measure: 100% that are requested by Board/County Administration completed by requested date

Objective: Obtain a signed Evaluation Agreement from the administrator of each outside agency program being evaluated

Measure: 100% of Evaluation Agreements signed by the administrators of outside agency programs being evaluated

Objective: Complete evaluation reports for outside agency programs

Measure: 100% that are requested by Board/County Administration completed by requested date

Measure: 100% of evaluation reports completed by target date

Measures	2007	2008	2009 Estimated	2010 Projected
Output:				
At least 1 strategic plan completed for outside agencies	N/A	N/A	1	1
At least 1 evaluation report completed for outside agencies	N/A	N/A	1	1
100% of outside agency program administrators signed an Evaluation Agreement	N/A	N/A	100%	100%
Efficiency:				
100% of outside agency programs that impact county operations had a strategic plan completed	N/A	N/A	100%	100%
100% of evaluation reports completed for those outside agency programs by target date	N/A	N/A	100%	100%

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

Objective: Complete and distribute a quarterly newsletter

Measure: A newsletter will be completed and distributed every quarter

Measures	2007	2008	2009 Estimated	Projected
Output:				
Update/Complete one Databook (Yes/No)	No	No	Yes	Yes
Complete quarterly newsletter	No	No	Yes	Yes

Goal: Ensure grant funding is utilized whenever possible and ensure that grant applications adhere to administrative rule for grants

Objective: Process all County grant applications in a timely fashion

Measure: 100% of County grant applications are completely processed within 10 business days of receiving a completed application

Measure: Dollar value of all grants processed

Objective: Research grant funding requests will be responded to in a timely and accurate fashion

Measure: 100% of grant research requests will be completed within 14 days

Measures	2007	2008	2009 Estimated	2010 Projected
Output:				
Dollar value of all grants processed	\$6.0 million	\$7.1 million	\$7.1 million	\$7.1 million
Efficiency:				
100% of county grant applications are completely processed within 10 business days of receiving a completed application	75%	100%	100%	100%
100% of grant research requests will be completed within 14 days	80%	100%	100%	100%

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 requests in a timely fashion

Measure: 100% of major projects/initiatives for which research/administration support is requested are completed by deadline requested by constituent

Measure: 100% of major projects/initiatives for which research/administration support is requested are given an acknowledgment of the request within 24 hours

Measures	2007	2008	2009 Estimated	2010 Projected
Efficiency:				
100% of major projects/initiatives for which research/administration support is requested is completed by deadline requested by constituent	100%	100%	100%	100%
100% of major projects/initiatives for which research/administration support is requested are given an acknowledgment of the request within 24 hours	N/A	N/A	100%	100%

Goal: Conduct legislative analysis on legislation which impacts the county budgetary authority, administrative authority, revenue sharing, or court functions

Objective: Ensure all legislation impacting Ottawa County that were identified by the Lobbyist/Department prior to a legislative vote have successful outcomes

Measure: 80% of bills reviewed with a potential impact to Ottawa County had successful outcomes

Measures	2007	2008	2009 Estimated	2010 Projected
Outcome:				
80% of bills reviewed with a potential impact to Ottawa County had successful outcomes	50%	75%	80%	80%

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Planning & Grants Director	0.950	0.950	0.950	\$79,846
Planning & Grants Specialist	2.000	2.000	1.000	\$51,327
Management Planning Analyst	1.000	1.000	1.000	\$63,802
Program & Research Analyst	1.000	1.000	1.000	\$58,473
Transportation Planner	1.000	1.000	1.000	\$54,910
Senior Secretary	1.000	1.000	1.000	\$29,972
	6.950	6.950	5.950	\$338,330

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Other Revenue	\$10,691	\$6,902	\$9,201	\$0	\$0
	\$10,691	\$6,902	\$9,201	\$0	\$0
Expenditures					
Personnel Services	\$410,391	\$438,814	\$473,824	\$449,761	\$510,277
Supplies	\$22,411	\$11,479	\$18,241	\$14,560	\$16,967
Other Services & Charges	\$131,495	\$121,856	\$114,865	\$192,489	\$108,534
Total Expenditures	\$564,297	\$572,149	\$606,930	\$656,810	\$635,778

Budget Highlights:

Other revenue in the prior years consisted of reimbursement revenue from municipalities for services provided. Effective with the 2010 budget, one planning specialist position has been eliminated.

Function Statement

During 2004, the County began working with area farmers and the Road Commission to form a road salt 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.

Resources

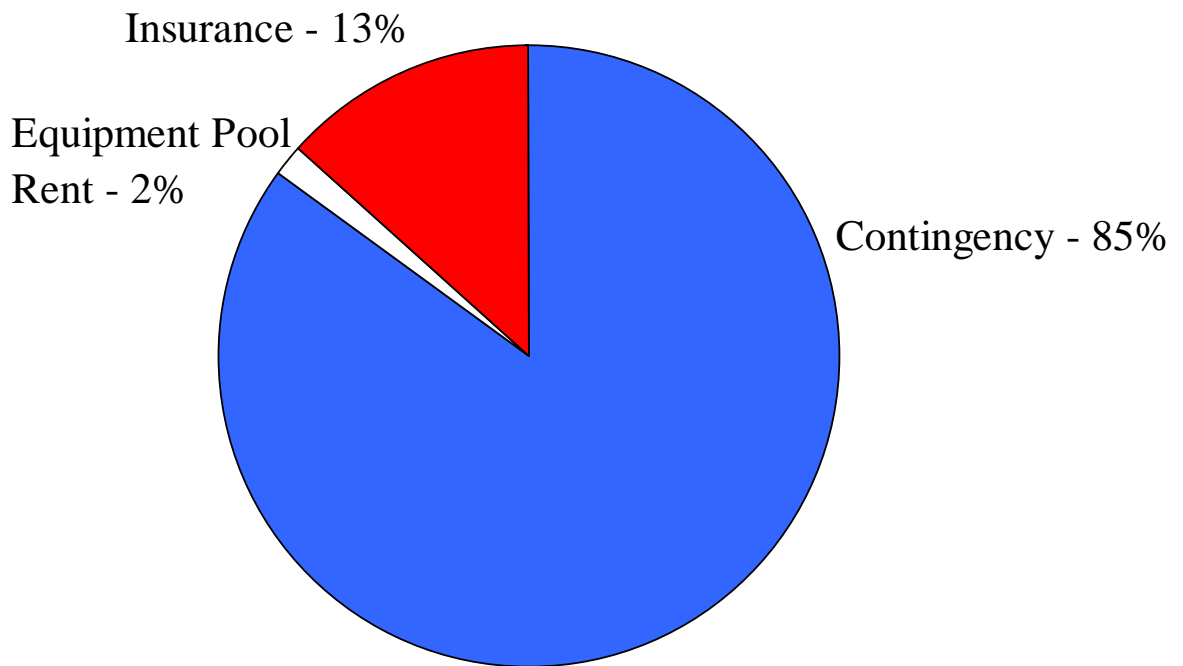
Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$14,764				
Other Revenue					
Total Revenues	\$14,764				
Expenditures					
Personnel Services					
Supplies					
Other Services & Charges	\$1,885	\$1,160		\$11,098	\$5,933
Total Expenditures	\$1,885	\$1,160		\$11,098	\$5,933

2010 General Fund Other Expenditures \$902,351



Function Statement

This department records the estimated costs for insurance (mainly general liability) on departments in the General Fund not charged directly.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006	2007	2008	2009	2010
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Expenditures					
Personnel Services	\$7,100		\$133,328	\$18,909	\$14,000
Other Services & Charges	\$156,542	\$147,251	\$139,546	\$140,058	\$105,489
Total Expenditures	\$163,642	\$147,251	\$272,874	\$158,967	\$119,489

Function Statement

The Contingency budget was established to allow flexibility in the County's budget by providing a source 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 the Board of Commissioners.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Expenditures					
Debt Service				\$125,000	\$766,592
Total Expenditures				\$125,000	\$766,592

Budget Highlights:

The 2010 budget amount is in compliance with the County's financial policy, approved by the Board in 1995, that recommends annual contingency amounts of 1 to 2% of the General Fund's actual expenditures for the most recently completed audit. The 2010 amount also includes \$150,000 to cover salary adjustments that may result from the wage and classification study currently underway.

Function Statement

The Equipment Pool budget in the General Fund was established to provide funds for equipment rental not budgeted, purchased from the Equipment Pool fund (6641) after the budget process, or for costs in excess of the planned amount.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Expenditures					
Other Services & Charges					\$16,270
Total Expenditures					\$16,270

Budget Highlights:

Prior year actual totals as well as the current year estimate for this department are generally zero. As funds are needed, the budget is moved to the receiving department.

Function Statement

This budget records the transfers in that the General Fund receives. The majority of the transfer comes from the Revenue Sharing Reserve Fund.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Other Financing Sources	\$4,239,536	\$4,425,399	\$4,497,516	\$5,263,998	\$5,761,213
Total Revenues	<u>\$4,239,536</u>	<u>\$4,425,399</u>	<u>\$4,497,516</u>	<u>\$5,263,998</u>	<u>\$5,761,213</u>

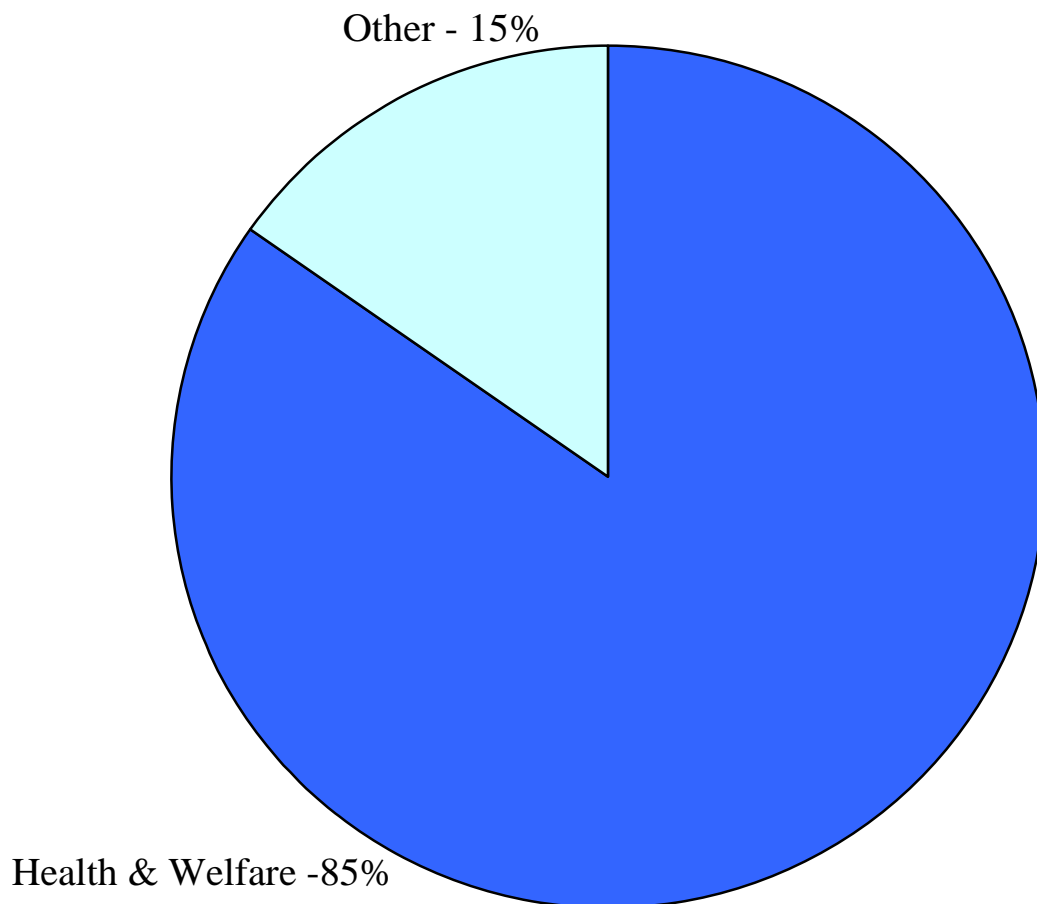
Budget Highlights:

The 2009 budget includes a one-time transfer of \$500,000 from the Compensated Absences Fund. The 2010 budget includes \$1 million from Stabilization and \$50,000 from Telecommunications. Please see the transmittal letter for more details.

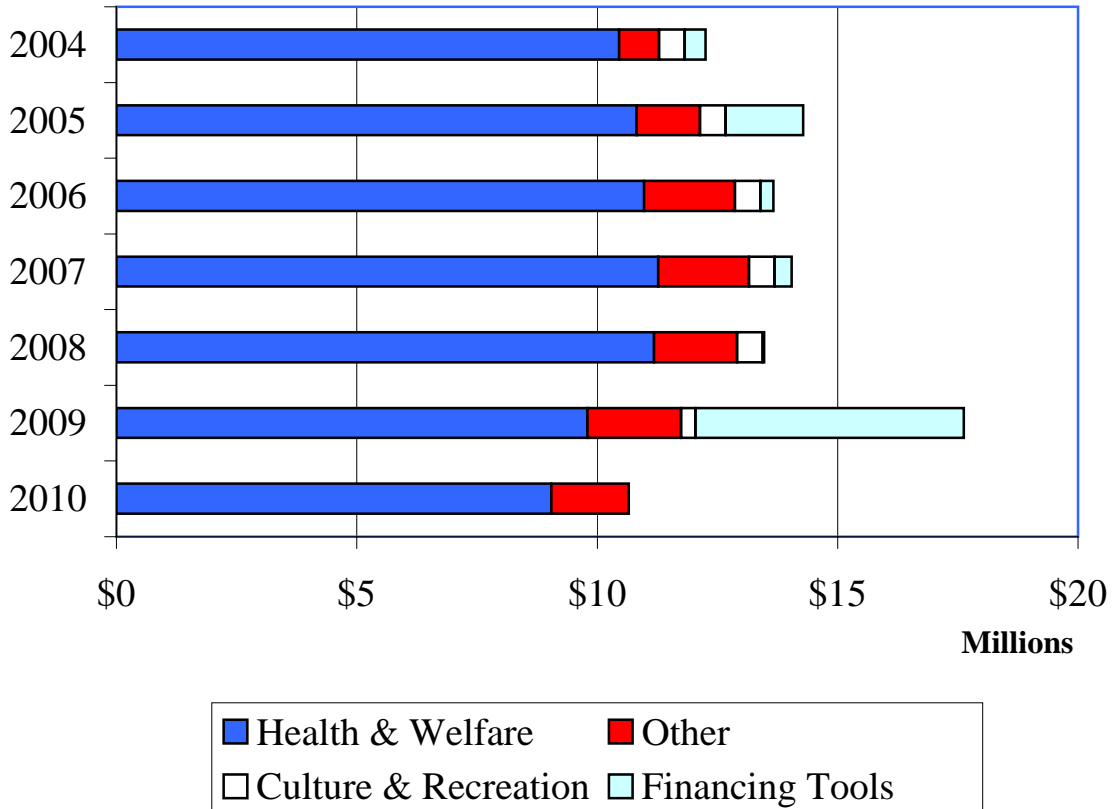
Fund: (1010) General Fund

Department: (9650) Operating Transfers Out - Internal

This budget records the operating transfers out to other funds and component units within the County. The amounts can vary significantly by year due to year end allocations to the County's various financing tools. The pie chart below shows the expenditure type of the transfers included in the 2010 budget:



County of Ottawa Operating Transfers Out 2004 - 2010



The above graph illustrates that the majority of the Operating Transfers are for Health & Welfare expenditures. The 2009 amount for Financing Tools represents the \$5,585,000 transferred for the building projects.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006	2007	2008	2009	2010
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Expenditures					
Parks and Recreation	\$530,000	\$530,000	\$530,000	\$298,370	
Friend of the Court	\$597,039	\$722,861	\$748,284	\$754,688	\$559,507
9/30 Judicial Grants	\$33,641	\$32,390	\$43,384	\$93,827	\$35,441
Health	\$5,506,398	\$5,794,137	\$6,093,244	\$4,882,864	\$4,298,869
Cigarette Tax	\$132,469	\$108,245	\$77,112	\$71,895	\$14,193
Mental Health	\$476,500	\$476,500	\$583,631	\$563,108	\$563,108
Planning Commission	\$31,782	\$48,995	\$19,770	\$23,244	\$43,851
Register of Deeds Technology					
Stabilization	\$268,790	\$359,719	\$37,604		
Prosecuting Attny Grants	\$38,223	\$37,461	\$34,897	\$67,821	\$70,172
Sheriff Grant Programs	\$1,994	\$2,752	\$14,016	\$46,387	
O/T - Cops Universal	\$205,093	\$215,357	\$212,707	\$232,149	\$229,917
Sheriff Road Patrol	\$23,603	\$31,288	\$82,350	\$93,503	\$107,827
Law Library	\$33,125	\$31,000	\$27,060	\$24,500	\$23,333
Grant Pass Thru	\$22,670	\$23,135	\$24,729	\$27,417	\$28,602
Community Corrections	\$458,726	\$432,089	\$522,785	\$587,018	\$519,991
Community Action Agency	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000
Family Independence Agency	\$731,564	\$729,070	\$253,508	\$159,447	\$74,837
Child Care	\$3,974,892	\$4,081,921	\$4,107,509	\$4,045,802	\$4,018,393
Child Care-FIA	\$26,500	\$21,125	\$3,854	\$3,000	\$3,000
Soldiers & Sailors Relief	\$100,719	\$30,485	\$34,275	\$42,140	\$42,140
OCBA - Grand Haven/West Olive				\$5,585,000	
Information Technology	\$444,571				
Total Expenditures	\$13,667,299	\$13,737,530	\$13,479,719	\$17,631,180	\$10,662,181

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 SPECIAL REVENUE 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 re-approved by the County electorate during 2006 for ten years and expires in 2016.

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.

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.

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.

COUNTY OF OTTAWA

SPECIAL REVENUE FUNDS (CONTINUED)

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.

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.

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.

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.

Sheriff Contracts (2610) - This Fund account for various contracts the County has with municipalities 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.

COUNTY OF OTTAWA

SPECIAL REVENUE FUNDS (CONTINUED)

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.

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.

Department of Human Services Fund (2901) - 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.

COUNTY OF OTTAWA

SPECIAL REVENUE FUNDS (CONTINUED)

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 (2941) - 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
2010 BUDGET SUMMARY
SPECIAL REVENUE FUNDS**

FUND NUMBER	FUND NAME	2009 PROJECTED FUND BALANCE	2010 REVENUE/ OPERATING TRANSFERS	2010 EXPENDITURES/ OPERATING TRANSFERS	2010 PROJECTED FUND BALANCE
2081	Parks and Recreation	\$2,076,253	\$4,156,636	\$5,578,447	\$654,442
2160	Friend of the Court	209,000	2,918,982	3,127,982	
2170	9/30 Judicial Grants	855	156,126	156,126	855
2210	Health	963,850	9,635,208	9,727,734	871,324
2220	Mental Health	207,560	33,466,637	33,466,637	207,560
2271	Solid Waste Clean-Up	3,426,722	44,121	180,000	3,290,843
2272	Landfill Tipping Fees	979,209	390,880	473,275	896,814
2320	Transportation System	25,787	157,569	157,569	25,787
2420	Planning Commission	156,224	44,146	43,881	156,489
2444	Infrastructure	2,556,007	47,780	125,000	2,478,787
2450	Public Improvement	2,990,722	428,044	490,175	2,928,591
2550	Homestead Property Tax	126,393	9,400	23,976	111,817
2560	Register of Deeds Technology	207,276	226,750	154,155	279,871
2570	Stabilization	8,201,082		1,000,000	7,201,082
2601	Prosecuting Attorney Grants	25,092	214,532	214,532	25,092
2609	Sheriff Grant Programs	2,849	114,616	114,616	2,849
2610	Sheriff Contracts	1,241	4,587,558	4,587,558	1,241
2661	Sheriff Road Patrol		340,481	340,481	
2690	Law Library	57,179	31,833	31,833	57,179
2740	Workforce Investment Act (WIA)- Administration	948	383,510	383,510	948
2741	WIA - Youth		2,055,769	2,055,769	
2742	WIA - Adult	511	1,029,505	1,029,505	511
2743	WIA - 6/30 Grant Programs	106,117	3,038,603	3,038,603	106,117
2744	WIA - 12/31 Grant Programs	56,398	263,000	263,000	56,398
2748	WIA - 9/30 Grant Programs	18,292	743,000	743,000	18,292
2749	WIA - 3/31 Grant Programs		22,500	22,500	
2750	Grant Programs - Pass Thru		86,671	86,671	
2800	Emergency Feeding	22,208	63,692	63,692	22,208
2850	Community Corrections Program	253,988	949,306	1,049,306	153,988
2855	Revenue Sharing Reserve Fund	5,093,135	66,211	4,711,213	448,133
2870	Community Action Agency	140,942	788,005	788,005	140,942
2890	Weatherization	168	1,306,425	1,306,425	168
2901	Department of Human Services	297,818	274,837	274,837	297,818
2920	Child Care - Circuit Court	1,110,667	8,411,223	8,411,223	1,110,667
2921	Child Care-Social Services	73,786	5,000	5,000	73,786
2930	Soldiers & Sailors Relief		42,140	42,140	
2941	Veterans Trust	1,242	14,960	14,960	1,242
2980	Compensated Absences	3,835,112	169,000	49,794	3,954,318
TOTAL SPECIAL REVENUE FUNDS		\$33,224,633	\$76,684,656	\$84,333,130	\$25,576,159

Fund: (2081) Parks and Recreation

Function Statement

The Parks and Recreation Commission oversees the acquisition, development, operation and maintenance of 22 County Parks, several undeveloped park properties, and ten Open Space Lands totaling 5,621 acres. The Commission also oversees the management of the Musketawa Trail under an agreement with the Michigan Department of Natural Resources. The Commission evaluates long-term park and open space needs on a continual basis and seeks to add lands and facilities in order to keep pace with population growth and the needs of the public.

Additional services provided by the Parks and Recreation Commission include the sponsorship of outdoor education programs throughout the park system as well as offering facility reservations at picnic buildings, shelters and other facilities designed for group outings.

Mission Statement

The Ottawa County Parks and Recreation Commission will enhance quality of life for residents and visitors by preserving parks and open spaces and by providing natural resource-based recreation and education opportunities.

Goal: Preserve and manage park and open space lands which protect and enhance significant landscapes and natural communities to benefit both people and wildlife.

Objective: Identify high quality natural resource features in Ottawa County, seek to preserve key parcels, and interconnected natural lands through the establishment of new parks and open spaces.

Objective: Provide a high level of stewardship for natural lands.

Objective: Advocate for improved water quality levels for all regional waterways and water bodies.

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i># of acres of park and open space land acquired</i>	123	326	200	150
<i># feet of Lake Michigan frontage acquired</i>	0	0	538	0
<i># feet of river front land acquired</i>	3,381	9,192	8,000	3,000
<i># acres of land restored</i>	43	18	51	20
<i>Annual assessment of invasive species in park system.</i>	Yes	Yes	Yes	Yes

Goal: Provide high quality natural resource based recreation opportunities for residents and visitors of all levels of ability.

Objective: Provide a wide range of resource-based recreation opportunities and facilities to meet identified needs in the long-range parks and open space plan.

Objective: Identify areas within Ottawa County not adequately served by county park lands and facilities and expand recreation opportunities in these areas where natural resource features suitable for county park development are available.

Objective: Maintain high standards for maintenance and operation of all park and open space lands and facilities.

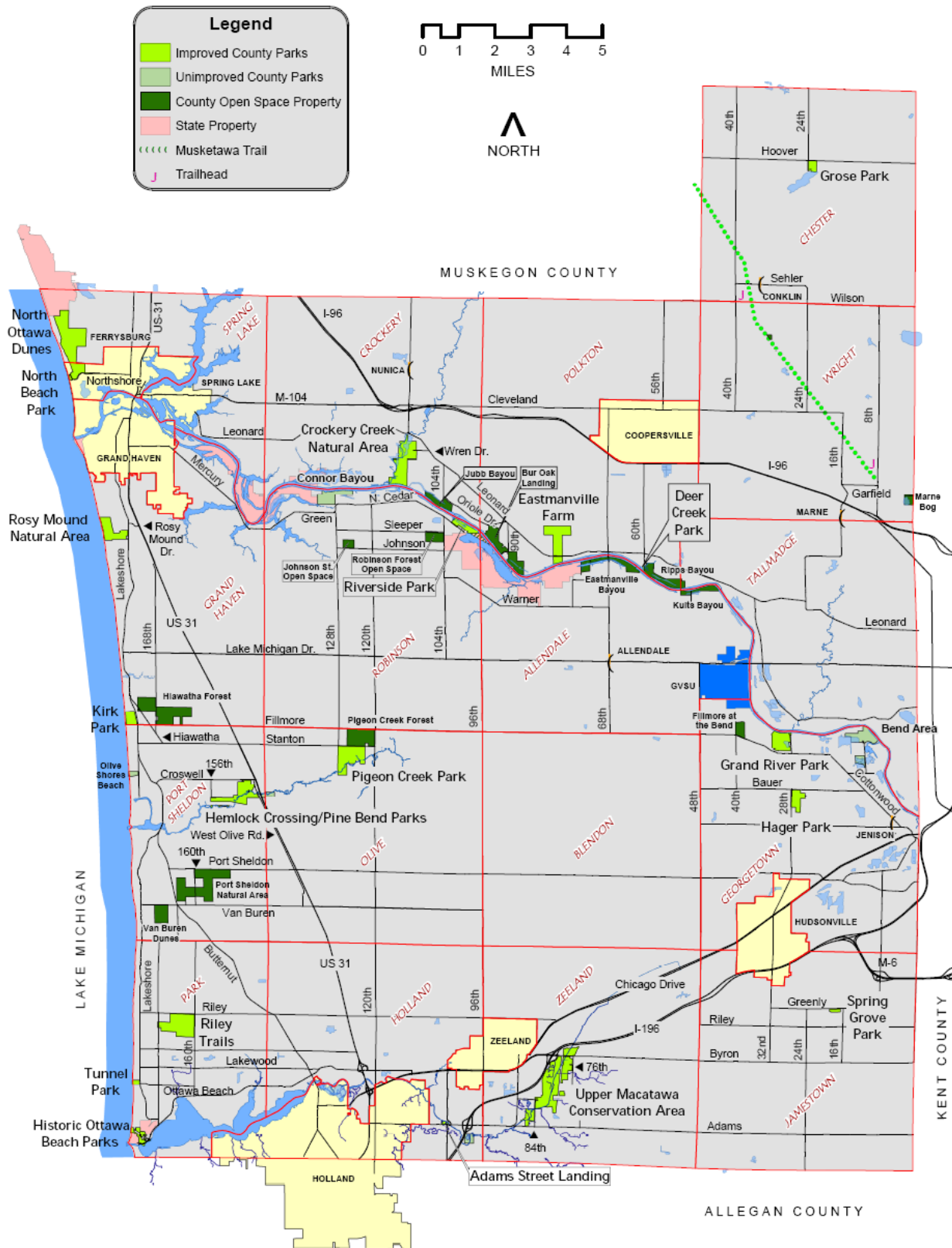
Objective: Provide lands and facilities which are accessible to individuals of all levels of ability (comply with the Americans with Disabilities Act).

The image that follows shows all County parks and County recreational opportunities available to the citizens of Ottawa County.

OTTAWA COUNTY PARK PROPERTIES



Ottawa County Parks & Recreation Commission



Fund: (2081) Parks and Recreation

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i>Number of summer visitors to Lakeshore parks</i>	157,238	172,354	175,000	180,000
<i>Number of people served through park reservations</i>	57,401	60,228	61,700	63,000
<i>Number of park reservations</i>	820	809	830	840
<i>Analysis of "comment cards" received plus other formal compliments and complaints.</i>	65% positive 20% negative 15% suggestions	54% positive 22% negative 24% suggestions	60% positive 20% negative 20% suggestions	65% positive 15% negative 30% suggestions
<i>Park User survey completed (undertaken every 5 years).</i>	Yes	N/A	N/A	N/A
<i>% of County Residents satisfied with park facilities and opportunities. (per last survey)</i>	95%	95%	95%	95%
<i>% of parks in compliance with ADA</i>	80%	90%	95%	100%

Goal: Promote understanding and appreciation of the natural and cultural history of Ottawa County and awareness of Commission operated facilities, programs and services.

Objective: Provide a wide range of educational programs and special events for people of all ages and abilities.

Objective: Provide interpretive facilities for both natural and cultural history at park lands and open spaces.

Objective: Promote good stewardship of county park lands and open spaces.

Objective: Promote awareness and use of park and open space system and programs through an ongoing public relations campaign.

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i># of participants in programs.</i>	1,500	*1784	2000	3000
<i># of programs offered.</i>	60	*86	90	120
<i># of brochures distributed.</i>	14,000	14,000	14,000	14,000
<i># newsletters distributed (per mailing)</i>	3,152	3,437	3,500	3,700
<i># of website hits (parks page views)</i>	165,217	221,838	240,000	280,000

* Includes Friends programs

Goal: Develop and maintain a solid, diversified financial base for both short and long-term development, expansion and maintenance of the park system.

Objective: Maximize grant funds to help accomplish the Parks Commission's mission.

Objective: Implement user fees where appropriate and consistent with Parks Commission policies.

Objective: Maximize donations to assist in achieving identified goals.

Objective: Develop partnerships which help achieve identified goals.

Objective: Maintain an efficient, cost effective system of maintenance and operations for the county park and open space system.

Objective: Sustain dedicated millage to assist with the acquisition, development, and operation of the park system.

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i>Park entrance fees collected.</i>	\$203,252	\$238,962	\$235,000	\$240,000
<i>Reservation fees collected</i>	\$76,869	\$66,410	\$68,000	\$70,000
<i># of grant applications submitted</i>	4	3	4	3
<i>Grant funds received</i>	\$598,370	\$420,870	\$2,036,505	\$500,000
<i>Hours worked utilizing low cost labor sources</i>	11,910	10,578	14,560	14,000
<i>Donations received</i>	\$193,223	\$145,026	\$233,500	\$38,300
<i>Voter support of millage (% of yes votes)*</i>	N/A	N/A	N/A	N/A

* The most recent Parks millage passed with 67% of the vote in 2006. The millage expires in 2016.

Fund: 2081 Parks and Recreation

Resources				
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Personnel	2008	2009	2010	2010
Position Name	# of	# of	# of	Budgeted
	Positions	Positions	Positions	Salary
Director of Parks & Recreation	1.000	1.000	1.000	\$84,048
Coordinator of Park Planning & Development	1.000	1.000	1.000	\$63,802
Parks Planner	1.000	1.000	1.000	\$51,646
Parks Manager	1.000	1.000	1.000	\$51,536
Naturalist	1.000	1.000	1.000	\$41,260
Park Operations Superintendent	1.000	1.000	1.000	\$63,802
Park Supervisor	5.000	5.000	5.000	\$240,338
Administrative Clerk	1.000	1.000	1.000	\$40,304
Senior Secretary	1.000	1.000	0.000	\$0
Secretary	0.000	0.000	1.000	\$34,680
Coordinator of Interpretive & Information Services	0.000	0.000	1.000	\$56,103
Park Maintenance Worker	0.000	0.000	1.000	\$31,404
	13.000	15.000	15.000	\$758,923

Funding	2006	2007	2008	2009	2010
	Actual	Actual	Actual	Current Year	Adopted
				Estimated	by Board
Revenues					
Taxes	\$2,720,185	\$2,887,799	\$3,039,393	\$3,155,677	\$3,178,097
Intergovernmental Revenue	\$210,522	\$697,785	\$420,870	\$36,505	\$16,505
Charges for Services	\$251,008	\$515,619	\$486,812	\$410,200	\$320,700
Interest	\$285,583	\$463,134	\$357,836	\$113,762	\$76,884
Rents	\$21,584	\$39,588	\$66,236	\$38,500	\$52,150
Other Revenue	\$506,806	\$198,504	\$278,586	\$43,792	\$512,300
Other Financing Sources	\$530,000	\$530,000	\$530,000	\$298,370	
Total Revenues	\$4,525,688	\$5,332,429	\$5,179,733	\$4,096,806	\$4,156,636
Expenditures					
Personnel Services	\$1,058,957	\$1,164,382	\$1,270,914	\$1,513,681	\$1,557,601
Supplies	\$154,747	\$151,555	\$150,543	\$190,405	\$179,050
Other Services & Charges	\$346,619	\$426,240	\$521,899	\$556,690	\$454,796
Capital Outlay	\$1,949,691	\$2,607,050	\$3,346,002	\$7,291,503	\$3,387,000
Debt Service	\$81,508	\$81,508	\$29,478		
Total Expenditures	\$3,591,522	\$4,430,735	\$5,318,836	\$9,552,279	\$5,578,447

Budget Highlights:

Other Revenue in 2010 reflects almost half a million from the Great Lakes Fishery Trust for the Holland Harbor Access Project. Capital outlay fluctuates with the land purchases and park improvement projects planned. Capital outlay in 2009 includes \$3.1 million for the purchase of the Seidman Property. The 2010 budget includes \$1.4 million for the Grand River Ravines Acquisition Project and \$872,000 for the Upper Macatawa Non-Motorized Trail.

Mission Statement – 20th Judicial Circuit and Probate Courts

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.

Function Statement

The Friend of the Court (FOC) has three broad statutory duties: 1) To investigate, report, and make recommendations to the 20th 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 the Michigan State Disbursement Unit (MiSDU); and 3) To enforce child custody, parenting time, and child support orders entered by the 20th Judicial Circuit Court.

Goal: Comply with all federal and state regulations regarding the collection and distribution of child support.

Objective: Respond to all (MiSDU) and client inquiries regarding case specific issues

Measure: Decrease in formal grievances filed by FOC clients regarding office employees or operations

Measure: Department of Human Services – Office of Child Support audits of FOC files and Michigan Child Support Enforcement System (MiCSES) show compliance with State and Federal regulations

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

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i>Child Support collections (in millions)per DHS report</i>	N/A	31.4	31.5	31.5
<i>% of DHS-Office of Child Support audits that show compliance with Federal and State child support regulations</i>	100%	100%	100%	100%
<i>IV-D Caseload Percentage:</i>	98.87%	98.78%	98.80%	98.80%
<i>Outcome/Efficiency:</i>				
<i>Formal grievances filed regarding office employees or operations</i>	13	14	14	14

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 civil 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

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
<i># of bench warrants resolved</i>	1,977	1,797	1,800	1,800
<i>Child support collections on felony warrant cases</i>	\$16,500	\$16,390	\$16,500	\$16,500

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

Fund: (2160) Friend of the Court

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
# of child support show cause enforcement motions filed	7,187	7,003	7,100	7,100
# of parenting time show cause enforcement motions filed	119	125	120	120
<i>Outcome/Efficiency:</i>				
% increase in current support collection (performance factor for incentives)	71.30%	71.57%	71.58%	71.59%

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: Actively close cases meeting closure criteria

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

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
# of cases closed in accordance with case closure criteria	1,309	1,021	1,300	1,300
# of Review / Modifications completed	1,983	2,262	2,300	2,300
<i>Outcome/Efficiency:</i>				
% increase on child support collections on arrears (performance factor for incentives)	72.06%	73.24%	73.24%	73.24%
% increase in Support order establishment (performance factor for incentives)	83.89%	84.16%	84.16%	84.16%

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 national medical support notices (NMSN) sent

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
# of non-compliance notices/ show cause hearings	536	454	450	450
# of NMSN notices sent	8,006	7,056	7,000	7,000

Goal: Ensure that custody assessments are completed within 56 days of the date they are ordered by the court

Objective: Comply with Michigan Court Rules requirements regarding completion of custody assessments

Measure: % of assessments timely completed

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Outcome/Efficiency:</i>				
% of custody assessments completed timely	98.06%	99%	99%	99%

Goal: Efficient and timely administration of justice.

Objective: Ensure that domestic relations hearings are set for Referee hearing within 2 weeks of the date a motion is filed.

Measure: Length of time a party must wait for a Referee hearing following the filing of a motion

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Outcome/Efficiency:</i>				
Number of weeks a party must wait for a Referee Hearing	3.5 – 4.5 weeks	2.5– 4 weeks	6 – 7 weeks	2 – 3 weeks

Fund: 2160 Friend of the Court

Resources					
Personnel	Position Name	2007	2008	2010	2010
		# of Positions	# of Positions	# of Positions	Budgeted Salary
	Friend of the Court	1.000	1.000	1.000	\$100,504
	Assistant FOC - Operations	1.000	1.000	1.000	\$68,957
	Accounting Manager	1.000	1.000	1.000	\$68,957
	Investigators	12.000	11.000	11.000	\$558,917
	Family Services Coordinator *	1.000	1.000	1.000	\$36,818
	Data Processing Specialist	4.000	4.000	4.000	\$136,972
	Senior Data Processing Specialist	1.000	1.000	1.000	\$47,567
	Location Specialist	1.000	1.000	1.000	\$37,865
	Custody Field Investigators	2.000	2.000	2.000	\$110,026
	Judicial Clerk II	3.000	3.000	3.000	\$113,595
	FOC Accountant	3.000	3.000	3.000	\$113,595
	Referee	1.125	1.125	1.125	\$93,244
	Judicial Clerk I	3.000	4.000	4.000	\$112,556
	Deputy/Road Patrol	1.000	1.000	1.000	\$58,061
	Third Party Liability Specialist	0.000	1.000	1.000	\$47,998
		35.125	36.125	36.125	\$1,705,632

* The Family Services Coordinator position will be held vacant for approximately four months to assist in meeting budget goals.

Funding

Budget Summary	2006	2007	2008	2009	2010
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,796,519	\$2,057,326	\$1,978,016	\$2,066,860	\$2,099,115
Charges for Services	\$245,204	\$240,468	\$258,723	\$265,935	\$260,360
Interest					
Other Financing Sources	\$597,039	\$722,861	\$748,284	\$754,688	\$559,507
Total Revenues	\$2,638,762	\$3,020,655	\$2,985,023	\$3,087,483	\$2,918,982
Expenditures					
Personnel Services	\$2,128,069	\$2,295,452	\$2,383,443	\$2,490,108	\$2,525,200
Supplies	\$76,884	\$60,600	\$62,862	\$67,114	\$66,108
Other Services & Charges	\$433,808	\$489,086	\$516,241	\$519,255	\$536,674
Capital Outlay					
Total Expenditures	\$2,638,761	\$2,845,138	\$2,962,546	\$3,076,477	\$3,127,982

Budget Highlights:

Other Financing Sources - the operating transfer from the General Fund - is decreasing due to fund balance use. Late in fiscal year 2009, the County was informed the prior IV-D funding formula would continue for 2009. The formula does not require the County to subtract earned incentive dollars from expenditures before the reimbursement calculation.

Fund: 2170 9/30 Judicial Grants

Function Statement

This Fund accounts for miscellaneous grant revenue received from the State and other agencies for judicial programs, primarily drug court programs.

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Drug Court Coordinator	1.000	1.000	0.000	0.000
Caseworker	0.844	1.000	0.000	0.000
Probation Treatment Specialist	1.000	1.000	1.000	\$54,478
Administrative Aide	0.500	1.000	0.000	0.000
Case Manager	0.000	1.000	0.000	0.000
Case Manager/Surveillance	0.000	1.000	0.000	0.000
	3.344	6.000	1.000	\$54,478

Funding

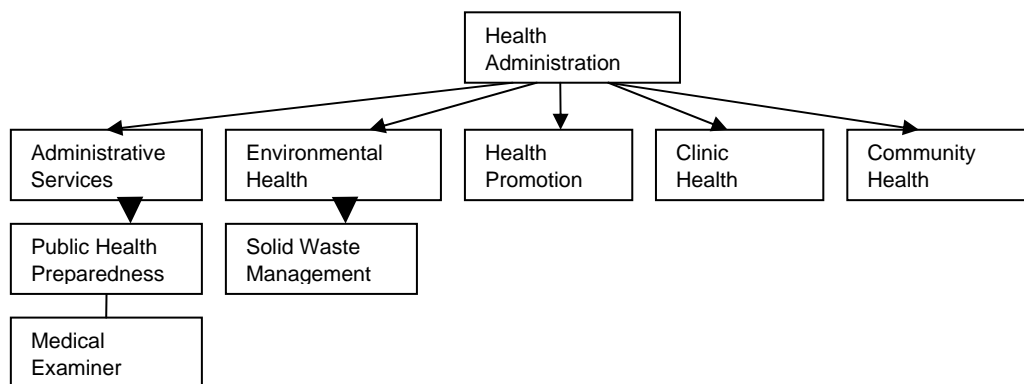
Budget Summary	2006	2007	2008	2009 Current Year	2010 Adopted
	Actual	Actual	Actual	Estimated	by Board
Revenues					
Intergovernmental Revenue	\$173,609	\$266,186	\$366,546	\$390,997	\$120,685
Charges for Services					
Interest					
Other Revenue			\$3,500	\$8,106	
Other Financing Sources	\$33,641	\$32,389	\$43,384	\$93,827	\$35,441
Total Revenues	\$207,250	\$298,575	\$413,430	\$492,930	\$156,126
Expenditures					
Personnel Services	\$179,788	\$254,326	\$298,965	\$374,100	\$115,685
Supplies	\$15,692	\$34,658	\$61,311	\$45,659	\$18,642
Other Services & Charges	\$11,771	\$9,593	\$52,300	\$73,171	\$21,799
Capital Outlay					
Total Expenditures	\$207,251	\$298,577	\$412,576	\$492,930	\$156,126

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.

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

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Licenses & Permits	\$385,459	\$362,473	\$392,769	\$425,015	\$414,342
Intergovernmental Revenue	\$3,247,491	\$4,349,298	\$4,055,164	\$4,024,914	\$4,065,352
Charges for Services	\$833,085	\$791,491	\$818,294	\$610,553	\$645,623
Interest & Rents					
Other Revenue	\$181,925	\$213,200	\$223,775	\$219,037	\$177,744
Other Financing Sources	\$5,646,605	\$5,926,606	\$6,201,488	\$4,945,920	\$4,332,147
Total Revenues	\$10,294,565	\$11,643,068	\$11,691,490	\$10,225,439	\$9,635,208
Expenditures					
Personnel Services	\$6,012,194	\$6,374,870	\$6,525,931	\$6,369,965	\$6,430,556
Supplies	\$1,313,321	\$1,861,917	\$1,846,843	\$1,643,158	\$1,562,364
Other Services & Charges	\$2,788,047	\$2,972,677	\$2,920,361	\$2,189,628	\$1,734,814
Capital Outlay	\$119,118		\$241,471	\$22,688	
Other Financing Uses			\$1,300,000		
Total Expenditures	\$10,232,680	\$11,209,464	\$12,834,606	\$10,225,439	\$9,727,734

Budget Highlights

The operating transfer from the General Fund is reduced to reflect program and cost reductions. Full time Equivalents (FTEs) are reduced by 7.3 from 2009 to 2010, however the current year estimate has been reduced to reflect vacancies. Specific reductions in other expenditures are explained on the department statements that follow.

