

Ottawa County

West Olive, Michigan

Adopted 2018 Budget



Lake Michigan Sunset: Photo Credit Edward Post



Ottawa County

Board of Commissioners

I. Back Row (Left to Right): Donald G. Disselkoen - District 3; Matthew R. Fenske - District 11; Mike Haverdink - District 5; Kelly M. Kuiper - District 6; Francisco C. Garcia - District 1; Philip D. Kuyers - District 9; Joseph S. Baumann - District 2

Front Row (Left to Right): Allen Dannenberg - District 4; Vice-Chair Roger A. Bergman - District 10; Chair Gregory J. DeJong - District 8; James H. Holtvluwer - District 7

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 2017, beginning October 1, 2016. This was the twenty-third 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.



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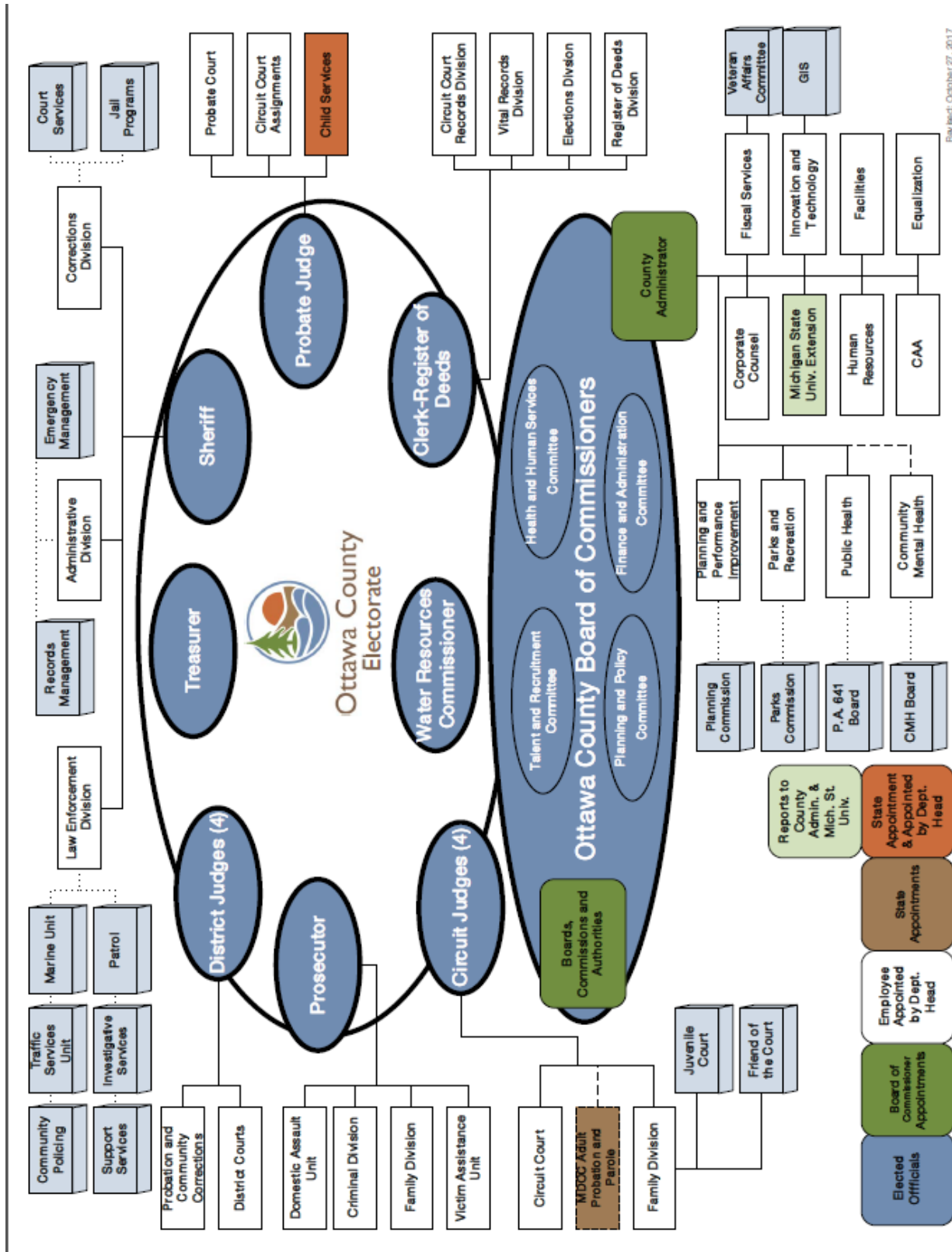
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Revised: October 27, 2017



Ottawa County

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August 22, 2017

Chair DeJong and Board of Commissioners:

Detailed herein are the 2018 Operating Budgets as proposed by the Finance and Administration Committee in accordance with Public Act 2 of 1966 – the Uniform Budgeting and Accounting Act, as amended. This booklet includes the Transmittal Letter detailing significant issues and trends for 2018; a draft Resolution and 2018 Appropriation Act to approve the budget; Budget Summaries by Fund in a format required by Public Act 2; 2018; New Position Recommendations; and the Capital Improvement Plan.

The budget provides a road map of the County's efforts toward meeting its vision statement of being the place where you belong. The budget development aligns with the County Board of Commissioners Strategic Plan, keeping in mind the goals and objectives set in the plan. The budget document is a communication tool to assist the County in being accountable and financially transparent to the citizens and stakeholders. Lastly, the County budget process sets to remain constant with little or no impact on the level of services provided to the citizens.

The totals recommend budget appropriations for 2018 is \$183,913,001 and is categorized in the following funds. The General Fund budget is \$81,276,566. The twenty Special Revenue Funds have a combined budget of \$94,580,802. The remaining budget is compiled of the Debt Service Fund and Capital Project Fund that have appropriations of \$5,120,457 and \$2,935,176 respectively. More detail about the revenue and expenditures changes from the 2017 budget to the 2018 budget are addressed later in this letter.

CURRENT BUDGET TOPICS

Several budget considerations have continued in the County's favor in the past couple of years as well as in the planning for the 2018 budget year. A few of these include a continued increase in the property tax value and reasonable increases in health care expenditures. The 2018 budget is balanced, with the use of little reserves, and with the proposed county operating millage remaining the same at 3.6 mills. County programs are funded at the same service level, all debt service payments are included, capital improvement plan, retirement plan and other benefit programs are fully funded.

The County's Financial Policies stress the importance of having a balanced budget, which means at the end of the fiscal year operating revenues match operating expenditures. To keep a conservative approach to estimating revenues without eliminating programs, the 2018 budget includes the following steps to balance the budget.

1. \$500,000 transfer from the Ottawa County Insurance Authority (OCIA). The County contributed money to start the Authority in 1990, which has been fully refunded to the County. The interest earned through investing of this contribution is valued at \$4.9 million and is available to transfer to the County's General Fund, if needed. The County budgeted similar transfers from the OCIA in the past, but the last time dollars were actually transferred was for fiscal year 2005. To assist with balancing the budget in 2017, the County has budgeted a \$1 million transfer from the OCIA. In 2018 the County is able to lower this transfer to \$500,000 through anticipated increases in various revenue categories and also by limiting the increases in appropriations.
2. \$1.2 million transfer from the Delinquent Tax Fund. As of completion of the last audit 09/30/16, the fund has a net position of \$23.1 million, which provides the capacity to transfer funds to the General Fund. This, like the transfer from the OCIA, has been budgeted in the past, but has not been needed in recent years to supplement the General Fund.
3. \$775,000 transfer from the DB/DC Fund. This fund was established by the Board to assist in the cost of closing the Defined Benefit (DB) Plan with MERS. A transfer is budgeted in 2018 to reduce the strain on the General Fund caused by the annual increase payable to MERS, for the unfunded pension liability.
4. \$975,000 transfer from the Compensated Absence Fund. This is a one-time transfer to fund projects in the Capital Projects Fund. The Compensated Absence Fund was established to cover the liability of the County's paid leave programs. The fund balance has grown over the years and the paid leave programs have changed so the amount needed to cover this liability is lower than the current fund balance. This gives the County the capacity to reallocate this fund balance to the Capital Project Fund.