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Account Clerk I	1.000	1.000	1.000	\$35,082
Accountant I	1.000	1.000	1.000	\$48,196
Administrative Secretary	1.000	1.000	1.000	\$43,965
Assistant Health Administrator	1.000	1.000	1.000	\$76,437
Epidemiologist *	1.000	1.000	0.000	\$0
Health Officer/ Administrator	1.000	1.000	1.000	\$108,145
Marketing Specialist	1.000	1.000	1.000	\$58,186
Medical Director	1.000	1.000	1.000	\$145,136
PC Support Specialist	1.000	1.000	1.000	\$48,196
Programmer/ Analyst	1.000	1.000	1.000	\$62,046
Records Processing Clerk III	1.300	1.300	0.800	\$28,066
Senior Accountant	0.500	0.500	1.000	\$63,490
	11.800	11.800	10.800	\$716,945

*Position is not funded, but may be reinstated if future resources allow.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,052,394	\$1,123,626	\$1,123,626	\$1,081,147	\$1,123,626
Charges for Services	\$518	\$222	\$126	\$240	
Interest & Rents					
Other Revenue	\$100	\$838	\$7,175	\$400	\$300
Other Financing Sources	\$5,602,790	\$5,885,209	\$6,167,662	\$4,935,879	\$4,332,147
Total Revenues	\$6,655,802	\$7,009,895	\$7,298,589	\$6,017,666	\$5,456,073

Expenditures

Personnel Services	\$807,123	\$887,009	\$953,691	\$979,151	\$1,040,774
Supplies	\$27,439	\$24,823	\$17,905	\$20,582	\$19,188
Other Services & Charges	\$899,089	\$890,485	\$944,717	\$942,424	\$842,397
Capital Outlay	\$119,118		\$241,471	\$16,693	
Other Financing Uses			\$1,300,000		
Total Expenditures	\$1,852,769	\$1,802,317	\$3,457,784	\$1,958,850	\$1,902,359

Budget Highlights:

Other Financing Sources revenue is lower to reflect the reduction in the operating transfer from the General fund resulting from program and cost reductions. Other Services and Charges are decreasing due to a reduction in the indirect administrative cost and a one time vendor credit for software support.

Function Statement

The Public Health Preparedness Program (PHP) focuses on strengthening the public health infrastructure to increase the ability to identify, respond to, and prevent acute threats to public health by collaborating and coordinating response strategies with local, regional, and state partners. PHP ensures the availability and accessibility to health care for Ottawa County residents, and the integration of public health and public and private medical capabilities with first responder systems during a public health emergency.

Mission Statement

Prepare for the health and safety of Ottawa County citizens during public health emergencies.

Goal: Develop plans as part of the Emergency Response Plan (ERP) to respond to public health emergencies

Objective: Update the Strategic National Stockpile (SNS) Plan (mass prophylaxis) and Crisis Emergency Risk Communication (CERC) Plan

Measure: % of required updates completed

Objective: Develop and maintain a Continuity of Operations Plan (COOP) for the Ottawa County Health Department

Measure: % of Health Department COOP plan complete

Objective: Assist in the development of a county government COOP

Measure: % of County COOP plan complete

Objective: Assist community partners in creating local health preparedness plans

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
% of required updates for SNS and CERC completed	N/A	N/A	N/A	100%
% of Health Department COOP plan complete	N/A	50%	50%	75%
% of County COOP plan complete	N/A	N/A	N/A	100%
<i>Outcome/Efficiency:</i>				
% grade given to the ERP by MDCH – OPHP	98%	100%	100%	100%
% grade given to the SNS Plan by MDCH – OPHP	92%	87%	97%	98%
% grade given to the CERC by MDCH – OPHP	100%	100%	100%	95%

Goal: Train department staff, county staff, and community partners to respond to public health emergencies

Objective: Provide preparedness training to those involved in emergency response

Measure: # of trainings offered to internal and external stakeholders

Objective: Provide Personal Preparedness training to individuals and community partners

Measure: # of community outreach (surge capacity, mass prophylaxis) meetings held

Objective: Conduct emergency response exercises

Measure: % of tests completed for each communication technology device; test HAN technology quarterly and 800 MHZ technology weekly

Measure: % of response rate achieved on technology testing will be at least 50%

Measure: # of exercises participated in by the Emergency Planning Committee

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
# of trainings offered to internal and external stakeholders	5	4	4	4
# of community outreach (surge capacity, mass prophylaxis) meetings held	6	2	4	4
% of tests completed for each communication technology device (HAN/800 MHZ)	100%	100%	100%	100%
# of exercises participated in by the EPC	6	6	7	5
<i>Outcome/Efficiency:</i>				
% of response rate achieved on technology testing	85%	90%	90%	50%

Goal: Create partnerships to respond to public health emergencies

Objective: Enhance community partnerships for Pandemic Influenza Coalition/workgroups and the Special Needs Populations Disaster Outreach Coalition

Objective: Establish a Medical Reserve Corps

Measure: # of fully registered members in the Ottawa County Medical Reserve Corps/MI Volunteer Registry

Measure: % of people whose knowledge is increased through the participation in Medical Reserve Corps trainings

Objective: Participate in Regional Emergency Preparedness (i.e. Health Departments) and County Local Emergency Planning Commission (LEPC) meetings and events

Measure: % of people whose knowledge is increased through the participation in OCHD facilitate exercises

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output/Efficiency:</i>				
# of fully registered members in the Ottawa County Medical Reserve Corps/MI Volunteer Registry	N/A	N/A	20	50
% of people whose knowledge is increased through the participation in Medical Reserve Corps trainings	85%	90%	90%	50%
% of people whose knowledge is increased through the participation in OCHD facilitate exercises	95%	95%	95%	95%

Goal: Increase community awareness of potential for natural disasters and/or public health emergencies and preparedness strategies

Objective: Provide information to the community on how to prepare for natural disaster and/or public health emergencies

Measure: % of positive participation in community outreach planning (surge capacity, mass prophylaxis)

Measure: # of meetings held by each workgroup for All Hazard Planning

Measure: % of invited community members that participate in All Hazard Planning meetings

Measure: Average # of community members that participate in each All Hazard Planning meeting

Objective: Inform the public of Health Department response in a natural disaster or public health emergency

Objective: Inform the public of appropriate individual response to a natural disaster or public health emergency

Measure: # of events/fairs attended to distribute marketing tools in regard to All Hazard planning

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output/Efficiency:</i>				
% of positive participation in community outreach planning (surge capacity, mass prophylaxis)	50%	50%	50%	50%
# of meetings held by each workgroup for All Hazard Planning	12	6	4	4
% of invited community members that participate in All Hazard Planning meetings	75%	75%	50%	50%
Average # of community members that participate in each All Hazard Planning meeting	N/A	15	10	75
# of events/fairs attended to distribute marketing tools in regard to All Hazard planning	10	10	15	10

Resources				
Personnel				
Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
PH Preparedness Coordinator	1.000	1.000	1.000	\$55,491
Community Health Nurse I	0.000	0.000	0.200	\$10,898
Program Coordinator - Crisis Communication *	1.000	1.000	0.000	\$0
	2.000	2.000	1.200	\$66,389

* Position eliminated with 2010 budget.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$285,931	\$306,388	\$287,566	\$181,882	\$182,258
Charges for Services					
Interest & Rents					
Other Revenue			\$3,025	\$13,976	
Total Revenues	\$285,931	\$306,388	\$290,591	\$195,858	\$182,258
Expenditures					
Personnel Services	\$134,519	\$160,862	\$132,318	\$99,893	\$104,725
Supplies	\$31,217	\$25,942	\$25,707	\$19,761	\$13,385
Other Services & Charges	\$95,801	\$72,535	\$55,924	\$27,948	\$23,388
Capital Outlay					
Total Expenditures	\$261,537	\$259,339	\$213,949	\$147,602	\$141,498

Function Statement

Programs and services of the Environmental Health Division (EH) 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. Environmental Health Specialists 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 EH Specialists 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. EH Specialists 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.

Mission Statement

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: # of new and replacement well permits issued

Measure: # of groundwater water supply systems inspected prior to real estate transfers

Objective: Continue to monitor and map areas of impaired groundwater quality and quantity

Measure: # of vacant property evaluations completed for future development

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 sewage disposal system permits issued for new construction

Measure: # of sewage disposal system permits issued for repair/replacements at existing homes

Measure: # of wastewater disposal systems inspected prior to real estate transfers

<i>Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
# of new and replacement well permits issued	320	287	175	180
# of groundwater supply systems (wells) inspected prior to real estate transfers	453	442	360	380
# of vacant property evaluations completed for future development	129	102	70	75
# of sewage disposal system permits issued for new construction	234	137	100	100
# of sewage disposal system permits issued for repair/replacements at existing homes	229	271	210	210
# of wastewater disposal systems inspected prior to real estate transfers	728	696	550	600
<i>Outcome/Efficiency:</i>				
% of water and wastewater permits issued in accordance with County and State requirements	100%	100%	100%	100%

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 public beaches sampled weekly during the summer

Objective: Provide swimming pool program in accordance with State Law.

Measure: # of public swimming pools licensed and inspected

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
# of public beaches sampled weekly during the summer	17	17	17	17
# of public swimming pools licensed and inspected	136	165	150	150

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: # of animal specimens submitted for rabies testing

Measure: # of septage hauling vehicles inspected

Measure: 100% of lead investigations will be conducted by certified personnel

Measure: # of regulated type II water supplies monitored

Measure: # of campgrounds licensed and inspected

Objective: Increase testing for residential radon and lead levels

Measure: # of lead poisoning investigations

Measure: # of homes tested for radon

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
# of animal specimens submitted for rabies testing	39	32	30	30
# of septage hauling vehicles inspected	17	18	18	18
% of lead investigations conducted by certified personnel	100%	100%	100%	100%
# of regulated type II water supplies monitored	219	220	245	250
# of campgrounds licensed and inspected	22	25	25	25
# of lead poisoning investigations	1	6	5	5
# of homes tested for radon	459	250	300	300
<i>Outcome/Efficiency:</i>				
% of type II facilities, swimming pools, beaches, campgrounds, and septage hauling trucks inspected in accordance with state requirements	100%	100%	100%	100%

Goal: Assess the unmet Environmental Health needs of Ottawa County

Objective: Conduct the Protocol for Assessing Community Excellence in Environmental Health

Measure: Completion of assessment and report

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>				
Completion of assessment and report	N/A	N/A	N/A	1

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 inspection 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 "Leading the Way to Food Safety" training sessions for food service employees

Measure: 90 % of session participants will report improved understanding of food sanitation on their program evaluations

Objective: Produce and distribute semi-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 (WEBTECH issue)

Measures:	2007	2008	2009 Estimated	2010 Projected
Output:				
# of Fixed Food Establishment Inspections	1,123	1,124	1,100	1,100
# of Vending Machine and STFU Inspections	92	77	70	70
# of Temporary Food Establishment Inspections	222	226	225	225
# of Re-inspections Conducted	556	554	539	539
# of Plans Reviewed	32	43	30	30
# of Complaints Investigated	58	43	45	45
# of Foodborne Illness Investigations	28	53	40	40
# of Enforcement Actions Taken	134	83	80	80
# of Foodservice Employees Attending "Leading the Way to Food Safety" training	393	455	350	350
# of School Concession Personnel Attending Person In Charge Training	55	46	45	45
# of FOOD WRAP letters produced	1	2	2	2
# of FOOD WRAP letters distributed	639	1,278	1,250	1,250
# of attendees for free training seminars for food service workers	448	501	390	390
Efficiency:				
% of Facilities receiving required inspections	100%	100%	100%	100%
% of Facilities receiving re-inspections	49%	49%	49%	49%
% of Michigan Program Requirements met	100%	100%	100%	100%
% increase in attendance of our free training seminars for food service workers	-30%	↑11.85%	↓30%	0
Outcome:				
% change in Enforcement Actions	12%	↓39%	0	0
% decrease in Overall Critical Violations	.2%	11.5%	1%	2%
# of confirmed Foodborne Illness Outbreaks	1	0	0	0
% of satisfied FOOD WRAP readers	N/A	N/A	70%	70%
% of food training participants successfully passing the test.	90%	96%	95%	95%

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Records Processing Clerk II	2.800	2.600	2.600	\$85,593
Records Processing Clerk III	0.500	0.000	0.000	\$0
Environmental Health Manager	0.780	0.780	0.780	\$59,262
Team Supervisor	2.000	2.000	2.000	\$117,880
Senior Environmental Health Specialist*	9.600	9.600	8.800	\$456,943
	15.680	14.980	14.180	\$719,678

*One position is partially funded, but may be fully reinstated if future resources allow.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Licenses and Permits	\$385,459	\$362,473	\$392,769	\$425,015	\$414,342
Intergovernmental Revenue	\$88,581	\$73,091	\$92,296	\$85,211	\$86,000
Charges for Services	\$150,223	\$117,870	\$139,388	\$143,910	\$188,810
Other Revenue	\$15,325	\$38,205	\$35,277	\$28,900	\$29,920
Total Revenues	\$639,588	\$591,639	\$659,730	\$683,036	\$719,072

Expenditures

Personnel Services	\$843,947	\$936,365	\$1,057,104	\$948,333	\$1,059,942
Supplies	\$29,212	\$30,335	\$24,316	\$29,264	\$34,032
Other Services & Charges	\$188,862	\$183,225	\$185,097	\$158,200	\$141,895
Capital Outlay				\$5,995	
Total Expenditures	\$1,062,021	\$1,149,925	\$1,266,517	\$1,141,792	\$1,235,869

Budget Highlights:

The current year estimate reflects various personnel vacancies in the current year; 2010 reflects the position held vacant due to budget issues.

Function Statement

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 on STDs and anonymous counseling and testing for HIV/AIDS); Immunization Services (vaccine administration, monitoring, and distribution); Travel Clinic (information for travel and immunizations); and Family Planning Program (medical exams, pregnancy testing/counseling, prescription birth control, and education).

Mission Statement

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.

CLINICAL SERVICES - FAMILY PLANNING/SEXUALLY TRANSMITTED DISEASE

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 be offered the Title X required services

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: Maintain Family Planning enrollment of highest risk populations

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 200% of the poverty level will remain over 3,000.

Goal: Reduce Sexually Transmitted Infections (STI)

Objective: Educate all family planning and STD clients on the risk factors affecting STIs including domestic violence, sexual coercion, drugs and alcohol

Measure: % of OCHD STD and FP clients who have Chlamydia

Measure: 100% of clients who tested positive for Chlamydia will be offered partner notification, education and treatment

Objective: Provide STD testing, treatment and partner notification services

Measure: 100% of clients tested will be aware of their STD/HIV status

Measure: # of clients tested for HIV in community outreach with Health Promotions

Performance Measures:	2007	2008	2009 Estimated	2010 Projected
Output:				
# of Family Planning Clients	3,816	3,348	3,350	3,400
# of Family Planning medical exams (Dr/NP)	2,073	2,161	2,311	2,311
# of STD Clients	2,125	2,254	2,200	2,200
# clients tested for HIV in the clinic	1,392	1,417	1,400	1,400
# of clients tested for HIV in community outreach with HP	25	107	200	200
Efficiency:				
Networks will be utilized for each client to identify insurance	100%	100%	100%	100%
# of applications submitted and evaluated for Plan First!	985	967	975	975
% of clients evaluated for sliding scale fee reductions	100%	100%	100%	100%
% of Title X requirements met by offering Contraceptive Methods, STI and Treatment, Health History and Exam, Teen Services w/ parental involvement, and Coercion Assessment	100%	100%	100%	100%
% of teen enrollment (ages 19 and under) participating in the Family Planning program	25%	24%	25%	25%
# of Family Planning clients that are uninsured	3,208	2,602	2,800	2,800
# of Family Planning clients served at or below 200% poverty level	3,394	3,036	3,050	3,050
Outcome:				
% of Family Planning clients chose a contraceptive method who are not planning a pregnancy	100%	100%	100%	100%

Performance Measures:	2007	2008	2009 Estimated	2010 Projected
Outcome:				
% of positive cases of Chlamydia	9%	10%	10%	10%
% of clients who with a positive STD test will be offered partner notification, education and treatment	100%	100%	100%	100%
# of clients aware of their STD/HIV status	2,125	2,254	2,300	2,300

CLINICAL SERVICES – IMMUNIZATION/COMMUNICABLE DISEASE (CD) /TUBERCULOSIS (TB)

Goal: To protect the community against vaccine preventable disease

Objective: 90% 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 per the Michigan Care Improvement Registry (MCIR)

Objective: Provide education and support regarding immunization to health care providers as requested

Measure: Provide information as requested (brochure, data, direct training) to 100% of those requesting support.

Objective: To provide education and support to school/daycare/preschool personnel to assure that children enrolled in these programs will have consistently high rates of immunization

Measure: Daycare/preschools will report that $\geq 90\%$ of students are fully immunized per the MCIR/SIRS October report

Measure: School districts will report that $\geq 95\%$ of children are fully immunized per the MCIR/SIRS February report

Objective: To increase the percentage of fully immunized 19-35 month olds and 12-13 year olds in Ottawa County by providing immunization education to provider offices staff

Measure: % of 19-35 month olds in Ottawa County will be fully immunized per the MCIR (Goal = 90%)

Measure: % of 11-12 year olds in Ottawa County will be fully immunized per the MCIR

Goal: To minimize the spread of communicable disease

Objective: Reported CD cases will be investigated to confirm the diagnosis

Measure: # of reported cases of pertussis will be less than 10

Measure: 100% of reported CD cases will be completed and filed with MDSS within 30 days

Measure: 100% of reported active TB cases will be investigated and diagnosed

Objective: Confirmed cases will receive prevention, education and treatment

Measure: 100% of confirmed CD/TB cases will receive prevention, education and treatment

Objective: 100% of reported “close contacts” will receive surveillance, education and treatment if necessary

Measure: 100% close contacts receive surveillance, education and treatment

Goal: To protect the traveling community against vaccine preventable disease and travel-related health risks

Objective: To provide vaccines and itinerary specific education to people traveling to developing countries for business, vacation, mission work, etc.

Measure: 100% of traveling clients of the OCHD will be offered the appropriate vaccine(s) and education

Measure: 100% travel clients receive recommended vaccinations

Performance Measures	2007	2008	2009 Estimated	2010 Projected
Output:				
# of CD evaluated and investigated (this is only actual cases)	NA	814	820	820
# of Clients with Latent TB infection evaluated and offered prophylactic treatment if appropriate	119	104	100	100
# of Tuberculosis cases	3	7	5	5
# of OCHD Travel Immunization clients	2,022	1,235	1,300	1,300
Educate providers on the MICR as requested	100%	100%	100%	100%
# of VFC provider offices educated on MICR	17	18	20	20
Provide quarterly(4) private provider Immunization trainings/workshops	4	4	4	4
# of school/daycare in-services provided	2	2	2	2
# of monthly recall letters for 7-35 month old OCHD clients sent out annually	220	203	215	250
# of annual recall letters for all Ottawa County 7-11 month olds (Change in recall recommendations due to Hib vaccine shortage)	N/A	N/A	400	1,000

<i>Performance Measures</i>	2007	2008	2009 Estimated	2010 Projected
<i>Efficiency:</i>				
<i>% of reported active TB cases investigated and diagnosed</i>	100%	100%	100%	100%
<i>% or better of reported CD cases completed and filed with MDSS</i>	100%	100%	100%	100%
<i>TST Class participants will receive 80% or better on their post tests (pass)</i>	100%	100%	100%	100%
<i>% of 19-35 month olds in Ottawa County fully immunized</i>	83%	*74%	*62%	*69%
<i>% of 19-35 month olds clients of the Health Department fully immunized</i>	88%	*77%	*67%	*73%
<i>% of 13-15 year olds in Ottawa County fully immunized</i>	N/A	N/A	27%	28%
<i>% of appointment reminder post cards and phone calls made by the Immunization Team</i>	100%	100%	100%	100%
<i>% of school age children fully immunized</i>	99%	99%	99%	99%
<i>% of daycare/preschool children fully immunized</i>	97%	97%	98%	98%
<i>% travel clients offered recommended vaccinations</i>	100%	100%	100%	100%
<i>* A shortage of the Hib vaccine has resulted in lower numbers for full immunization</i>				
<i>Outcome:</i>				
<i># of clients with active Tuberculosis treated with DOT</i>	4	7	5	5
<i># of LTBI clients evaluated and offered prophylaxis</i>	119	104	110	110
<i># of reported cases of pertussis</i>	6	4	8	8
<i># of health care providers educated in the OCHD TST class(how to give/read TB test)</i>	32	28	30	40
<i>% of confirmed CD/TB cases receiving education and treatment</i>	100%	100%	100%	100%
<i>% close CD/TB contacts received education and treatment</i>	100%	100%	100%	100%
<i>Provide school/daycare in-services</i>	100%	100%	100%	100%
<i>% of private providers benefiting from the Imms training and stating they would recommend it to others</i>	100%	100%	100%	100%
<i>% of Travel client survey results indicated the education they received was beneficial</i>	100%	100%	100%	100%

Resources					
Personnel					
Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary	
Nurse Practitioner	0.700	1.200	1.200	\$87,150	
Administrative Assistant	0.000	1.000	1.000	\$39,386	
Team Supervisor	3.000	2.800	2.800	\$177,772	
Clinic Services Manager	1.000	1.000	1.000	\$75,338	
Records Processing Clerk II	13.250	11.500	11.500	\$369,892	
Community Health Nurse I	12.800	12.100	12.100	\$655,260	
Health Technician	2.000	2.000	2.000	\$74,381	
Licensed Practical Nurse	0.900	0.900	0.900	\$34,889	
	<u>33.650</u>	<u>32.500</u>	<u>32.500</u>	<u>\$1,514,068</u>	
Funding					
	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,108,091	\$2,042,509	\$1,777,929	\$1,773,094	\$1,751,834
Charges for Services	\$479,288	\$501,280	\$525,523	\$433,073	\$431,197
Interest & Rents					
Other Revenue	\$62,532	\$25,925	\$35,543	\$19,473	\$17,500
Total Revenues	<u>\$1,649,911</u>	<u>\$2,569,714</u>	<u>\$2,338,995</u>	<u>\$2,225,640</u>	<u>\$2,200,531</u>
Expenditures					
Personnel Services	\$1,872,239	\$1,929,991	\$1,986,491	\$2,079,235	\$2,274,283
Supplies	\$925,962	\$1,523,825	\$1,574,836	\$1,381,959	\$1,386,855
Other Services & Charges	\$456,987	\$448,656	\$422,282	\$324,428	\$354,623
Capital Outlay					
Total Expenditures	<u>\$3,255,188</u>	<u>\$3,902,472</u>	<u>\$3,983,609</u>	<u>\$3,785,622</u>	<u>\$4,015,761</u>

Function Statement

Community Health Services provides quality support, education and prevention programs to families, children and pregnant women throughout Ottawa County. Services are provided at the three office locations, in clinic settings, in homes, in schools and in community locations. Services within this department include; Early-On, Hearing and Vision Screenings, Pre-natal care (PNC) and Enrollment, Children's Special Health Care Services, and Maternal and Infant Health Program.

Mission Statement

The mission of Community Health Services is to provide quality support, education, and prevention programs to families, children and pregnant women in Ottawa County.

Goal: Reduce incidence of mortality and morbidity among Medicaid-eligible pregnant women and children up to 18 months old

Objective: Communicate with care providers to obtain referrals of at-risk mothers and infants

Objective: Assess risk factors to determine physical, mental, and socio-economic status

Measure: Total numbers participating in provided services

Measure: 100% of MHP participants will receive regularly scheduled prenatal care

Measure: 100% of IHP participants will receive regularly scheduled infant medical care

Measure: 50% of smokers will abstain from smoking around infant for duration of their MIHP involvement

Measure: 100% of MIHP participants with DV issues will be referred for DV counseling

Measure: 50% of participants will abstain from substance use

Measure: 100% of participants with substance abuse issues will be referred to substance abuse program within one month of staff awareness of the issue

Measure: # of new families assisted in finding prenatal care medical providers

Measure: # of new families assisted in applying for health insurance coverage

Measure: % of eligible clients assisted in applying for Medicaid/MOMS programs

Measure: % of clients assisted that receive health care coverage

Objective: Implement plan of care

Measure: 50% of participants will exhibit positive interaction with baby

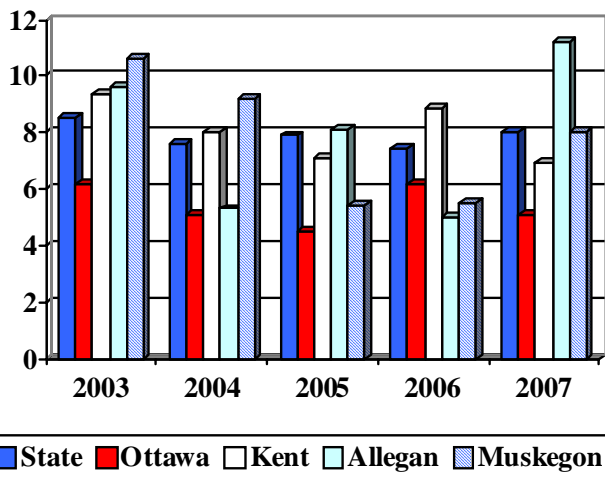
Measure: The infant mortality rate of MIHP clients (infant deaths/live births multiplied by 1,000) will be less than 8

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)

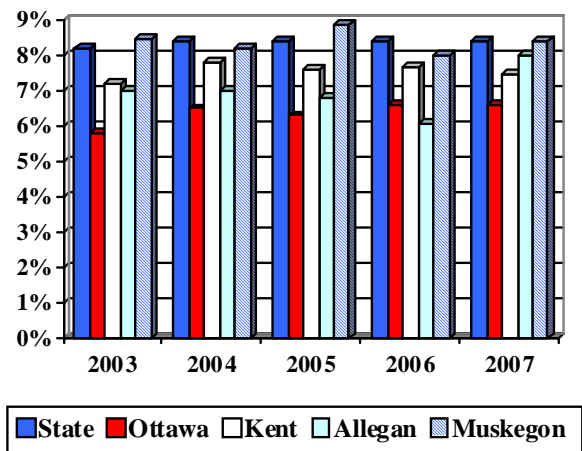
Measures:	2007	2008	2009 Estimated	2010 Budgeted
Output:				
# of MHP/IHP visits provided (<i>staff were reduced in late 2008</i>)	3,261	2,513	2,854	2,880
# of new families assisted in finding prenatal care medical providers	35	40	42	42
# of new families assisted in applying for health insurance coverage	170	193	338	350
Efficiency:				
% of MHP clients receiving regularly scheduled prenatal care	99%	99%	99%	99%
% of IHP clients receiving regularly scheduled infant medical care	99%	99%	99%	99%
% of MIHP clients identified as substance abusers who abstain from substance abuse during pregnancy	60%	64%	65%	65%

Measures:	2007	2008	2009 Estimated	2010 Budgeted
Efficiency:				
% of MIHP clients with identified substance abuse issues referred to substance abuse program within 1 month of enrollment	90%	95%	95%	95%
% of MIHP clients identified as smokers who abstain from smoking during pregnancy	80%	78%	80%	80%
% of MIHP clients identified as smokers abstaining from smoking around infant	80%	83%	85%	85%
% of MIHP clients with domestic violence issue who receive referral for counseling	88%	90%	95%	95%
% of eligible clients assisted in applying for Medicaid/MOMS programs	100%	100%	100%	100%
Outcome:				
% of MIHP clients who exhibit positive interaction with baby	94%	92%	94%	95%
% of clients assisted that receive health care coverage	90%	95%	95%	95%
Infant mortality rate of MIHP clients	<8%	<8%	5%	5%
% of newborns with a low birth weight	<8%	7%	7%	7%

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: Reduce financial burden and improve access to medical care for children with special health care needs who meet Childrens’ Special Health Care Services (CSHCS) criteria

Objective: Communicate with care providers to obtain referrals of at-risk mothers and infants

Measure: # of new enrollments will increase

Objective: Assess risk factors to determine physical, mental, and socio-economic status

Measure: # of suspected eligible children will be referred for diagnostic evaluation

Objective: Implement plan of care

Measure: At least 2% of qualified enrollees will receive case management and/or care coordination

Measure: % of enrollees who feel CSHCS has increased access to healthcare

Measures:	2007	2008	2009 estimated	2010 projected
Output:				
# of new CSHCS enrollees	193	193	195	200
Efficiency:				
# of suspected eligible children referred to diagnostic evaluation	125	119	120	125
% of CSHCS enrollees receiving case management and/or care coordination	54%	49%	52%	55%
Outcome:				
% of enrollees who feel CSHCS has increased access to healthcare (measured every 2 years in a parent survey)	97%	N/A	98%	N/A

COMMUNITY HEALTH – EARLY ON

Goal: Link children at risk for developmental disabilities to Early On services

Objective: Assess all referrals for possible developmental delays

Measure: 100% of referrals will be assessed for developmental delays within 3 weeks of first contact

Objective: Enroll children identified as at risk for developmental disabilities into the Early On program

Measure: 100% of children identified as 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: % referred receiving service

Measures:	2007	2008	2009 estimated	2010 projected
Output:				
# of Early On enrollees	120	130	90	52
<i>(program will be reduced from 5 days to 2 days in July 2009 due to budget reductions from the ISD)</i>				
Efficiency:				
% of children identified as at risk for developmental disabilities enrolled	100%	100%	100%	100%
% of referrals assessed within 3 weeks of first contact	NA	95%	95%	95%
% of Early On enrollees referred to appropriate services within 4 weeks of enrollment	100%	90%	95%	95%
Outcome:				
% of referrals that receive services	100%	100%	100%	100%

COMMUNITY HEALTH – VISION AND HEARING

Goal: Improve hearing and vision in children (ages 0-17) with identified hearing loss or visual impairment

Objective: Screen for vision loss and hearing impairment

Measure: 90% of Ottawa County children from preschool age to age 17 will be screened

Measure: 90% of eligible early childhood children will be screened

Objective: Refer children identified as having possible hearing or visual impairments for further medical treatment

Measure: 100% of identified children will be referred

Objective: Rescreen children with hearing loss and/or visual impairment to ensure treatment

Measure: 60% of referred children will receive medical follow-up

Objective: Children who require prescriptive devices will receive devices.

Measure: 100% of children requiring prescriptive devices will receive them.

Measures:	2007	2008	2009 estimated	2010 projected
Output:				
# of children vision screened	17,885	18,070	17,980	18,180
# of children vision referral	1087	1,277	1180	1180
# of children hearing screened	14,517	15,111	14,815	14,850
# of children hearing referral	383	369	375	390
Efficiency:				
% of eligible children screened for vision and hearing impairments	90 %	97%	98%	98%
% of children identified referred to appropriate services	100%	100%	100%	100%
Outcome:				
% of children receiving medical follow up	97.4%	54 %	56%	58%
% of referrals prescribed assistive devices	98.1%	94.5%	96%	96%

COMMUNITY SERVICES – CHILDREN’S ADVOCACY CENTER PARTNERSHIP

Goal: Provide community outreach services to help reduce the instance and impact of child abuse within our community.

Objective: Provide the Children's Advocacy Center (CAC) with assistance to assess, treat and investigate instances of child abuse in our community.

Measure: # of nursing days provided per month (average)

Measure: % of requested assessments completed

Measures:	2007	2008	2009 estimated	2010 projected
Output:				
# days per month (average) provided	6	6	4.2	4.2
<i>(staff were reduced in this program due to budget cuts)</i>				
Output:				
% of requested assessments completed for CAC	98%	100%	100%	100%

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Records Processing Clerk III	2.700	2.000	2.000	\$70,165
Records Processing Clerk II	0.500	0.500	0.500	\$16,564
Health Technician	3.200	3.200	3.200	\$113,116
Community Health Nurse I***	8.100	6.900	6.300	\$343,268
CSHCS Program Representative *	1.000	1.000	1.000	\$37,190
Community Health Services Manager**	1.000	1.000	0.000	\$0
Registered Dietician	0.500	0.500	0.500	\$24,648
Scoliosis Screening & Hearing	1.000	1.000	1.000	\$37,190
Team Supervisor	2.000	2.000	2.000	\$126,981
Public Health Social Worker**	3.200	2.400	1.700	\$87,368
	<u>23.200</u>	<u>20.500</u>	<u>18.200</u>	<u>\$856,490</u>

* Childrens Special Health Care Service Program Representative

** Position is not funded or partially funded, but may be reinstated if future resources allow.

*** Position held vacant/eliminated in 2010 budget.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$503,726	\$518,316	\$522,571	\$680,637	\$748,792
Charges for Services	\$193,370	\$164,340	\$145,477	\$23,430	
Other Revenue	\$10,571	\$12,390	\$12,468	\$9,570	\$3,820
Other Financing Sources	\$43,815	\$41,397	\$33,826	\$10,041	
Total Revenues	<u>\$751,482</u>	<u>\$736,443</u>	<u>\$714,342</u>	<u>\$723,678</u>	<u>\$752,612</u>

Expenditures

Personnel Services	\$1,615,969	\$1,612,091	\$1,535,045	\$1,469,717	\$1,293,144
Supplies	\$150,744	\$145,029	\$101,485	\$57,900	\$30,925
Other Services & Charges	\$913,483	\$1,016,217	\$983,069	\$467,266	\$221,778
Capital Outlay					
Total Expenditures	<u>\$2,680,196</u>	<u>\$2,773,337</u>	<u>\$2,619,599</u>	<u>\$1,994,883</u>	<u>\$1,545,847</u>

Budget Highlights:

Intergovernmental Revenue is increasing due to additional funding from the Michigan Department of Community Health (MDCH). 2010 Personnel Services reflect the reduced/suspended funding of 2.3 full time equivalents, and Other Services and Charges reflect the move of Jail Health Services to the General 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, reproductive health education, substance abuse prevention, chronic disease prevention programs and oral health services.

Mission Statement

Health Promotion is committed to providing initiatives which create an environment that empowers Ottawa County residents to make healthy choices.

CHRONIC DISEASE PREVENTION PROGRAM

Goal: Increase Ottawa County residents' access to resources that promote healthy eating and physical activity.

Objective: The wellness team will update, market and monitor the OCWC webpage

Measure: updated OCWC webpage

Measure: % increase in hits on website

Objective: The wellness team will update, market and monitor the "Fit for a Kid" webpage.

Measure: updated "Fit For A Kid" webpage

Measure: % increase in hits on website

Goal: Increase Ottawa County residents' access to physical activity and healthy food choices.

Objective: The wellness staff will implement the Nutrition and Physical Activity Self Assessment for Child Care (NAPSACC) program at two day care centers in Ottawa County

Measure: An action plan with measurable goals and objectives is developed /implemented

Measure: # of policies/environmental changes implemented

Measure: # of workshops provided

Measure: % of participants indicating workshops were useful in their work environment

Objective: The wellness staff will evaluate NAPSACC pilot program

Measure: Evaluation report completed

Measure: # of policies implemented

Objective: The wellness staff will carry out 100% of the Ottawa County Wellness Coalition (OCWC) lead agency responsibilities

Measure: # of meetings chaired

Measure: # of action teams chaired

Measure: # of action teams implemented (Policy and Environmental Changes) PEC initiatives

Measure: Three year strategic plan developed

Objective: The wellness team will oversee the Building Healthy Communities grant

Measure: Develop and submit RFP

Measure: Develop and submit monthly reports

Measure: Monitor budget and expenditures

Measure: Evaluate initiatives

Objective: The wellness staff will provide coordination for the Coopersville Community garden

Measure: # of participants attended garden

Measure: % of participants indicated increase in produce consumption

Goal: Increase physical activity and healthy food choices of youth in Ottawa County

Objective: The wellness team will implement 4 walking programs for first and second graders in Ottawa County

Measure: % of participants increased physical activity by 30 minutes a week

Measure: # of participants

Measure: # schools implemented walking program

Objective: The wellness team will develop and implement a youth farmer's market tour initiative in one elementary school in Ottawa County

Measure: # of students participating

Measure: # of coupons redeemed

Performance Measures:	2007	2008	2009 Estimated	2010 Projected
Output:				
<i>Toolkits delivered to 100% of family practice and pediatric physicians</i>	N/A	Complete	N/A	N/A
<i>2600 information sheets delivered to parents</i>	N/A	1,106	N/A	N/A
<i># BMI screenings completed</i>	N/A	1,106	N/A	N/A
<i>5 HSATS completed</i>	10	5	N/A	N/A
<i>5 policy/environmental changes implemented in schools</i>	2	2	N/A	N/A
<i>10DHEW assessments completed</i>	5	5	N/A	N/A
<i>5 DHEW action plans implemented</i>	5	5	N/A	N/A
<i># of N/APSACC assessments completed</i>	N/A	N/A	N/A	2
<i># of N/APSACC workshops provided</i>	N/A	N/A	N/A	10
<i># of Fit for a Kid representatives</i>	0	3	1	N/A
<i># of first and second graders participated in walking program</i>	N/A	N/A	N/A	500
<i># of schools participating in walking program</i>	N/A	N/A	N/A	4
<i># of students participating in youth farmer's market initiative</i>	N/A	N/A	N/A	60
<i># of action teams provided \$1,000 seed money</i>	N/A	4	4	4
<i># of healthy eating and physical activity initiatives provided to youth</i>	2	2	3	N/A
<i># of participants attended community garden</i>	N/A	N/A	N/A	50
<i># of Coalition meetings chaired</i>	12	12	12	12
<i># of Action Teams chaired for the Ottawa County Wellness Coalition</i>	2	2	2	2
<i># of Ottawa County Wellness Coalition initiatives assisted</i>	21	N/A	15	N/A
<i># of maps showing accessible healthy food options or physical activity options created</i>	0	0	2	N/A
<i># of resources provided to worksites regarding healthy eating, physical activity and smoke-free environments.</i>	250	250	250	N/A
Efficiency:				
<i>Update websites quarterly</i>	N/A	N/A	Complete	Complete
<i>% increase of hits on Fit For A Kid website</i>	N/A	N/A	N/A	10%
<i>% increase of hits on OCWC website</i>	N/A	N/A	N/A	10%
<i>% of coupons redeemed</i>	N/A	N/A	N/A	20%
<i>% of Fit for a Kid responsibilities implemented per those developed</i>	N/A	100%	100%	N/A
<i>% of participants indicating N/APSACC workshops were useful</i>	N/A	N/A	N/A	90%
<i>Evaluation report for pilot program completed one year after implementation</i>	N/A	N/A	N/A	complete
<i>Building Healthy Communities (BHC) grant reports completed quarterly</i>	Complete	Complete	Complete	Complete
<i>BHC budget reviewed monthly</i>	Complete	Complete	Complete	Complete
Outcome:				
<i># of policies/environmental changes implemented at Day care centers</i>	N/A	N/A	N/A	2
<i>Three year OCWC strategic plan developed and implemented</i>	N/A	N/A	N/A	complete
<i>Community garden implemented</i>	N/A	N/A	N/A	complete

Performance Measures:	2007	2008	2009 Estimated	2010 Projected
# of action teams implementing policy and environmental changes	N/A	N/A	4	4
% of OCWC lead agencies responsibilities implemented	100%	100%	100%	100%
Youth Farmer's market tour initiative implemented	N/A	N/A	N/A	complete
% of participants increasing physical activity by 30 minutes a week	N/A	N/A	N/A	75%
Building Healthy Communities grant implemented	Complete	Complete	Complete	Complete

COMMUNITIES HELPING OTTAWA OBTAIN A SAFE (ALCOHOL) ENVIRONMENT (CHOOSE)

Goal: Reduce the incidence of drinking and driving.

Objective: Coordinate heightened enforcement activities to reduce drunk driving in the Southwest quadrant.

Measure: % increase in OWI, OUIL charges

Measure: # of BATMOBILE events implemented

Objective: Educate licensed drivers about the risks and consequences of drinking and driving in the Southwest quadrant

Measure: % increase in awareness of consequences

Measure: Develop and implement a media campaign

Objective: Promote the reporting of intoxicated drivers in the Southwest quadrant

Measure: Coordinate the Mobile Eyes initiative

Measure: Develop and implement a Mobile Eyes marketing campaign

Measure: % increase in calls to 911

Goal: Ensure responsible sales of alcohol.

Objective: Provide TIPS training to licensed alcohol establishments in the Southwest quadrant.

Measure: % of on/off site establishments in Southwest quadrant will have one person TIPS trained

Objective: Ensure that licensed alcohol establishments in Southwest quadrant have RBS policies and procedures implemented

Measure: # of licensed alcohol establishments implemented Project ARM

Measure: % of licensed alcohol establishments implemented RBS policies and procedures

Objective: Ensure that temporary alcohol licenses in Southwest quadrant have RBS policies and procedures implemented

Measure: % cities and townships in the Southwest quadrant have RBS policies and procedures implemented

Measure: % of temporary liquor license workers receive TIPS training

Objective: Coordinate alcohol compliance checks in Southwest quadrant

Measure: % of licensed liquor establishments receiving quarterly compliance checks

Measure: % of licensed liquor establishments received compliance checks at the end of the year

Measure: % compliance rate

Measure: % of licensed liquor establishments failing compliance check received vendor education

Goal: Decrease access to alcohol by underage youth

Objective: Educate males (21-25) in the Southwest quadrant about the risks and consequences of providing alcohol to underage youth

Measure: Develop and implement media campaign

Measure: % decrease in youth indicating easy access to alcohol

Measure: % decrease in the # of MIPs (Minor in Possession)

Measure: % decrease in the # of males (21-25) charged with furnishing alcohol to minors

Objective: Promote reporting of underage drinking in the Southwest quadrant

Measure: % of "havens" (limousine companies, hotels/motels, licensed liquor establishments, schools districts) in the Southwest quadrant received educational packets.

Performance Measures:	2007	2008	2009 Estimated	2010 Projected
Output:				
# of sites for the Blood Alcohol Test (BAT) mobile	4	4	4	4 (SW quadrant)
# of hours of visibility of the Blood Alcohol Test (BAT) mobile	8	8	8	16
# of media sources the "You Drink, You Drive, You Lose" is advertised	5	5	5	N/A

Performance Measures:	2007	2008	2009 Estimated	2010 Projected
<i>Implementation of the Mobile Eyes media campaign</i>	Complete	Complete	Complete	Complete (SWquadrant)
<i># of people who called the Mobile Eyes during the marketing time</i>	30	N/A	N/A	N/A
<i># of locations for summer campaign advertising</i>	50	50	50	N/A
<i># of on-site TIPS trainings</i>	10	10	5	N/A
<i># of off site TIPS trainings</i>	5	5	100% requesting and mandated	N/A
<i># of establishments implemented Project ARM</i>	N/A	N/A	N/A	5 (SWquadrant)
<i># of Safe Prom/Graduation packets delivered to "havens" hotels, alcohol/tobacco retailers, and limo services</i>	20 hotels 150 retailers 3 limo services	20 hotels 150 retailers 3 limo services	20 hotels 150 retailers 3 limo services	100% of havens in SWquadrant
<i># of avenues used to market Fast 50</i>	4	4	4	N/A
<i>Radio stations, Johnny advertising and newspapers promoting "You had to wait, so should they" campaign</i>	complete	Incomplete (change campaign)	Incomplete (change campaign)	N/A
<i># of on-site alcohol retail establishments that have received TIPS training</i>	N/A	0	35	N/A
<i># of concession receiving TIPS training</i>	0	0	3	N/A
<i># of Regional LCC Collaborative Coalition meetings chaired</i>	0	0	9	9
<i># of regional LCC Collaborative coalition task force meetings chaired</i>	0	0	6	6
Efficiency:				
<i>% increase in awareness of consequences of drinking and diving</i>	N/A	N/A	N/A	5% SW quadrant
<i>% increase in calls to 911 (Mobile Eyes)</i>	N/A	N/A	N/A	5% SW quadrant
<i>% increase of on/off site alcohol establishments in Southwest quadrant received TIPS</i>	N/A	N/A	N/A	10% SW quadrant
<i>% of cities/townships have RBS policies for temporary liquor licenses implemented</i>	N/A	N/A	N/A	100% SW quadrant
<i>% of temporary liquor license workers received TIPS training</i>	N/A	N/A	N/A	100%
<i>% of liquor license establishments receiving compliance checks quarterly</i>	N/A	N/A	N/A	25% SW quadrant
<i>% of liquor license establishments received compliance check at end of the year</i>	N/A	N/A	N/A	100%
<i>% of liquor license establishments failed compliance checks received vendor education</i>	N/A	N/A	N/A	100%
<i>% of maN/Agers/servers of on-site alcohol establishments that have received TIPS training</i>	38%	38%	N/A	N/A
<i>% of positive TIPS training evaluations</i>	100%	100%	100%	100%
<i>% positive evaluations of prom/graduation packet</i>	100%	N/A	N/A	N/A
<i>% participants pass TIPS trainings</i>	100%	100%	100%	100%
<i>% of OCHD responsibilities of the LCC Collaborative coalition strategic plan implemented</i>	0	100%	100%	100%
Outcome:				
<i>% increase in alcohol related arrests</i>	3%	3%	3%	10% SWquadrant by 2012
<i>% reduction in MIPs</i>	N/A	N/A	N/A	>30% reduction vs other quadrants
<i># of establishments that RBS policies are adopted</i>	10	10	10	17
<i>% reduction of minors who indicate parties as their number 1 source of alcohol</i>	N/A	3%	3%	3% (2011)
<i>% reduction in youth indicating easy access to</i>	N/A	N/A	N/A	>30% reduction

Performance Measures:	2007	2008	2009 Estimated	2010 Projected
<i>alcohol</i>				vs other quadrants
<i>% compliance rate</i>	96%	92%	97%	94% SW quadrant
<i>% reduction in alcohol related crashes</i>	N/A	N/A	N/A	>30% reduction vs other quadrants (2014)

TOBACCO PREVENTION

Goal: Reduce the number of vendors in Ottawa County who sell tobacco to minors.

Objective: Conduct law enforcement tobacco compliance checks at 50% of retailers in targeted area.

Measure: % of targeted retailers received compliance checks

Objective: Conduct vendor education trainings each quarter with 100% of retailers who fail a compliance check.

Measure: % of tobacco retailers failing compliance checks received vendor education

Objective: Implement 100% of changes and actions as defined by the Regional Collaborative Taskforce.

Measure: % OCHD responsibilities for the Regional Collaborative Taskforce completed

Measure: Attend meetings

Goal: Reduce exposure to second-hand smoke in Ottawa County.

Objective: Respond to 100% of incoming complaints regarding noncompliance with the Ottawa County Indoor Air Regulation.

Measure: % of complaints investigated and documented

Objective: Respond to 100% of requests for assistance with the Ottawa County Indoor Air Regulation and the implementation of smoke-free policy.

Measure: % of requests for assistance completed

Objective: Assist in the implementation of a smoke-free campus policy for all County properties.

Measure: Smoke-free campus policy developed

Measure: Commissioners approve to adopt campus policy

Measure: % of county owned properties are smoke free

Goal: Assist in the coordination of the implementation of the Smoke-Free Ottawa Coalition's strategic plan related to coalition building, advocacy, cessation and prevention.

Objective: The tobacco prevention staff will carry out 100% of lead agency responsibilities.

Measure: # of Smoke Free Ottawa Coalition Meetings chaired

Measure: Development of a three year strategic plan

Measure: % of initiatives implemented

Measure: % increase in membership

Performance Measures:	2007	2008	2009 Estimated	2010 Projected
Output:				
<i>% of enforcement compliance checks during the 1st, 2nd and 3rd quarters</i>	65%	65%	35%	N/A
<i>% of enforcement compliance checks during each quarter in the former target area(s).</i>	N/A	N/A	15%	N/A
<i>% of law enforcement tobacco compliance checks coordinated for the 4th quarter.</i>	100%	97%	100%	N/A
<i>% of compliance checks conducted in targeted areas</i>	N/A	N/A	N/A	50%
<i># of vendor education trainings conducted</i>	N/A	N/A	14	5
<i>Smoke-free county campus policy developed</i>	N/A	N/A	Complete	Complete
<i># of Smoke-Free Ottawa meetings chair</i>	12	12	12	12
Efficiency:				
<i>% of vendors that fail a compliance check and receive mandated education trainings</i>	100%	100%	100%	100%
<i>% complaints investigated and documented</i>	N/A	100%	100%	100%
<i>% of requests for assistance responded to</i>	N/A	100%	100%	100%

Performance Measures:	2007	2008	2009 Estimated	2010 Projected
% of vendors notified of pass/fail within 1 month of compliance check	100%	100%	100%	100%
% of education packets distributed to non-compliant vendors within 1 month of receiving results from compliance check	100%	100%	100%	100%
% of changes/ actions implemented as defined by the Regional Collaborative Taskforce	N/A	100%	100%	100%
Assist in 100% of efforts to build Smoke-Free Ottawa coalition.	N/A	100%	100%	100%
Assist in 100% of efforts to develop and encourage the implantation of smoke-free indoor air policies state wide and locally	N/A	100%	100%	100%
Assist in 100% efforts to identify, support and promote area tobacco treatment programs	N/A	100%	100%	100%
Assist in 100% of efforts to identify, support and promote youth tobacco prevention efforts.	N/A	100%	100%	100%
Outcome:				
% establishments that did not sell tobacco to minors.	96%	96%	97%	97%
OC smoke free campus policy implemented	Incomplete	Incomplete	Incomplete	Complete
Implementation of Smoke Free Ottawa: A tobacco reduction coalition strategic plan	Complete	Complete	Complete	N/A
Development of a three year strategic plan	N/A	N/A	N/A	Complete

REPRODUCTIVE HEALTH

Goal: Reduce unwanted pregnancies and STDs in Ottawa County

Objective: The reproductive health staff will assist family planning staff in maintaining 30% teen enrollment of (ages 19 and under) in the family planning program

Measure: % of enrollees in the family planning program will be teens

Measure: # of presentations provided

Measure: # of participants

Measure: % of participants aware of the family planning services

Measure: Implementation of a marketing plan

Measure: # clinic materials distributed

Objective: The reproductive health staff will assist the family planning staff in increasing the number of 19-44 year olds who are at or below 200% poverty level utilizing the family planning services by #50

Measure: % increase of 19-44 year olds at or below 200% poverty level utilizing family planning services

Measure: Implementation of a marketing plan

Objective: The reproductive health staff will assist STD clinic staff in increasing the percentage of youth who use the STI clinic by 10% (based on baseline data)

Measure: % increase in youth utilizing STD services

Measure: # of presentations provided

Measure: # of participants

Measure: % of participants aware of the family planning services

Measure: Implementation of a marketing plan

Objective: The reproductive health staff will increase the awareness of parents and youth regarding the consequences of early sexual involvement.

Measure: # of parent packets distributed

Measure: # of hits on MySpace/Take The Quiz

Measure: # of Healthy Sexuality presentations given

Measure: # of peer education programs implemented

Measure: % of participating students identifying 2 consequences of early sexual involvement

Measure: % of students identifying 2 skills to prevent early sexual involvement

Objective: The Reproductive health staff will carry out 100% the Ottawa County Youth Sexual Health Coalition (OCYSHC) lead agency responsibilities

Measure: % of responsibilities carried out

Measure: # of meetings chaired

Goal: To reduce the risk of blood borne and tuberculosis exposure in Ottawa County employees.

Objective: The reproductive health staff will train 100% of all new Ottawa County employees on the prevention of Blood borne exposure.

Measure: % of new employees trained on prevention of BBP exposure

Objective: 100% of class "A" Ottawa County employees will complete Blood Borne Pathogen training.

Measure: % class "A" employees trained

Objective: The reproductive health staff will assist the Safety and Security Committee in updating the OC Blood borne Pathogen Exposure Control Plan

Measure: Updated OC BBP Exposure Control Plan

Performance Measures:	2007	2008	2009 Estimated	2010 Projected
Output:				
# of peer education presentations implemented	20	20	15 (Program reduced)	15 (program reduced)
# of family planning presentation to schools/JDC/Girls Group/Harbor House/Hope/GVSU	20	20	30	40
# of Sexually Transmitted Disease presentations to schools/JDC/Girls Group/Harbor House/Hope/GVSU	20	20	30	40
# of participants in Family Planning and STD presentations	900	980	1100	1200
# of materials about STI/Family Planning services (brochure, cards, teen help card) distributed	4000	4,000	4,000	3,600
# of OCYSH meetings chaired	6	12	12	12
# of OCYSH prevention sub-committee meetings	6	N/A	N/A	N/A
# of "talk early talk often" parent workshops advertised and implemented	2	2	2	N/A
# of research based service learning project implemented	1	Incomplete	Incomplete	N/A
# of parent packs distributed	200	500	500	600
# of Teen Forum workshops advertised and implemented	2	2	2	N/A
# of schools receiving information regarding "Take the Quiz"	100%	100%	100%	100%
# of participants attending Challenge of Children	900	1,100	900	N/A
# of Healthy sexuality programs implemented	N/A	N/A	N/A	3
# of Challenge of Children meetings chaired	12	12	12	N/A (2009 last term)
# of Program Committee meetings for Challenge of Children chaired	6	6	6	N/A (2009 last term)
# of GLCSOPHE executive board Meetings conducted	N/A	12	12	N/A (2009 last term)
Efficiency:				
% of participants aware of family planning and STD services	N/A	85%	85%	85%
% of positive evaluation of overall Challenge of Children conference	N/A	N/A	80%	N/A
% of Ottawa County "A" classified employees receiving blood borne pathogen training	100%	100%	100%	100%

Performance Measures:	2007	2008	2009 Estimated	2010 Projected
<i>Implementation of OCYSH committee initiatives</i>	Complete	Complete	Complete	Complete
<i>% of positive evaluations from "Talk Early, Talk Often" workshops</i>	100%	90%	N/A	N/A
<i>% of positive evaluations of parent packs</i>	90%	Not available	Not available	N/A
<i>% of positive evaluations of teen forum.</i>	90%	90%	90%	N/A
<i>% of schools asked to participate in the teen pregN/Ancy online survey</i>	100%	100%	100%	N/A
<i>% increase in # of hits on MySpace/Take the Quiz</i>	N/A	N/A	N/A	5%
<i>Assist the Safety and Security committee in updating the Blood borne Pathogen Exposure Control plan annually</i>	Complete	Complete	Complete	Complete
Outcome:				
<i>% of students participating in peer ed presentation who are able to list 2 consequences for engaging in risky sexual behavior and 2 skills to prevent consequences</i>	100%	85%	85%	85%
<i>% teen enrollment (ages 18 and under) in the family planning program</i>	25%	27%	30%	30%
<i>Increase of 19-44 year olds who are at or below 200% poverty level utilizing the family planning service by #50.</i>	10%	10%	10%	#50+ (baseline data 9/30/
<i>% increase in youth who use the STI clinic</i>	10%	10%	10%	10% (Baseline data 9/30/2009)
<i>Increased access to resources about the consequences of risky sexual behavior for students and parents</i>	Complete	Complete	Complete	Complete
<i>% of participants planning to use the information gained from the Challenge of Children conference</i>	85%	85%	85%	N/A

ACCESS TO HEALTH CARE

Objective: Assist in the development of an OC Community Health Plan (CHP) for uninsured residents

Measure: Community Health Plan developed and approved by CHP coalition
Measure: % of stakeholders approved CHP

Objective: Assist in the implementation of an OC Community Health Plan for uninsured residents

Measure: Functional board implemented
Measure: # of hospitals participating in the CHP
Measure: # of people enrolled in the CHP

Goal: Collect process and disseminate data available about the health of OC residents

Objective: Update the Community Health Profile

Measure: Completed Community Health Profile report
Measure: % of leadership approval of Community Health Profile report
Measure: % of leadership approval of department bench marks

Objective: Develop, coordinate and disseminate the bi-annual Youth Assessment Survey (YAS)

Measure: # of schools implementing YAS
Measure: Completed YAS report
Measure: % of YAS committee approved YAS report
Measure: % of schools received YAS report
Measure: % of leadership approval of department bench marks

Objective: Develop, coordinate and disseminate the OC Behavioral Risk Factor Survey (BRFS)

Measure: BRFS committee formed
Measure: Completed BRFS report
Measure: % of leadership and Board of commissioners approved BRFS report
Measure: % of leadership approval of department bench marks

Performance Measures:	2007	2008	2009 Estimated	2010 Projected
Output:				
Data collected to identify access to health care needs in OC	N/A	N/A	Completed	Complete
Formalize Access to Healthcare stakeholder group	N/A	N/A	Completed	N/A
Research best practice, evidence based model for access to health care	N/A	N/A	Complete	Complete
Identify best practice, evidence based model for access to health care	N/A	N/A	Complete	Complete
Assess financial feasibility of locally provided health coverage for low wage workers.	N/A	N/A	Complete	Complete
Access to Health Care strategic plan developed	N/A	N/A	Complete	N/A
Access to Health Care strategic plan implemented	N/A	N/A	Complete	Complete
Access to Health Care strategic plan evaluated	N/A	N/A	Complete	Complete
# of hospitals implementing Community Health Plan (CHP)	N/A	N/A	N/A	3
# of people enrolled in CHP	N/A	N/A	N/A	100
# of community health profile developed	N/A	N/A	N/A	1
# of schools implementing Youth Assessment Survey (YAS)	7	N/A	9	9 (2011)
% of schools receiving YAS report	100%	N/A	100%	100% (2011)
Efficiency:				
Collected all relevant data	N/A	N/A	Complete	Complete
Hold meetings / make contacts	N/A	N/A	Complete	Complete
Research models	N/A	N/A	Complete	Complete
Participation in development of strategic plan	N/A	N/A	Complete	Complete
Participation in evaluation of strategic plan	N/A	N/A	Complete	Complete
% of CHP coalition approves CHP	N/A	N/A	N/A	100%
% of Leadership approved community health profile	N/A	N/A	N/A	100%
% of Leadership approved department benchmarks	N/A	N/A	N/A	100%
% of leadership and Board of Commissioners approve BRFS	N/A	N/A	N/A	100%
Outcome:				
Access to health care needs identified in OC	N/A	N/A	Complete	Complete
Access to Healthcare stakeholder group formed	N/A	N/A	Complete	Complete
Best practice model chosen for OC	N/A	N/A	Complete	Complete
Strategic plan to implement best practice model developed	N/A	N/A	Complete	Complete
Strategic plan to implement best practice model implemented	N/A	N/A	Complete	Complete
Strategic plan evaluated	N/A	N/A	Complete	Complete
Complete BRFS report	Complete	N/A	N/A	N/A (2012)
Complete YAS	Complete	N/A	Complete	N/A (2011)

DENTAL

Goal: Reduce dental disease among targeted at-risk populations in Ottawa County

Objective: By September 30, 2010, school-based oral disease prevention programs will have been provided for over 1,550 at-risk children.

Measure: The Sealant Efficiency Assessment for Locals and States (SEALS) and Caries Risk Assessment Tool (American Academy of Pediatric Dentistry)

Objective: By September 30, 2010, dental disease will have been reduced by at least 30% for children who were provided Dental Services on "Miles of Smiles" Mobile Dental Unit.

Measure: the Michigan Oral Data (MOD) Needs Assessment tool

Objective: By September 30, 2010, oral health education resource websites for teachers will be available on the miottawa.org website.

Measure: miottawa.org website

Objective: By September 30, 2010, the Dental Program will have completed a report that researched the feasibility of providing "Miles of Smiles" Dental Services to Maternal and Infant Health Program (MIHP) clients, parents of children attending migrant summer school, and middle school children.

Measure: Feasibility report complete

Objective: By September 30, 2010, the Dental Program will have provided dental treatment referral services for all inquiring Ottawa county residents.

Measure: Intra-Agency Referral Form or Incoming Information/Referral Form is used to track calls requesting dental assistance

Objective: By September 30, 2010, Dental Program will coordinate advocacy initiatives that will increase accessibility to Dental Services for Ottawa County Residents.

Measure: Advocacy initiatives in place through Michigan Oral Health Coalition

Performance Measures:	2006/2007	2007/2008	2008/2009 Estimated	2009/2010 Projected
Output:				
# of MOD Needs assessments completed for children on Miles of Smiles mobile dental unit.	1,055	800	810	815
# of client encounters on Miles of Smiles mobile dental unit for prevention and restorative services to dentally at-risk children	1,896	2,001	2,010	2,025
# of diagnostic dental services units provided for at risk children provided on Miles of Smiles mobile dental unit	2,180	2,161	2,170	2,180
# of restorative dental services units for at-risk children provided on Miles of Smiles mobile dental unit	1,106	1,026	1,015	1,005
# of oral surgery service units for at-risk children provided on Miles of Smiles mobile dental unit	141	143	140	135
# of preventive dental service units for at-risk children provided on Miles of Smiles mobile dental unit	3,242	2,933	2,950	2,975
# of dentally at-risk elementary school children in Fluoride Program	4,740	3,706	3,725	Program Discontinued
# of second and sixth grade children with access to the School-based Sealant Program	142	1,613	1,625	1,650
# of sealants placed on second and sixth grade children	412	1,276	1,285	1,290
# of at-risk children at Child Development Services Head Start and Early Head Start with access to the Fluoride Varnish	247	251	255	260
# of oral health education/AI units for at-risk children on Miles of Smiles mobile dental unit provided	1,040	869	875	880
# of teacher resources regarding Student Oral Health Kits in 75 schools (program cut)	167	Resource no longer available	Resource no longer available	Resource no longer available
# of Schools receiving oral health education program information		65	66	66
# of Head Start classrooms receiving oral health program information	20	21	21	22
# of oral health resources provided to preschoolers through the vision and hearing program (program cut)	2,204	1,600	1,625	Program Discontinued
# of Infant Oral Health Care packets provided to Maternal Infant Health Program and Early On program participants(program cut)	2,015	713	750	Budget cut/Program Discontinued
# of oral health presentations in schools and community	34	47	48	49
# of oral health resources distributed at OCHD health events(program cut)	5,341	5,362	5,275	Program Discontinued
% of dental treatment requests managed by the Dental Services Referral Network	100%	100%	100%	100%

Performance Measures:	2006/2007	2007/2008	2008/2009 Estimated	2009/2010 Projected
<i>Miles of Smiles program expansion feasibility report complete</i>	N/A	N/A	N/A	1 Report
<i>Advocacy initiatives that will increase accessibility to dental services for Ottawa County residents</i>	Adult Medicaid Dental Benefits	MIChild Outreach	MIChild Outreach	Healthy Kids/Dental MIChild Outreach
Efficiency:				
<i>% positive evaluations from presentations</i>	n/a	100%	100%	100%
<i>% positive teacher evaluations from Sealant Program</i>	n/a	100%	100%	100%
<i>% Sealant retention</i>	96%	96% (6-week retention check efficiency)	91.5% (6-week retention check efficiency)	85% (MDCH 1-year retention check efficiency)
Outcome:				
<i>% reduction in dental disease in children who were provided Dental Services on "Miles of Smiles" Mobile Dental Unit.</i>	32.3%	25%	27.5%	30%
<i>% reduction in dental disease for(Fluoride Varnish Program)</i>	n/a	74% (National statistic)	74% (National statistic)	74% (National statistic)
<i>% reduction in dental disease on sealed molars (Sealant Program)</i>	n/a	70% (National statistic)	70% (National statistic)	70% (National statistic)

Resources				
Personnel				
Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Records Processing Clerk III	1.000	1.000	1.000	\$35,083
Records Processing Clerk II	0.650	0.000	0.000	\$0
Health Educator*	6.800	5.400	3.100	\$154,497
Team Supervisor*	2.000	1.600	1.500	\$95,236
Health Promotion Manager	1.000	1.000	1.000	\$76,298
Dental Clinic Manager	0.800	0.800	0.800	\$38,398
Dental Hygienist	0.800	0.800	0.800	\$46,549
	13.050	10.600	8.200	\$446,061

* Position eliminated/reduced in 2010 budget.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$208,768	\$285,368	\$251,176	\$222,943	\$172,842
Charges for Services	\$9,686	\$7,779	\$7,780	\$9,900	\$25,616
Interest & Rents					
Other Revenue	\$93,397	\$135,842	\$130,287	\$146,718	\$126,204
Total Revenues	\$311,851	\$428,989	\$389,243	\$379,561	\$324,662
Expenditures					
Personnel Services	\$738,397	\$848,552	\$861,282	\$793,636	\$657,688
Supplies	\$148,747	\$111,963	\$102,594	\$133,692	\$77,979
Other Services & Charges	\$233,825	\$361,559	\$329,272	\$269,362	\$150,733
Capital Outlay					
Total Expenditures	\$1,120,969	\$1,322,074	\$1,293,148	\$1,196,690	\$886,400

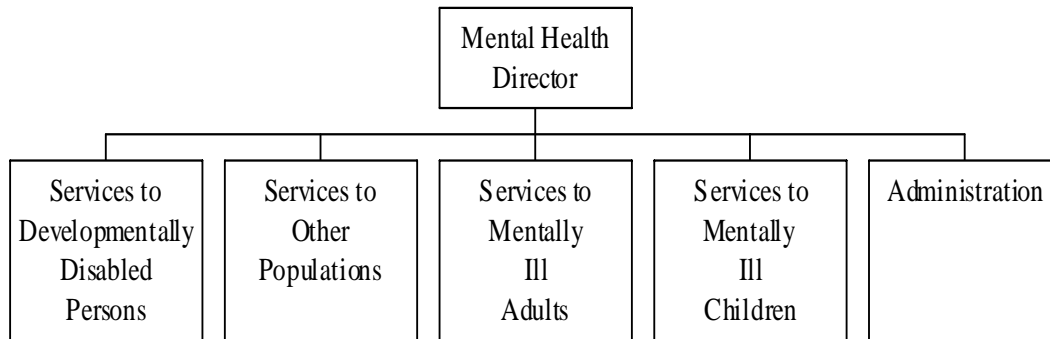
Budget Highlights:

The Community Health Promotion grant award is uncertain and is not budgeted in 2010 reducing Intergovernmental Revenue and Other Services & Charges. Personnel Services is decreasing due to a net reduction of staff. Additional reductions are resulting from the expiration of charges for the dental van.

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.



	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$28,033,325	\$29,416,667	\$30,182,490	\$31,048,698	\$32,253,889
Charges for Services	\$547,468	\$444,213	\$602,214	\$412,421	\$368,438
Rents	\$147,593	\$143,960	\$157,385	\$168,336	\$200,000
Interest	\$45,933	\$58,887	\$56,694	\$30,000	\$30,000
Other Revenue	\$72,863	\$307,792	\$77,658	\$224,348	\$51,202
Other Financing Sources	\$476,500	\$476,500	\$583,631	\$563,108	\$563,108
Total Revenues	\$29,323,682	\$30,848,019	\$31,660,072	\$32,446,911	\$33,466,637
Expenditures					
Personnel Services	\$11,049,670	\$11,485,217	\$11,899,269	\$12,098,449	\$11,906,039
Supplies	\$529,231	\$607,185	\$421,728	\$465,952	\$426,860
Other Services & Charges	\$18,162,179	\$19,223,755	\$19,520,682	\$19,882,510	\$21,133,738
Capital Outlay		-\$14,000			
Other Financing Uses					
Total Expenditures	\$29,741,080	\$31,302,157	\$31,841,679	\$32,446,911	\$33,466,637

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: Medicaid penetration rate will be increased or maintained compared to prior years.

Measures	Actual 2007	Actual 2008	Estimated 2009	Budgeted 2010
Efficiency:				
% of persons in crisis screened within 3 hours of request (Children/Adults)	97%/98%	96%/96%	97%/96%	95%/95%
% of clients seen within 14 days of request for services	98%	99%	98%	95%
Access – Timeliness Measure				
% of clients receiving their 1 st ongoing service within 14 days of the initial assessment	95%	88%	95%	95%
Continuity of Care – Follow Up to Inpatient				
Persons discharged from inpatient care will be seen for follow up care within 7 days.				
% of clients discharged from inpatient care seen within 7 days for follow up (Children/Adults)	95%/98%	95%/99%	100%/100%	95%/95%
Medicaid Population Served				
# of Medicaid consumers served by CMH as a percentage of the total Medicaid eligible population in Ottawa County	5.2-6.2%	No data available.	5.3% - 6.1%	5.5% of Medicaid eligible*
*20% of Medicaid Eligible clients with disabilities				
Outcome:				
Recidivism – Inpatient Care				
% of persons readmitted to inpatient psychiatric units within 30 days of discharge (Children/Adults)	5%/8%	7% / 6%	0% / 0%	<15% / <15%

Resources					
Personnel					
Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary	
Clinical Nurse Specialist	0.000	0.000	0.080	\$6,937	
Compliance Manager	0.000	0.000	0.360	\$20,851	
Mental Health Aide	41.000	41.000	39.000	\$1,285,226	
Mental Health Clinician	3.000	3.000	3.000	\$155,479	
Mental Health Nurse	1.500	1.500	1.500	\$77,090	
Mental Health Specialist	21.700	21.700	19.860	\$945,645	
Mental Health Trainer	1.000	1.000	1.000	\$41,494	
Occupational Therapist	1.000	1.000	0.500	\$26,146	
Program Coordinator-County	0.080	0.080	1.000	\$74,550	
Program Supervisor	1.000	1.000	1.000	\$76,523	
Recipient Right & Info Officer	0.320	0.320	0.000	\$0	
Records Processing Clerk II	0.700	0.700	2.000	\$66,251	
Records Processing Clerk III	0.700	0.700	0.700	\$24,558	
Speech Therapist	0.500	0.500	0.500	\$29,094	
Team Supervisor - M Health	4.000	4.000	4.000	\$253,960	
	<u>75.800</u>	<u>75.800</u>	<u>74.500</u>	<u>\$3,083,804</u>	
Funding					
	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$17,863,811	\$18,845,226	\$19,016,530	\$19,507,628	\$20,871,476
Charges for Services	\$337,515	\$376,791	\$440,150	\$294,269	\$301,961
Rents	\$147,593	\$143,960	\$157,385	\$168,336	\$200,000
Other Revenue	\$46,781	\$53,883	\$46,129	\$39,349	\$37,627
Total Revenues	<u>\$18,395,700</u>	<u>\$19,419,860</u>	<u>\$19,660,194</u>	<u>\$20,009,582</u>	<u>\$21,411,064</u>
Expenditures					
Personnel Services	\$4,035,314	\$4,094,161	\$4,241,181	\$4,333,261	\$4,728,036
Supplies	\$45,213	\$48,144	\$58,541	\$82,019	\$100,600
Other Services & Charges	\$11,995,268	\$13,027,327	\$13,364,080	\$13,343,743	\$13,798,992
Capital Outlay					
Total Expenditures	<u>\$16,075,795</u>	<u>\$17,169,632</u>	<u>\$17,663,802</u>	<u>\$17,759,023</u>	<u>\$18,627,628</u>

Budget Highlights:

Intergovernmental Revenue increased due to an increase in the Medicaid population offset by an increase in consumers moved to a residential setting and reduced state funding. The Personnel Services increased due to wage step increases and increased fringe rates offset slightly by a 1 full time equivalent staff reduction.

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Program Coordinator	0.020	0.020	0.020	\$1,410
Mental Health Specialist	0.250	0.250	0.200	\$9,201
	0.270	0.270	0.220	\$10,611

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$355,566	\$301,869	\$314,174	\$350,572	\$355,488
Other Revenue	\$3,032	\$2,732	\$3,871	\$2,000	\$2,000
Total Revenues	\$358,598	\$304,601	\$318,045	\$352,572	\$357,488

Expenditures

Personnel Services	\$15,594	\$17,411	\$18,104	\$18,901	\$15,561
Supplies					
Other Services & Charges	\$262,380	\$269,692	\$284,320	\$312,942	\$318,210
Capital Outlay					
Total Expenditures	\$277,974	\$287,103	\$302,424	\$331,843	\$333,771

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Account Clerk I	2.000	2.000	1.000	\$35,082
Account Clerk II	0.00	0.00	0.00	\$0.00
Accountant - MH	0.170	0.170	0.170	\$8,588
Clinical Nurse	1.000	1.000	0.920	\$74,406
Medical Assistant	1.000	1.000	2.000	\$63,606
Mental Health Clinician	18.000	18.000	17.000	\$872,354
Mental Health Nurse	4.500	4.500	3.000	\$154,179
Mental Health Specialist	21.150	21.150	15.800	\$744,849
Nursing Supervisor	0.800	0.800	0.800	\$52,438
Peer Support Specialist	0.00	0.00	3.000	\$76,983
Program Coordinator	2.770	2.770	1.000	\$74,550
Program Supervisor	0.00	0.00	0.840	\$63,071
Psychiatrist	1.000	1.000	1.000	\$209,555
Records Processing Clerk I	1.000	1.000	5.000	\$163,464
Residential Worker	15.000	15.000	0.00	\$0.00
Team Supervisor	6.000	6.000	6.000	\$363,022
	74.390	74.390	57.530	\$2,956,147

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$9,812,112	\$10,359,115	\$10,241,818	\$10,519,842	\$9,688,430
Charges for Services	\$113,290	\$53,040	\$125,722	\$100,798	\$25,675
Rents					
Other Revenue	\$22,578	\$23,053	\$23,847	\$15,367	\$11,575
Total Revenues	\$9,947,980	\$10,435,208	\$10,391,387	\$10,636,007	\$9,725,680

Expenditures

Personnel Services	\$4,422,670	\$4,833,659	\$5,120,124	\$5,210,606	\$4,508,155
Supplies	\$341,543	\$438,011	\$306,290	\$317,659	\$265,893
Other Services & Charges	\$3,425,629	\$3,462,529	\$3,469,813	\$3,562,767	\$4,199,412
Total Expenditures	\$8,189,842	\$8,734,199	\$8,896,227	\$9,091,032	\$8,973,460

Budget Highlights:

The Crisis Home is now operating under contracted services thus decreasing Personnel Services and increasing Other Services & Charges. Due to this and additional restructuring, less administrative costs were allocated to this department. Consequently, less Medicaid and general fund allocated revenues were received.

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Mental Health Clinician	2.000	2.000	4.000	\$204,130
Mental Health Nurse	0.00	0.00	0.500	\$25,697
Mental Health Specialist	0.00	0.00	0.240	\$9,740
Program Coordinator	0.530	0.530	1.000	\$56,390
Program Supervisor	0.00	0.00	0.160	\$12,210
Records Processing Clerk II	0.00	0.00	1.000	\$33,125
	2.530	2.530	6.900	\$341,292

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
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Revenues

Intergovernmental Revenue	\$518,420	\$572,594	\$601,666	\$662,354	\$1,330,193
Charges for Services	\$7,061	\$7,252	\$30,049	\$12,330	\$37,427
Rents					
Other Revenue			\$3,652		
Total Revenues	\$525,481	\$579,846	\$635,367	\$674,684	\$1,367,620

Expenditures

Personnel Services	\$140,417	\$159,215	\$198,362	\$298,675	\$501,508
Supplies		\$948	\$883	\$6,066	\$4,220
Other Services & Charges	\$298,966	\$332,212	\$322,173	\$443,070	\$569,613
Capital Outlay					
Total Expenditures	\$439,383	\$492,375	\$521,418	\$747,811	\$1,075,341

Budget Highlights:

Due to the reorganization, the Child Team staff Personnel Services and Other Services and Charges were transferred in from department 6493. Consequently, more administrative costs were allocated to this department causing an increase in Medicaid and general fund allocated revenues. There was also a slight increase for the Infant Mental Health contract.

Resources				
Personnel				
Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Account Clerk I	2.250	2.875	5.500	\$195,003
Account Clerk II	2.250	1.625	0.000	\$0
Accountant I	1.000	1.000	1.000	\$47,994
Accountant - M.H. Billing	0.830	0.830	0.830	\$41,927
Administrative Assistant	1.250	1.000	0.000	\$0
Administrative Sec I	0.750	1.000	2.000	\$91,356
CMH Finance Director	1.000	1.000	0.000	\$0
Community. Dev. & Relations Coordinator	1.000	1.000	1.000	\$51,393
Compliance Manager	1.000	1.000	0.640	\$37,067
Contract Manager	1.000	1.000	1.000	\$54,640
Cost Analyst	1.000	1.000	0.000	\$0
Director of QI & Planning	1.000	1.000	1.000	\$69,599
Employee & Labor Relations	0.000	0.000	0.500	\$37,030
Medical Records Assistant	1.000	1.000	1.000	\$41,647
Mental Health Director	1.000	1.000	1.000	\$131,950
Mental Health Finance Manager	0.000	0.000	1.000	\$56,390
Nursing Supervisor	0.200	0.200	0.200	\$13,110
Personnel Specialist	0.500	0.500	0.000	\$0
Program Coordinator- County	0.600	0.600	1.580	\$111,595
Program Director	1.000	1.000	1.000	\$87,152
Program Evaluator	1.000	1.000	1.000	\$47,998
Programmer/ Analyst	1.000	1.000	1.000	\$66,726
Quality Improvement/ Managed Care Asst	1.000	1.000	0.000	\$0
Quality Improvement Asst	1.000	1.000	1.000	\$39,268
Recipient Rights	0.680	0.680	1.000	\$63,490
Recipient Rights & Info Officer	1.000	1.000	1.000	\$52,834
Records Processing Clerk III	2.000	2.000	1.000	\$35,082
Records Processing Clerk II	11.250	11.250	1.000	\$33,125
Senior Accountant	0.500	0.000	0.000	\$0
	38.060	37.560	26.250	\$1,406,376

Resources					
Funding	2006	2007	2008	2009	2010
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	-\$516,584	-\$662,137	\$8,302	\$8,302	\$8,302
Charges for Services	\$89,605	\$7,130	\$6,293	\$5,024	\$3,375
Rents					
Interest	\$45,933	\$58,887	\$56,694	\$30,000	\$30,000
Other Revenue	\$472	\$228,124	\$159	\$167,632	
Other Financing Sources	\$476,500	\$476,500	\$583,631	\$563,108	\$563,108
Total Revenues	\$95,926	\$108,504	\$655,079	\$774,066	\$604,785
Expenditures					
Personnel Services	\$2,435,675	\$2,380,771	\$2,321,498	\$2,237,006	\$2,152,779
Supplies	\$142,475	\$120,082	\$56,014	\$60,208	\$56,147
Other Services & Charges	\$2,179,936	\$2,131,995	\$2,080,296	\$2,219,988	\$2,247,511
Capital Outlay		-\$14,000			
Other Financing Uses					
Total Expenditures	\$4,758,086	\$4,618,848	\$4,457,808	\$4,517,202	\$4,456,437

Budget Highlights:

Cost reduction efforts in 2009 allowed for a balanced budget in 2010, not requiring the use of fund balance transfer. Thus, Other Revenue decreased.

Fund: 2271 Solid Waste Clean-Up

Function Statement

The Solid Waste Clean-up fund is one of the County's "financing tools." The fund was established in 1990 to account for monies received from a \$1,100,000 settlement of the claim with Michigan Waste Systems, Inc. Interest income and General Fund appropriations (when available) in the fund allow for growth.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue					
Interest	\$335,869	\$443,448	\$274,840	\$54,055	\$44,121
Other Revenue	\$5,803				
Other Financing Sources					
Total Revenues	\$341,672	\$443,448	\$274,840	\$54,055	\$44,121
Expenditures					
Other Services & Charges	\$131,613	\$130,388	\$140,578	\$216,000	\$180,000
Supplies			\$647		
Capital Outlay	\$149,106	\$178,968	\$1,704,090	\$340,000	
Operating Transfers			\$2,500,000		
Total Expenditures	\$280,719	\$309,356	\$4,345,315	\$556,000	\$180,000

Budget Highlights:

The 2010 Interest revenue reduction reflects lower return rates and a lower cash balance due to the capital improvements completed and operating transfer out in 2008. The new extraction well and and treatment plant improvements were completed in 2009, thus decreasing the 2010 expenditures.

Function Statement

Environmental Health Services protect public health by assuring risks from exposure to environmental hazards are minimized through prevention, identification, and response. Hazards such as contaminated ground water, hazardous materials, and polluted surface water seriously threaten the health of Ottawa County residents and visitors. It is the mission of the Environmental Health – Waste Management Services team to address those threats by providing household hazardous waste and pesticide disposal, mercury recovery, and recycling programs in an efficient and effective manner.

Mission Statement

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: Sustain the availability for Ottawa County residents to dispose of their household hazardous materials in an environmentally responsible manner

Measure: Hazardous materials will be collected at every Ottawa County Resource Recovery Service Center

Measure: Increase the amount of solid hazardous waste collected and properly disposed to 50,000 pounds

Objective: Continue to provide a used motor oil collection program

Measure: Used motor oil recycling facilities will be available at every Ottawa County Resource Recovery Service Center

Measure: Collect at least 50,000 gallons of used motor oil per year

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 (average) (as required by the Ottawa County Solid Waste Management Plan)

Performance Measures	2007	2008	2009 Estimated	2010 Projected
Output:				
# of Mercury Spill Response Calls	10	15	15	15
# of Recycling Memberships	384	694	800	1,000
Total Pounds of Pesticides Collected	9,930	8,415	9,000	9,500
Total Gallons of Liquid Hazardous Waste Collected	16,036	14,985	17,000	17,500
Total Pounds of Solid Hazardous Waste Collected	57,982	63,265	70,000	75,000
Total Volume of Recyclables Collected	143 tons	191 tons	210 tons	230 tons
Efficiency:				
% of Households within 15 miles of an Ottawa County Resource Recovery Service Center (RRSC)	75%	100%	100%	100%
% of OC Used Motor Oil Collected by an Ottawa County RRSC	18%	20%	20%	20%
% Compliance with Ottawa County Solid Waste Management Plan	100%	100%	100%	100%
% of Customers who indicated that the quality of service received at a RRSC was satisfactory(1)	N/A	N/A	90	N/A
Outcome:				
# of HHW recyclers served by RRSC/Gallons of liquid Household Hazardous Waste diverted from landfill	1,703/16,036	2,269/14,985	2,500/17,000	2,700/17,500
Gallons of liquid household hazardous waste diverted from landfill per household served by HHW program	9.41	6.6	6.8	6.5
# of HHW recyclers served by RRSC/pounds of solid Household Hazardous Waste diverted from landfill	1,703/57,982	2,269/63,265	2,500/70,000	2,700/75,000
Pounds of solid household hazardous waste diverted from landfill per household served by RRSC	34.1	27.9	28	27.7
# of Customers indicating satisfaction with Waste Management services(1)	N/A	N/A	1,000	N/A

Performance Measures	2007	2008	2009 Estimated	2010 Projected
% of customers indicating satisfaction with Waste Management services(1)	N/A	N/A	90%	N/A
% of New recycling members without access to curbside recycling	N/A	N/A	50%	50%
# Tons disposed in OC Type II Landfills	1.1 million	1.1 million	1.1 million	1.1 million

(1) The next survey is planned for 2011.

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2010 # of Positions	2010 Budgeted Salary
Environmental Health Manager	0.220	0.220	0.220	\$16,868
Team Supervisor - Health	1.000	1.000	1.000	\$58,818
Sr Environmental Health Specialist	1.000	1.000	1.000	\$54,910
Recycle Center Attendant	2.000	2.000	2.000	\$60,459
Records Processing Clerk II	0.500	0.500	0.200	\$6,651
	4.720	4.720	4.420	\$197,706

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Charges for Services	\$434,626	\$390,402	\$379,926	\$360,000	\$360,000
Other Revenue	\$16,084	\$21,189	\$33,879	\$31,130	\$30,880
Total Revenues	\$450,710	\$411,591	\$413,805	\$391,130	\$390,880
Expenditures					
Personnel Services	\$188,119	\$218,687	\$258,065	\$266,203	\$293,278
Supplies	\$13,282	\$28,598	\$9,386	\$9,600	\$9,600
Other Services & Charges	\$138,818	\$108,640	\$167,650	\$147,969	\$170,397
Capital Outlay	\$7,208	\$160,326	\$19,687	\$0	\$0
Total Expenditures	\$347,427	\$516,251	\$454,788	\$423,772	\$473,275

Fund: 2320 Transportation System

Function Statement

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.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$138,354	\$157,569	\$157,569	\$157,569	\$157,569
Other Financing Sources					
Total Revenues	\$138,354	\$157,569	\$157,569	\$157,569	\$157,569
Expenditures					
Supplies					
Other Services & Charges	\$138,354	\$157,569	\$157,569	\$157,569	\$157,569
Total Expenditures	\$138,354	\$157,569	\$157,569	\$157,569	\$157,569

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 plans 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

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$5,697	\$3,703	\$1,700	\$8,500	
Charges for Services					
Other Revenue		\$30	\$585	\$30	\$295
Other Financing Sources	\$31,782	\$48,995	\$19,770	\$23,244	\$43,851
Total Revenues	\$37,479	\$52,728	\$22,055	\$31,774	\$44,146
Expenditures					
Personnel Services	\$766	\$697	\$777	\$769	\$969
Supplies	\$4,366	\$3,912	\$4,646	\$4,200	\$5,220
Other Services & Charges	\$34,004	\$22,652	\$16,633	\$60,805	\$37,692
Total Expenditures	\$39,136	\$27,261	\$22,056	\$65,774	\$43,881

Budget Highlights:

The reduction in Other Services & Charges include Urban Smart Growth Study expenditures completed in 2009. Fund balance was used for this study. The 2010 Other Financing Sources increased to fund operating expenditures.