FUTURE BUDGET CHALLENGES & ISSUES

Retirement Plan Funding

In the 2015 actuary study for the defined benefit retirement plan, Michigan Employees Retirement System (MERS) reviewed and updated the assumptions used to calculate the retirement benefit. The two most significant changes were recognizing that plan members and beneficiaries are living longer and reducing the investment earning rate from 8% to 7.75%.

The assumption changes, combined with the actual plan results more than doubled the unfunded liability, increasing it from \$23.9 million to \$44.8 million in 2015 and then \$51 million in the 2016 valuation. With this change, the average annual contribution is estimated to increase from \$7.2 million to \$13.6 million through 2028. The \$6.4 million increase equates to approximately 16% increase in property tax revenue.

When the County changed the fiscal year end to September 30, MERS required the County to use the 2015 actuarial evaluation for 21 months, instead of 12 months. This slowed the budgetary impact of the experience study, but fiscal year 2019, 2020, and 2021 are projected to increase \$1 million, \$1.3 million, and \$1.7 million respectively.

Capital Infrastructure

When possible, the County of Ottawa has dedicated excess General Fund revenues to one-time expenditures such as capital infrastructure. The most recent was in 2013 when the Board of Commissioners authorized \$1.5 million to be reserved for capital infrastructure.

In 2014, the County prepared a formal Capital Improvement Plan and created a Capital Project Fund to account for projects. In total, \$7.5 million was transferred to the Capital Improvement Fund from the General Fund and Public Improvement Fund to fund projects. In 2018 the budget includes a \$975,000 one-time contribution of excess reserves from the Compensated Absences Fund to fully fund scheduled projects.

As the County transitions from building new structures, to maintaining existing infrastructure; consistent, ongoing contributions will be necessary.

Summary

The retirement and infrastructure funding is not an immediate crisis and we have been gathering necessary information and completing analysis to have a full discussion later this fall.

With these looming challenges, we do not believe it prudent to reduce the general operating tax millage at this time.

2018 BUDGET SUMMARY

Revenue Summary

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

	Current Year Adopted Budget <u>2017</u>	Recommended Budget <u>2018</u>	Increase/ (Decrease)	% Increase/ (Decrease)
Taxes	54,677,150	57,751,017	3,073,867	5.62%
Intergovernmental Revenue	69,611,713	72,168,737	2,557,024	3.67%
Charges for Services	17,693,263	17,097,635	(595,628)	-3.37%
Fines & Forfeits	85,600	109,175	23,575	27.54%
Interest on Investments	586,038	409,620	(176,418)	-30.10%
Rent	2,363,979	2,320,619	(43,360)	-1.83%
Licenses & Permits	1,322,183	1,409,990	87,807	6.64%
Other Revenue	4,014,474	5,213,354	1,198,880	29.86%
Operating Transfers In	<u>22,328,463</u>	<u>21,582,237</u>	<u>(746,226)</u>	
Total Revenues	<u>172,682,863</u>	<u>178,062,384</u>	<u>6,125,747</u>	

The overall projected revenues – excluding transfers are \$156,480,147. This increase is just over a 4% increase in revenue. Below are further explanations for these changes.

Taxes

Taxes are based on an estimate of taxable value at the current millage rate. Also included in the tax budget estimate is the Local Community Stabilization Authority payment (estimated) authorized by the August 2014 ballot that approved phasing out all industrial and a portion of commercial personal property tax.