Fund: 2444 Infrastructure

Function Statement

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.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Charges for Services	\$31,133	\$29,836	\$28,539	\$27,241	
Interest	\$94,706	\$100,751	\$95,695	\$53,745	\$47,780
Other Financing Sources					
Total Revenues	\$125,839	\$130,587	\$124,234	\$80,986	\$47,780
Expenditures					
Other Services & Charges	\$600,000				
Capital Outlay					
Operating Transfers			\$125,000	\$125,000	\$125,000
Total Expenditures	\$600,000		\$125,000	\$125,000	\$125,000

Budget Highlights:

The OAISD final sewer payment was received in 2009 as reflected in Charges for Services. A portion of the debt service payments for the Grand Haven/ West Olive project is being paid from this fund beginning in 2008 as reflected in Operating Transfers.

Fund: 2450 Public Improvement

Function Statement

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.

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2006	2007	2008	2009	2010
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Charges for Services					
Interest	\$231,670	\$346,122	\$328,830	\$46,997	\$37,944
Rents	\$878,423	\$879,031	\$764,358	\$659,500	\$390,100
Other					
Other Financing Sources		\$173,994			
Total Revenues	\$1,110,093	\$1,399,147	\$1,093,188	\$706,497	\$428,044
Expenditures					
Supplies	\$400,611		\$52,880		
Other Services & Charges	\$5,887	\$5,515	\$3,482	\$5,500	\$2,600
Capital Outlay	\$70,510	\$125,636	\$176	\$196,000	\$300,000
Operating Transfers	\$68,161	\$325	\$1,454,331	\$4,105,263	\$187,575
Total Expenditures	\$545,169	\$131,476	\$1,510,869	\$4,306,763	\$490,175

Budget Highlights:

Effective with the 2010 budget process, \$300,000 of rent revenue will be diverted to the General Fund to assist with operations. This may continue over the next five years in decreasing amounts. The 2009 Operating Transfers include debt and construction costs for the Grand Haven Court House and West Olive Addition; the 2010 transfer reflects only the transfer for debt service.

Fund: 2550 Homestead Property Tax

Function Statement

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 the 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).

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Taxes	\$12,127	\$12,271	\$13,290	\$7,800	\$8,000
Interest		\$2,079	\$5,717	\$1,785	\$1,400
Total Revenues	<u>\$12,127</u>	<u>\$14,350</u>	<u>\$19,007</u>	<u>\$9,585</u>	<u>\$9,400</u>
Expenditures					
Debt Service				\$23,000	\$23,000
Other Services & Charges	\$500	\$530	\$545	\$960	\$976
Total Expenditures	<u>\$500</u>	<u>\$530</u>	<u>\$545</u>	<u>\$23,960</u>	<u>\$23,976</u>

Budget Highlights:

The Debt Service expenditures reflect the BS & A Software upgrade.

Fund: 2560 Register of Deeds Automation Fund

Function Statement

This fund was established under Public Act 698 of 2002 which designates the increase in recording fees in 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.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Interest	\$8,199	\$17,431	\$21,537	\$5,519	\$1,750
Charges for Services	\$268,845	\$254,395	\$227,596	\$255,600	\$225,000
Other Financing Sources					
Total Revenues	\$277,044	\$271,826	\$249,133	\$261,119	\$226,750
Personnel Services					
Supplies	\$836	\$1,467		\$61,129	\$300
Other Services & Charges	\$147,048	\$134,832	\$88,646	\$174,321	\$138,855
Debt Service				\$15,000	\$15,000
Capital Outlay				\$337,445	
Total Expenditures	\$147,884	\$136,299	\$88,646	\$587,895	\$154,155

Budget Highlights:

Payments for the BS & A Software purchase are projected in years 2009 through 2011 in Debt Service. The Land Records System (FIDLAR) is projected to be purchased in 2009 in Capital Outlay with small equipment purchases necessitated by the change in software reflected in Supplies.

Fund: 2570 Stabilization

Function Statement

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 of the lesser of 15% of the most recently completed General Fund budget, as originally adopted or 15% of the average of the five most recent General Fund budgets, as amended. By law, this fund may not be allocated any interest income; accordingly, the fund's only source of growth are General Fund appropriations.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Other Financing Sources	\$268,790	\$359,719	\$37,604		
Total Revenues	\$268,790	\$359,719	\$37,604		
Other Financing Uses				\$68,591	\$1,000,000
Total Expenditures				\$68,591	\$1,000,000

Budget Highlights:

The fund is transferring \$1 million to the General Fund for operations in 2010.

Fund: (2601) Prosecuting Attorney Grants

Function Statement

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.

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output/Efficiency:</i>				
Development of electronic policy and procedure manual	No	No	No	Yes
MCVNN implemented	No	No	No	Yes
# of victim education segments available on miottawa.org	N/A	N/A	2	3
# of victims registering with the MCVNN	N/A	N/A	N/A	N/A
% of domestic violence victim contacts made within 24 hours	63%	63%	65%	70%
% of victims contacted prior to trial or plea	N/A	N/A	N/A	70%

Fund: 2601 Prosecuting Attorney Grants

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Victims Rights Coordinator	1.000	1.000	1.000	\$52,834
Victims Advocate	2.000	2.000	2.000	\$72,961
	3.000	3.000	3.000	\$125,795

Funding

Budget Summary	2006	2007	2008	2009	2010
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$139,000	\$140,400	\$140,400	\$140,400	\$144,000
Other	\$302	\$360	\$1,755	\$360	\$360
Other Financing Sources	\$38,223	\$37,461	\$34,897	\$67,821	\$70,172
Total Revenues	\$177,525	\$178,221	\$177,052	\$208,581	\$214,532
Expenditures					
Personnel Services	\$160,803	\$160,356	\$164,172	\$190,881	\$193,019
Supplies	\$13,082	\$13,012	\$7,333	\$12,605	\$17,013
Other Services & Charges	\$3,640	\$4,853	\$5,547	\$5,095	\$4,500
Total Expenditures	\$177,525	\$178,221	\$177,052	\$208,581	\$214,532

Fund: 2609 Sheriff Grant Programs

Function Statement

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)

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2010 # of Positions	2010 Budgeted Salary
Road Patrol Deputy	0.750	1.000	0.000	\$0

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$379,838	\$859,318	\$283,372	\$212,698	\$114,616
Interest					
Other Financing Sources	\$1,994	\$2,752	\$14,016	\$46,387	
Total Revenues	\$381,832	\$862,070	\$297,388	\$259,085	\$114,616
Expenditures					
Personnel Services	\$79,083	\$55,605	\$130,457	\$208,195	\$64,616
Supplies	\$193,875	\$167,536	\$59,295	\$13,087	
Other Services & Charges	\$24,667	\$15,805	\$27,317	\$34,954	\$15,000
Capital Outlay	\$84,206	\$620,518	\$82,921		\$35,000
Total Expenditures	\$381,831	\$859,464	\$299,990	\$256,236	\$114,616

Budget Highlights:

Total expenditures and type of expenditures will vary depending on grants received. The Sheriff Curb Auto grant has been eliminated in 2010, decreasing revenues and expenditures as well as eliminating the deputy position. Personnel Services costs that remain are for various overtime grants.

Fund: 2610 Sheriff Contracts

Function Statement

This fund was originally established to record U.S. Department of Justice COPS Universal grants. All of these grants have since ended, but in most cases local municipalities and school districts now contract with the Sheriff's department to provide the same community policing services they received under the grants.

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	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Sergeant	3.000	4.000	4.000	\$262,258
Road Patrol Deputy	40.000	39.000	39.000	\$2,262,761
	43.000	43.000	43.000	\$2,525,019

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,414,882	\$2,294,781	\$3,949,854	\$4,202,557	\$4,357,641
Other	\$533		\$4,376	\$3,574	
Other Financing Sources	\$205,093	\$215,357	\$212,707	\$232,149	\$229,917
Total Revenues	\$1,620,508	\$2,510,138	\$4,166,937	\$4,438,280	\$4,587,558
Expenditures					
Personnel Services	\$1,384,550	\$2,141,386	\$3,523,412	\$3,747,707	\$3,915,102
Supplies	\$36,850	\$79,811	\$99,075	\$112,158	\$105,550
Other Services & Charges	\$198,824	\$288,953	\$543,728	\$578,415	\$566,906
Capital Outlay					
Total Expenditures	\$1,620,224	\$2,510,150	\$4,166,215	\$4,438,280	\$4,587,558

Fund: 2640 EMT Holland-Park

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 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)

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2010 # of Positions	2010 Budgeted Salary

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$768,904				
Total Revenues	\$768,904				
Expenditures					
Personnel Services	\$705,174				
Supplies	\$10,557				
Other Services & Charges	\$53,174				
Capital Outlay					
Total Expenditures	\$768,905				

Budget Highlights:

This program has been combined with fund 2610 since its funding sources are similar.

Fund: 2650 EMT Georgetown Township

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2010 # of Positions	2010 Budgeted Salary
Sergeant				
Road Patrol Deputy				

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$658,012	\$531,108			
Total Revenues	\$658,012	\$531,108			
Expenditures					
Personnel Services	\$557,833	\$448,987			
Supplies	\$17,658	\$14,301			
Other Services & Charges	\$82,521	\$67,820			
Capital Outlay					
Total Expenditures	\$658,012	\$531,108			

Budget Highlights:

This program has been combined with fund 2610 since its funding sources are similar.

Fund: 2661 Sheriff Road Patrol

Function Statement

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).

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Sergeant	1.000	1.000	1.000	\$65,589
Road Patrol Deputy	2.000	2.000	2.000	\$116,922
	<u>3.000</u>	<u>3.000</u>	<u>3.000</u>	<u>\$182,511</u>

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$253,631	\$263,166	\$234,561	\$232,654	\$232,654
Other Financing Sources	\$23,603	\$31,288	\$82,350	\$93,503	\$107,827
Total Revenues	<u>\$277,234</u>	<u>\$294,454</u>	<u>\$316,911</u>	<u>\$326,157</u>	<u>\$340,481</u>
Expenditures					
Personnel Services	\$239,600	\$248,731	\$262,048	\$273,216	\$284,284
Supplies	\$1,866	\$2,844	\$9,359	\$5,275	\$3,850
Other Services & Charges	\$35,766	\$42,879	\$45,506	\$47,666	\$52,347
Capital Outlay					
Total Expenditures	<u>\$277,232</u>	<u>\$294,454</u>	<u>\$316,913</u>	<u>\$326,157</u>	<u>\$340,481</u>

Fund: 2690 Law Library

Function Statement

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.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Fines and Forfeits	\$6,500	\$6,500	\$6,500	\$8,500	\$8,500
Other Financing Sources	\$33,125	\$31,000	\$27,060	\$24,500	\$23,333
Total Revenues	\$39,625	\$37,500	\$33,560	\$33,000	\$31,833
Expenditures					
Supplies	\$26,708	\$31,902	\$33,560	\$33,000	\$31,833
Total Expenditures	\$26,708	\$31,902	\$33,560	\$33,000	\$31,833

Function Statement

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.

Resources

Personnel	2007 # of Positions	2008 # of Positions	2010 # of Positions	2010 Budgeted Salary
Director - E & T	1.000	1.000	1.000	\$80,112
Program Supervisor - MI Works	3.000	3.000	3.000	\$157,984
Fiscal Supervisor	1.000	1.000	1.000	\$52,834
Senior Secretary	1.000	1.000	1.000	\$37,076
Secretary	0.000	0.000	1.000	\$28,784
Contract Monitor	1.000	1.000	1.000	\$47,763
Assessment & Eligibility Specialist	7.000	7.000	7.000	\$247,488
Case Manager	1.000	1.000	1.000	\$48,057
Career Counselor	1.000	1.000	1.000	\$43,623
Account Clerk II	1.000	1.000	1.000	\$37,025
Records Processing Clerk IV	1.000	1.000	1.000	\$37,008
Marketing Specialist - MI Works	1.000	1.000	1.000	\$51,059
Weatherization Inspectors	0.000	0.000	2.000	\$73,552
Weatherization Assistance Program Coordinator	0.000	0.000	1.000	\$44,116
Procurement Contract Coordinator	0.000	0.000	0.600	\$23,628
Emergency Services Supervisor	0.000	0.000	1.000	\$41,129
Records Processing Clerk II	0.200	0.200	1.800	\$52,290
	19.200	19.200	26.400	\$1,103,528

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.

Resources

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$160,151	\$194,079	\$218,792	\$249,481	\$383,510
Other Revenue				\$1,000	
Other Financing Sources					
Total Revenues	\$160,151	\$194,079	\$218,792	\$250,481	\$383,510
Expenditures					
Personnel Services	\$84,678	\$133,578	\$144,187	\$141,931	\$287,695
Supplies	\$3,513	\$7,512	\$16,385	\$7,104	\$14,522
Other Services & Charges	\$71,962	\$42,868	\$58,220	\$95,946	\$81,293
Capital Outlay		\$10,122		\$5,500	
Total Expenditures	\$160,153	\$194,080	\$218,792	\$250,481	\$383,510

Budget Highlights:

In 2009 the Board approved 7.2 new positions funded under the American Recovery and Reinvestment Act. The funded programs include funding for WIA Adult, Dislocated Worker and Youth programs. The Recovery Act provides funding intended to preserve and create jobs, promote economic recovery, and assist those most impacted by the current economy through the utilization of our State's workforce development system. The budgeted year 2010 does not reflect all of the grant dollars received because they were not confirmed at the time this statement was prepared.

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.

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	2007	2008	2009 Estimated	2010 Projected *
<i>Output:</i>	All Measures are dependent on receipt of funding			
# of youth who receive training (older youth)	50	54	53	53
# of youth who receive training (younger youth)	112	154	100	100
Credential/ skill attainment rate (older youth)	85%	60%	80%	80%
Credential/ skill attainment rate (younger youth)	93%	88%	96%	96%
<i>Outcome:</i>				
% of youth who obtain employment (older youth)	64%	65%	83%	83%
% of youth who retain jobs (older youth)	80%	91%	85%	85%
Average change in earnings (older youth)	\$2,193	\$3,633	\$3,100	\$3,100

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$615,420	\$677,241	\$680,651	\$946,615	\$2,055,769
Total Revenues	\$615,420	\$677,241	\$680,651	\$946,615	\$2,055,769
Expenditures					
Personnel Services	\$94,266	\$76,053	\$114,836	\$136,014	\$143,251
Supplies	\$1,818	\$2,295	\$3,255	\$9,920	\$4,391
Other Services & Charges	\$519,334	\$598,897	\$562,559	\$800,681	\$1,908,127
Total Expenditures	\$615,418	\$677,245	\$680,650	\$946,615	\$2,055,769

Budget Highlights:

The 2010 Budget year includes new Federal stimulus dollars for In and Out of School Youth in the amount of \$1,035,208.

Fund: (2742) Workforce Investment Act - Adult

Function Statement

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.

Mission Statement

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: # of adults who obtain employment

Measure: # of adults who receive training

Objective: Track adult employment retention and earnings information

Measure: # of adults who retain jobs

Measure: Track replacement wages of eligible adults

Objective: Track credential rates of eligible adults.

Measure: Measure credential rate

Measure	2007	2008	2009 Estimated	2010 Projected *
<i>Output:</i>	Numbers are dependent on receipt of funding.			
<i>% of adults who receive training</i>	51%	54%	50%	50%
<i>Credential/ skill attainment rate</i>	86%	71%	80%	80%
<i>Outcome:</i>				
<i>% of adults who obtain employment</i>	73%	63%	88%	88%
<i>% of adults who retain jobs</i>	83%	73%	85%	85%
<i>Replacement wages of eligible adults</i>	\$7,426	\$9,517	\$9,000	\$9,000

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$425,048	\$488,996	\$521,757	\$630,776	\$1,029,505
Other Revenue	\$530	\$0	\$0	\$0	\$0
Total Revenues	\$425,578	\$488,996	\$521,757	\$630,776	\$1,029,505
Expenditures					
Personnel Services	\$72,583	\$51,623	\$61,377	\$66,032	\$88,695
Supplies	\$1,634	\$2,192	\$5,956	\$4,460	\$2,636
Other Services & Charges	\$360,865	\$435,179	\$454,423	\$560,284	\$938,174
Total Expenditures	\$435,082	\$488,994	\$521,756	\$630,776	\$1,029,505

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: (2743) Workforce Investment Act – 6/30 Grant Programs

Function Statement

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.

Mission Statement

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: # of dislocated workers who obtain employment

Measure: # of dislocated workers who receive training

Objective: Track dislocated worker employment retention and earnings information.

Measure: # 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	2007	2008	2009 Estimated	2010 Projected *
<i>Output:</i>	Numbers are dependent on receipt of funding.			
<i>% of dislocated workers who receive training</i>	45%	65%	72%	72%
<i>Credential/ skill attainment rate</i>	38%	74%	84%	84%
<i>Outcome:</i>				
<i>% of dislocated workers who obtain employment</i>	93%	90%	94%	94%
<i>% of dislocated workers who retain jobs</i>	94%	94%	92%	92%
<i>Replacement wages of eligible dislocated workers</i>	\$12,249	\$12,905	\$12,800	\$12,800

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,676,004	\$1,514,356	\$1,892,867	\$3,069,874	\$3,038,603
Other Revenue	\$0	\$0	\$3,013	\$3,288	\$0
Total Revenues	\$1,676,004	\$1,514,356	\$1,895,880	\$3,073,162	\$3,038,603
Expenditures					
Personnel Services	\$124,209	\$170,268	\$228,154	\$228,789	\$218,984
Supplies	\$78,588	\$32,211	\$18,842	\$55,870	\$38,499
Other Services & Charges	\$1,484,954	\$1,294,948	\$1,668,728	\$2,788,503	\$2,781,120
Total Expenditures	\$1,687,751	\$1,510,869	\$1,915,724	\$3,073,162	\$3,038,603

Fund: (2744) Workforce Investment Act – 12/31 Grant Programs

Function Statement

This fund records the Community Development Block Grant which provides home rehabilitation and emergency home repair assistance to eligible homeowners.

Mission Statement

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: # of homes receiving rehabilitation

Objective: To provide emergency repairs to homeowners.

Measure: # of homes receiving emergency repair

Measure	2007	2008	2009 Estimated	2010 Projected *
<i>Output:</i>	Numbers are dependent on receipt of funding.			
<i># of homes receiving rehabilitation</i>	3	2	10	12
<i># of homes receiving emergency repair</i>	6	1	4	6

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$54,532	\$259,484	\$196,936	\$502,583	\$263,000
Charges for Services	\$15,188	\$13,953	\$917	\$5,000	\$0
Other Revenue	\$68,689	\$56,303	\$35,950	\$25,200	\$0
Other Financing Sources	\$55,742	\$0	\$450	\$0	\$0
Total Revenues	\$194,151	\$329,740	\$234,253	\$532,783	\$263,000
Expenditures					
Personnel Services	\$12,574	\$28,078	\$13,081	\$61,724	\$65,677
Supplies	\$1,629	\$806	\$1,305	\$2,792	\$5,402
Other Services & Charges	\$188,356	\$296,918	\$172,887	\$468,267	\$191,921
Operating Transfers	\$0	\$35,397	\$4,623	\$0	\$0
Total Expenditures	\$202,559	\$361,199	\$191,896	\$532,783	\$263,000

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: (2748) Workforce Investment Act – 9/30 Grant Programs

Function Statement

The Work First grant from the State of Michigan provides counseling, job referral, and job placement services.

Mission Statement

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: # of welfare recipients who obtain employment

Measure: # of welfare recipients who receive training

Objective: Track welfare recipients' employment retention and earnings information.

Measure: # of welfare recipients who retain jobs

Measure: Cases closed due to earnings

Measure	2007	2008	2009 Estimated	2010 Projected *
<i>Output:</i>	Numbers are dependent on receipt of funding			
# of welfare recipients who receive training	68	72	50	50
<i>Outcome:</i>				
% of welfare recipients who obtain employment	55%	44%	60%	60%
% of welfare recipients who retain jobs	29%	40%	55%	55%
% of cases closed due to earnings	30%	25%	35%	35%

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,299,845	\$1,317,551	\$1,593,332	\$2,079,912	\$743,000
Other Financing Sources					
Total Revenues	\$1,299,845	\$1,317,551	\$1,593,332	\$2,079,912	\$743,000
Expenditures					
Personnel Services	\$214,052	\$198,529	\$166,479	\$169,793	\$146,030
Supplies	\$26,981	\$8,844	\$21,674	\$71,869	\$16,727
Other Services & Charges	\$1,087,300	\$1,131,096	\$1,391,738	\$1,838,250	\$580,243
Operating Transfers	\$0	\$1,887	\$0	\$0	\$0
Total Expenditures	\$1,328,333	\$1,340,356	\$1,579,891	\$2,079,912	\$743,000

Budget Highlights:

The 2010 Budget does not reflect all Grant awards because the County was not notified of the amounts until after the preparation of the above statement.

Fund: 2749 Workforce Investment Act - 3/31 Grant Programs

Function Statement

This fund accounts for various fiscal year ending 3/31 grants.

Resources

Personnel

Personnel information is reported in Fund 2740.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$39,848	\$24,153	\$16,779	\$17,500	\$17,500
Other Revenue					\$5,000
Total Revenues	\$39,848	\$24,153	\$16,779	\$17,500	\$22,500
Expenditures					
Personnel Services	\$6,248	\$1,624			
Supplies	\$3,746	\$2,226			
Other Services & Charges	\$29,852	\$20,302	\$16,780	\$17,500	\$22,500
Total Expenditures	\$39,846	\$24,152	\$16,780	\$17,500	\$22,500

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

Function Statement

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.

Resources

Personnel

	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Deputy/Road Patrol	1.000	1.000	1.000	\$58,061

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$135,978	\$105,118	\$84,435	\$424,237	\$58,069
Other Revenue					
Other Financing Sources	\$22,670	\$23,135	\$24,729	\$27,417	\$28,602
Total Revenues	\$158,648	\$128,253	\$109,164	\$451,654	\$86,671

Expenditures

Personnel Services	\$60,717	\$63,234	\$68,004	\$70,651	\$74,911
Supplies	\$772	\$1,073	\$562	\$3,450	\$2,950
Other Services & Charges	\$97,160	\$63,946	\$40,598	\$377,553	\$8,810
Capital Outlay					
Total Expenditures	\$158,649	\$128,253	\$109,164	\$451,654	\$86,671

Budget Highlights:

2009 includes \$350,000 for the Safe Haven grant which provides for the safe supervised exchange of minor children by and between parents involved in domestic violence, sexual assault, stalking, dating violence and child abuse.

Fund: (2800) Emergency Feeding

Function Statement

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.

Mission Statement

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: # of individuals obtaining food monthly

Objective: To provide The Emergency Food Assistance Program (TEFAP) quarterly.

Measure: # of individuals receiving food quarterly

Measure	2007	2008	2009 Estimated	2010 Projected
<i>Output:</i>	Numbers are dependent on receipt of funding			
<i># of individuals obtaining food monthly</i>	5,102	4,999	5,010	5,052
<i># of individuals receiving food quarterly</i>	3,552	4,765	5,840	6,060

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$197,292	\$172,327	\$217,979	\$175,297	\$63,692
Total Revenues	\$197,292	\$172,327	\$217,979	\$175,297	\$63,692
Expenditures					
Personnel Services	\$17,599	\$14,968	\$21,205	\$18,348	\$25,730
Supplies	\$137,012	\$126,783	\$168,594	\$121,691	\$1,054
Other Services & Charges	\$25,016	\$23,380	\$30,830	\$35,258	\$36,908
Total Expenditures	\$179,627	\$165,131	\$220,629	\$175,297	\$63,692

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: 2810 Federal Emergency Management Agency (FEMA)

Function Statement

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.

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$20,000	\$20,000	\$20,000		
Total Revenues	\$20,000	\$20,000	\$20,000		
Expenditures					
Other Services & Charges	\$20,000	\$20,000	\$20,000		
Total Expenditures	\$20,000	\$20,000	\$20,000		

Budget Highlights:

No grant confirmation was received at budget time. Consequently, nothing is budgeted for 2010.

Function Statement

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); Court Services Program (Community Service, JAWS), Residential Services, Cognitive Behavioral Therapy, Inmate Case Management and Treatment.

Mission Statement

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 80% or less of rated design capacity

Measure: Percentage of jail capacity used

Objective: Improve utilization of community corrections programs

Measure: Maintain 1000 enrollments in the court services programs

Measure: Maintain successful completion of court services programs at 75%

Measure: Residential Services beds will increase to 85% utilization

Measure: Maintain 250 enrollments in the Cognitive Behavior program

Measure: Maintain 300 enrollments in ISP

Objective: Maintain the overall prison commitment rate to less than 12%

Measure: Percentage of people sentenced to prison

Objective: Maintain the OWI 3rd prison Commitment rate to less than 10%

Measure: Percentage of OWI 3rd's sentenced to prison

Objective: Maintain the straddle cell commitment rate to less than 24%

Measure: Percentage of straddle cell defendants sentenced to prison

Goal: Ensure probationer compliance of probation order

Objective: Maintain a 75% success rate for home checks

Measure: Percentage of successful home checks

Measures	2007	2008	2009 Estimated	2010 Projected
<i>Output/Outcome</i>				
% Jail capacity used	84.9%	81.0%	80.0%	80.0%
# of enrollments in court services programs	835	1,001	1,000	1,000
% increase in enrollment in court services programs	(9.4%)	19.9%	0	0
% of successful completions of court services programs	75.0%	78.0%	78.0%	78.0%
% of Residential Services beds used	81.4%	71.10%	80.0%	85.0%
# of enrollments in Cognitive Behavior	243	330	275	325
# of enrollments in ISP	300	303	230	300
Ottawa County Overall Prison Commitment Rate	9.8%	8.7%	9.5%	10.0%
OWI 3rd Prison Commitment Rate	6.0%	2.8%	6.0%	6.0%
Straddle Cell Commitment Rate	18.5%	15.8%	16.0%	16.0%
# of Home Checks	22,519	23,034	23,000	23,000
% successful home checks	79%	73.7%	75.0%	75.0%

*State percentages are as of June 30, 2008.

Fund: 2850 Community Corrections Program

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Director of Probation Services	0.900	0.900	0.900	\$68,666
Assistant Director of Probation Services	0.250	0.250	0.250	\$15,573
Court Services Coordinator	1.000	1.000	1.000	\$51,551
Court Community Services Officer	1.625	1.625	1.625	\$61,414
Probation - Treatment Specialist	4.500	4.500	3.600	\$191,819
Community Corrections Secretary	0.750	0.750	0.800	\$28,066
	9.025	9.025	8.175	\$417,089

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$299,325	\$305,120	\$220,000	\$220,000	\$220,000
Charges for Services	\$209,519	\$182,418	\$244,125	\$212,893	\$201,081
Other Revenue	\$12,643	\$10,943	\$10,736	\$9,500	\$8,234
Other Financing Sources	\$458,726	\$432,089	\$522,785	\$587,018	\$519,991
Total Revenues	\$980,213	\$930,570	\$997,646	\$1,029,411	\$949,306
Expenditures					
Personnel Services	\$607,297	\$658,681	\$704,061	\$719,458	\$735,158
Supplies	\$31,703	\$19,465	\$28,134	\$34,240	\$25,140
Other Services & Charges	\$357,685	\$309,629	\$249,124	\$275,913	\$289,008
Capital Outlay					
Total Expenditures	\$996,685	\$987,775	\$981,319	\$1,029,611	\$1,049,306

Budget Highlights:

The County is trying to keep costs under control, and the above full-time equivalents reflect this. The County is utilizing more part-time positions which significantly decreases costs. The 2010 budget includes the use of \$100,000 of prior year (s) fund balance.

Fund: 2855 Revenue Sharing Reserve Fund

Function Statement

The Revenue Sharing Reserve Fund was created in 2004 as required by the State of Michigan. The fund 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.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Taxes	\$9,354,173				
Interest	\$232,547	\$640,042	\$526,673	\$95,165	\$66,211
Total Revenues	\$9,586,720	\$640,042	\$526,673	\$95,165	\$66,211
Expenditures					
Other Financing Uses	\$4,239,536	\$4,396,399	\$4,497,516	\$4,695,407	\$4,711,213
Total Expenditures	\$4,239,536	\$4,396,399	\$4,497,516	\$4,695,407	\$4,711,213

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: # of partnerships created/maintained

Objective: To assist every household seeking assistance.

Measure: # of applicants assisted

Measure	2007	2008	2009 Estimated	2010 Projected *
<i>Output:</i>	Numbers are dependent on receipt of funding			
<i>Utilization of CAA budget dollars</i>	\$284,402	\$313,386	\$313,309	\$703,767
<i># of partnerships created/maintained</i>	28	54	54	54
<i># of applicants assisted</i>	4,521	4,836	5,000	5,200

* Includes CSBG ARRA stimulus funding.

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$477,256	\$493,263	\$577,679	\$529,353	\$729,005
Other Revenue	\$36,917	\$24,756	\$38,831	\$33,460	\$30,000
Other Financing Sources	\$29,000	\$64,397	\$29,000	\$29,000	\$29,000
Total Revenues	\$543,173	\$582,416	\$645,510	\$591,813	\$788,005
Expenditures					
Personnel Services	\$218,874	\$274,745	\$334,629	\$294,019	\$390,052
Supplies	\$70,058	\$68,644	\$77,622	\$64,913	\$19,512
Other Services & Charges	\$217,669	\$207,456	\$216,617	\$232,881	\$378,441
Other Financing Uses	\$55,742	\$0	\$0	\$0	\$0
Total Expenditures	\$562,343	\$550,845	\$628,868	\$591,813	\$788,005

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

Function Statement

The Weatherization Program supplies funds for weatherizing homes of the disadvantaged, elderly, and impoverished persons. The Weatherization Program also provides energy education.

Mission Statement

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: # of individuals receiving energy-saving education

Objective: To provide energy-savings measures to eligible participants.

Measure: # of homes receiving energy-saving measures

Measure	2007	2008	2009 Estimated	2010 Projected *
<i>Output:</i>	Numbers are dependent on receipt of funding			
<i># of individuals receiving energy-saving education</i>	89	143	125	250
<i># of homes receiving energy-saving measures</i>	81	84	125	250

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2006	2007	2008	2009	2010
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$306,793	\$254,073	\$179,015	\$303,217	\$1,306,425
Total Revenues	\$306,793	\$254,073	\$179,015	\$303,217	\$1,306,425
Expenditures					
Personnel Services	\$82,987	\$66,004	\$38,463	\$60,887	\$305,042
Supplies	\$175,530	\$144,834	\$107,376	\$180,912	\$768,977
Other Services & Charges	\$48,270	\$43,233	\$33,175	\$61,418	\$232,406
Total Expenditures	\$306,787	\$254,071	\$179,014	\$303,217	\$1,306,425

Budget Highlights:

Grant awards can fluctuate based on need. The 2010 budget includes \$954,505 from Federal Stimulus Funds.

Fund: 2901 Department of Human Services

Function Statement

This fund is used primarily to account for the State of Michigan Department of Human Services activities in Ottawa County. These services include welfare, child protection services, and various other assistance programs to disadvantaged citizens.

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Family Resource Specialist	1.000	0.000	0.000	\$0
	1.000	0.000	0.000	\$0

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$196,035	\$215,761	\$180,871	\$125,000	\$200,000
Charges for Services	\$44,856	\$33,153	\$36,000		
Interest and Rents					
Other Revenue	\$565	\$832	\$3,000	\$2,000	
Other Financing Sources	\$731,564	\$729,070	\$253,508	\$159,447	\$74,837
Total Revenues	\$973,020	\$978,816	\$473,379	\$286,447	\$274,837
Expenditures					
Personnel Services	\$592,136	\$579,969	\$67,400		
Supplies	\$188,860	\$215,634	\$180,699	\$7,574	\$3,225
Other Services & Charges	\$116,658	\$104,239	\$190,327	\$261,269	\$271,612
Operating Transfers			\$500,000		
Total Expenditures	\$897,654	\$899,842	\$938,426	\$268,843	\$274,837

Budget Highlights:

The Planning and Grants department completed an evaluation of the Parenting Plus program and noted low program completion rates, low caseloads and high per client costs which in turn necessitated a difficult decision to decrease County funding, eliminating 8.75 positions at the end of 2007. In 2008 the final position was eliminated. Also, the Board approved a transfer of \$500,000 to cover a portion of the Grand Haven and West Olive building project costs which occurred in 2008. In 2009, the fund's year-end was changed to September 30 to match the State's funding year-end and therefore reflects only nine months.

Function Statement

The Child Care fund accounts for various programs provided for abused/neglected and/or delinquent juveniles. These programs include detention, intensive supervision, in-house treatment and community intervention programs. The goals, objectives, and performance measures are reflected in the Juvenile division of the Family Court, recorded in the General Fund (1010-1490)

Resources

Personnel

Position Name	2008 # of Positions	2009 # of Positions	2010 # of Positions	2010 Budgeted Salary
Detention Superintendent	1.000	1.000	1.000	\$64,997
Assistant Superintendent	1.000	1.000	1.000	\$60,383
Director of Juvenile Services	0.000	0.000	0.850	\$76,972
Assistant Director of Juvenile Services	0.875	0.875	0.875	\$61,230
Training Coordinator	1.000	1.000	1.000	\$51,748
Administrative Aide	4.000	4.000	4.000	\$140,245
Group Leader - Juvenile	6.000	6.000	6.000	\$238,006
Youth Specialist	19.650	18.650	18.650	\$661,921
Shift Supervisor	4.000	5.000	5.000	\$248,865
Casework Services Manager	1.000	1.000	1.000	\$50,174
Senior Caseworker	2.000	2.000	2.000	\$100,207
Treatment Specialist	6.000	6.000	6.000	\$304,821
Programs Supervisor	1.000	1.000	1.000	\$58,475
Treatment Services Manager	1.000	1.000	1.000	\$59,707
Caseworker	11.000	11.000	11.000	\$554,632
Assistant Juvenile Register	1.000	1.000	1.000	\$37,693
Sergeant	0.300	0.000	0.000	\$0
Lieutenant	0.000	0.300	0.300	\$22,478
Assessment Unit Coordinator	1.000	1.000	1.000	\$56,789
Deputy	3.000	3.000	3.000	\$174,183
	64.825	64.825	65.675	\$3,023,526

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$3,648,195	\$3,804,722	\$3,731,471	\$4,134,838	\$3,783,530
Other Revenue	\$566,104	\$594,836	\$620,898	\$555,900	\$609,300
Other Financing Sources	\$3,974,892	\$4,081,921	\$4,107,509	\$4,054,802	\$4,018,393
Total Revenues	\$8,189,191	\$8,481,479	\$8,459,878	\$8,745,540	\$8,411,223
Expenditures					
Personnel Services	\$3,855,089	\$3,998,226	\$4,028,899	\$4,282,655	\$4,554,721
Supplies	\$204,715	\$271,684	\$212,600	\$235,642	\$196,029
Other Services & Charges	\$4,049,575	\$4,158,973	\$3,998,002	\$4,457,761	\$3,660,473
Operating Transfers			\$500,000		
Total Expenditures	\$8,109,379	\$8,428,883	\$8,739,501	\$8,976,058	\$8,411,223

Budget Highlights:

Fluctuations in Other Services & Charges are primarily due to a \$500,000 software upgrade in 2009. The number of positions and personnel services expenditures are increasing with the allocation of .85 of the Juvenile Services Director to this fund based on a time study. The Operating Transfer in 2008 was a one time transfer for the Grand Haven/West Olive building projects.

Fund: 2921 Child Care-Social Services

Function Statement

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.

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue	\$21,450	\$22,397	\$3,604	\$2,000	\$2,000
Other Revenue					
Other Financing Sources	\$26,500	\$21,125	\$3,854	\$3,000	\$3,000
Total Revenues	\$47,950	\$43,522	\$7,458	\$5,000	\$5,000
Expenditures					
Other Services & Charges	\$42,900	\$44,063	\$7,458	\$5,000	\$5,000
Total Expenditures	\$42,900	\$44,063	\$7,458	\$5,000	\$5,000

Budget Highlights:

The revenue and expenses that flow through this fund are for emergency care costs such as clothing, medical costs and foster care parenting costs.

Fund: 2930 Soldiers & Sailors Relief

Function Statement

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.

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2006	2007	2008	2009	2010
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Other Financing Sources	\$100,719	\$30,485	\$34,275	\$42,140	\$42,140
Total Revenues	\$100,719	\$30,485	\$34,275	\$42,140	\$42,140
Expenditures					
Other Services & Charges	\$100,719	\$30,485	\$34,274	\$42,140	\$42,140
Total Expenditures	\$100,719	\$30,485	\$34,274	\$42,140	\$42,140

Fund: 2941 Veterans Trust

Function Statement

The Veteran's Trust fund was established under Section 35.607 of the State of Michigan Compiled Law 1970. It is used to account for monies received by the state and distributed to needy veterans

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2006	2007	2008	2009 Current Year	2010 Adopted by Board
	Actual	Actual	Actual	Estimated	
Revenues					
Intergovernmental Revenue	\$21,673	\$28,376	\$27,300	\$28,000	\$14,960
Other Financing Sources					
Total Revenues	\$21,673	\$28,376	\$27,300	\$28,000	\$14,960
Expenditures					
Other Services & Charges	\$21,898	\$28,609	\$26,484	\$28,000	\$14,960
Total Expenditures	\$21,898	\$28,609	\$26,484	\$28,000	\$14,960

Budget Highlights:

The 2010 Budget reflects one-half of the dollars available from the State of Michigan for Veterans need of assistance. Additional funds may be requested from the State as needed.

Fund: 2980 Compensated Absences

Function Statement

The Compensated Absences 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.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Charges for Services	\$115,083	\$38,818	\$119,722	\$117,000	\$119,000
Interest	\$162,777	\$220,595	\$176,321	\$60,000	\$50,000
Other Revenue					
Other Financing Sources					
Total Revenues	\$277,860	\$259,413	\$296,043	\$177,000	\$169,000
Expenditures					
Personnel Services	\$42,622	\$198,011	\$84,084	\$69,625	\$49,794
Supplies					
Total Expenditures	\$42,622	\$198,011	\$84,084	\$69,625	\$49,794

Budget Highlights:

Expenditures can vary depending on the number and size of sick bank payoffs in a given year.

**COUNTY OF OTTAWA
DEBT SERVICE FUND (5690-5695)**

Building Authority Fund (5690-5695) - This Fund was established to account for the accumulation of 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 Administrative Annex; 2005-Holland District Court Building; 2007-Grand Haven Courthouse. The 1990 bonds were refunded during 2003 and 2005, and a portion of the 1992 bonds was refinanced during 2006. A portion of the 1997 bonds was refunded during 2005. Financing is provided by cash rental payments pursuant to lease agreements with the County of Ottawa or other identified payment mechanisms.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Charges for Services					
Interest and Rents	\$7,539	\$95	\$12		
Rents	\$2,439,503	\$2,769,438	\$2,774,563	\$2,781,272	\$2,388,857
Other Revenue					
Other Financing Sources		\$325	\$762,713	\$762,875	\$762,575
Total Revenues	\$2,447,042	\$2,769,858	\$3,537,288	\$3,544,147	\$3,151,432
Expenditures					
Debt Service	\$2,453,395	\$2,769,438	\$3,537,601	\$3,544,147	\$3,151,432
Other Financing Uses					
Total Expenditures	\$2,453,395	\$2,769,438	\$3,537,601	\$3,544,147	\$3,151,432

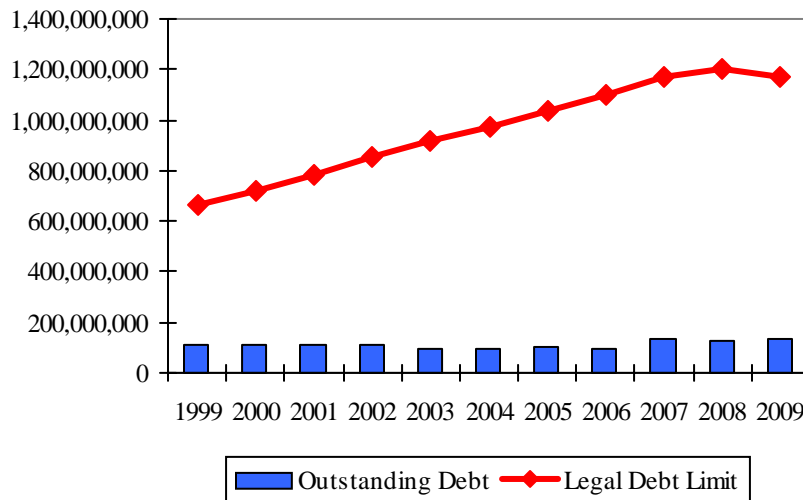
Budget Highlights:

The bond issue for the Ottawa County Central Dispatch Authority was completed during 2009, resulting in lower expenditures for 2010.

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 2009 assessed value of \$11,706,359,624 is limited to no more than \$1,170,635,962 of debt. The County's total debt at the statement date is \$133,713,467 or approximately 1.1% of the assessed value - well below the legal limit. The graph below illustrates the additional legal debt capacity of the County of Ottawa.

**County of Ottawa Legal Debt Limit and Debt
Outstanding**



Future Debt

The County has no plans to issue direct for the primary government. Ottawa County Public Utilities, a component unit, is not budgeted to issue bonds at this time due to slower new construction. Although not included in the 2010 budget, the Ottawa County Drain Commission is likely to issue bonds for drain work in Park Township in the summer of 2010. Engineering costs are still being determined at this time.