For tax year 2018, the County is estimating taxable value of \$11.3 billion, a 4.5% increase from the 2017 \$10.8 billion value and the 6th year of consecutive growth for the County since the great recession. Additionally, the County is projecting that the Local Community Stabilization Authority payment will be made in full.

The County collects taxes for County general operating millage and four special millages; Parks, Mental Health, E-911, and Roads. Dispatch and Roads, both component units, taxes received are immediately disbursed to the separate organizations.

Parks and Mental Health are special millages, approved by the voters and billed in December. The 2018 budget is for the year October 1, 2017 through September 30, 2018, therefore 2018 operating revenue is based on the December 2017 tax bill. Whereas County operating millage is billed in July and based on 2018 taxable values.

Intergovernmental Revenue

Intergovernmental revenue is money that is obtained from other governmental entities (Federal, State, Local, etc...) to fund various programs throughout the County. Generally, grant approvals are received after the fiscal year start so this category is budgeted conservatively.

The majority of this increase is \$2.1 million in the Parks & Recreation Fund and is related to grant money expected to be received to fund various capital projects that they have planned for Fiscal Year 2018. This grant funding is over and beyond what they already have dedicated for funding of capital projects from the Park millage.

Charges for Services

After the budget was adopted in 2017, the Child Care Fund realigned some of its revenue to the accurate revenue categories. This affected both the revenue in Charges for Services with a decrease and Other Revenue with an increase. This revenue was mainly revenue that is received from outside sources for reimbursement for the care of juveniles that are placed in the Ottawa County Juvenile facility, but are the fiscal responsibility of another entity

Other Revenue

This above mentioned realigning of revenue increased the revenue in this category by approximately \$700,000. The Child Care fund also increased the amount that they receive for reimbursements from outside sources by an additional \$200,000. This change was to better align the reimbursements closer to anticipated revenue for 2018.

The other area that saw a significant increase in this revenue category was the Parks and Recreation Fund. \$800,000 of this is from revenue that they anticipate receiving from either bond sales or a loan for the work on the Marina project. The other \$285,000 is from donations anticipated to receive from other sources to fund various projects throughout the Parks. The only major decrease in this revenue category was budgeted in the Capital Projects Fund. In 2017 there is more funding budgeted to be received from donations, while in 2018 there is only one project that is budgeted to receive partial funding from donations.

Fund Balance

The change in use of Fund Balance for the FY 2018 budget is reflected in four funds: General Fund, General Fund Compensated Absences, General Fund DB/DC Conversion and the Capital Project Fund; which are explained below.

The General Fund is budgeting to use \$1 million of fund balance. This use of fund balance is an allowable use of prior year excess fund balance and is over and above the minimum of 10% and maximum of 15% required per the fund balance policy. The budgeted use of fund balance accommodates for annual appropriations to cover the departments underspending.

Long-term financial planning is addressed extensively in the County's Strategic Plan. The Board adopted fiscal policies and procedures specifically addressing the County's long-term financial needs through various Financing Tools that provide partial, alternative funding sources. The following funds, addressed in the successive paragraphs, are budgeted as Special Revenue

Funds, but consolidated with the General Fund for reporting purposes. These funds projected equity balances at the end of the 2018 fiscal Year are also mentioned below.

The Compensated Absences Fund (2980) has a budgeted transfer to Capital Project Fund to cover the anticipated projects budgeted for 2018. This equals a use in fund balance that is over and beyond what is need to cover the liability in this fund. The budgeted fund balance at the end of 2018 will be \$2,625,878 after the \$975,000 transfer.

The DB/DC Conversion Fund (2970) will have a budgeted fund balance of \$1,755,703 at the end of 2018 after the use of the \$785,000 to assist the General Fund in covering the MERS increase to fund the DB pension plan.

The last three funds have only minor changes in fund balance from normal annual expenditures. These funds budgeted fund balance at the end of 2018 are as follows: Infrastructure Fund (2444) \$1,474,186, Solid Waste Clean-up Fund (2271) \$2,726,763 and Stabilization Fund (2570) \$9,255,217.

The Capital Project Fund has a fund balance of \$5.6 million as of 09/30/16 that is designated for larger projects throughout the County budgeted in 2017 or rolled from prior year's budgets.

2018 budgeted projects, in addition to typical capital outlay expenses, resulted in a \$1.2 million use of fund balance for 2018. At the end of 2018 the Capital Project Fund will have a budgeted fund balance of \$441,196.

Expense Summary

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

	Current Year Adopted Budget 2017	Recommended Budget 2018	Increase/ (Decrease)	% Increase/ (Decrease)
Salaries & Wages	49,115,436	50,337,736	1,222,300	2.49%
Benefits	25,332,609	28,129,912	2,797,303	11.04%
Supplies	4,959,948	5,014,259	54,311	1.09%
Contracted Services	38,509,376	39,730,807	1,221,431	3.17%
Operating Expenses	7,474,857	7,121,839	(353,018)	-4.72%
Maintenance & Repair	1,301,317	1,245,929	(55,388)	-4.26%
Utilities	1,928,648	1,915,828	(12,820)	-0.66%
Insurance	1,595,844	1,786,009	190,165	11.92%
Indirect Expense	7,953,131	8,743,283	790,152	9.94%
Contribution to Component Units	9,754,632	9,789,537	34,905	0.36%
Capital Outlay	8,867,791	7,388,720	(1,479,071)	-16.68%
Debt Service	5,534,126	5,520,457	(13,669)	-0.25%
Operating Transfers Out	16,986,800	17,188,685	201,885	1.19%
Total Expenditures	179,314,515	183,913,001	4,396,601	

Salaries and Wages

The wage increase reflects a budgeted 2% COLA increase for the bargaining groups and other employee classifications as well as the anticipated step increases for employees. The bargaining group's contract expires on 12/31/17, the 2% is a placeholder estimate in the budget. Once negotiations are finalized, the budget can be updated to reflect the outcome.

Benefits

The two largest increases in this expense category are from the increase in the amount payable to MERS for the unfunded portion of the liability as well as an increase in health insurance costs. \$785,000 of the MERS increase has been covered by a transfer from the DB/DC fund.

There is also an anticipated increase in health insurance expense of approximately 7.5%.

NOTE: In 2017 the Other Services and Charges expense category was divided into 7 different categories to make it easier to define and verify expenditure changes within these categories. The new categories are listed in the above chart above (Contracted Services to Contribution to Component Units). Any significant changes from the 2017 budget to the 2018 budget are explained below.

Contracted Services

The increase in contracted services is largely in the Mental Health Fund and the Mental Health Millage fund. The increase in the Mental Health fund is based on an increase in Autism Services. Autism services were expanded to include age 6 to 21 in FY 17. With this expansion, Ottawa County has approximately 70 consumers somewhere in the eligibility process, but not currently receiving services. The increase is to cover these 70 individuals plus new consumers.

The other increase in contracted services is in the Mental Health Millage Fund. There was a change in the services that are contracted as a part of the Social Recreation program. Initially CMH anticipated directly operating these programs, which included salary, fringes, operating expenses, but in 2017 they reevaluated this and decided it would be best to outsource these services. There has been a budget adjustment that was completed in 2017 to reflect these changes.

Operating Expenses

The Mental Health Millage fund is also the fund that has a decrease in this expense category. This decrease is contributed to outsourcing of transportation costs for the Social Recreation programs. In 2017, CMH budgeted operating expenditures to cover transportation costs for the clients in this program. These costs are now included in the amount that is budgeted in contracted services part of the budget for this program. Also since the Social Recreation program is being outsourced CMH no longer will use the space at the "B" building at the James Street complex in Holland so the cost for rent was eliminated from this budget.