Effect of Debt Payments on County Operations

None of the County's general operating levy is used for debt payments. Instead, separate revenue streams were identified for repayment before the bonds were issued. The table that follows identifies the County's direct debt and the payment source for the issues:

Project	2010 Debt	
	Service Payment	Funding Source
Probate Court/Jail Facility	567,763	Delinquent Tax Revolving Fund
Administrative Annex	1,225,613	Delinquent Tax Revolving Fund
Holland District Court Building	594,381	Delinquent Tax Revolving Fund
Grand Haven/Fillmore St	761,575	Revenues/Fund Equity of Select Funds
	<u>\$3,149,332</u>	

The Delinquent Tax Revolving Fund (an Enterprise fund) had been allowed to build equity for several years. As of 12/31/08, the fund had equity of \$24.6 million. Although total equity is projected to decrease through 2011, equity is projected to grow steadily after 2011. The Appendix of this document includes projections on this fund and the other Financing Tools.

Funding for the debt payments of the Grand Haven/Fillmore Street issue is coming from the following sources:

- Ottawa County, Michigan Insurance Authority - 20%, up to \$150,000/yr
- Telecommunications - 20%, up to \$150,000/yr
- Delinquent Tax Revolving Fund - 20%, up to \$150,000/yr
- Infrastructure - 17%, up to \$125,000/yr
- Public Improvement - 23%, remainder of payment

Payments began in 2008 and continue for 20 years. Although the payments are not anticipated to affect the function of these funds, investment income will be impacted.

The remaining debt is paid by the benefiting municipalities.

Bonds:

The County principally uses general obligation bonds to provide funds for these projects. The majority of the general obligation bonds, \$107,400,501, 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, \$264,966 is estimated for inter-county drainage projects. Principal and interest is paid from drain assessments levied. The interest rate on these issues ranges from 4.39% to 7.0% percent.

Last, \$25,110,000 is estimated debt outstanding at 12/31/09 for the five Ottawa County Building Authority projects mentioned previously. 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 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. 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.

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 12/31/09 is \$900,000. 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 these bonds.

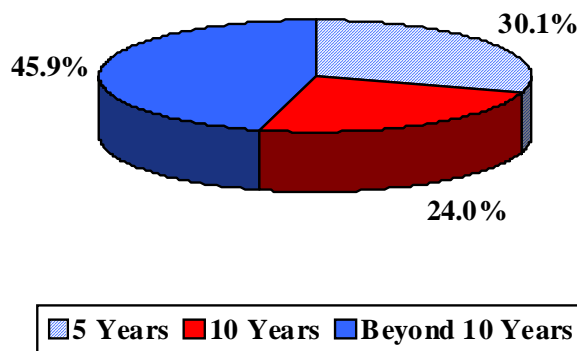
Notes Payable:

The Drain Commissioner has issued two small notes to provide funding for drainage projects in Ottawa County. The notes total \$38,000, and the County did not pledge its full faith and credit for the above notes.

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 58.3% of its debt within ten years, is retiring debt within established standards.

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 and some of the facilities needed. Listed below is the debt per capita information for the last ten years.

Year	Population	Net Bonded Debt per Capita (Direct Debt)	Net Bonded Debt per Capita (Total Debt)
1999	230,261	\$99	\$496
2000	238,314	91	463
2001	243,571	84	429
2002	245,913	78	421
2003	249,391	71	382
2004	252,351	65	365
2005	255,406	91	378
2006	257,671	84	349
2007	259,206	106	507
2008	260,364	105	477

Debt per Capita Comparison

County	Population	2008 Total Direct Debt per Capita *
Ottawa	260,364	\$477
Kent	605,213	668
Muskegon	174,636	730
Allegan	112,975	205

* It should be noted that both Kent and Muskegon have issued debt for their airports; Ottawa and Allegan have no airport associated debt.

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
General Obligation Bonds (Non-major Funds):					General Obligation Bonds:				
2010	\$25,110,000	\$2,035,000	\$1,114,332	\$3,149,332	\$108,565,467	\$7,516,767	\$5,006,549	\$12,523,316	\$15,672,648
2011	23,075,000	2,110,000	1,033,868	3,143,868	101,048,700	6,151,767	4,721,625	10,873,392	14,017,260
2012	20,965,000	1,635,000	949,794	2,584,794	94,896,933	5,668,767	4,484,211	10,152,978	12,737,772
2013	19,330,000	1,690,000	887,519	2,577,519	89,228,166	5,810,766	4,252,414	10,063,180	12,640,699
2014	17,640,000	1,775,000	807,019	2,582,019	83,417,400	5,786,766	4,010,311	9,797,077	12,379,096
2015	15,865,000	1,860,000	722,419	2,582,419	77,630,634	4,753,767	3,789,552	8,543,319	11,125,738
2016	14,005,000	1,950,000	629,419	2,579,419	72,876,867	4,953,767	3,586,137	8,539,904	11,119,323
2017	12,055,000	2,045,000	536,469	2,581,469	67,923,100	5,180,767	3,377,325	8,558,092	11,139,561
2018	10,010,000	920,000	437,844	1,357,844	62,742,333	4,800,766	3,162,106	7,962,872	9,320,716
2019	9,090,000	960,000	400,513	1,360,513	57,941,567	4,695,212	2,956,199	7,651,411	9,011,924
2020-2024	8,130,000	5,470,000	1,334,499	6,804,499	53,246,355	19,284,387	12,029,844	31,314,231	38,118,730
2025-2029	2,660,000	2,660,000	220,398	2,880,398	33,961,968	19,136,968	7,119,983	26,256,951	29,137,349
2030-2034					14,825,000	14,790,000	1,902,229	16,692,229	16,692,229
2035-2038					35,000	35,000	897	35,897	35,897
					Notes Payable*:				
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
2015									
		\$25,110,000	\$9,074,093	\$34,184,093		\$108,603,467	\$60,404,593	\$169,008,060	\$203,192,153

All figures are as of 11/23/09. Schedule does not include capital leases.

*Notes payable of the component unit are not guaranteed by the County.

**COUNTY OF OTTAWA
CAPITAL PROJECTS FUND**

Building Authority Fund (5690-5695) - This Fund was established to account for construction projects of the building authority and/or County. 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).

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue					
Interest	\$62,430	\$81,615	\$72,965		
Other Revenue					
Other Financing Sources	\$68,161	\$10,078,851	\$10,166,618	\$9,502,388	
Total Revenues	\$130,591	\$10,160,466	\$10,239,583	\$9,502,388	
Expenditures					
Capital Outlay	\$2,251,029	\$5,353,630	\$15,006,565	\$9,502,388	
Bond Issue Costs		\$119,575			
Other Financing Uses		\$173,994			
Total Expenditures	\$2,251,029	\$5,647,199	\$15,006,565	\$9,502,388	

Budget Highlights:

In October of 2007, the County issued bonds for the construction of a new Grand Haven Courthouse facility. This project was completed in 2009.

2010 Capital Construction Projects

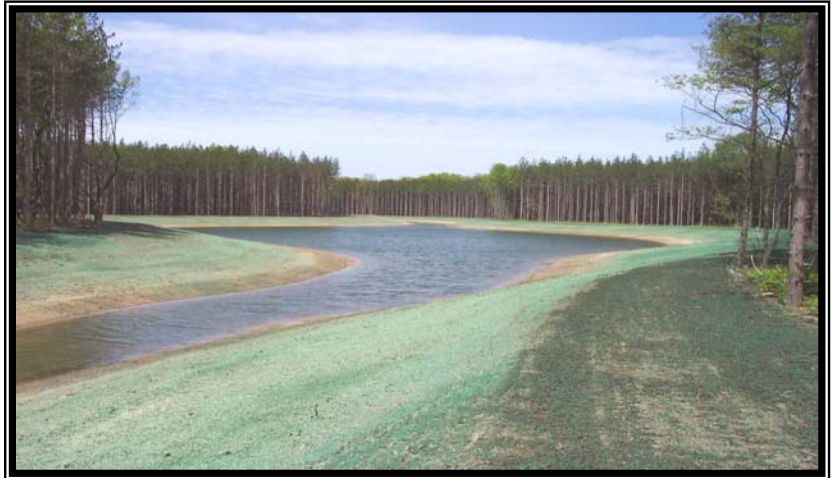
Although the County does not have a formal Capital Improvement Plan, the current building projects should provide the needed facilities for the next 10-15 years. Further development of the Southwest Ottawa Landfill is tentatively planned and discussed below. Beyond that, the County anticipates expanding the jail and building a new facility for Family Court - Juvenile Detention. Funds are available in the Public Improvement fund (Special Revenue fund 2450) to cover small projects such as storage facilities, various renovations and significant improvements (e.g. roofs).

Southwest Ottawa Landfill Upgrades

The 43-acre Southwest Ottawa landfill is located a little over one mile east of the shore of Lake Michigan in Park Township between James Street and Riley Street and 160th and 168th. The landfill opened in 1968 and was used for the disposal of municipal and industrial waste 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, along with the associated piping and electrical work, were constructed in order to pump contaminated groundwater to a treatment plant. The treatment process was designed to remove iron and volatile organic compounds from the groundwater leachate per the terms of a water restoration agreement between the County and the Michigan Department of Environmental Quality (MDEQ).

Due to the degradation of the existing groundwater extraction system and in order to reduce the necessary treatment time and costs, the County completed the construction of a clay cap over the landfill in 2008. This prevents the contamination, located in the landfill, from leaching to the groundwater (via percolating rain water). An upgrade to the purge well and treatment system was completed in 2009.



Effect on the Operating Budget

Ongoing maintenance costs will be required to operate the purge wells. The County anticipates it will cost an average of \$182,000 per year to cover the utility and

chemical costs to operate the purge wells. Although the improvements are expected to reduce the treatment time, those savings are currently indeterminable.

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. The Parks and Recreation Department plans to use the land to provide new recreational opportunities as part of Riley Trails. The top of the landfill has been shaped to allow sledding and hiking. The low land pond will provide a natural flora and fauna habitat. On-going maintenance costs are expected to be minimal for the trail and parking lot maintenance.

Parks and Recreation Projects

Several small to medium sized projects are scheduled for implementation by the Parks & Recreation Commission in 2010. These projects include additional visitor access improvements such as trail construction, vehicle control and signage at County Open Space properties (\$20,000), replacement of many old and degraded information and rule signs at several properties (\$15,000), and minor improvements to walkways, stairs, and landscaping at Ottawa Beach, Eastmanville Farm, North Beach, and Hager Park (\$15,000).

Larger scale improvements include visitor facilities at the newly acquired Eastmanville Bayou property including parking, small boat launch facilities, trails, rustic toilets, and picnic areas. These improvements are budgeted at \$150,000.

Finally, construction on the Holland Harbor Fishing Project at Ottawa Beach is scheduled for the summer of 2010. This \$650,000 project will add a small parking area and extensive boardwalks and piers to provide access for both fishermen and other visitors to an area of the Lake Macatawa shoreline adjacent to the Holland Channel and Holland State Park.

Effect on the Operating Budget

Since the Parks and Recreation projects are all funded by the special Parks millage, no debt will be issued, and no debt payments will be incurred by the operating budget. The anticipated maintenance costs are anticipated to be negligible, and no staff will be added as a result.

Component Units:

The Ottawa County Public Utilities System has two ongoing capital construction projects, both of which will continue beyond 2010. The projects have been initiated to develop/update water and sewer infrastructure in the County. The annual operating costs are for debt service, but the benefiting municipality is responsible for payments. The County, however, does act as guarantor for the bond issues. Maintenance costs are also the responsibility of the municipality.

County of Ottawa
Capital Construction Projects - Construction Costs
 Budget Year Ending December 31, 2010

PROJECT DESCRIPTION	CAPITAL CONSTRUCTION COSTS					
	PROPOSED METHOD OF FINANCING	ESTIMATED COSTS		EXPENDED TO DATE (INC. CURRENT YR)	BUDGET YEAR 2010	FUTURE YEARS
		ORIGINAL	AMENDED			
Ottawa County (primary government)						
Ripps Bayou/Deer Creek Bridge Construction over Deer Creek (1)	Parks & Recreation Millage	\$75,000	\$75,000	\$0	\$75,000	\$0
Eastmanville Bayou Parking Area Construction (1)	Parks & Recreation Millage	\$150,000	\$150,000	\$0	\$150,000	\$0
Upper Macatawa Non-Motorized Trail (1)	Parks & Recreation Millage	\$872,000	\$872,000	\$0	\$872,000	\$0
Park 12 Holland Harbor Fishing Access (1)	Parks & Recreation Millage	\$620,000	\$620,000	\$0	\$620,000	\$0
Grand Total - Primary Government		\$1,717,000	\$1,717,000	\$0	\$1,717,000	\$0

Ottawa County Public Utilities (component unit)

NW Ottawa Water Plant Expansion	Public Act 342 Bonds	\$21,500,000	\$15,000,000	\$0	\$10,000,000	\$5,000,000
Wyoming Water Plant Expansion	Public Act 342 Bonds	\$31,673,000	\$29,000,000	\$25,986,000	\$2,898,000	\$116,000

Grand Total Capital Construction	\$54,890,000	\$45,717,000	\$25,986,000	\$14,615,000	\$5,116,000
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1. No debt will be issued for this project. Funds have been set aside for this project or will be financed by the Parks tax levy.

County of Ottawa
Capital Construction Projects - Anticipated Annual Operational Costs
 Budget Year Ending December 31, 2010

PROJECT DESCRIPTION	ESTIMATED ANNUAL OPERATION COSTS (includes debt repayment)							
	PROPOSED METHOD OF FINANCING	EXPEN-DITURE TYPE	ACTUAL PRIOR YEAR 2008	ESTIMATED CURRENT YEAR 2009	BUDGET YEAR 2010	FUTURE YEARS		
						2011	2012	2013
Ottawa County (primary government)								
Ripps Bayou/Deer Creek Bridge Construction over Deer Creek (1)	Property Tax Levy	Maintenance	\$0	\$0	\$250	\$300	\$300	\$300
Eastmanville Bayou Parking Area Construction (1)	Property Tax Levy	Maintenance	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000
Upper Macatawa Non-Motorized Trail (1)	Property Tax Levy	Maintenance	\$0	\$0	\$500	\$2,500	\$2,500	\$2,500
Park 12 Holland Harbor Fishing Access (1)	Property Tax Levy	Maintenance	\$0	\$0	\$1,000	\$1,500	\$1,500	\$1,500
Grand Total - Primary Government			\$0	\$0	\$6,750	\$9,300	\$9,300	\$9,300

Ottawa County Public Utilities (component unit)

NW Ottawa Water Plant Expansion (2)	Special Assessments	Debt	\$0	\$797,191	\$928,705	\$1,000,000	\$1,000,000	\$1,000,000
Wyoming Water Plant Expansion (2)	Special Assessments	Debt	\$0	\$2,075,816	\$1,750,102	\$2,480,102	\$2,480,902	\$2,455,502

Grand Total Operational Costs **\$0 \$2,873,007 \$2,685,557 \$3,489,402 \$3,490,202 \$3,464,802**

1. 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.
2. The annual operating costs for the public utilities project is strictly for debt service. The maintenance costs are the responsibility of the municipality.

**COUNTY OF OTTAWA
PERMANENT FUND**

Cemetery Trust Fund (1500) - This fund was established under State statute to care for cemetery plots of specific individuals who have willed monies in trust to the County for perpetual care of their grave sites.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2006 Actual	2007 Actual	2008 Actual	2009 Current Year Estimated	2010 Adopted by Board
Revenues					
Intergovernmental Revenue					
Interest	\$237	\$266	\$218	\$97	\$88
Other Revenue					
Other Financing Sources					
Total Revenues	\$237	\$266	\$218	\$97	\$88
Expenditures					
Supplies					
Other Services and Charges	\$568				
Total Expenditures	\$568				

Budget Highlights:

Accumulated interest earnings are expended to the appropriate cemeteries every five years.

The Ottawa County Board of Commissioners

of the County of Ottawa

Grand Haven, Michigan

RESOLUTION TO APPROVE 2010 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 27, 2009, at 1:30 p.m. local time.

PRESENT: Members – Mrs. Kortman, Messrs. Kuyers, Swartout, Mrs. Ruiters, Messrs. Hehl, Rycenga, Schrotenboer, Karsten, Holtrop, Holtvluwer

ABSENT: Member – Mr. Disselkoen

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 2010; and

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

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

WHEREAS, this County Board of Commissioners through its Finance and Administration Committee, has duly deliberated, held public hearings according to law and reviewed the proposed 2010 Budgeted Revenue and Expenditures totaling \$209,288,354 and \$222,921,939, 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 2010 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 "2010 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 .4400 mills for the operation of the Ottawa County Central Dispatch Authority; and .3165 mills for Park development, expansion and maintenance, and

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


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

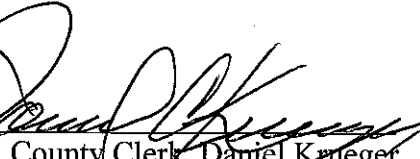
YEAS: Members -

NAYS: Members - None

ABSTAIN: Members - None

RESOLUTION DECLARED ADOPTED.

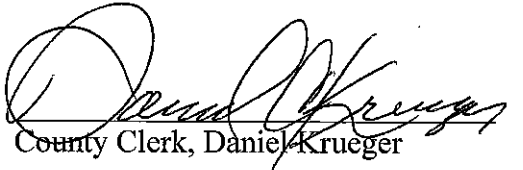

Chairperson, Donald Disselkoen


County Clerk, Daniel Krueger

Certification

I, the undersigned, duly qualified Clerk of the County of Ottawa, Michigan, do hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Board of Commissioners of the County of Ottawa, Michigan, at a meeting held on October 27, 2009, 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 27th day of October, A.D., 2009.


County Clerk, Daniel Krueger

COUNTY OF OTTAWA
2010 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2010 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	<i>SPECIAL REVENUE FUNDS</i>						
	General Fund 1010	Parks & Recreation 2081	Friend of the Court 2160	9/30 Judicial Grants 2170	Health 2210	Mental Health 2220	Solid Waste Clean - Up 2271
	Fund Balance	(\$446,984)	(\$1,421,811)	(\$209,000)		(\$92,526)	
SOURCES:							
Revenue							
Taxes	\$39,292,953	\$3,178,097					
Intergovernmental Revenue	\$4,467,497	\$16,505	\$2,099,115	\$120,685	\$4,065,352	\$32,253,889	
Charges for Services	\$9,106,981	\$320,700	\$260,360		\$645,623	\$368,438	
Penalties and Interest on Delinquent Taxes							
Fines & Forfeits	\$979,800						
Interest on Investments	\$526,400	\$76,884				\$30,000	\$44,121
Rental Income	\$3,152,369	\$52,150				\$200,000	
Licenses & Permits	\$253,525				\$414,342		
Other	\$359,812	\$512,300			\$177,744	\$51,202	
Operating Transfers In	\$5,761,213		\$559,507	\$35,441	\$4,332,147	\$563,108	
Bond Proceeds							
Proceeds from Refunding Bonds							
Total Revenue	<u>\$63,900,550</u>	<u>\$4,156,636</u>	<u>\$2,918,982</u>	<u>\$156,126</u>	<u>\$9,635,208</u>	<u>\$33,466,637</u>	<u>\$44,121</u>

COUNTY OF OTTAWA
2010 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2010 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	General Fund 1010	Parks & Recreation 2081	Friend of the Court 2160	9/30 Judicial Grants 2170	Health 2210	Mental Health 2220	Solid Waste Clean - Up 2271
ACTIVITIES:							
Expenditures							
Legislative	\$530,254						
Judicial	\$9,926,879		\$3,127,982	\$156,126			
General Government	\$15,816,801						
Public Safety	\$23,790,713						
Public Works	\$466,500						\$180,000
Health & Welfare	\$1,610,144				\$9,727,734	\$33,466,637	
Culture & Recreation		\$5,578,447					
Community & Economic Development	\$641,711						
Other Government Functions	\$902,351						
Capital Projects							
Debt Service							
Operating Transfers Out	\$10,662,181						
Total Expenditures	<u>\$64,347,534</u>	<u>\$5,578,447</u>	<u>\$3,127,982</u>	<u>\$156,126</u>	<u>\$9,727,734</u>	<u>\$33,466,637</u>	<u>\$180,000</u>
Revenue Over (Under)							
Expenditures	<u>(\$446,984)</u>	<u>(\$1,421,811)</u>	<u>(\$209,000)</u>	<u></u>	<u>(\$92,526)</u>	<u></u>	<u>(\$135,879)</u>

COUNTY OF OTTAWA
2010 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2010 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Landfill Tipping Fees 2272	Transportation System 2320	Planning Commission 2420	Infra- structure 2444	Public Improvement 2450	Homestead Property Tax 2550	Register of Deeds Automation Fund 2560	Stabil- ization 2570
Fund Balance	(\$82,395)		\$265	(\$77,220)	(\$62,131)	(\$14,576)	\$72,595	(\$1,000,000)
SOURCES:								
Revenue								
Taxes						\$8,000		
Intergovernmental Revenue		\$157,569						
Charges for Services	\$360,000						\$225,000	
Penalties and Interest on Delinquent Taxes								
Fines & Forfeits								
Interest on Investments				\$47,780	\$37,944	\$1,400	\$1,750	
Rental Income					\$390,100			
Licenses & Permits								
Other	\$30,880		\$295					
Operating Transfers In			\$43,851					
Bond Proceeds								
Proceeds from Refunding Bonds								
Total Revenue	<u>\$390,880</u>	<u>\$157,569</u>	<u>\$44,146</u>	<u>\$47,780</u>	<u>\$428,044</u>	<u>\$9,400</u>	<u>\$226,750</u>	

COUNTY OF OTTAWA
2010 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2010 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Landfill Tipping Fees 2272	Transportation System 2320	Planning Commission 2420	Infra- structure 2444	Public Improvement 2450	Homestead Property Tax 2550	Register of Deeds Automation Fund 2560	Stabil- ization 2570
ACTIVITIES:								
Expenditures								
Legislative								
Judicial								
General Government					\$302,600	\$23,976	\$154,155	
Public Safety								
Public Works	\$473,275	\$157,569						
Health & Welfare								
Culture & Recreation								
Community & Economic Development			\$43,881					
Other Government Functions								
Capital Projects								
Debt Service								
Operating Transfers Out				\$125,000	\$187,575			\$1,000,000
Total Expenditures	<u>\$473,275</u>	<u>\$157,569</u>	<u>\$43,881</u>	<u>\$125,000</u>	<u>\$490,175</u>	<u>\$23,976</u>	<u>\$154,155</u>	<u>\$1,000,000</u>
Revenue Over (Under)								
Expenditures	<u>(\$82,395)</u>		<u>\$265</u>	<u>(\$77,220)</u>	<u>(\$62,131)</u>	<u>(\$14,576)</u>	<u>\$72,595</u>	<u>(\$1,000,000)</u>

COUNTY OF OTTAWA
2010 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2010 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Prosecuting Attorney Grants 2601	Sheriff Grant Programs 2609	Sheriff Contracts 2610	Road Patrol 2661	Law Library 2690	Workforce Investment Act - ACP 2740	Workforce Investment Act - Youth 2741	Workforce Investment Act - Adult 2742
Fund Balance								
SOURCES:								
Revenue								
Taxes								
Intergovernmental Revenue	\$144,000	\$114,616	\$4,357,641	\$232,654		\$383,510	\$2,055,769	\$1,029,505
Charges for Services								
Penalties and Interest on Delinquent Taxes								
Fines & Forfeits					\$8,500			
Interest on Investments								
Rental Income								
Licenses & Permits								
Other	\$360							
Operating Transfers In	\$70,172		\$229,917	\$107,827	\$23,333			
Bond Proceeds								
Proceeds from Refunding Bonds								
Total Revenue	<u>\$214,532</u>	<u>\$114,616</u>	<u>\$4,587,558</u>	<u>\$340,481</u>	<u>\$31,833</u>	<u>\$383,510</u>	<u>\$2,055,769</u>	<u>\$1,029,505</u>

COUNTY OF OTTAWA
2010 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2010 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Prosecuting Attorney Grants 2601	Sheriff Grant Programs 2609	Sheriff Contracts 2610	Road Patrol 2661	Law Library 2690	Workforce Investment Act - ACP 2740	Workforce Investment Act - Youth 2741	Workforce Investment Act - Adult 2742
ACTIVITIES:								
Expenditures								
Legislative								
Judicial					\$31,833			
General Government	\$214,532							
Public Safety		\$114,616	\$4,587,558	\$340,481				
Public Works								
Health & Welfare						\$383,510	\$2,055,769	\$1,029,505
Culture & Recreation								
Community & Economic Development								
Other Government Functions								
Capital Projects								
Debt Service								
Operating Transfers Out								
Total Expenditures	<u>\$214,532</u>	<u>\$114,616</u>	<u>\$4,587,558</u>	<u>\$340,481</u>	<u>\$31,833</u>	<u>\$383,510</u>	<u>\$2,055,769</u>	<u>\$1,029,505</u>
Revenue Over (Under)								
Expenditures	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>

COUNTY OF OTTAWA
2010 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2010 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Workforce Investment Act - 6/30 Grant Programs 2743	Workforce Investment Act - 12/31 Grant Programs 2744	Workforce Investment Act - 9/30 Grant Programs 2748	Workforce Investment Act - 3/31 Grant Programs 2749	Grant Programs Pass Thru 2750	Emergency Feeding 2800	Federal Emergency Mgt Agency 2810
Fund Balance							
SOURCES:							
Revenue							
Taxes							
Intergovernmental Revenue	\$3,038,603	\$263,000	\$743,000	\$17,500	\$58,069	\$63,692	
Charges for Services							
Penalties and Interest on Delinquent Taxes							
Fines & Forfeits							
Interest on Investments							
Rental Income							
Licenses & Permits							
Other				\$5,000			
Operating Transfers In					\$28,602		
Bond Proceeds							
Proceeds from Refunding Bonds							
Total Revenue	<u>\$3,038,603</u>	<u>\$263,000</u>	<u>\$743,000</u>	<u>\$22,500</u>	<u>\$86,671</u>	<u>\$63,692</u>	

COUNTY OF OTTAWA
2010 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2010 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Workforce Investment Act - 6/30 Grant Programs 2743	Workforce Investment Act - 12/31 Grant Programs 2744	Workforce Investment Act - 9/30 Grant Programs 2748	Workforce Investment Act - 3/31 Grant Programs 2749	Grant Programs Pass Thru 2750	Emergency Feeding 2800	Federal Emergency Mgt Agency 2810
ACTIVITIES:							
Expenditures							
Legislative							
Judicial							
General Government							
Public Safety					\$86,671		
Public Works							
Health & Welfare	\$3,038,603	\$263,000	\$743,000	\$22,500		\$63,692	
Culture & Recreation							
Community & Economic Development							
Other Government Functions							
Capital Projects							
Debt Service							
Operating Transfers Out							
Total Expenditures	<u>\$3,038,603</u>	<u>\$263,000</u>	<u>\$743,000</u>	<u>\$22,500</u>	<u>\$86,671</u>	<u>\$63,692</u>	
Revenue Over (Under)							
Expenditures	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>

COUNTY OF OTTAWA
2010 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2010 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Community Corrections 2850	State Revenue Sharing Reserve 2855	Community Action Agency 2870	Weather- ization 2890	Department of Human Services 2901	Child Care Circuit Court 2920	Child Care Social Services 2921	Soldier & Sailors 2930
Fund Balance	(\$100,000)	(\$4,645,002)						
SOURCES:								
Revenue	<hr/>							
Taxes								
Intergovernmental Revenue	\$220,000		\$729,005	\$1,306,425	\$200,000	\$3,783,530	\$2,000	
Charges for Services	\$201,081							
Penalties and Interest on Delinquent Taxes								
Fines & Forfeits								
Interest on Investments		\$66,211						
Rental Income								
Licenses & Permits								
Other	\$8,234		\$30,000			\$609,300		
Operating Transfers In	\$519,991		\$29,000		\$74,837	\$4,018,393	\$3,000	\$42,140
Bond Proceeds								
Proceeds from Refunding Bonds								
Total Revenue	<u>\$949,306</u>	<u>\$66,211</u>	<u>\$788,005</u>	<u>\$1,306,425</u>	<u>\$274,837</u>	<u>\$8,411,223</u>	<u>\$5,000</u>	<u>\$42,140</u>

COUNTY OF OTTAWA
2010 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2010 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Community Corrections 2850	State Revenue Sharing Reserve 2855	Community Action Agency 2870	Weather- ization 2890	Department of Human Services 2901	Child Care Circuit Court 2920	Child Care Social Services 2921	Soldier & Sailors 2930
ACTIVITIES:								
Expenditures								
Legislative								
Judicial	\$1,049,306							
General Government								
Public Safety								
Public Works								
Health & Welfare			\$788,005	\$1,306,425	\$274,837	\$8,411,223	\$5,000	\$42,140
Culture & Recreation								
Community & Economic Development								
Other Government Functions								
Capital Projects								
Debt Service								
Operating Transfers Out		\$4,711,213						
Total Expenditures	<u>\$1,049,306</u>	<u>\$4,711,213</u>	<u>\$788,005</u>	<u>\$1,306,425</u>	<u>\$274,837</u>	<u>\$8,411,223</u>	<u>\$5,000</u>	<u>\$42,140</u>
Revenue Over (Under)								
Expenditures	<u>(\$100,000)</u>	<u>(\$4,645,002)</u>						


COUNTY OF OTTAWA
2010 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2010 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	<i>SPECIAL REVENUE FUNDS</i>		<i>DEBT SERVICE FUND</i>	<i>CAPITAL PROJECTS FUND</i>	<i>PERMANENT FUND</i>	Total All Funds	
	Veterans Trust 2941	Compensated Absences 2980	Total Special Revenue	Total Debt Service	Total Capital Projects		Total Permanent Fund
Fund Balance		\$119,206	(\$7,648,474)			\$88	(\$8,095,370)
SOURCES:							
Revenue							
Taxes			\$3,186,097				\$42,479,050
Intergovernmental Revenue	\$14,960		\$57,470,594				\$61,938,091
Charges for Services		\$119,000	\$2,500,202				\$11,607,183
Penalties and Interest on Delinquent Taxes							
Fines & Forfeits			\$8,500				\$988,300
Interest on Investments		\$50,000	\$356,090			\$88	\$882,578
Rental Income			\$642,250	\$2,388,857			\$6,183,476
Licenses & Permits			\$414,342				\$667,867
Other			\$1,425,315				\$1,785,127
Operating Transfers In			\$10,681,266	\$762,575			\$17,205,054
Bond Proceeds							
Proceeds from Refunding Bonds							
Total Revenue	<u>\$14,960</u>	<u>\$169,000</u>	<u>\$76,684,656</u>	<u>\$3,151,432</u>		<u>\$88</u>	<u>\$143,736,726</u>

COUNTY OF OTTAWA
2010 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2010 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	<i>SPECIAL REVENUE FUNDS</i>		<i>DEBT SERVICE FUND</i>	<i>CAPITAL PROJECTS FUND</i>	<i>PERMANENT FUND</i>	<i>Total All Funds</i>
	Veterans Trust 2941	Compensated Absences 2980				
ACTIVITIES:						
Expenditures						
Legislative						\$530,254
Judicial			\$4,365,247			\$14,292,126
General Government		\$49,794	\$745,057			\$16,561,858
Public Safety			\$5,129,326			\$28,920,039
Public Works			\$810,844			\$1,277,344
Health & Welfare	\$14,960		\$61,636,540			\$63,246,684
Culture & Recreation			\$5,578,447			\$5,578,447
Community & Economic Development			\$43,881			\$685,592
Other Government Functions						\$902,351
Capital Projects						
Debt Service				\$3,151,432		\$3,151,432
Operating Transfers Out			\$6,023,788			\$16,685,969
Total Expenditures	\$14,960	\$49,794	\$84,333,130	\$3,151,432		\$151,832,096
Revenue Over (Under)						
Expenditures		\$119,206	(\$7,648,474)		\$88	(\$8,095,370)

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

				ESTIMATED	BUDGET	PROJECTIONS 					
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Balance	\$7,804,097	\$7,865,050	\$7,999,142	\$3,928,664	\$3,426,719	\$3,290,840	\$3,139,863	\$2,973,040	\$2,826,284	\$2,672,613	\$2,540,383
Revenues:											
Interest on Investments	\$335,869	\$443,448	\$274,840	\$54,055	\$44,121	\$24,023	\$24,177	\$28,244	\$35,329	\$46,771	\$50,808
Other Revenue	\$5,803										
Total Revenue	\$341,672	\$443,448	\$274,840	\$54,055	\$44,121	\$24,023	\$24,177	\$28,244	\$35,329	\$46,771	\$50,808
Expenditures:											
Landfill Clean-up	\$131,613	\$130,388	\$141,228	\$216,000	\$180,000	\$175,000	\$191,000	\$175,000	\$189,000	\$179,000	\$189,000
Transfer Out			\$2,500,000								
Capital Expenditures	\$149,106	\$178,968	\$1,704,090	\$340,000							
Total Expenditures	\$280,719	\$309,356	\$4,345,318	\$556,000	\$180,000	\$175,000	\$191,000	\$175,000	\$189,000	\$179,000	\$189,000
Projected Ending Fund Balance	\$7,865,050	\$7,999,142	\$3,928,664	\$3,426,719	\$3,290,840	\$3,139,863	\$2,973,040	\$2,826,284	\$2,672,613	\$2,540,383	\$2,402,191

PROJECTIONS 

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$2,402,191	\$2,279,039	\$2,155,976	\$2,032,493	\$1,910,103	\$1,782,350	\$1,649,061	\$1,510,057	\$1,365,153	\$1,214,161	\$1,056,883
Revenues:											
Interest on Investments	\$52,848	\$54,697	\$56,055	\$58,942	\$55,393	\$51,688	\$47,823	\$43,792	\$39,589	\$35,211	\$30,650
Other Revenue											
Total Revenue	\$52,848	\$54,697	\$56,055	\$58,942	\$55,393	\$51,688	\$47,823	\$43,792	\$39,589	\$35,211	\$30,650
Expenditures:											
Landfill Clean-up	\$176,000	\$177,760	\$179,538	\$181,333	\$183,146	\$184,977	\$186,827	\$188,695	\$190,582	\$192,488	\$194,413
Capital Expenditures											
Total Expenditures	\$176,000	\$177,760	\$179,538	\$181,333	\$183,146	\$184,977	\$186,827	\$188,695	\$190,582	\$192,488	\$194,413
Projected Ending Fund Balance	\$2,279,039	\$2,155,976	\$2,032,493	\$1,910,103	\$1,782,350	\$1,649,061	\$1,510,057	\$1,365,153	\$1,214,161	\$1,056,883	\$893,120

Assumes an annual interest rate of .073% - 2.9%.

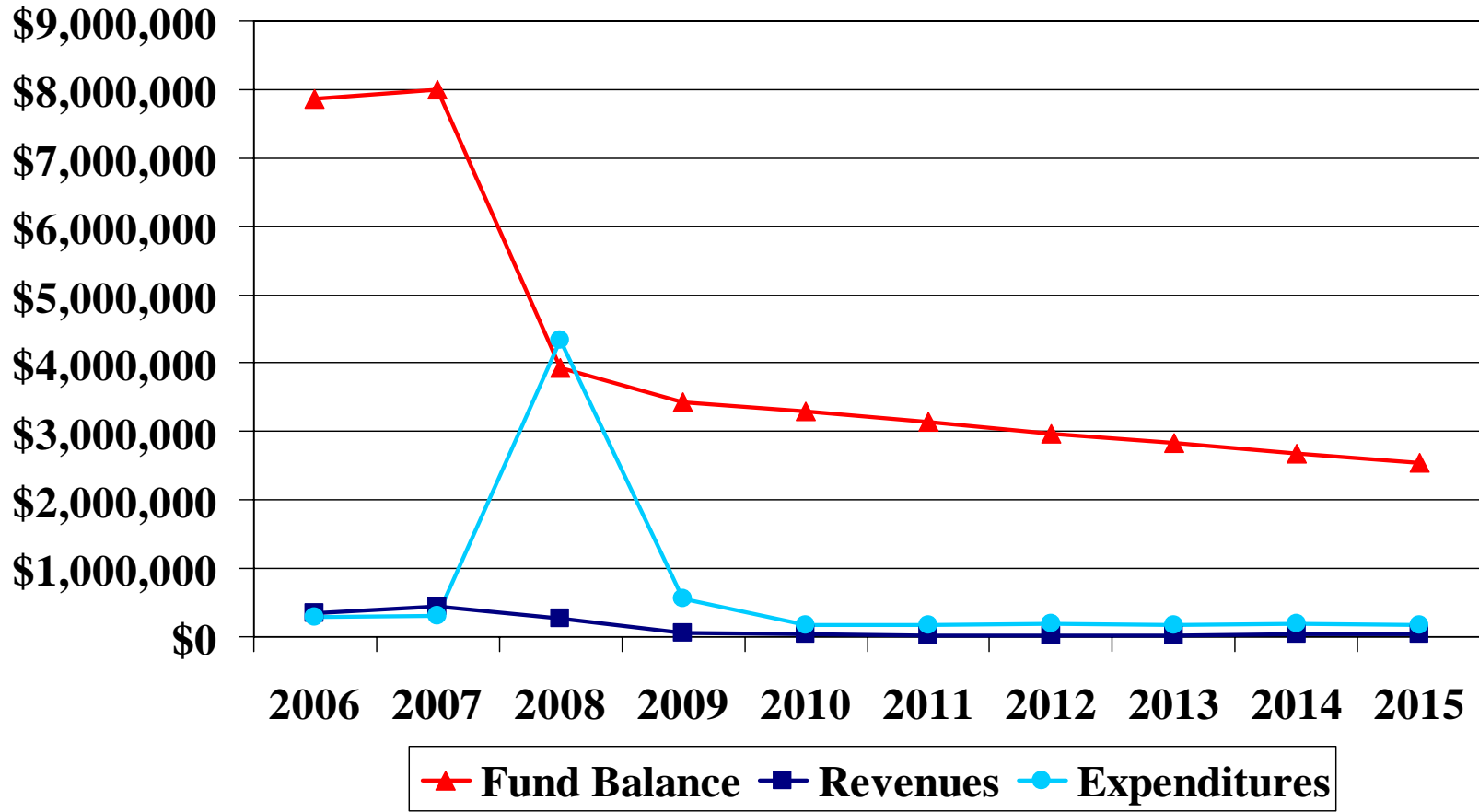
Also assumes no additional capital improvement projects will be necessary (e.g., pump replacement).

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

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

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

Solid Waste Clean-Up



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

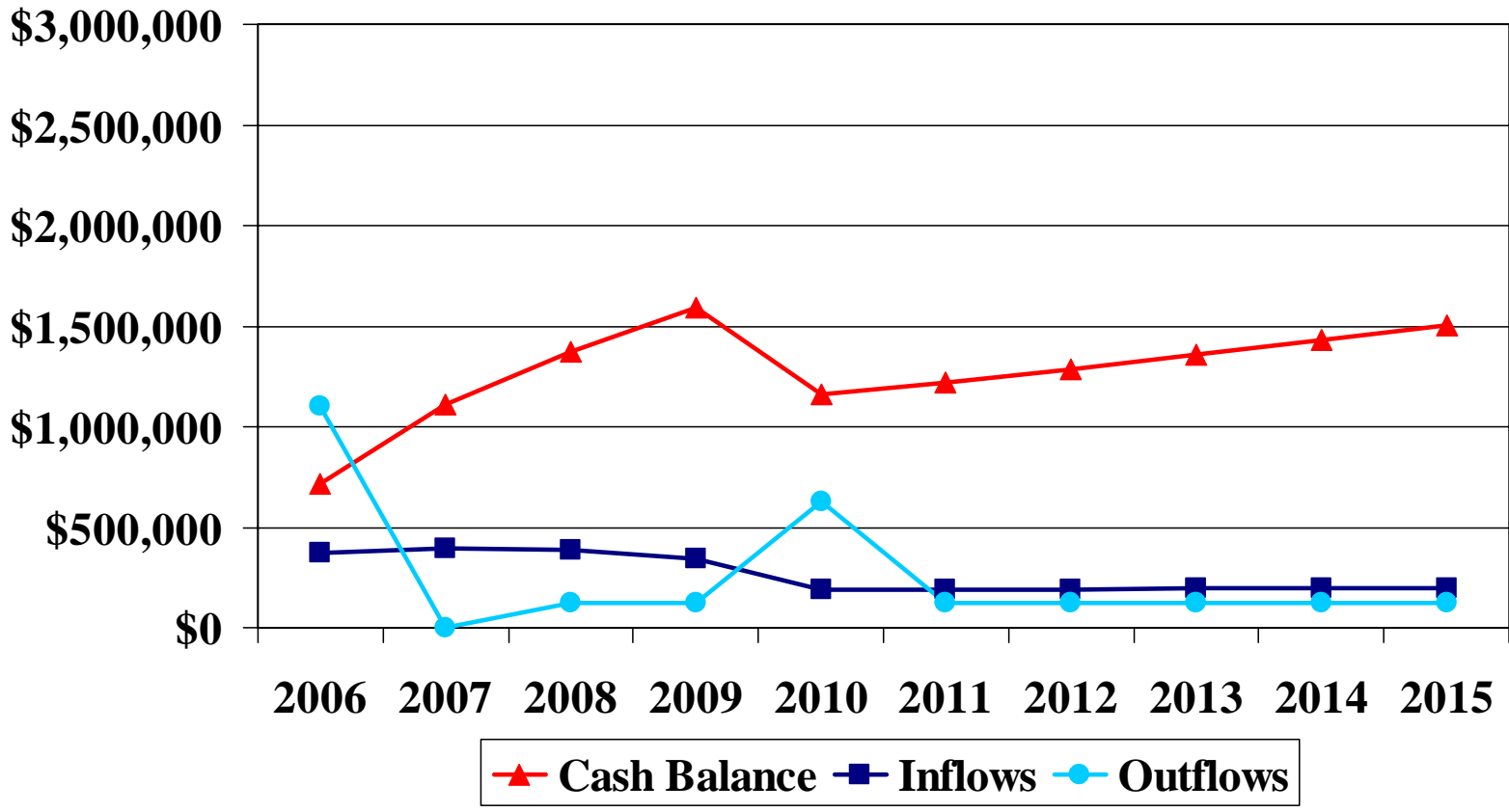
Note: This schedule is now a cash balance analysis rather than a fund balance analysis in order to track revolving loans to municipalities.

	2006	2007	2008	ESTIMATED 2009	BUDGET 2010	PROJECTIONS 2011	2012	2013	2014	2015	2016
Beginning Cash Balance	\$1,442,605	\$712,501	\$1,109,115	\$1,373,164	\$1,593,040	\$858,466	\$648,543	\$466,643	\$318,645	\$205,063	\$125,879
Inflows:											
Loan Repayments	\$322,197	\$349,866	\$335,901	\$288,280	\$168,016	\$203,185	\$238,354	\$273,523	\$308,692	\$343,861	\$239,982
Interest on Investments 1	\$47,699	\$46,748	\$53,148	\$56,596	\$22,410	\$11,892	\$4,746	\$3,479	\$2,726	\$1,955	\$1,056
Transfer from the Project Portion											
Operating Transfers - General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflows	\$369,896	\$396,614	\$389,049	\$344,876	\$190,426	\$215,077	\$243,100	\$277,002	\$311,418	\$345,816	\$241,038
Outflows:											
Land & Land Improvements	\$1,100,000	\$0	\$0	\$0	\$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	\$0
Other / Consultants	\$0	\$0	\$0	\$0	\$500,000						
Debt Service	\$0	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Total Outflows	\$1,100,000	\$0	\$125,000	\$125,000	\$925,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$125,000
Projected Ending Cash Balance	\$712,501	\$1,109,115	\$1,373,164	\$1,593,040	\$858,466	\$648,543	\$466,643	\$318,645	\$205,063	\$125,879	\$241,917


	PROJECTIONS										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Cash Balance	\$241,917	\$363,100	\$484,835	\$609,559	\$737,836	\$835,501	\$901,360	\$934,489	\$933,943	\$898,749	\$827,905
Inflows:											
Loan Repayments	\$246,183	\$246,183	\$246,183	\$246,183	\$211,014	\$175,845	\$140,676	\$105,507	\$70,338	\$35,169	\$0
Interest on Investments 1	\$0	\$552	\$3,541	\$7,094	\$11,651	\$15,014	\$17,453	\$18,947	\$19,468	\$18,987	\$17,477
Operating Transfers - General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflows	\$246,183	\$246,735	\$249,724	\$253,277	\$222,665	\$190,859	\$158,129	\$124,454	\$89,806	\$54,156	\$17,477
Outflows:											
Land & Land Improvements	\$0										
Building & Improvement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other / Consultants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Total Outflows	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Projected Ending Cash Balance	\$363,100	\$484,835	\$609,559	\$737,836	\$835,501	\$901,360	\$934,489	\$933,943	\$898,749	\$827,905	\$720,382

1 Assumes an annual interest rate of .73% to 2.9%.

Infrastructure



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

	ESTIMATED				BUDGET	PROJECTIONS					
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Balance	\$5,176,075	\$5,740,998	\$7,008,669	\$6,590,988	\$2,990,722	\$2,928,591	\$2,941,749	\$2,946,985	\$2,950,046	\$2,955,226	\$2,995,786
Revenues:											
Interest on Investments	\$231,670	\$346,122	\$328,830	\$46,997	\$37,944	\$21,379	\$22,651	\$27,996	\$36,876	\$51,716	\$59,916
12251 James Street Building	\$215,916	\$215,919	\$130,138	\$39,144	\$44,094	\$44,119	\$44,119	\$44,119	\$44,119	\$44,119	\$44,119
Coopersville Building	\$26,736	\$26,736	\$26,736	\$6,512	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FIA Building ¹	\$465,627	\$459,825	\$452,606	\$457,861	\$460,750	\$425,818	\$417,737	\$409,817	\$402,056	\$325,996	\$319,911
WEMET	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256
Hudsonville Human Services	\$10,041	\$10,952	\$10,952	\$10,952	\$10,952	\$913	\$0	\$0	\$0	\$0	\$0
Grand Haven Human Services	\$66,432	\$66,437	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914
Other Revenue ²	\$67,415	\$72,906	\$71,756	\$72,861	\$102,134	\$102,134	\$102,134	\$102,134	\$102,134	\$102,134	\$102,134
Rent Diverted to General Fund					(\$300,000)	(\$300,000)	(\$300,000)	(\$300,000)	(\$300,000)	(\$200,000)	(\$100,000)
Operating Transf In Holland		\$173,994									
Total Revenues	\$1,110,093	\$1,399,147	\$1,093,188	\$706,497	\$428,044	\$366,533	\$358,811	\$356,236	\$357,355	\$396,135	\$498,250
Expenditures											
Building & Improvement	\$70,510	\$125,636	\$176	\$196,000	\$300,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Debt Service - GH/WO	\$0	\$325	\$187,713	\$187,875	\$187,575	\$188,375	\$188,575	\$188,175	\$187,175	\$190,575	\$188,825
Operating Transf Out GH/WO	\$68,161	\$0	\$1,266,618	\$3,917,388							
Other / Consultants	\$406,499	\$5,515	\$56,362	\$5,500	\$2,600	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Total Expenditures	\$545,170	\$131,476	\$1,510,869	\$4,306,763	\$490,175	\$353,375	\$353,575	\$353,175	\$352,175	\$355,575	\$353,825
Projected Ending Fund Balance	\$5,740,998	\$7,008,669	\$6,590,988	\$2,990,722	\$2,928,591	\$2,941,749	\$2,946,985	\$2,950,046	\$2,955,226	\$2,995,786	\$3,140,211

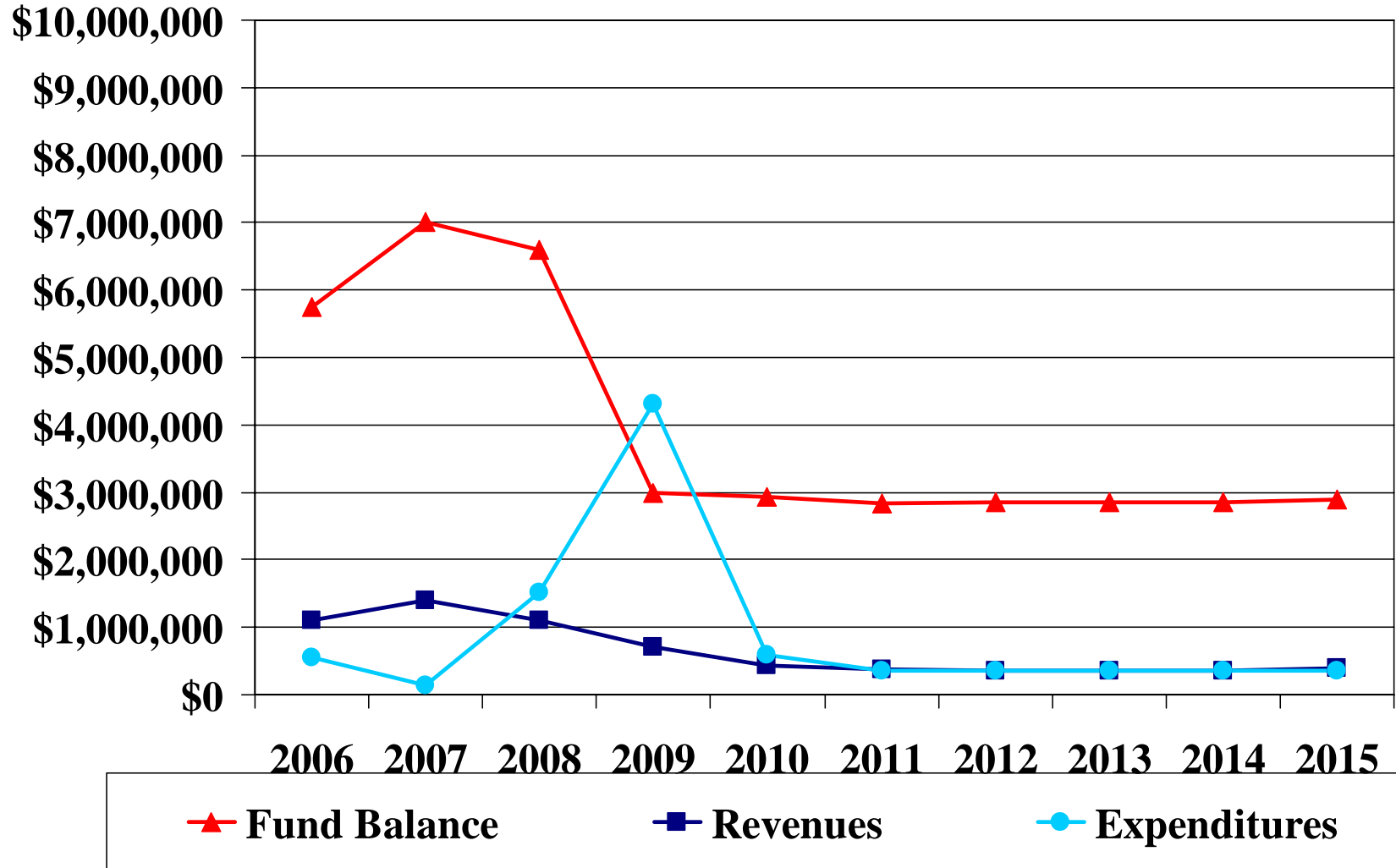
PROJECTIONS 

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$3,140,211	\$3,386,042	\$3,638,334	\$3,898,031	\$4,173,737	\$4,402,774	\$4,632,075	\$4,860,537	\$5,091,520	\$5,327,128	\$5,563,857
Revenues:											
Interest on Investments	\$69,085	\$81,265	\$94,597	\$113,043	\$121,038	\$127,680	\$134,330	\$140,956	\$147,654	\$154,487	\$161,352
12251 James Street Building	\$44,119	\$44,119	\$44,119	\$44,119	\$44,119	\$44,119	\$41,837	\$41,156	\$41,156	\$41,156	\$41,156
FIA Building ¹	\$313,948	\$308,104	\$302,377	\$296,765	\$291,265	\$285,875	\$280,593	\$275,416	\$270,343	\$265,371	\$260,499
WEMET	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256
Grand Haven Human Services	\$45,914	\$45,914	\$45,914	\$45,914	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rent Diverted to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenue ²	\$102,134	\$102,134	\$102,134	\$102,134	\$102,134	\$102,134	\$102,134	\$102,134	\$102,134	\$102,134	\$102,134
Total Revenues	\$601,456	\$607,792	\$615,397	\$628,231	\$584,812	\$586,064	\$585,150	\$585,918	\$587,543	\$589,404	\$591,397
Expenditures											
Building & Improvement	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Debt Service - GH/WO	\$190,625	\$190,500	\$190,700	\$187,525	\$190,775	\$191,763	\$191,688	\$189,935	\$186,935	\$187,675	\$188,850
Other / Consultants	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Total Expenditures	\$355,625	\$355,500	\$355,700	\$352,525	\$355,775	\$356,763	\$356,688	\$354,935	\$351,935	\$352,675	\$353,850
Projected Ending Fund Balance	\$3,386,042	\$3,638,334	\$3,898,031	\$4,173,737	\$4,402,774	\$4,632,075	\$4,860,537	\$5,091,520	\$5,327,128	\$5,563,857	\$5,801,404



1 Assumes a 20% decrease in our contract with DHS; the lease expires in 2014. Interest is estimated at .073% to 2.9% annually.

2 Assumes contracts for communications tower rent continue beyond signed contract date.

Public Improvement



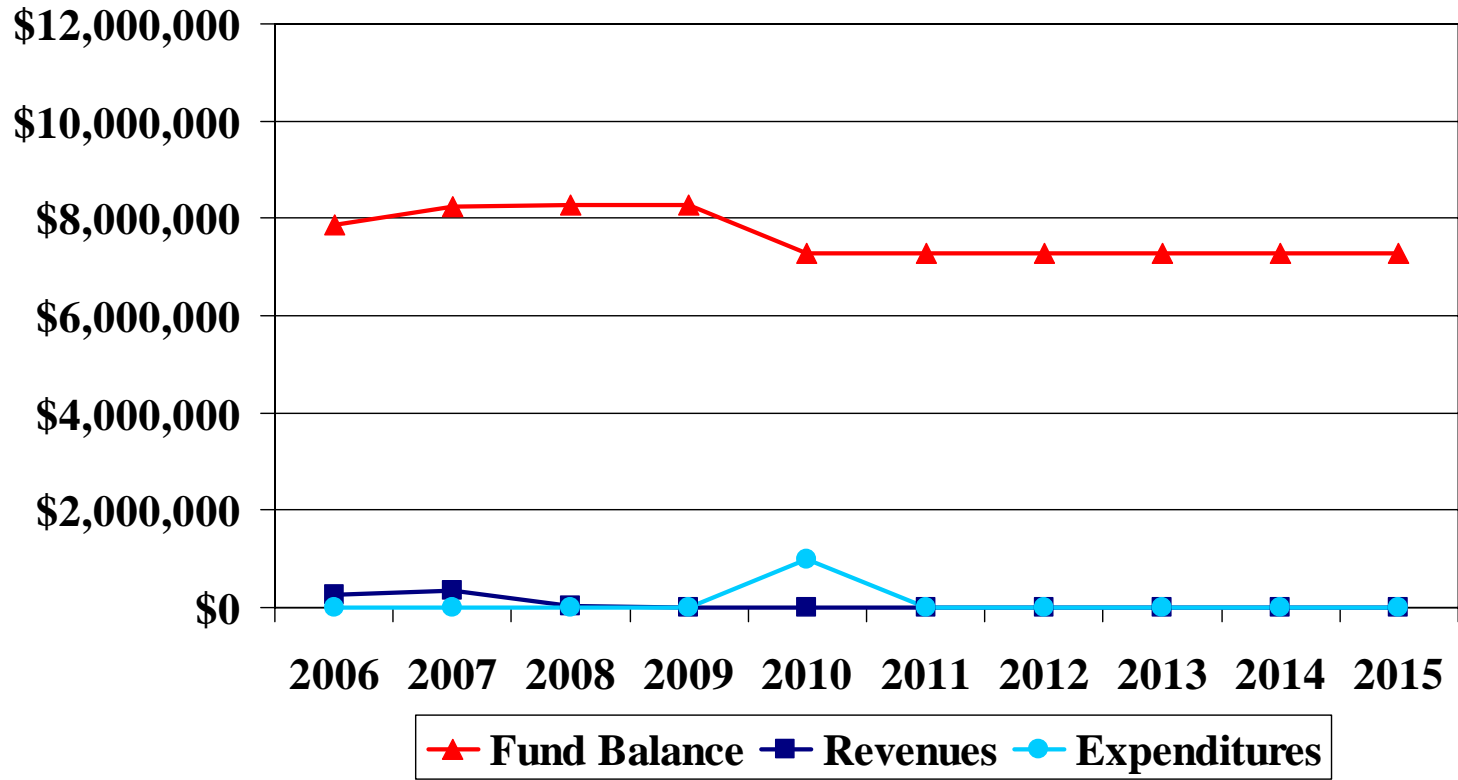
**County of Ottawa
Financing Tools
Stabilization Fund (2570)
History/Projections**

	2006	2007	2008	Estimated 2009	Budgeted 2010	PROJECTIONS 						
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	
Beginning Fund Balance	\$7,603,560	\$7,872,350	\$8,232,069	\$8,269,673	\$8,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082
Revenues:												
Transfer from General Fund	\$268,790	\$359,719	\$37,604	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$268,790	\$359,719	\$37,604	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures:												
Transfer to General Fund	\$0	\$0	\$0	\$68,591	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$68,591	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$7,872,350	\$8,232,069	\$8,269,673	\$8,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082
Interest Income to General Fund	\$348,068	\$363,973	\$365,635	\$118,916	\$93,614	\$52,568	\$55,448	\$68,410	\$90,014	\$126,019	\$144,022	\$144,022
	PROJECTIONS 											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
Beginning Fund Balance	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082
Revenues:												
Transfer from General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures:												
Transfer to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082	\$7,201,082
Interest Income to General Fund	\$158,424	\$172,826	\$187,228	\$208,831	\$208,831	\$208,831	\$208,831	\$208,831	\$208,831	\$208,831	\$208,831	\$208,831


Notes: Estimated interest income to the General Fund is calculated at .73% - 2.9% per year

This financing tool will not be fully funded as of 12/31/09. The estimated amount required to achieve full funding at 12/31/09 is estimated at \$1,105,475. Because the fund is contributing to the 2010 operating budget, the estimated amount required to achieve full funding at 12/31/10 is \$2,275,832.

Stabilization



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

	2006	2007	2008	Estimated 2009	Budget 2010	PROJECTIONS 2011	 2012	2013	2014	2015	2016
Beginning Fund Balance	\$24,343,239	\$24,236,439	\$24,406,620	\$24,562,184	\$24,255,165	\$24,239,614	\$23,859,614	\$24,007,572	\$24,007,804	\$23,927,903	\$23,740,723
Revenues:											
Operating Revenue	\$1,149,927	\$1,519,704	\$1,917,109	\$1,947,041	\$2,246,000	\$1,996,000	\$1,966,000	\$1,800,000	\$1,620,000	\$1,458,000	\$1,312,200
Forfeiture Revenue	\$141,926	\$192,211	\$284,488	\$346,998	\$385,227	\$249,500	\$245,750	\$225,000	\$202,500	\$182,250	\$164,025
Nonoperating Revenue	\$844,786	\$999,816	\$706,196	\$201,550	\$189,660	\$104,400	\$106,557	\$130,001	\$168,055	\$230,306	\$256,400
Total Revenue	\$2,136,639	\$2,711,731	\$2,907,793	\$2,495,589	\$2,820,887	\$2,349,900	\$2,318,307	\$2,155,001	\$1,990,555	\$1,870,556	\$1,732,625
Expenses:											
Operating Expenses	\$1,374	\$1,012	\$1,012	\$1,012	\$1,012	\$1,012	\$1,012	\$1,012	\$1,012	\$1,012	\$1,012
Forfeiture Expenses	\$85,408	\$78,627	\$282,805	\$191,440	\$216,589	\$119,760	\$117,960	\$108,000	\$97,200	\$87,480	\$78,732
Prin & Int Pmts	\$2,156,657	\$2,461,911	\$2,468,412	\$2,610,156	\$2,618,837	\$2,609,128	\$2,051,377	\$2,045,757	\$1,972,244	\$1,969,244	\$1,967,994
Total Expenses	\$2,243,439	\$2,541,550	\$2,752,229	\$2,802,608	\$2,836,438	\$2,729,900	\$2,170,349	\$2,154,769	\$2,070,456	\$2,057,736	\$2,047,738
Ending Fund Balance	\$24,236,439	\$24,406,620	\$24,562,184	\$24,255,165	\$24,239,614	\$23,859,614	\$24,007,572	\$24,007,804	\$23,927,903	\$23,740,723	\$23,425,610

PROJECTIONS

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$23,927,903	\$23,495,411	\$24,477,170	\$25,500,695	\$26,585,476	\$27,647,470	\$28,700,950	\$29,733,023	\$30,770,572	\$31,825,318	\$33,495,061
Revenues:											
Operating Revenue	\$1,181,000	\$1,299,100	\$1,299,100	\$1,299,100	\$1,260,127	\$1,234,145	\$1,195,172	\$1,181,000	\$1,181,000	\$1,181,000	\$1,181,000
Forfeiture Revenue	\$147,625	\$162,388	\$162,388	\$162,388	\$157,516	\$154,268	\$149,397	\$147,625	\$147,625	\$147,625	\$147,625
Nonoperating Revenue	\$278,999	\$343,973	\$388,208	\$451,107	\$470,297	\$489,084	\$507,720	\$525,977	\$544,331	\$562,990	\$592,528
Total Revenue	\$1,607,624	\$1,805,461	\$1,849,696	\$1,912,595	\$1,887,940	\$1,877,497	\$1,852,289	\$1,854,602	\$1,872,956	\$1,891,615	\$1,921,153
Expenses:											
Operating Expenses	\$1,012	\$1,012	\$1,012	\$1,012	\$1,012	\$1,012	\$1,012	\$1,012	\$1,012	\$1,012	\$1,012
Forfeiture Expenses	\$70,860	\$77,946	\$77,946	\$77,946	\$75,608	\$74,049	\$71,710	\$70,860	\$70,860	\$70,860	\$70,860
Prin & Int Pmts	\$1,968,244	\$744,744	\$747,213	\$748,856	\$749,326	\$748,956	\$747,494	\$745,181	\$746,338	\$150,000	\$150,000
Total Expenses	\$2,040,116	\$823,702	\$826,171	\$827,814	\$825,946	\$824,017	\$820,216	\$817,053	\$818,210	\$221,872	\$221,872
Ending Fund Balance	\$23,495,411	\$24,477,170	\$25,500,695	\$26,585,476	\$27,647,470	\$28,700,950	\$29,733,023	\$30,770,572	\$31,825,318	\$33,495,061	\$35,194,342

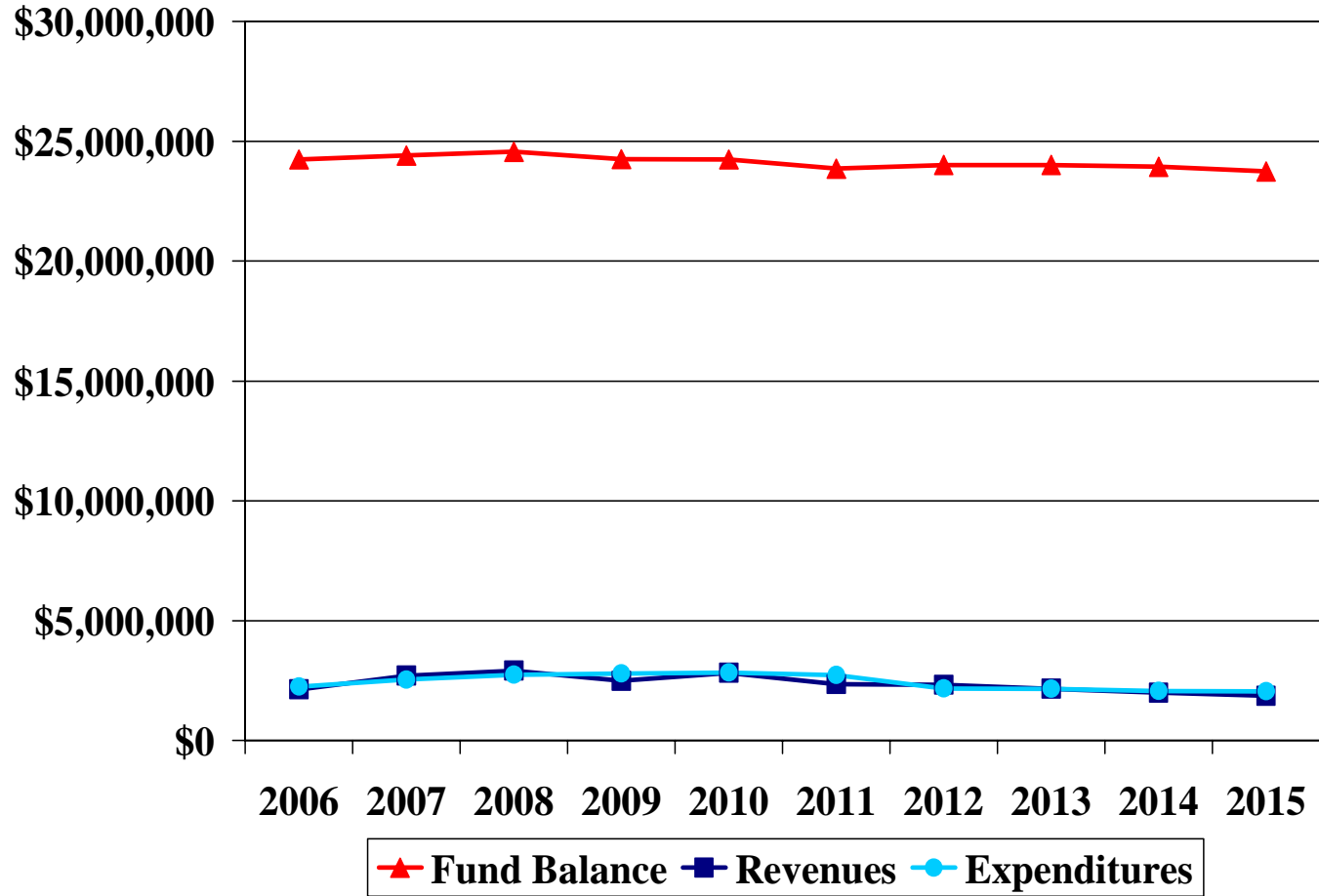
Assumes operating revenue, forfeiture revenue and expense will remain steady

Interest for 2011 thru 2027 ranges from .73% to 2.0% annually.



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

Principal and interest payments include bond fees

Delinquent Tax Revolving Fund



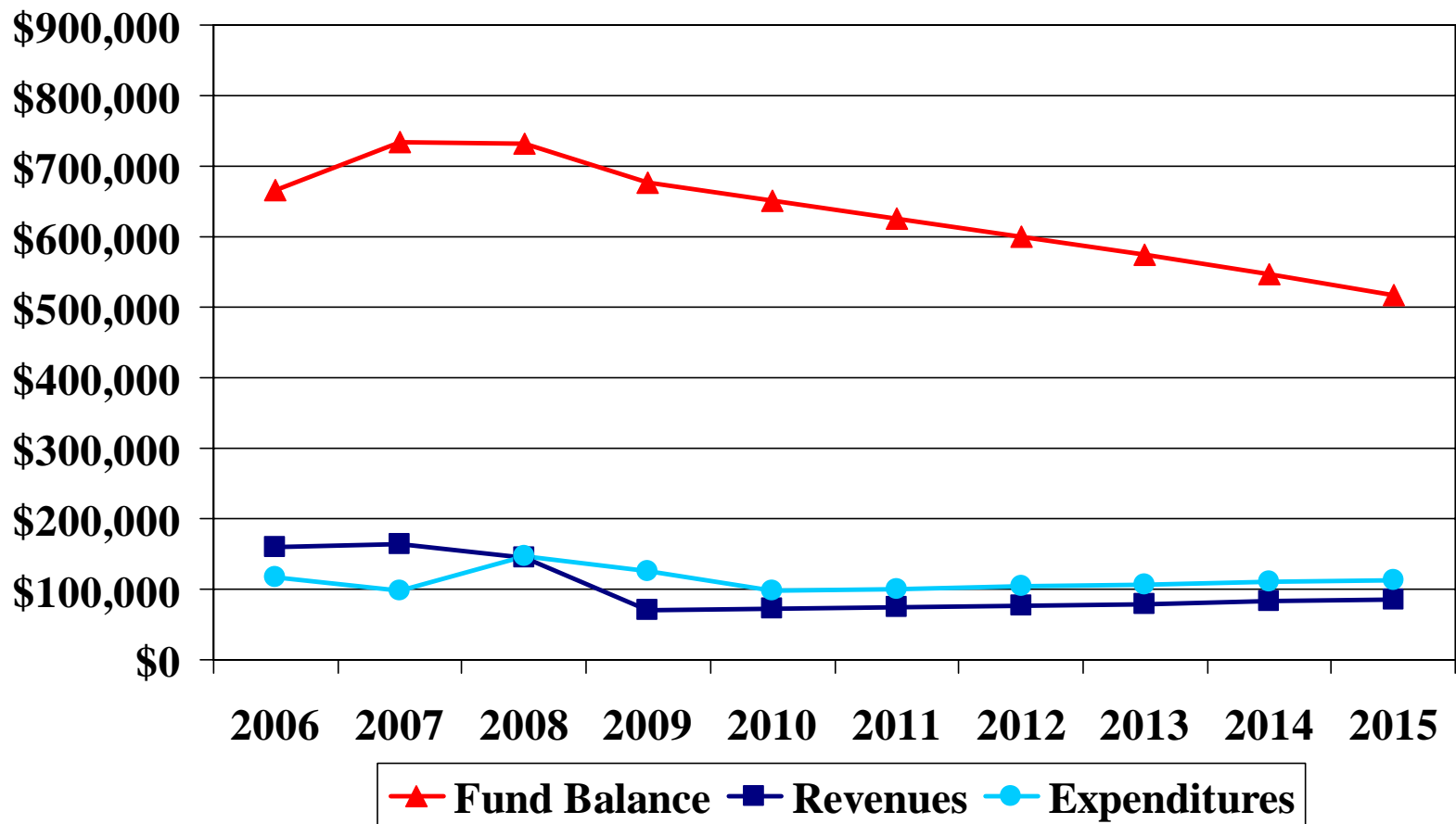
County of Ottawa
Financing Tools
Duplicating Fund (6450)
History/Projections

	2006	2007	2008	Estimated 2009	Budgeted 2010	PROJECTIONS 					
	<u>2006</u>	<u>2007</u>	<u>2008</u>	<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	\$623,065	\$666,476	\$733,656	\$731,485	\$676,109	\$651,575	\$626,305	\$600,278	\$573,470	\$545,858	\$517,417
Revenues:											
Operating Revenue	\$135,334	\$128,483	\$115,034	\$60,000	\$65,000	\$66,950	\$68,959	\$71,028	\$73,159	\$75,354	\$77,615
Nonoperating Revenue	\$24,398	\$36,071	\$28,937	\$9,448	\$7,921	\$8,159	\$8,404	\$8,656	\$8,916	\$9,183	\$9,458
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	<u>\$159,732</u>	<u>\$164,554</u>	<u>\$143,971</u>	<u>\$69,448</u>	<u>\$72,921</u>	<u>\$75,109</u>	<u>\$77,363</u>	<u>\$79,684</u>	<u>\$82,075</u>	<u>\$84,537</u>	<u>\$87,073</u>
Expenses:											
Operating Expenses	\$116,321	\$97,374	\$146,142	\$124,824	\$97,455	\$100,379	\$103,390	\$106,492	\$109,687	\$112,978	\$116,367
Operating Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	<u>\$116,321</u>	<u>\$97,374</u>	<u>\$146,142</u>	<u>\$124,824</u>	<u>\$97,455</u>	<u>\$100,379</u>	<u>\$103,390</u>	<u>\$106,492</u>	<u>\$109,687</u>	<u>\$112,978</u>	<u>\$116,367</u>
Ending Fund Equity	<u>\$666,476</u>	<u>\$733,656</u>	<u>\$731,485</u>	<u>\$676,109</u>	<u>\$651,575</u>	<u>\$626,305</u>	<u>\$600,278</u>	<u>\$573,470</u>	<u>\$545,858</u>	<u>\$517,417</u>	<u>\$488,123</u>
	PROJECTIONS										
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Beginning Fund Equity	\$488,123	\$457,950	\$426,871	\$394,859	\$361,886	\$327,924	\$292,943	\$256,913	\$219,802	\$181,578	\$142,207
Revenues:											
Operating Revenue	\$79,943	\$82,341	\$84,811	\$87,355	\$89,976	\$92,675	\$95,455	\$98,319	\$101,269	\$104,307	\$107,436
Nonoperating Revenue	\$9,742	\$10,034	\$10,335	\$10,645	\$10,964	\$11,293	\$11,632	\$11,981	\$12,340	\$12,710	\$13,091
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	<u>\$89,685</u>	<u>\$92,375</u>	<u>\$95,146</u>	<u>\$98,000</u>	<u>\$100,940</u>	<u>\$103,968</u>	<u>\$107,087</u>	<u>\$110,300</u>	<u>\$113,609</u>	<u>\$117,017</u>	<u>\$120,527</u>
Expenses:											
Operating Expenses	\$119,858	\$123,454	\$127,158	\$130,973	\$134,902	\$138,949	\$143,117	\$147,411	\$151,833	\$156,388	\$161,080
Operating Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	<u>\$119,858</u>	<u>\$123,454</u>	<u>\$127,158</u>	<u>\$130,973</u>	<u>\$134,902</u>	<u>\$138,949</u>	<u>\$143,117</u>	<u>\$147,411</u>	<u>\$151,833</u>	<u>\$156,388</u>	<u>\$161,080</u>
Ending Fund Equity	<u>\$457,950</u>	<u>\$426,871</u>	<u>\$394,859</u>	<u>\$361,886</u>	<u>\$327,924</u>	<u>\$292,943</u>	<u>\$256,913</u>	<u>\$219,802</u>	<u>\$181,578</u>	<u>\$142,207</u>	<u>\$101,654</u>



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

Revenue decrease beginning in 2009 due to a change in the calculation of charges to departments

Duplicating



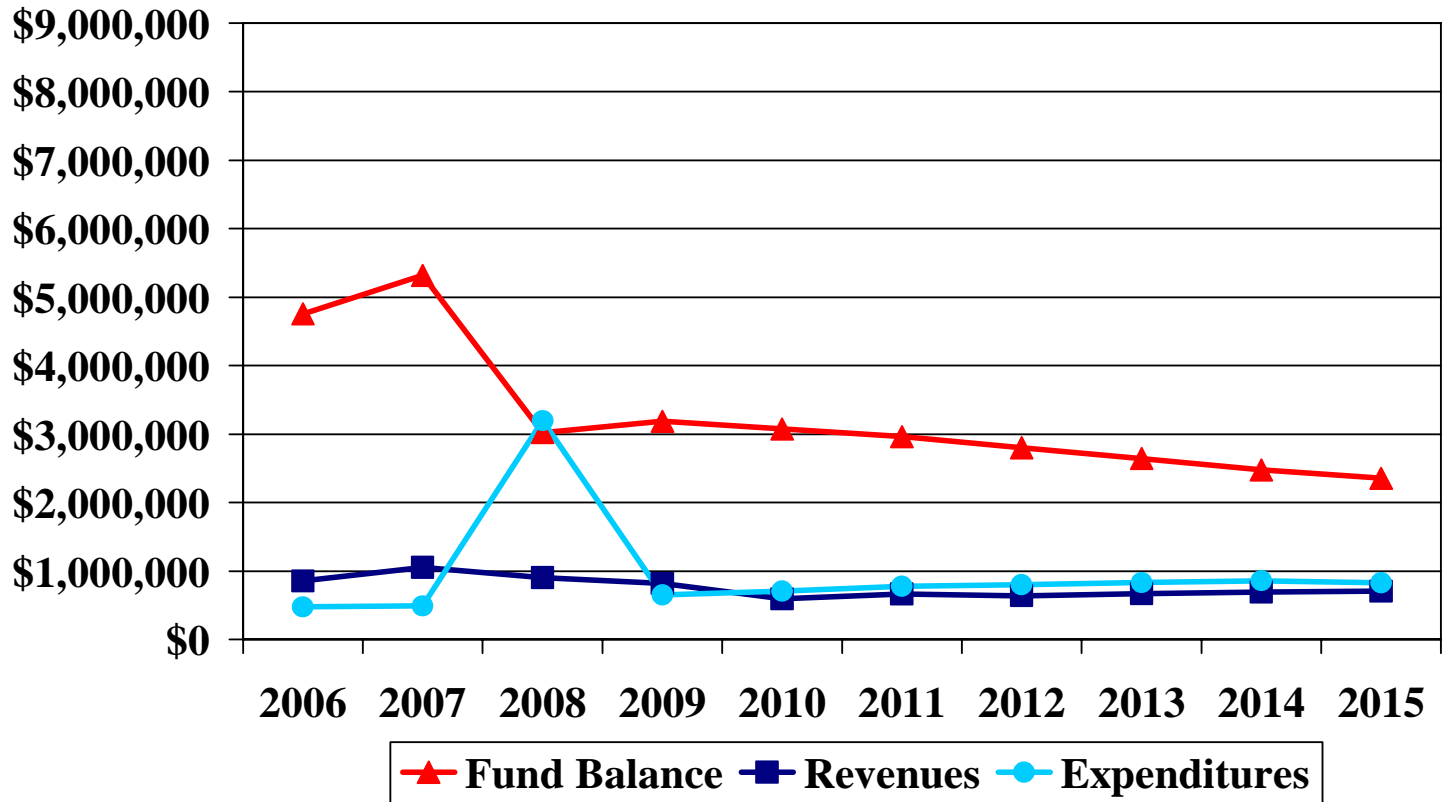
**County of Ottawa
Financing Tools
Telecommunications (6550)
History/Projections**

	ESTIMATED			BUDGETED		PROJECTIONS 					
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Equity	\$4,379,802	\$4,754,622	\$5,316,040	\$3,022,401	\$3,189,424	\$3,076,896	\$2,964,471	\$2,802,357	\$2,641,638	\$2,475,488	\$2,353,519
Revenues:											
Operating Revenue *	\$687,552	\$806,909	\$705,878	\$755,000	\$559,474	\$628,739	\$598,777	\$629,599	\$659,627	\$677,581	\$752,877
Nonoperating Revenue	\$165,254	\$246,288	\$195,984	\$65,000	\$35,395	\$35,570	\$37,886	\$39,281	\$33,850	\$28,031	\$18,703
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$852,806	\$1,053,197	\$901,862	\$820,000	\$594,869	\$664,309	\$636,663	\$668,880	\$693,477	\$705,612	\$771,580
Expenses:											
Operating Expenses	\$477,986	\$491,779	\$445,501	\$502,977	\$507,397	\$576,734	\$598,777	\$629,599	\$659,627	\$677,581	\$702,877
Debt Service - GH/WO	\$0	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Operating Transfers Out	\$0	\$0	\$2,600,000	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$0	\$0
Total Expenses	\$477,986	\$491,779	\$3,195,501	\$652,977	\$707,397	\$776,734	\$798,777	\$829,599	\$859,627	\$827,581	\$852,877
Ending Fund Equity	\$4,754,622	\$5,316,040	\$3,022,401	\$3,189,424	\$3,076,896	\$2,964,471	\$2,802,357	\$2,641,638	\$2,475,488	\$2,353,519	\$2,272,222
	PROJECTIONS										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Equity	\$2,272,222	\$2,240,350	\$2,258,092	\$2,275,748	\$2,293,486	\$2,311,365	\$2,329,418	\$2,346,603	\$2,362,414	\$2,376,586	\$2,388,873
Revenues:											
Operating Revenue	\$834,408	\$897,723	\$908,026	\$923,755	\$943,859	\$965,547	\$989,467	\$1,018,031	\$1,050,275	\$1,082,350	\$1,109,712
Nonoperating Revenue	\$18,128	\$17,742	\$17,656	\$17,738	\$17,879	\$18,053	\$17,185	\$15,811	\$14,172	\$12,287	\$10,313
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$852,536	\$915,465	\$925,682	\$941,493	\$961,738	\$983,600	\$1,006,652	\$1,033,842	\$1,064,447	\$1,094,637	\$1,120,025
Expenses:											
Operating Expenses	\$734,408	\$747,723	\$758,026	\$773,755	\$793,859	\$815,547	\$839,467	\$868,031	\$900,275	\$932,350	\$959,712
Debt Service - GH/WO	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Operating Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$884,408	\$897,723	\$908,026	\$923,755	\$943,859	\$965,547	\$989,467	\$1,018,031	\$1,050,275	\$1,082,350	\$1,109,712
Ending Fund Equity	\$2,240,350	\$2,258,092	\$2,275,748	\$2,293,486	\$2,311,365	\$2,329,418	\$2,346,603	\$2,362,414	\$2,376,586	\$2,388,873	\$2,399,186



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

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

Telecommunications

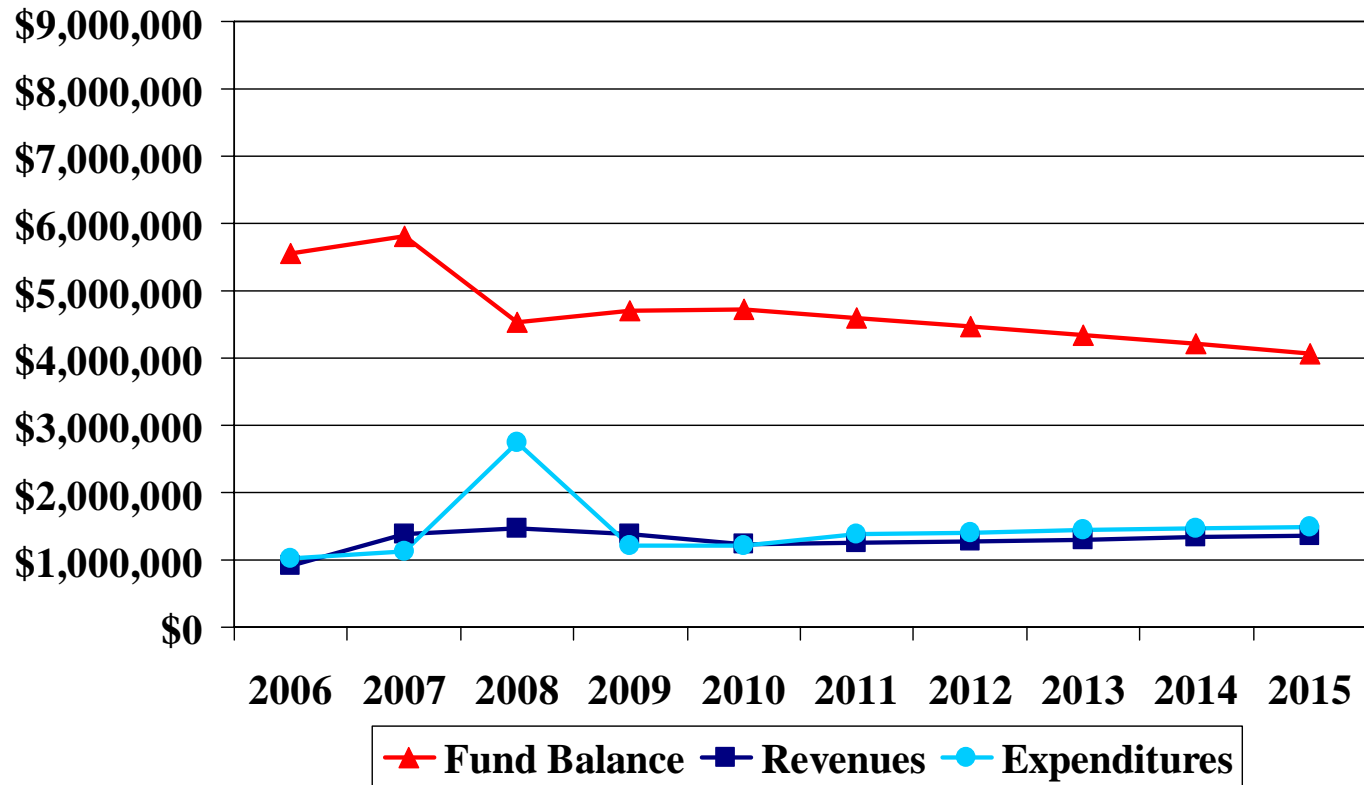


**County of Ottawa
Financing Tools
Equipment Pool Fund (6641)
History/Projections**

	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>ESTIMATED 2009</u>	<u>BUDGETED 2010</u>	<u>PROJECTIONS 2011</u>	 <u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Beginning Fund Equity	\$5,641,538	\$5,552,615	\$5,803,262	\$4,538,679	\$4,710,198	\$4,727,671	\$4,601,275	\$4,471,752	\$4,339,022	\$4,203,003	\$4,063,610
Revenues:											
Operating Revenue	\$1,009,952	\$1,256,930	\$1,332,918	\$1,345,000	\$1,194,665	\$1,218,558	\$1,242,929	\$1,267,788	\$1,293,144	\$1,319,007	\$1,345,387
Nonoperating Revenue	(\$87,469)	\$131,688	\$138,977	\$34,339	\$36,998	\$37,738	\$38,493	\$39,263	\$40,048	\$40,849	\$41,666
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$922,483	\$1,388,618	\$1,471,895	\$1,379,339	\$1,231,663	\$1,256,296	\$1,281,422	\$1,307,051	\$1,333,192	\$1,359,855	\$1,387,053
Expenses:											
Operating Expenses	\$1,011,406	\$1,137,971	\$1,236,478	\$1,207,820	\$1,214,190	\$1,382,693	\$1,410,945	\$1,439,780	\$1,469,211	\$1,499,249	\$1,529,907
Operating Transfer Out - GH/WO	\$0	\$0	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$1,011,406	\$1,137,971	\$2,736,478	\$1,207,820	\$1,214,190	\$1,382,693	\$1,410,945	\$1,439,780	\$1,469,211	\$1,499,249	\$1,529,907
Ending Fund Equity	<u>\$5,552,615</u>	<u>\$5,803,262</u>	<u>\$4,538,679</u>	<u>\$4,710,198</u>	<u>\$4,727,671</u>	<u>\$4,601,275</u>	<u>\$4,471,752</u>	<u>\$4,339,022</u>	<u>\$4,203,003</u>	<u>\$4,063,610</u>	<u>\$3,920,756</u>
	PROJECTIONS										
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Beginning Fund Equity	\$3,920,756	\$3,774,350	\$3,624,303	\$3,470,519	\$3,312,900	\$3,151,349	\$2,985,763	\$2,816,037	\$2,642,064	\$2,463,732	\$2,280,928
Revenues:											
Operating Revenue	\$1,372,295	\$1,399,740	\$1,427,735	\$1,456,290	\$1,485,416	\$1,515,124	\$1,545,427	\$1,576,335	\$1,607,862	\$1,640,019	\$1,672,819
Nonoperating Revenue	\$42,499	\$43,349	\$44,216	\$45,100	\$46,002	\$46,922	\$47,861	\$48,818	\$49,794	\$50,790	\$51,806
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,414,794	\$1,443,090	\$1,471,951	\$1,501,390	\$1,531,418	\$1,562,046	\$1,593,287	\$1,625,153	\$1,657,656	\$1,690,809	\$1,724,626
Expenses:											
Operating Expenses	\$1,561,199	\$1,593,137	\$1,625,735	\$1,659,008	\$1,692,969	\$1,727,633	\$1,763,013	\$1,799,127	\$1,835,988	\$1,873,613	\$1,912,017
Operating Transfer Out - GH/WO	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$1,561,199	\$1,593,137	\$1,625,735	\$1,659,008	\$1,692,969	\$1,727,633	\$1,763,013	\$1,799,127	\$1,835,988	\$1,873,613	\$1,912,017
Ending Fund Equity	<u>\$3,774,350</u>	<u>\$3,624,303</u>	<u>\$3,470,519</u>	<u>\$3,312,900</u>	<u>\$3,151,349</u>	<u>\$2,985,763</u>	<u>\$2,816,037</u>	<u>\$2,642,064</u>	<u>\$2,463,732</u>	<u>\$2,280,928</u>	<u>\$2,093,537</u>

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

Equipment Pool



**County of Ottawa
History of Positions By Fund
For the Years 2008 - 2010**

Fund #	Dept #	Sub-Dept #	Department Name	2008 Full-Time Equivalents	2009 Full-Time Equivalents	2010 Full-Time Equivalents	Change in Full-Time Equivalents 2009 to 2010
GENERAL FUND							
1010	1010		Commissioners	11.000	11.000	11.000	
1010	1310		Circuit Court	14.750	14.750	14.750	
1010	1360		District Court	51.375	54.175	53.825	-0.350 1
1010	1480		Probate Court	6.000	6.000	6.000	
1010	1490		Family Court - Juvenile Services	6.000	6.000	5.150	-0.850 2
1010	1910		Elections	3.000	2.000	1.000	-1.000 2
1010	2010		Fiscal Services	14.050	14.300	13.300	-1.000 3
1010	2100		Corporate Counsel	1.575	1.575	1.575	
1010	2150		County Clerk	21.600	22.000	23.000	1.000 2
1010	2230		Administrator	3.340	3.340	3.340	
1010	2250		Equalization	13.500	13.500	12.500	-1.000 3
1010	2260		Human Resources	4.600	4.600	4.325	-0.275 4
1010	2290		Prosecuting Attorney	27.100	27.100	26.100	-1.000 5
1010	2360		Register of Deeds	11.000	11.000	9.000	-2.000 2
1010	2450		Survey & Remonumentation	0.050	0.550	0.050	-0.500 6
1010	2530		County Treasurer	8.950	9.450	9.950	0.500 4
1010	2570		Co-Operative Extension	4.925	4.325	2.700	-1.625 3
1010	2590		Geographic Information System	5.000	5.000	5.000	
1010	2651		Bldg. & Grnds - Hudsonville	0.676	0.676	1.054	0.378 2,3
1010	2652		Bldg. & Grnds - Holland Human Serv.	0.968	0.968	1.312	0.344 2,3
1010	2653		Bldg. & Grnds - Fulton Street	0.400	0.400	0.489	0.089 2,3
1010	2654		Bldg. & Grnds - Grand Haven	6.686	6.686	3.637	-3.049 2,3
1010	2655		Bldg. & Grnds - Holland Health Facility	0.988	0.988	1.332	0.344 2,3
1010	2656		Bldg. & Grnds - Holland District Court	1.386	1.386	1.443	0.057 2,3
1010	2658		Bldg. & Grnds - Grand Haven Health	0.380	0.380	0.566	0.186 2,3
1010	2659		Bldg. & Grnds - CMH Facility	1.044	1.044	1.592	0.548 2,3
1010	2660		Bldg. & Grnds - Coopersville	0.352	0.352	0.176	-0.176 2,3
1010	2664		Bldg. & Grnds - 4th & Clinton	0.286	0.286	0.000	-0.286 2,3
1010	2665		Bldg. & Grnds-Probate/Juvenile Complex	4.914	4.914	3.323	-1.591 2,3
1010	2667		Bldg. & Grnds-Administrative Annex	6.206	6.206	3.798	-2.408 2,3
1010	2668		Bldg. & Grnds-FLA	1.564	1.564	1.879	0.315 2,3
1010	2750		Drain Commission	7.000	7.000	7.000	
1010	3020		Sheriff	68.950	70.950	70.950	
1010	3100		West Michigan Enforcement Team	6.000	6.000	6.000	
1010	3113		COPS - Holland/West Ottawa	1.000	1.000	1.000	
1010	3119		City of Coopersville	5.000	5.000	5.000	
1010	3120		City of Hudsonville	6.000	6.000	6.000	
1010	3170		Blendon/Holland/Robinson/Zeeland	1.000	1.000	1.000	
1010	3310		Marine Safety	0.750	0.750	0.750	
1010	3510		Jail	77.000	77.000	76.000	-1.000 3
1010	4260		Emergency Services	2.100	2.100	2.100	
1010	4263		HAZMAT Response Team	0.400	0.400	0.400	
1010	4300		Animal Control	3.000	3.000	3.000	
1010	7211		Planner/Grants	6.950	6.950	5.950	-1.000 3
TOTAL GENERAL FUND				418.815	423.665	408.315	-15.350
PARKS & RECREATION							
2081	7510		Parks Department	13.000	15.000	15.000	
FRIEND OF THE COURT							
2160	1410		Friend of the Court	34.125	35.125	35.125	
2160	1420		FOC Medical Support Enforcement	1.000	0.000	0.000	
2160	1440		FOC Warrant Officer	1.000	1.000	1.000	
TOTAL FRIEND OF THE COURT				36.125	36.125	36.125	
9/30 JUDICIAL GRANTS							
2170	1361		Dist. Ct. SCAO Drug Ct. Grant	1.000	1.000	1.000	
2170	1371		SCAO Adult Drug Court Grant	1.500	1.000	0.000	-1.000 6
2170	1372		Adult Priority Population	0.000	3.000	0.000	-3.000 6
2170	1491		Byrne Juv. Drug Cr. Grant	1.000	0.000	0.000	

**County of Ottawa
History of Positions By Fund
For the Years 2008 - 2010**

Fund #	Dept #	Sub-Dept #	Department Name	2008 Full-Time Equivalents	2009 Full-Time Equivalents	2010 Full-Time Equivalents	Change in Full-Time Equivalents 2009 to 2010
2170	1493		SCAO Juvenile Drug Ct. Grant	0.000	1.000	0.000	-1.000 6
				<u>3.500</u>	<u>6.000</u>	<u>1.000</u>	<u>-5.000</u>
HEALTH FUND							
2210	6010		Agency Support	6.300	5.800	5.800	
2210	6011		Public Health Preparedness	1.000	1.666	1.000	-0.666 2
2210	6012		Accounting/MIS	4.500	5.000	5.000	
2210	6015		PHP Risk Communication	1.000	0.333	0.200	-0.133 2
2210	6020		Environmental - Field Services	8.250	8.050	6.750	-1.300 2,5
2210	6021		Environmental - Food Services	7.430	6.930	7.430	0.500 2
2210	6030		Dental	1.270	0.620	0.000	-0.620 2
2210	6031		Hearing/Vision	4.010	3.830	3.621	-0.209 2,5
2210	6035		Epidemiology	1.000	1.000	0.000	-1.000 5
2210	6040		Scoliosis	0.546	0.000	0.000	
2210	6041		Clinic Clerical	0.000	12.900	11.750	-1.150 2
2210	6042		Family Planning	11.810	7.020	7.050	0.030 2
2210	6044		Immunization Clinic	11.650	4.750	5.850	1.100 2
2210	6045		Healthy Children's Contract	2.320	2.320	2.850	0.530 2
2210	6048		Tobacco Community Awareness	0.500	0.500	0.610	0.110 2
2210	6049		Substance Abuse Prevention	3.350	1.750	0.000	-1.750 2,3
2210	6050		Children's Special Health Care Services	3.550	3.600	4.300	0.700 2,5
2210	6052		Early On	1.460	1.470	0.679	-0.791 2,5
2210	6053		Maternal/Infant Support Services	13.354	10.950	9.400	-1.550 2,3,5
2210	6055		AIDS/Sexually Transmitted Diseases (STD)	4.530	3.630	3.750	0.120 2
2210	6058		Prenatal Care - Enrollment & Coordination	0.280	0.330	0.200	-0.130 2
2210	6059		Communicable Disease	5.660	4.200	4.100	-0.100 2
2210	6060		Prenatal Education	0.000	0.320	0.000	-0.320 2
2210	6310		Health Education	2.720	2.520	2.672	0.152 3
2210	6311		Nutrition/Wellness	2.890	2.890	2.068	-0.822 3
			TOTAL HEALTH FUND	<u>99.380</u>	<u>92.379</u>	<u>85.080</u>	<u>-7.299</u>
MENTAL HEALTH FUND							
2220	6491	1240	D.D. Clinical Support	7.250	7.250	6.490	-0.760 2,3,4
2220	6491	1349	D.D. Supported Employment	8.250	8.250	19.710	11.460 2,3
2220	6491	1357	D.D. Skill Building	41.250	41.250	25.710	-15.540 2,3
2220	6491	1443	D.D. Community Living Skills	0.000	0.000	0.910	0.910 2,4
2220	6491	5400	D.D. Training	0.510	0.510	0.420	-0.090 2
2220	6491	5401	D.D. Group Home Training	1.510	1.510	1.640	0.130 2
2220	6491	5510	D.D. Supports Coordination	13.770	13.770	15.174	1.404 2,3
2220	6491	5522	D.D. Child Case Management	3.260	3.260	4.446	1.186 2,3
2220	6492	5511	Other Pop. HUD Leasing Assistance Grant III	0.087	0.087	0.062	-0.024 2
2220	6492	5540	Other Pop. HUD Leasing Assistance Grant II	0.092	0.092	0.009	-0.083 2
2220	6492	5541	Other Pop. HUD Leasing Assistance Grant	0.092	0.092	0.149	0.057 2
2220	6493	3240	M.I. Adult Emergency Services	5.625	5.625	6.120	0.495 2
2220	6493	3241	M.I. Adult Access Center	5.870	5.870	10.050	4.180 2
2220	6493	3242	M.I. Adult Medication Clinic	6.510	6.510	2.571	-3.939 2
2220	6493	3243	M.I. Other Supported Services	1.000	1.000	0.000	-1.000 2
2220	6493	3244	M.I. MDT Grand Haven	0.000	0.000	11.921	11.921 2,4
2220	6493	3245	M.I. Adult Outpatient	12.935	12.935	0.000	-12.935 2,3
2220	6493	3247	M.I. Vocational Rehabilitation	0.500	0.500	0.500	
2220	6493	3249	M.I. Adult Assertive Community Treatment	9.330	9.330	8.171	-1.159 2,3,4
2220	6493	3254	M.I. MDT Holland	0.000	0.000	13.040	13.040 2,3
2220	6493	3343	M.I. Adult Grand Haven Clubhouse	2.920	0.000	0.000	
2220	6493	3344	M.I. Adult Lakeshore Clubhouse	2.920	5.840	5.157	-0.683 2,3,4
2220	6493	3450	M.I. Adult Riverview RTC	8.570	7.820	0.000	-7.820 2,3
2220	6493	3452	M.I. Adult Robert Brown Center	7.570	8.320	0.000	-8.320 2,3
2220	6493	5515	M.I. Adult Community Support Case Management	10.640	10.640	0.000	-10.640 2,3
2220	6494	4244	M.I. Child Home Based Services	2.530	2.530	2.970	0.440 2
2220	6494	4245	M.I. Child Home Outpatient	0.000	0.000	3.690	3.690 2
2220	6494	4451	M.I. Child Respite	0.000	0.000	0.240	0.240 4

**County of Ottawa
History of Positions By Fund
For the Years 2008 - 2010**

Fund #	Dept #	Sub-Dept #	Department Name	2008 Full-Time Equivalents	2009 Full-Time Equivalents	2010 Full-Time Equivalents	Change in Full-Time Equivalents 2009 to 2010
2220	6495	5020	Administration - Board	2.190	2.390	3.240	0.850 2,4
2220	6495	5022	Administration Quality Improvement	3.600	2.180	2.610	0.430 2,3
2220	6495	5023	Administration Recipient Rights	1.500	1.500	1.500	
2220	6495	5024	Administration Community Relations & Public Education	1.180	1.180	1.500	0.320 2
2220	6495	5025	Administration Receivables/Billing	3.000	0.000	0.000	
2220	6495	5026	Administration Finance	4.010	6.760	6.630	-0.130 2,3
2220	6495	5028	Administration Division Directors	10.950	10.750	0.000	-10.750 2,3
2220	6495	5029	Administration Managed Care Organization Administration	11.630	11.380	9.380	-2.000 2,3
2220	6495	5030	Administration Medical Records	0.000	1.420	1.390	-0.030 2
TOTAL MENTAL HEALTH				191.050	190.550	165.400	-25.150
LANDFILL TIPPING FEES							
2272	5250		Laidlaw Surcharge	4.720	4.720	4.420	-0.300 2
2272	5251		Waste Management				
				4.720	4.720	4.420	-0.300
PROSECUTING ATTORNEY GRANTS							
2601	2320		Crime Victim's Rights	3.000	3.000	3.000	
SHERIFF 9/30 GRANT PROGRAMS							
2609	3160		Sheriff Curb Auto Theft (SCAT)	0.750	1.000	0.000	-1.000 3
COPS UNIVERSAL							
2610	3114		Community Policing	3.000	3.000	3.000	
2610	3131		Community Policing-Holland Township	4.000	4.000	4.000	
2610	3132		Community Policing-Park Township	1.000	1.000	1.000	
2610	3133		Community Policing- Zeeland/Georgetown Township	1.000	1.000	1.000	
2610	3134		Community Policing- Port Sheldon Twp/West Ottawa	1.000	1.000	1.000	
2610	3135		Community Policing- Allendale Twp/Allendale Schools	1.000	1.000	1.000	
2610	3136		Community Policing- Grand Haven Twp/Grand Haven Sch.	1.000	1.000	1.000	
2610	3137		Community Policing- Georgetown Twp/Jenison Schools	1.000	1.000	1.000	
2610	3138		Community Policing- Zeeland Twp/Zeeland Schools	1.000	1.000	1.000	
2610	3139		Community Policing- Park Township/West Ottawa/	10.000	10.000	10.000	
2610	3141		Community Policing- Holland/Park	1.000	1.000	1.000	
2610	3142		Community Policing- Spring Lake Twp/ Schools	1.000	1.000	1.000	
2610	3143		Community Policing- Jamestown Township	1.000	1.000	1.000	
2610	3144		Community Policing- Tallmadge/Chester/Wright/Polkton	1.000	1.000	1.000	
2610	3145		Community Policing- Holland Twp/MI Police Corps	0.000	0.000	0.000	
2610	3146		Community Policing- Georgetown Township	13.000	13.000	13.000	
2610	3147		Community Policing- Allendale Twp/MI Police Corp	1.000	1.000	1.000	
2610	3148		Community Policing- Allendale	1.000	1.000	1.000	
TOTAL COPS UNIVERSAL				43.000	43.000	43.000	
SHERIFF ROAD PATROL							
2661	3150		Sheriff Road Patrol	3.000	3.000	3.000	
WORKFORCE INVESTMENT ACT FUNDS/MICHIGAN WORKS!/COMMUNITY ACTION AGENCY							
2740 - 2749, 2800, 2870 - 2890				19.200	19.200	26.400	7.200 2,3
GRANT PROGRAMS PASS THRU							
2750	3114		Community Policing	1.000	1.000	1.000	
COMMUNITY CORRECTIONS PROGRAM							
2850	1520		Adult Probation	9.025	9.025	8.175	-0.850 4
FAMILY INDEPENDENCE AGENCY							
2901	6730		Parenting Plus	1.000	0.000	0.000	
CHILD CARE							
2920	6620		Family Court - Detention Services	29.650	29.650	29.700	0.050 2

**County of Ottawa
History of Positions By Fund
For the Years 2008 - 2010**

Fund #	Dept #	Sub-Dept #	Department Name	2008 Full-Time Equivalents	2009 Full-Time Equivalents	2010 Full-Time Equivalents	Change in Full-Time Equivalents 2009 to 2010
2920	6622		Juvenile Intensive Supervision	3.300	3.300	3.300	
2920	6623		Juvenile Treatment/Div Services	13.430	12.430	12.830	0.400 2
2920	6624		Juvenile In-Home Services	18.445	19.445	19.845	0.400 2
			TOTAL CHILD CARE	<u>64.825</u>	<u>64.825</u>	<u>65.675</u>	<u>0.850</u>
MANAGEMENT INFORMATION SERVICES							
6360	2580		Data Processing	19.000	18.900	17.900	-1.000 4
DUPLICATING							
6450	2890		General Services Administration	0.075	0.075	0.125	0.050 2
TELECOMMUNICATIONS							
6550	2890		Telephones	1.225	1.375	1.175	-0.200 2
EQUIPMENT POOL FUND							
6641	9010		Equipment Pool	0.350	0.300	0.400	0.100 2
PROTECTED SELF-FUNDED PROGRAMS							
6770	8690		P.S.F. Liability Insurance	1.380	1.130	1.130	
6770	8710		P.S.F. Worker's Compensation Insurance	0.520	0.520	0.459	-0.061 2,3
6771	8520		P.S.F. Health Insurance	1.690	1.690	1.646	-0.044 2,3
6771	8540		P.S.F. Dental Insurance	0.240	0.240	0.214	-0.026 2,3
6771	8550		P.S.F. Vision Insurance	0.240	0.240	0.214	-0.026 2,3
6772	8700		P.S.F. Unemployment Insurance	0.290	0.290	0.281	-0.009 2,3
6775	8580		P.S.F. Long-Term Disability	0.100	0.100	0.091	-0.009 2,3
			TOTAL PROTECTED SELF-FUNDED PROGRAMS	<u>4.460</u>	<u>4.210</u>	<u>4.035</u>	<u>-0.175</u>
GRAND TOTAL OF ALL FUNDS				<u>936.500</u>	<u>939.399</u>	<u>889.225</u>	<u>-50.175</u>

The total change in full time equivalents of 50.175 is comprised of the following:

- 1 Permanent position converted to temporary position
- 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 Position eliminated/added with the 2010 budget
- 4 Net positions approved/eliminated during 2009
- 5 Position held vacant for 2010 budget
- 6 Position added/eliminated due to grant funding

County of Ottawa
2010 Approved Equipment Requests

Dept	Qty	Description	Approved Purchase Price	\$ Amount Added to
Commissioners	1	Docking Station	\$178	\$178
Commissioners	3	Laptop	\$4,050	\$4,050
Commissioners	5	Desktop PC	\$4,500	\$4,500
Commissioners	1	Multifunction printer	\$160	\$160
			<u>\$8,888</u>	<u>\$8,888</u>
Circuit Court	1	Laptop	\$1,350	\$1,350
Circuit Court	1	Flatbed scanner; 1200dpi, 8.5" x 11/7"	\$400	\$400
Circuit Court	1	20" LCD Monitor	\$240	\$240
Circuit Court	2	Small Laser Printer	\$500	\$500
Circuit Court	1	Color Laser Printer	\$1,500	\$1,500
Circuit Court	1	Small Color Laser Printer	\$500	\$500
Circuit Court	1	MS PowerPoint License	\$144	\$144
Circuit Court	13	20" LCD Monitor	\$3,120	\$3,120
Circuit Court	13	Adobe Acrobat Std License	\$1,703	\$1,703
Circuit Court	13	Desktop PC	\$11,700	\$11,700
Circuit Court	13	MS Office Pro License	\$4,264	\$4,264
			<u>\$25,421</u>	<u>\$25,421</u>
District Court	2	Camera	\$350	\$350
District Court	1	17" LCD Monitor	\$160	\$160
District Court	10	20" LCD Monitor	\$2,400	\$2,400
District Court	10	PC System Unit	\$8,000	\$8,000
District Court	8	Small Laser Printer	\$2,000	\$2,000
District Court	9	PC Label Printers (Dymo)	\$1,575	\$1,575
District Court	1	Document Scanner (Visioneer)	\$400	\$400
District Court	2	Network Laser Printer	\$1,500	\$1,500
District Court	1	Network Laser Printer	\$750	\$750
District Court	1	Color Inkjet Printer	\$100	\$100
District Court	3	Talon LEIN interface software	\$825	\$825
District Court	4	Wireless telephone headset	\$1,400	\$1,400
District Court	1	Small Copy Machine	\$700	\$700
District Court	2	PC Monitor privacy filters	\$190	\$190
District Court	1	Scanner Fujitsu 6130	\$1,154	\$1,154
District Court	1	Zebra Bar Code Printer	\$600	\$600
District Court	1	Color Inkjet Printer	\$100	\$100
District Court	1	Ascent Capture Software	\$995	\$995
District Court	2	Small Laser Printer	\$500	\$500
District Court	1	20" LCD Monitor	\$240	\$240
District Court	1	Laptop	\$1,350	\$1,350
District Court	1	Keyboards and mouse	\$40	\$40
District Court	1	Laptop Docking Stations	\$180	\$180
District Court	3	Conversion of the main Holland and Hudsonville Courtrooms to BIS	\$16,197	\$3,239
District Court	2	BIS Conversion of Magistrate Courtrooms	\$8,000	\$1,600
District Court	1	Scanner Canon DR 5010C	\$5,335	\$1,778
District Court	1	Scanner Cannon DR 5010C	\$5,335	\$1,778
District Court	1	Scanner Canon DR 7580	\$6,590	\$1,318
District Court	1	Scanner Cannon DR7580	\$6,590	\$2,196

County of Ottawa
2010 Approved Equipment Requests

Dept	Qty	Description	Approved Purchase Price	\$ Amount Added to
District Court	1	Scanner Cannon DR2510C	\$695	\$695
District Court	1	Ascent Capture Software	\$995	\$995
District Court	1	VRS Professional Workgroup	\$1,450	\$1,450
District Court	2	Laptop Docking Stations	\$360	\$360
District Court	2	Laptops	\$2,700	\$2,700
District Court	2	20" LCD Monitors	\$480	\$480
District Court	2	Keyboards and mouse	\$80	\$80
			<u>\$80,316</u>	<u>\$44,178</u>
Probate Court	1	Small Laser Printer	\$250	\$250
Probate Court	1	19" LCD Monitor	\$180	\$180
Probate Court	1	Small Laser Printer	\$250	\$250
Probate Court	1	Desktop PC	\$900	\$900
Probate Court	1	Small Laser Printer	\$250	\$250
Probate Court	1	Canon DR 7580	\$6,590	\$1,318
			<u>\$8,420</u>	<u>\$3,148</u>
Juvenile Services	1	19" LCD Monitor	\$180	\$180
Juvenile Services	1	Desktop PC	\$900	\$900
Juvenile Services	1	Laptop	\$1,350	\$1,350
Juvenile Services	1	Small Laser Printer	\$250	\$250
Juvenile Services	2	Color Inkjet Printer	\$200	\$200
Juvenile Services	10	Jury Room Chairs	\$4,400	\$4,400
			<u>\$7,280</u>	<u>\$7,280</u>
Adult Probation	4	Digital Recorder	\$1,600	\$1,600
Adult Probation	1	Office Furniture	\$4,624	\$4,624
Adult Probation	1	5 - high lateral file	\$700	\$700
Adult Probation	2	Equa 2 Side Chair	\$748	\$748
Adult Probation	1	Network Laser Printer	\$750	\$750
			<u>\$8,422</u>	<u>\$8,422</u>
Elections	1	19" LCD Monitor	\$180	\$180
Elections	1	Desktop Scanner	\$400	\$400
Elections	2	Desktop PC	\$1,800	\$1,800
			<u>\$2,380</u>	<u>\$2,380</u>
Fiscal Services	4	Small Laser Printer	\$1,000	\$1,000
Fiscal Services	8	17" LCD Monitor	\$1,280	\$1,280
Fiscal Services	9	Desktop PC	\$8,100	\$8,100
Fiscal Services	1	Financial Software System (\$500,000) (pending)	\$0	\$0
			<u>\$10,380</u>	<u>\$10,380</u>
County Clerk	1	Desktop Scanner	\$400	\$400
County Clerk	1	Medium Volume Color Laser Printer	\$500	\$500
County Clerk	3	Zebra Barcode Printers	\$1,500	\$1,500
County Clerk	1	Small Laser Printer	\$250	\$250

County of Ottawa
2010 Approved Equipment Requests

Dept	Qty	Description	Approved Purchase Price	\$ Amount Added to
County Clerk	3	Desktop PC	\$2,700	\$2,700
			<u>\$5,350</u>	<u>\$5,350</u>
Administrator	1	17" LCD Monitor	\$160	\$160
Administrator	1	Laptop	\$1,350	\$1,350
Administrator	1	Network Laser Printer	\$750	\$750
Administrator	1	Docking Station for Laptop	\$180	\$180
Administrator	1	Turning Point Audience Response System	\$1,200	\$1,200
			<u>\$3,640</u>	<u>\$3,640</u>
Equalization	1	Desktop PC	\$900	\$900
Equalization	5	19" LCD Monitor	\$900	\$900
Equalization	5	Small Laser Printer	\$1,250	\$1,250
Equalization	5	5 Digital Cameras	\$950	\$950
			<u>\$4,000</u>	<u>\$4,000</u>
Human Resources	1	VHS DVD Recorder	\$325	\$325
Human Resources	1	Vocal Microphone	\$125	\$125
Human Resources	1	Digital Assistant	\$275	\$275
Human Resources	1	Digital Camera	\$600	\$600
Human Resources	1	PC Printer Label Maker	\$250	\$250
Human Resources	1	PC Printer Laser	\$250	\$250
Human Resources	2	PC Monitor	\$320	\$320
Human Resources	2	PC System	\$1,800	\$1,800
			<u>\$3,945</u>	<u>\$3,945</u>
Prosecuting Attorney	5	Desktop PC	\$4,500	\$4,500
Prosecuting Attorney	1	Small Laser Printer	\$250	\$250
Prosecuting Attorney	3	Color Inkjet Printer	\$300	\$300
Prosecuting Attorney	7	20" LCD Monitor	\$1,680	\$1,680
Prosecuting Attorney	1	Desktop Scanner	\$100	\$100
Prosecuting Attorney	1	Canon Scanner DR7580 & Imprinter	\$6,590	\$1,318
			<u>\$13,420</u>	<u>\$8,148</u>
Register Of Deeds	2	Palm Pilot	\$550	\$550
County Treasurer	1	Currency Counter	\$1,800	\$1,800
County Treasurer	2	Victor 1560.6 Calculator	\$480	\$480
County Treasurer	1	Cash Register Printer	\$720	\$720
			<u>\$3,000</u>	<u>\$3,000</u>
MSU Extension	1	Replacement bulb for Projector	\$349	\$349
MSU Extension	1	MSU Flat Rate Shipping	\$10	\$10
MSU Extension	1	Epson PowerLite 1705c Multimedia Projector	\$1,149	\$1,149
MSU Extension	5	Camtasia Studio/SnagIt Software, Apple Ipod	\$730	\$730
MSU Extension	5	Apple IPod	\$1,245	\$1,245
MSU Extension	1	Laptop	\$1,350	\$1,350
MSU Extension	1	Color Inkjet Printer	\$100	\$100
MSU Extension	1	19" LCD Monitor	\$180	\$180

County of Ottawa
2010 Approved Equipment Requests

Dept	Qty	Description	Approved Purchase Price	\$ Amount Added to
			\$5,113	\$5,113
Bldg & Grnds - Admin Annex	1	Desktop PC	\$900	\$900
Drain Commission	4	Desktop PC	\$3,600	\$3,600
Drain Commission	5	19" LCD Monitor	\$900	\$900
			\$4,500	\$4,500
Sheriff	2	GPS Unit	\$300	\$300
Sheriff	1	Sirchie Filters	\$900	\$900
Sheriff	1	Coggins test	\$770	\$770
Sheriff	1	Misc range supplies	\$1,600	\$1,600
Sheriff	1	Range Filters	\$2,000	\$2,000
Sheriff	1	Simunition FX Marking Rounds	\$2,060	\$2,060
Sheriff	10	Sim Training 9002 Protector	\$360	\$360
Sheriff	15	Sim Training Male Groin Protector	\$750	\$750
Sheriff	5	Sim Training Femaile Groin Protector	\$205	\$205
Sheriff	1	Ammunition	\$42,400	\$42,400
Sheriff	2	Motorola PR1500 Portable	\$3,700	\$3,700
Sheriff	1	Canon Scanner DR7580	\$6,590	\$1,318
Sheriff	1	Digital Photo Printer	\$600	\$600
Sheriff	1	PC Monitor 20"	\$240	\$240
Sheriff	15	PC Printer Laser	\$3,750	\$3,750
Sheriff	17	PC System Unit	\$15,300	\$15,300
Sheriff	18	PC Monitor	\$2,880	\$2,880
Sheriff	2	Digital Assistant	\$550	\$550
Sheriff	2	Ink Jet Printer	\$1,500	\$1,500
Sheriff	2	PC Laptop Computer	\$2,700	\$2,700
Sheriff	3	AS/400 Printer AFP	\$2,250	\$2,250
Sheriff	1	Sony Camcorder 60GB Hard Disk	\$425	\$425
Sheriff	3	Colt AR15 Patrol Rifles w/ Mounts	\$3,900	\$3,900
Sheriff	1	WinScribe Dication System Service Contract	\$4,700	\$4,700
Sheriff	1	State Of MI LEIN Fees	\$8,000	\$8,000
Sheriff	1	Subpoena Service Contract	\$7,000	\$7,000
Sheriff	2	Patrol Tahoe	\$56,000	\$18,667
Sheriff	2	Patrol Tahoe Set -up	\$12,000	\$12,000
Sheriff	2	Patrol Vehicle	\$44,000	\$14,667
Sheriff	2	Patrol Vehicle Set -up	\$10,800	\$10,800
			\$238,230	\$166,292
City of Coopersville	1	Patrol Vehicle	\$22,000	\$7,333
City of Coopersville	1	Patrol Vehicle Set-up	\$5,400	\$5,400
			\$27,400	\$12,733
City of Hudsonville	1	Colt AR15 Patrol Rifle	\$1,300	\$1,300
City of Hudsonville	1	Colt AR15 Patrol Rifle	\$1,300	\$1,300
			\$2,600	\$2,600
Marine Safety	20	Boat Trailer Tires	\$2,200	\$2,200

County of Ottawa
2010 Approved Equipment Requests

Dept	Qty	Description	Approved Purchase Price	\$ Amount Added to
Marine Safety	1	Ballcaps uniform	\$500	\$500
Marine Safety	1	Dive Training	\$2,800	\$2,800
Marine Safety	5	File Box	\$150	\$150
Marine Safety	4	Waterproof Medical Box	\$960	\$960
Marine Safety	6	Aga Dive Mask Repair Kit	\$900	\$900
Marine Safety	6	Flashlights	\$720	\$720
Marine Safety	6	Wireless Communications System	\$4,020	\$4,020
			<u>\$12,250</u>	<u>\$12,250</u>
Jail	15	Office Chairs	\$4,500	\$4,500
Jail	6	Motorola Portable Radios	\$3,600	\$3,600
Jail	1	Flat Screen Monitor / Video Arraignment	\$1,000	\$1,000
Jail	100	Jail Mattresses	\$5,000	\$5,000
Jail	11	PC Monitor	\$1,760	\$1,760
Jail	3	PC Laser Printer	\$750	\$750
Jail	4	AS400 Printer AFP	\$3,000	\$3,000
Jail	7	PC System Unit	\$6,300	\$6,300
Jail	1	Identix System Maintenance	\$3,900	\$3,900
			<u>\$29,810</u>	<u>\$29,810</u>
Emergency Services	1	Canon Power Shot D10 Digital Camera	\$300	\$300
Emergency Services	1	Digital Assistant	\$275	\$275
Emergency Services	1	PC Document Scanner	\$200	\$200
Emergency Services	2	PC Laser Printer	\$500	\$500
Emergency Services	2	PC Printer Inkjet	\$400	\$400
Emergency Services	3	PC Monitor	\$600	\$600
Emergency Services	2	PC System Unit	\$1,800	\$1,800
Emergency Services	1	PC Laptop Computer	\$1,350	\$1,350
			<u>\$5,425</u>	<u>\$5,425</u>
Hazmat	10	Carabineers	\$200	\$200
Hazmat	2	Level A Haz-Mat Suits	\$1,800	\$1,800
Hazmat	1	USAR Gear Coats & Pants for Tech Rescue	\$5,000	\$5,000
Hazmat	3	Communications kits for SCBAs	\$3,600	\$3,600
Hazmat	1	Rescue Hardware	\$1,100	\$1,100
Hazmat	1	Pneumatic Diaphragm Pump	\$3,000	\$3,000
Hazmat	1	Rope 300"	\$300	\$300
Hazmat	2	Petzl Navaho Body Harness	\$600	\$600
			<u>\$15,600</u>	<u>\$15,600</u>
Animal Control	1	Blank Ammo for Dart Gun	\$150	\$150
Animal Control	1	Darts for dart gun	\$400	\$400
Animal Control	3	Animal Stretcher	\$240	\$240
Animal Control	3	Gloves	\$210	\$210
Animal Control	3	Snares	\$135	\$135
Animal Control	3	Throw Nets	\$270	\$270
			<u>\$1,405</u>	<u>\$1,405</u>
Planning/Performance Impv	1	Small Laser Printer	\$250	\$250

County of Ottawa
2010 Approved Equipment Requests

Dept	Qty	Description	Approved Purchase Price	\$ Amount Added to
Planning/Performance Impv	2	17" LCD Monitor	\$320	\$320
Planning/Performance Impv	2	19" LCD Monitor	\$360	\$360
Planning/Performance Impv	4	Desktop PC	\$3,600	\$3,600
Planning/Performance Impv	1	19" LCD Monitor	\$180	\$180
Planning/Performance Impv	1	PC Dual Monitor Card	\$135	\$135
			<u>\$4,845</u>	<u>\$4,845</u>
Parks & Recreation	1	Enclosed Work Trailer	\$2,500	\$2,500
Parks & Recreation	2	17" LCD Monitor	\$320	\$320
Parks & Recreation	3	Desktop PC	\$2,700	\$2,700
Parks & Recreation	1	Spotting Scope with eyepiece and Tripod Head	\$1,400	\$1,400
Parks & Recreation	1	Digital Camera	\$150	\$150
Parks & Recreation	1	DVD Player	\$200	\$200
Parks & Recreation	1	Work Van, Front wheel drive, Chevy Uplander	\$22,000	\$4,400
Parks & Recreation	1	4WD pick up truck, 4 door, super cab	\$21,000	\$4,200
Parks & Recreation	1	2WD Pick up truck, standard cab, 6 ft bed	\$14,000	\$2,800
Parks & Recreation	1	Cross Country ski trail grooming equipment	\$5,000	\$1,000
Parks & Recreation	2	Commerical grade, 72" 'zero radius' turn mower	\$32,000	\$6,400
Parks & Recreation	1	HP Design Jet 5500 UV 42" plotter or equivalent	\$20,000	\$4,000
			<u>\$121,270</u>	<u>\$30,070</u>
Friend Of The Court	10	Small Laser Printer	\$2,500	\$2,500
Friend Of The Court	2	Laptop	\$2,700	\$2,700
Friend Of The Court	1	17" LCD Monitor	\$160	\$160
Friend Of The Court	1	Desktop PC	\$900	\$900
Friend Of The Court	2	Laptop	\$2,700	\$2,700
Friend Of The Court	2	Bar Code Printer	\$1,100	\$1,100
Friend Of The Court	3	Adobe Acrobat Pro License	\$588	\$588
Friend Of The Court	4	19" LCD Monitor	\$720	\$720
Friend Of The Court	4	Computer Docking Stations	\$720	\$720
Friend Of The Court	4	Keyboard	\$60	\$60
Friend Of The Court	4	Mouse	\$60	\$60
Friend Of The Court	6	Scanners	\$4,308	\$4,308
Friend Of The Court	6	Signature Pads	\$1,950	\$1,950
Friend Of The Court	1	Fax	\$1,200	\$1,200
			<u>\$19,666</u>	<u>\$19,666</u>
FOC Warrant Officer	1	Admin/Detective Vehicle Set-up	\$700	\$700
FOC Warrant Officer	1	Admin/Detective Vehicle	\$19,500	\$6,500
			<u>\$20,200</u>	<u>\$7,200</u>
Health - Agency Support	2	17" LCD Monitor	\$320	\$320
Health - Agency Support	2	Small Laser Printer	\$500	\$500
Health - Agency Support	5	Desktop PC	\$4,500	\$4,500
			<u>\$5,320</u>	<u>\$5,320</u>
Health - Fiscal Services/IT	1	17" LCD Monitor	\$160	\$160
Health - Fiscal Services/IT	1	Desktop PC	\$900	\$900
			<u>\$1,060</u>	<u>\$1,060</u>

County of Ottawa
2010 Approved Equipment Requests

Dept	Qty	Description	Approved Purchase Price	\$ Amount Added to
Health - Dental	1	Digital Radiography Unit	\$11,966	\$2,394
Health - Hearing/Vision	3	Laptop	\$4,050	\$4,050
Health - Clinic Clerical	1	17" LCD Monitor	\$64	\$64
Health - Clinic Clerical	1	Desktop PC	\$360	\$360
Health - Clinic Clerical	1	Small Laser Printer	\$250	\$250
Health - Clinic Clerical	5	17" LCD Monitor	\$800	\$800
Health - Clinic Clerical	5	Desktop PC	\$4,500	\$4,500
			<u>\$5,974</u>	<u>\$5,974</u>
Health - Family Planning	-	17" LCD Monitor	\$198	\$198
Health - Family Planning	-	Desktop PC	\$36	\$36
			<u>\$234</u>	<u>\$234</u>
Health - Immunization Clinic	1	Vaccine freezer	\$650	\$650
Health - Immunization Clinic	-	17" LCD Monitor	\$135	\$135
Health - Immunization Clinic	-	Desktop PC	\$24	\$24
Health - Immunization Clinic	1	Guardian 8000 Watt Generator	\$5,214	\$1,043
			<u>\$6,023</u>	<u>\$1,852</u>
Health - Healthy Chldrn's Cnct	1	Ultrasonic Scaler-Piezon Minimaster	\$2,700	\$2,700
Health - Healthy Chldrn's Cnct	1	Laptop	\$1,350	\$1,350
Health - Healthy Chldrn's Cnct	1	Laptop	\$1,350	\$1,350
			<u>\$5,400</u>	<u>\$5,400</u>
Health - Maternal/Infant Suppc	1	Laptop	\$1,350	\$1,350
Health - Maternal/Infant Suppc	1	Small Laser Printer	\$250	\$250
Health - Maternal/Infant Suppc	2	17" LCD Monitor	\$320	\$320
Health - Maternal/Infant Suppc	2	Desktop PC	\$1,800	\$1,800
			<u>\$3,720</u>	<u>\$3,720</u>
Health - AIDS/STD	1	17" LCD Monitor	\$152	\$152
Health - AIDS/STD	1	Desktop PC	\$855	\$855
Health - AIDS/STD	1	17" LCD Monitor	\$48	\$48
Health - AIDS/STD	1	Desktop PC	\$270	\$270
Health - AIDS/STD	-	17" LCD Monitor	\$99	\$99
Health - AIDS/STD	-	Desktop PC	\$18	\$18
			<u>\$1,442</u>	<u>\$1,442</u>
Health - Communicable Diseas	-	Desktop PC	\$45	\$45
Health - Communicable Diseas	-	17" LCD Monitor	\$8	\$8
Health - Communicable Diseas	-	Desktop PC	\$630	\$630
Health - Communicable Diseas	-	17" LCD Monitor	\$112	\$112
Health - Communicable Diseas	-	17" LCD Monitor	\$108	\$108
Health - Communicable Diseas	-	Desktop PC	\$20	\$20
Health - Communicable Diseas	2	17" LCD Monitor	\$320	\$320
Health - Communicable Diseas	2	Desktop PC	\$1,800	\$1,800

County of Ottawa
2010 Approved Equipment Requests

Dept	Qty	Description	Approved Purchase Price	\$ Amount Added to
			\$3,043	\$3,043
Health - Health Education	2	17" LCD Monitor	\$320	\$320
Health - Health Education	2	Desktop PC	\$1,800	\$1,800
			\$2,120	\$2,120
Health - Nutrition/Wellness	1	17" LCD Monitor	\$160	\$160
Health - Nutrition/Wellness	1	Color Inkjet Printer	\$100	\$100
Health - Nutrition/Wellness	1	Desktop PC	\$900	\$900
			\$1,160	\$1,160
CMH - Quality Improvement	1	Flatbed Scanner	\$100	\$100
CMH - Quality Improvement	18	PC Monitors	\$3,780	\$3,780
CMH - Quality Improvement	18	PC System Units	\$15,300	\$15,300
CMH - Quality Improvement	2	Digital Camera	\$400	\$400
CMH - Quality Improvement	2	Inkjet Printers	\$250	\$250
CMH - Quality Improvement	2	Laser Printers	\$700	\$700
CMH - Quality Improvement	2	PDA	\$600	\$600
CMH - Quality Improvement	32	Laptop Computers	\$43,200	\$43,200
CMH - Quality Improvement	5	Network Laser Printers	\$5,000	\$5,000
CMH - Quality Improvement	4	Tablet PCs	\$7,200	\$7,200
			\$76,530	\$76,530
CMH - Allocated Costs	3	InFocus Projectors w/ accessories	\$4,929	\$4,929
CMH - Allocated Costs	1	15 Passanger Van	\$33,000	\$6,600
CMH - Allocated Costs	1	Mini Van	\$26,000	\$5,200
CMH - Allocated Costs	4	Mid Size Sedan	\$100,000	\$20,000
			\$163,929	\$36,729
Crime Victims Rights	3	20" LCD Monitor	\$720	\$720
Crime Victims Rights	3	Desktop PC	\$2,700	\$2,700
			\$3,420	\$3,420
Community Policing	1	Colt AR15 patrol Rifle	\$1,300	\$1,300
			\$1,300	\$2,600
Comm Policing	2	Colt AR15 Patrol Rifle	\$2,600	\$2,600
Comm Policing	1	Colt AR15 Patrol Rifle	\$1,300	\$1,300
COPS Holland/Park Twps	2	Colt AR15 Patrol Rifle	\$2,600	\$2,600
COPS Holland/Park Twps	1	Patrol Tahoe	\$28,000	\$9,333
COPS Holland/Park Twps	1	Patrol Tahoe Set-up	\$6,000	\$6,000
			\$36,600	\$17,933
Jamestown Township	1	Colt AR15 Patrol Rifle w/ mount	\$1,300	\$1,300
Georgetown Township	1	Emergency Lighting	\$1,100	\$1,100
Georgetown Township	1	Colt AR15 Patrol Rifle	\$1,300	\$1,300

County of Ottawa
2010 Approved Equipment Requests

Dept	Qty	Description	Approved Purchase Price	\$ Amount Added to
Georgetown Township	2	Colt AR15 Patrol Rifle	\$2,600	\$2,600
Georgetown Township	1	Patrol Tahoe	\$28,000	\$9,333
Georgetown Township	1	Patrol Tahoe Set-up	\$5,000	\$5,000
Georgetown Township	2	Patrol Vehicle Set-up	\$10,800	\$10,800
Georgetown Township	2	Patrol Vehicle	\$44,000	\$14,666
			<u>\$92,800</u>	<u>\$44,799</u>
Comm Policing - Allendale	1	Colt Patrol Rifle	\$1,300	
Community Corrections	1	Small Laser Printer	\$250	\$250
Community Corrections	2	Color Inkjet Printer	\$200	\$200
Community Corrections	3	Signature Pad	\$990	\$990
Community Corrections	1	Ford Focus or Fusion or similar	\$18,000	\$3,600
			<u>\$19,440</u>	<u>\$5,040</u>
Detention	1	Color Inkjet Printer	\$100	\$100
Detention	1	Small Laser Printer	\$250	\$250
Detention	4	Desktop PC	\$3,600	\$3,600
Detention	6	17" LCD Monitor	\$960	\$960
Detention	2	Equa 2 Work Chair	\$1,068	\$1,068
Detention	4	Five Drawer lateral file	\$2,800	\$2,800
Detention	14	School (Student) Desks	\$2,712	\$2,712
Detention	1	Table Adjustable	\$323	\$323
Detention	1	Teachers desk	\$1,033	\$1,033
			<u>\$12,846</u>	<u>\$12,846</u>
Juvenile Intensive Superv	1	17" LCD Monitor	\$160	\$160
Juvenile Intensive Superv	1	Desktop PC	\$900	\$900
Juvenile Intensive Superv	1	PC Printer Laser	\$250	\$250
			<u>\$1,310</u>	<u>\$1,310</u>
Juvenile Treatment	1	Color Inkjet Printer	\$100	\$100
Juvenile Treatment	2	Laptop	\$2,700	\$2,700
Juvenile Treatment	3	Small Laser Printer	\$750	\$750
Juvenile Treatment	4	19" LCD Monitor	\$720	\$720
Juvenile Treatment	5	Desktop PC	\$4,500	\$4,500
			<u>\$8,770</u>	<u>\$8,770</u>
Juvenile Comm. Intervent.	1	Network Laser Printer	\$750	\$750
Juvenile Comm. Intervent.	1	Checkout Plus cash register	\$700	\$700
Juvenile Comm. Intervent.	2	Color Inkjet Printer	\$200	\$200
Juvenile Comm. Intervent.	2	Palm Pilot	\$550	\$550
Juvenile Comm. Intervent.	2	Small Laser Printer	\$500	\$500
Juvenile Comm. Intervent.	3	19" LCD Monitor	\$540	\$540
Juvenile Comm. Intervent.	3	Desktop PC	\$2,700	\$2,700
			<u>\$5,940</u>	<u>\$5,940</u>
Information Technology	10	Cisco SFP (SX)	\$2,840	\$2,840
Information Technology	21	Cisco Switch (296024TT)	\$16,023	\$16,023

County of Ottawa
2010 Approved Equipment Requests

Dept	Qty	Description	Approved Purchase Price	\$ Amount Added to
Information Technology	3	Cisco Switch (2960G84TC)	\$2,481	\$2,481
Information Technology	4	Cisco Switch (2960G24TC)	\$7,952	\$7,952
Information Technology	1	PC Hardware Support equipment	\$600	\$600
Information Technology	1	Software utilities for PC Support Specialists	\$600	\$600
Information Technology	1	Network Laser Printer	\$750	\$750
Information Technology	1	Small Laser Printer	\$250	\$250
Information Technology	1	Tablet PC	\$1,826	\$1,826
Information Technology	2	Desktop PC	\$1,800	\$1,800
Information Technology	2	Docking Station	\$360	\$360
Information Technology	3	Laptop	\$4,050	\$4,050
Information Technology	2	GoToAssist Remote Assistance Server	\$972	\$972
Information Technology	1	Numara Deploy software & maintenance	\$32,400	\$6,480
Information Technology	1	Numara Patch Manager	\$12,000	\$2,400
Information Technology	1	APC UPS 6000VA w/step down transformer	\$5,128	\$1,026
Information Technology	1	Additional Storage for SAN	\$19,996	\$4,999
Information Technology	1	Email archiving, retention policy setting, eDisco	\$37,130	\$7,426
Information Technology	1	Server Platform/VM Software	\$14,620	\$2,924
			<u>\$161,778</u>	<u>\$65,759</u>
Duplicating	1	Copiers @ \$5,000	\$5,000	\$5,000
Duplicating	2	Copiers @ \$14,000	\$28,000	\$28,000
Duplicating	5	Copiers @ \$4,500	\$22,500	\$22,500
			<u>\$55,500</u>	<u>\$55,500</u>
Telecommunications	1	WAN Equipment per attached list	\$118,684	\$118,684
Telecommunications	1	Wireless Access for Court Building	\$13,500	\$13,500
Telecommunications	1	Wireless Access for Fillmore Building	\$90,000	\$90,000
Telecommunications	1	PBX Upgrade/Reconfig & Voicemail	\$580,000	\$580,000
			<u>\$802,184</u>	<u>\$802,184</u>
Grand Total Approved			\$2,194,985	\$1,638,168

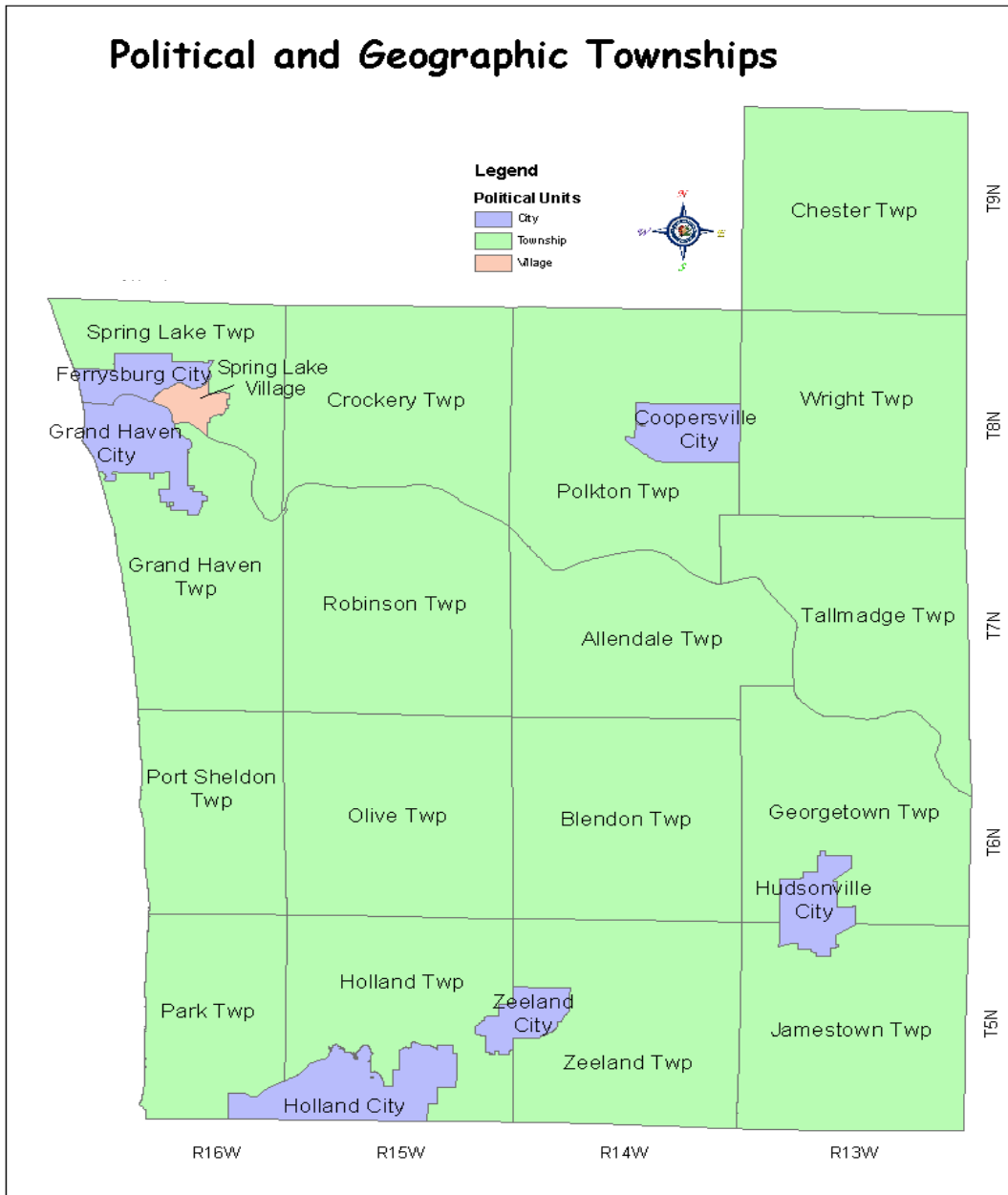


County of Ottawa Community Profile

Ottawa County State Perspective



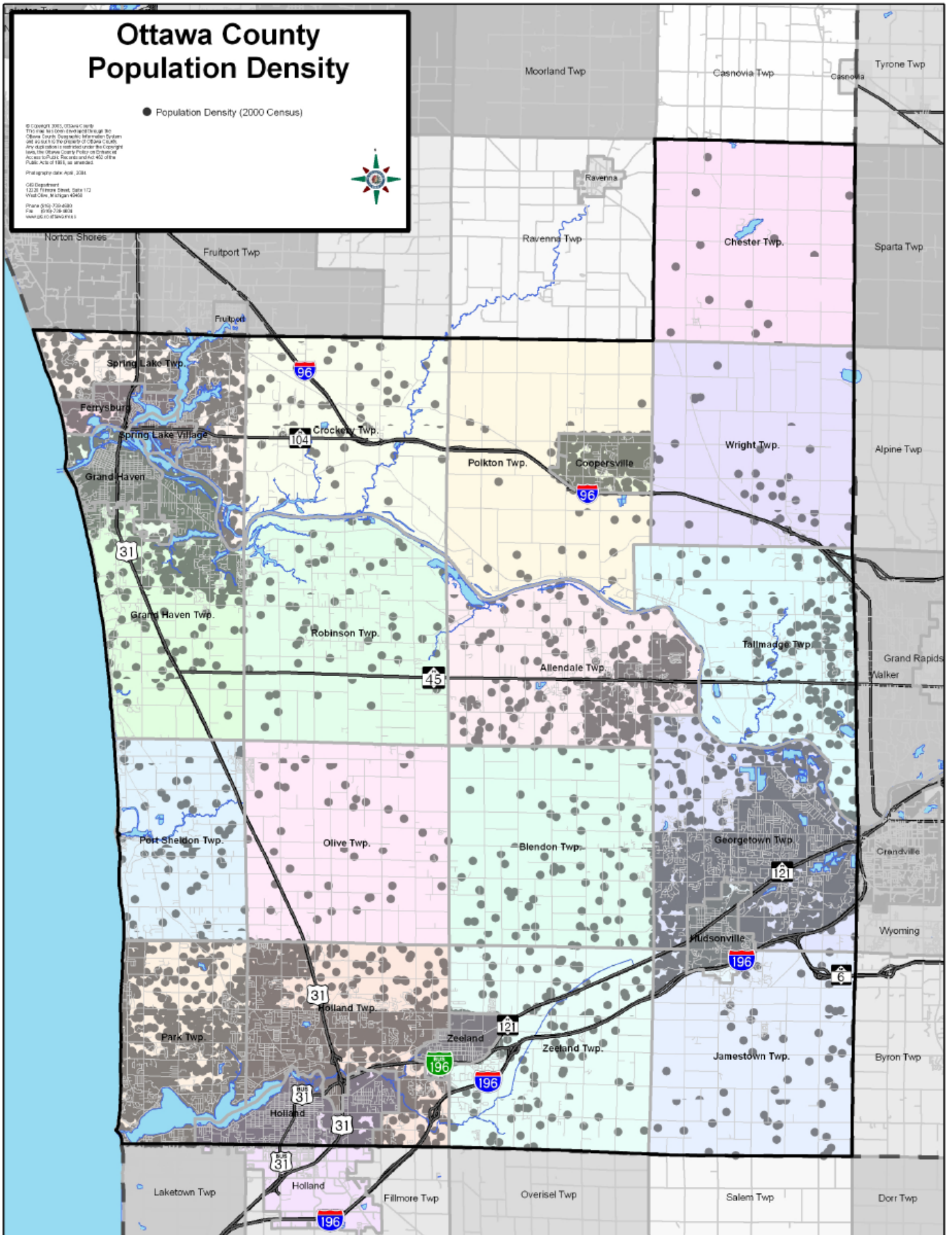
Political and Geographic Townships



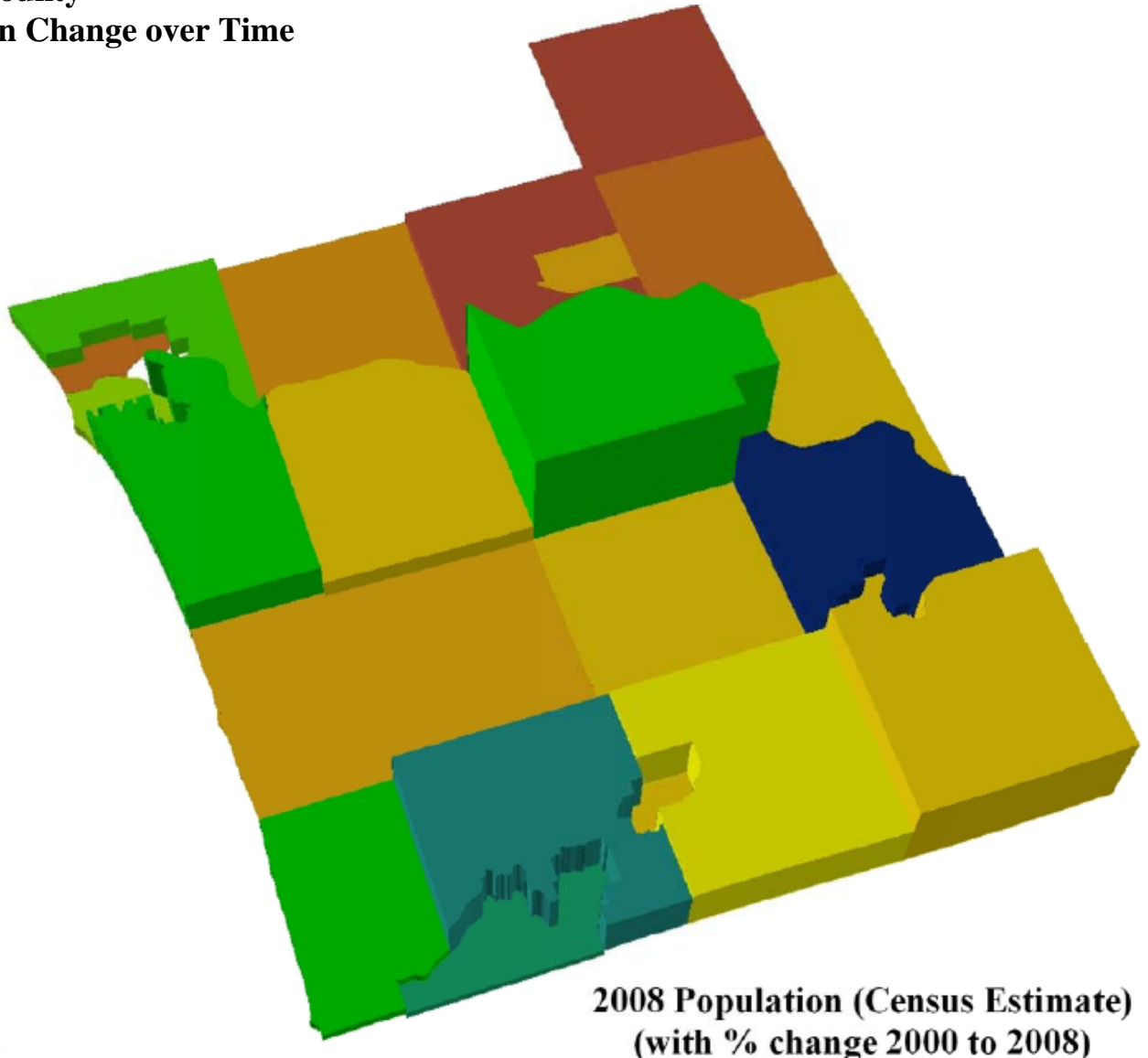
Ottawa County Population Density

● Population Density (2000 Census)

















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 Prepared on: April, 2005



**Ottawa County
Population Change over Time**

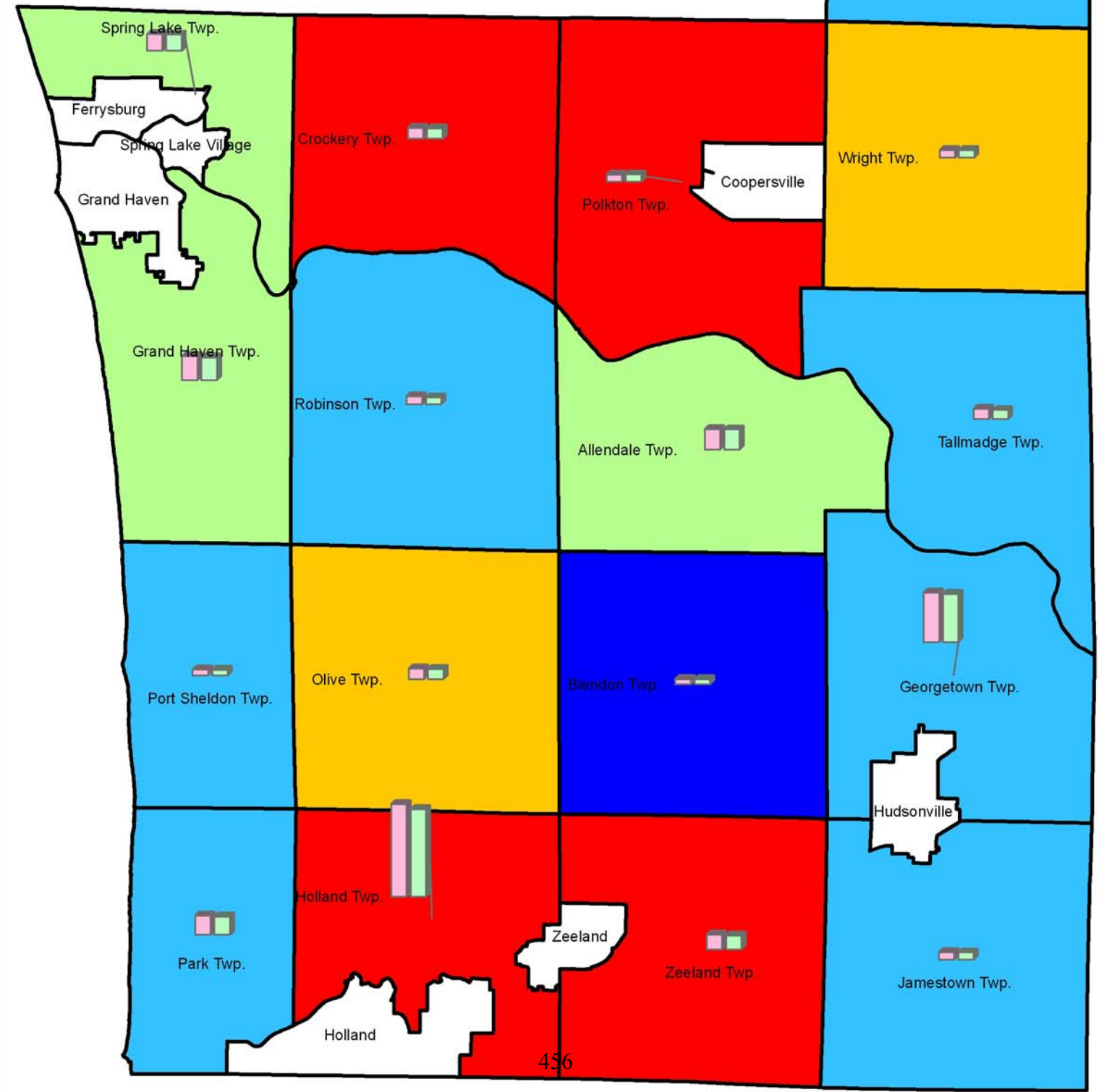
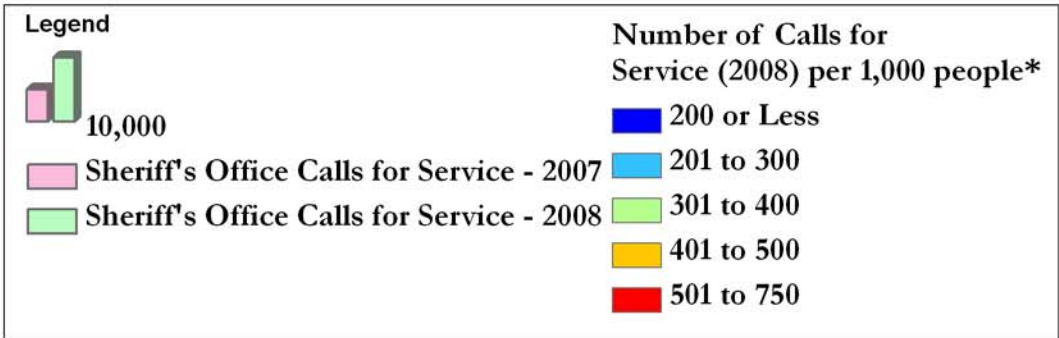


Legend

	Less than 2,500		12,500 – 14,999
	2,500 – 2,999		15,000 – 19,999
	3,000 – 3,499		20,000 – 24,999
	3,500 – 3,999		25,000 – 29,999
	4,000 – 4,999		30,000 – 34,999
	5,000 – 7,499		35,000 – 39,999
	7,500 – 9,999		40,000 – 44,999
	10,000 – 12,499		45,000 or greater

Raised or lowered values represent percentage change over time.

Ottawa County Sheriff's Office Calls for Service 2007-2008



Ottawa County

Introduction

Named for the Ottawa Indians who hunted the area's forests and fished the waters, Ottawa County was established in 1837. The County began full operations in April of 1838. At that time (according to the Census of 1840), there were only 208 residents within all of Ottawa County. The most recent Census (2000) recorded Ottawa County's total population at 238,314. In the six years since the last Census, the total population has increased by nearly 20,000 persons to 260,364. Significant population growth has occurred over the years and is expected to continue in the years ahead, though at a slower rate. Ottawa County is located in the southwestern portion of Michigan's Lower Peninsula along the Lake Michigan shoreline. The County encompasses a land area of approximately 565 square miles and is comprised of 17 townships, 6 cities and 1 village.

Industrial

Industrial property valuations account for \$1,193,763,947 or 10.2% of the County's 2009 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. 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 2008, there were 49 tax abatements issued (in Ottawa County) for a combined value of \$190 million. Ottawa County had the third largest number of certificates issued in the State for 2008.

Collectively, all of these expansion projects are expected to create at least 996 new jobs over the next two years. Some of the larger industrial expansion projects in terms of investments include the following:

The largest industrial expansion projects in Ottawa County in 2008 included the following:

<u>Manufacturer</u>	<u>Location</u>	<u>New Investment</u>	<u>New Jobs</u>
Boar's Head Provisions	Holland Twp	\$38,000,000	232
Request Foods	Holland Twp	18,000,000	120
Zeeland Farm Services	Zeeland Twp	3,400,000	0
Leprino Foods Company	Allendale Twp	2,200,000	0
		<u>\$61,600,000</u>	<u>352</u>

Likewise, there is a number of major manufacturing expansion projects planned for implementation in 2009-2010 or later years have been recently announced, including the following:

<u>Manufacturer</u>	<u>Location</u>	<u>New Investment</u>	<u>New Jobs</u>
Johnson Controls/ Saft Advanced Power Solutions	Holland	\$220,000,000	498
Continental Dairy	Coopersville	100,000,000	70
Mead Johnson Nutritionals	Zeeland	8,000,000	0
SoundOff Signal- Hilux Bakery *	Jamestown Twp Hudsonville	6,100,000 2,000,000	100 70
		<u>\$336,100,000</u>	<u>738</u>

* *Name not released*

Commercial

Commercial valuations comprise \$1,554,014,430 or 13.3% of the tax base of the County in 2009. A major new commercial/tourism and recreation development project that has been proposed for construction along U.S. 31 in Port Sheldon Township in Ottawa County is the Great American Sports Complex. When complete, this Complex will be an approximately \$100 million venture. The project is being undertaken by local developers in Holland. The Complex will include a field house, turf fields, basketball and volleyball courts and retailers along the highway frontage. The developers are seeking assistance through the State of Michigan's Brownfield Redevelopment Program. Ottawa County is currently establishing a county-wide Authority which will assist in the implementation of this large commercial development project.

Recreational

In addition to the 30 miles of Lake Michigan shoreline, Ottawa County has 36 miles of inland lake shorelines and 285 miles of tributaries. Ottawa County is a water wonderland offering boating fishing, swimming and just plain relaxation opportunities on its beaches and piers. There are 13 County parks and two State parks located in Ottawa County. Both State parks are located along the Lake Michigan shoreline and attract more visitors than any other parks in the State's system. Other local attractions include the Grand Haven Musical Fountain, Berlin Raceway in Marne, three fairs (County and two communities), numerous paved bike paths, outstanding golf courses and two nationally known festivals – Tulip Time in Holland and the Coast Guard festival in Grand Haven.

Agriculture

Agriculture is an important sector of Ottawa County's economy. It has a taxable value of \$274,617,646 and amounts to approximately 2.7% of the County's total taxable value in 2009. 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 \$7,029,007,529 or 70.2% of the 2009 tax base of the County. Housing costs in Ottawa County are comparatively lower than in many other areas of the nation. The southeast (Georgetown Township) and southwest (Holland and Park Townships) portions of the County have experienced the greatest residential growth. Other strong residential growth areas include Allendale Township and Grand Haven Township.

Financial Services

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

Health Care

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

Education

Ottawa County has 9 public school districts that collectively comprise the Ottawa Area Intermediate School District. In addition there are several non-public schools and charter schools in the County. Most of the non-public schools are Christian schools. Enrollments have steadily increased following the growth in the County's population. Institutions of higher education are also located in Ottawa County. Grand Valley State University (GVSU) has campuses in Allendale and Holland and has an estimated enrollment of 20,000. GVSU is the second largest employer in the County. Hope College, located in the City of Holland, is a 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 (1,2)	Office Furniture	4,206
Grand Valley State University	Higher Education	2,893
Gentex Corporation	Automotive Mirrors	2,298
Holland Community Hospital	Health Care	1,806
Haworth (1)	Office Furniture	1,753
Meijer, Inc.	Retail Stores	1,303
Shape Corporation	Metal Roll Forming	1,274
Johnson Controls (2)	Automotive Components	1,259
Magna Donnelly (2)	Automotive Windows & Mirrors	1,227
County of Ottawa	Government	1,189

SOURCE: Ottawa County Economic Development Office, Inc.

- (1) Facilities located within Ottawa County and/or the City of Holland portion of Allegan County
- (2) Includes all subsidiaries

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

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

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

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

Fiscal Year	Population (1)	Personal Income (thousands of dollars) (1)	Per Capita Income (1)	Median Age (2)	School Enrollment (3)	Unemployment Rate (4)
1999	234,916	\$6,408,233	\$27,279	n/a	53,213	2.4%
2000	239,462	6,677,656	27,885	32.3	54,068	2.6%
2001	243,438	6,763,271	27,776	32.5	54,620	4.1%
2002	246,239	6,868,133	27,876	32.7	55,293	5.4%
2003	249,129	7,134,942	28,618	32.9	55,060	5.9%
2004	252,229	7,425,237	29,408	33.2	55,696	5.5%
2005	254,231	7,889,807	30,995	33.4	55,575	5.2%
2006	256,512	8,260,913	32,122	33.7	55,412	5.3%
2007	258,461	8,471,660	32,777	33.7	55,032	5.6%
2008	260,364	n/a	n/a	n/a	54,662	7.0%

n/a: Information is unavailable.

Sources:

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

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REVENUE AND EXPENDITURE POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

Revenues:

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

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

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

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

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

County of Ottawa Financial Policies

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

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

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

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

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

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

Expenditures:

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

2. Indirect Cost:

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

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

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

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

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

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

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

County of Ottawa Financial Policies

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

REVIEW PERIOD

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

FINANCIAL GOALS POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

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

County of Ottawa Financial Policies

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

REVIEW PERIOD

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

GENERAL FUND BUDGET SURPLUS POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

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

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

REVIEW PERIOD

County of Ottawa Financial Policies

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

OPERATING BUDGET POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

1. County Budget Philosophy

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

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

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

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

County of Ottawa Financial Policies

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

2. Budget Formulation

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

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

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

County of Ottawa Budget Calendar

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

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

April 1 Performance Measures sent to department heads for updating.

April 30 Performance Measures returned to Fiscal Services Department.

First Tuesday in May

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

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

Third Monday in May

Budget packets distributed to departments.

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Third Tuesday in May

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

Fourth Tuesday in May

Board holds a public hearing and approves the millage rates.

Third Monday in May-

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

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

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

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

First Tuesday in September

Finance Committee presented with preliminary review of the General Fund budget

Third Tuesday in September

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

Fourth Tuesday in September

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

Six Days Prior to Public Hearing

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

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Second Tuesday in October

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

Third Tuesday in October

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

Fourth Tuesday in October

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

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

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

3. Amendments to the Budget

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

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

4. Long-term Financial Planning

County of Ottawa Financial Policies

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

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

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

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

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

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

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

County of Ottawa Financial Policies

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

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

6450 Duplicating Fund

6550 Telecommunications Fund

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

REVIEW PERIOD

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

GRANTS AND THIRD-PARTY CONTRACT REVENUE POLICY

I. POLICY

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

II. STATUTORY REFERENCE

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

PROCEDURE

County of Ottawa Financial Policies

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

REVIEW PERIOD

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

ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICY

I. POLICY

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

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

II. STATUTORY REFERENCES

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

PROCEDURE

County of Ottawa Financial Policies

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

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

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

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

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

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

County of Ottawa Financial Policies

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

REVIEW PERIOD

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

CAPITAL ASSET POLICY

I. POLICY

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

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

II. STATUTORY REFERENCES: None

PROCEDURE

1. Capital Assets Defined:

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

a. Capital Outlays:

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

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

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

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

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

b. Capital Projects:

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

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

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

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

2. Financial Planning and Budgeting for Capital Assets:

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

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

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

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

REVIEW PERIOD

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

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PURCHASING POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

1. PROCEDURE

Operational Guidelines

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

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

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

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

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

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

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

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

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

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

2. STANDARDS FOR PROCUREMENT

2.1 Procurement Procedures:

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

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

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

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

2.2. Competitive Sealed Bidding

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

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

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

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

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

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

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

2.3 Request for Proposal (RFP)

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

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

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

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

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

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

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

PURCHASING SUMMARY

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

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2.4 Request for Qualifications (RFQ)

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

2.5 Sole Source Procurement

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

2.6 Emergency Procurements

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

2.7 Cancellation of Bids or Requests for Proposals

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

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

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

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2.9 Bid, Payment, and Performance Bonds on Contracts

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

2.10 Types of Contracts

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

(2) Multi-Term Contracts:

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

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

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

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

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

2.11 Contract Clauses and Their Administration

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

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

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

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

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

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

2.12 Contract Administration

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

2.13. Right to Inspect Place of Business, etc.

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

2.14 Right to Audit Records

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

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

2.15 Reporting of Anti-competitive Practices

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

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2.16 County Procurement Records

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

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

3. SPECIFICATIONS

3.1 Maximum Practicable Competition

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

3.2 "Brand Name or Equal" Specification

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

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

3.3 Nondiscrimination

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

4. PROCUREMENT OF CONSTRUCTION SERVICES

4.1 Responsibility for Selection of Methods of Construction Contracting Management

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

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4.2 Bid Security

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

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

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

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

4.3 Contract Performance and Payment Bonds.

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

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

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

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

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

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4.4 Fiscal Responsibility

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

5. SUSPENSIONS

5.1 Authority to Suspend

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

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

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5.2 Notice to Suspend

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

5.3 Finality of Decision

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

6. APPEALS AND REMEDIES

6.1 Bid Protests

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

6.2 Contract Claims

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

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

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

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

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

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

6.4 Remedies for Solicitations or Awards in Violation of Law

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

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

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

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

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

7. ETHICS IN PUBLIC PURCHASING/CONTRACTING

7.1 Criminal Penalties

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

7.2 Employee's Duty to Abide by County Policies

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

County of Ottawa Financial Policies

8. EQUIPMENT DISPOSITION/DISPOSAL

8.1 Equipment Disposition

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

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

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

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

(i) Item Description

(ii) Tag number

(iii) Original Cost and Date of Purchase if available

(iv) Date of Transfer or Sale

(v) Dollar Amount Received at Sale

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

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

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

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

9. DEFINITIONS

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

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

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

County of Ottawa Financial Policies

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

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

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

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

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

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

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

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

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

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

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

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

County of Ottawa Financial Policies

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

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

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

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

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

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

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

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

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

REVIEW PERIOD

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

County of Ottawa Financial Policies

ACCOUNTS PAYABLE AUDIT POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

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

County of Ottawa Financial Policies

CERTIFICATION OF ACCOUNTS PAYABLE

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

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

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

Respectfully submitted,

Bradley Slagh
Ottawa County Treasurer

Alan G. Vanderberg
Ottawa County Administrator

County of Ottawa Financial Policies

REVIEW PERIOD

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

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

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

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

County of Ottawa Financial Policies

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

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

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

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

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

REVIEW PERIOD

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

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

I. POLICY

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

County of Ottawa Financial Policies

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

II. STATUTORY REFERENCES

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

PROCEDURE

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

County of Ottawa Financial Policies

REVIEW PERIOD

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

INVESTMENT POLICY

I. POLICY

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

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

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

The comprehensive policy will define the following:

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

Questions regarding this policy should be directed to

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

County of Ottawa Financial Policies

II. STATUTORY REFERENCES

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

RESOLUTIONS ON FILE

Resolution to Authorize Investment of County Funds

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

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

SECTION I. SCOPE

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

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

SECTION II. INVESTMENT OBJECTIVES

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

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

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

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

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

County of Ottawa Financial Policies

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

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

SECTION III. PRUDENCE

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

SECTION IV. AUTHORITY

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

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

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

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

SECTION V. ETHICS AND CONFLICTS OF INTEREST

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

County of Ottawa Financial Policies

SECTION VI. AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS

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

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

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

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

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

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

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

County of Ottawa Financial Policies

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

SECTION VII. AUTHORIZED AND SUITABLE INVESTMENTS

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

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

SECTION VIII. MATURITIES AND DIVERSIFICATION

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

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

County of Ottawa Financial Policies

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

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

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

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

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

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

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

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

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

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

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

County of Ottawa Financial Policies

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

SECTION IX. SAFEKEEPING OF INVESTMENTS

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

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

SECTION X. CASH MANAGEMENT

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

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

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

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

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

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

SECTION XI. ACCOUNTING

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

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

SECTION XII. INTERNAL CONTROLS

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

SECTION XIII. INVESTMENT PERFORMANCE AND REPORTING

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

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

SECTION XIV. INVESTMENT POLICY ADOPTION

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

REVIEW PERIOD

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

REIMBURSEMENT FOR LIVESTOCK LOSSES DUE TO STRAY DOGS POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

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

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

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

REVIEW PERIOD

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

PAYMENT OF ACCOUNTS PAYABLE PRIOR TO BOARD AUTHORIZATION

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

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

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

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

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

REVIEW PERIOD

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

EXHIBIT "A"

SCHEDULED ACCOUNTS

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

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

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Administrative Policy – Travel Regulations Policy

I. POLICY

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

II: PRINCIPLES

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

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

3. Operational Guidelines:

A. General Guidelines:

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

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

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

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

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

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

B. Specific Guidelines:

1. Interpretation and Enforcement:

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

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

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

3. Request for Advance:

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

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

1. The County will pay direct the following expenses:

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

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

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

4. Expense Vouchers

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

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

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

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

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

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

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5. Transportation

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

6. Public Carrier:

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

7. Private Automobile:

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

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

8. Other Forms of Transportation:

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

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

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

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

11. Lodging:

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

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

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

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

12. Miscellaneous Expenses - General

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

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

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

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

Examples:

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

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

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

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

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

Allowance excludes a maximum 20% tip

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

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

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

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

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

15. Local Travel

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

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

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

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

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

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

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

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

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

16. Travel Outside the Contiguous 48 States

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

4. Fees: Not applicable.

5. Operational Guidelines – Additional: None appropriate.

6. Exceptions: None appropriate.

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

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

PARTICIPATING IN CONFERENCES AND CONVENTIONS POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURE

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

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

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

REVIEW PERIOD

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

PER DIEM EXPENSE AND MILEAGE POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

PROCEDURES

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

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

3. Per Diem

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

4. Mileage

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

5. Telephone and Communication Costs

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

6. Franking Privileges

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

7. Newspaper and Magazine Subscriptions

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

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

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REVIEW PERIOD

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

RISK MANAGEMENT POLICY

I. POLICY

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

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

II. STATUTORY REFERENCES

Intergovernmental Contracts between Municipalities Act, MCL 124.1

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

PROCEDURE

1. Objectives:

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

2. Responsibilities:

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

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

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

3. Implementation:

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

REVIEW PERIOD

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

COUNTY EQUIPMENT – PERSONAL USE POLICY

I. POLICY

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

This policy applies to all employees of the County.

II. STATUTORY REFERENCES

IRS Code

PROCEDURE

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

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

REVIEW PERIOD

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

DEBT MANAGEMENT POLICY

I. POLICY

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

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

II. STATUTORY REFERENCES

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

PROCEDURE

1. Conditions for Debt Issuance

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

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

County of Ottawa Financial Policies

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

2. Limitations on Debt Issuance

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

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

3. Debt Issuance Process and Maintenance

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

County of Ottawa Financial Policies

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

REVIEW PERIOD

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

INFRASTRUCTURE PROGRAM FUND POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

County of Ottawa Financial Policies

PROCEDURE

1. Revolving Loans:

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

2. Eligible Projects:

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

3. Eligible Applicants:

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

4. Eligibility Requirements:

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

County of Ottawa Financial Policies

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

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

5. Other Provisions:

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

County of Ottawa Financial Policies

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

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

6. Applications must be submitted to:

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

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

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

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

8. County Board Initiatives

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

REVIEW PERIOD

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

MILLAGE REQUEST POLICY

I. POLICY

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

County of Ottawa Financial Policies

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

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

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

II. STATUTORY REFERENCES

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

PROCEDURE

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

County of Ottawa Financial Policies

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

REVIEW PERIOD

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

PERFORMANCE MEASUREMENT POLICY

I. POLICY

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

County of Ottawa Financial Policies

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

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

II. STATUTORY REFERENCES

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

PROCEDURE

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

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

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

County of Ottawa Financial Policies

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

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

REVIEW PERIOD

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

Activity: A specific unit of work or service performed.

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

FHLB: Federal Home Loan Bank.

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

FNMA: Federal National Mortgage Association (Fannie Mae).

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

Headlee Rollback (also called Tax Limitation Amendment):

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

OUIL: Operating Under the Influence of Liquor.

OWI: Operating While Intoxicated

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

Rollback Legislation: See Headlee Rollback.

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

State Equalized Value: See S.E.V.

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

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

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

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

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

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

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

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

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

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.

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