Insurance

The insurance premiums are determined by reviewing actual claims paid as well as rates provided through an actuary evaluation of the County's risk level. The Ottawa County Insurance Authority utilizes the rates to determine the insurance premiums charged to the County. Insurance premiums for the upcoming year, mainly in the two areas of general liability law enforcement and general liability as it relates to insuring the providers through Public Health and CMH, increased significantly after this last review. The changes were attributed to an increase in actuarially determined exposures to the County in the law enforcement liability as well as actual claim experience.

Capital Projects

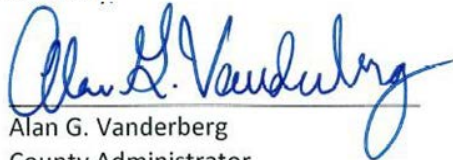
The changes in Capital Projects expenditures is consolidated to the Capital Project Fund and the Parks and Recreation Fund. The Parks and Recreation Fund budgeted an increase in budgeted projects of \$2.2 million that is funded and approved as a part of the millage. The Capital Projects Fund requests for projects that are anticipated to be completed in 2018 as a part of the Capital Improvement Plan was \$3.6 million less than those requested in 2017. Capital Projects are compiled and can be reviewed in the Capital Improvement Plan 2018-2023 that has been approved as a separate Board approval process.

CONCLUSION

Ottawa County remains committed to achieving its Vision Statement of being the place *where you belong*. The 2018 Annual Budget represents a fiscally responsible spending plan that balances the Board's direction of providing citizens and business exemplary levels of service at reasonable expense, while continuing to address regulatory compliance.

The preparation of the 2018 County of Ottawa Budget was made possible through the collaboration efforts of the various County employee's, Elected Officials and Judges, Department Heads, Agency Directors, Fiscal Service staff and all others involved in the budget preparation process. With their input, the successful 2018 budget process has been achieved.

Sincerely,

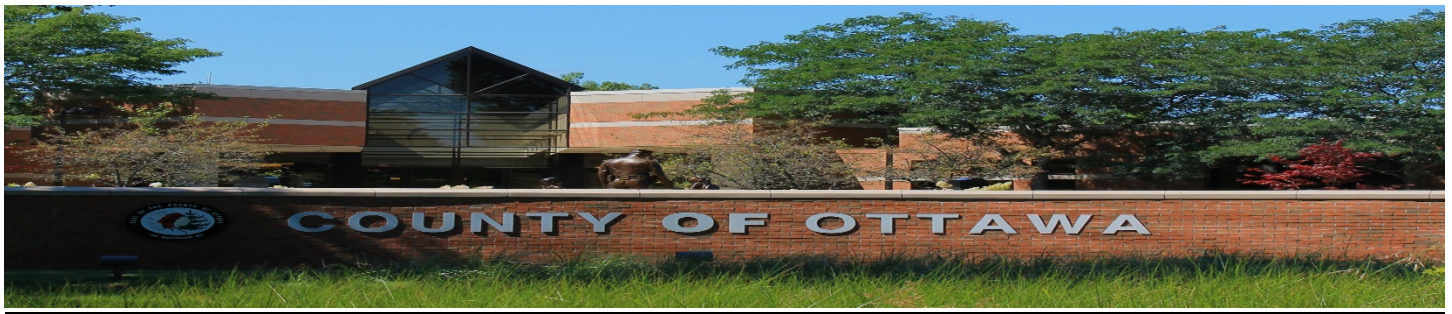

Alan G. Vanderberg
County Administrator


Karen Karasinski, CPA
Fiscal Services Director

County Profile



Ottawa County
Where You Belong



Introduction

Beautiful Ottawa County is located in the southwestern section of Michigan's Lower Peninsula. Its western boundary is formed by Lake Michigan and its eastern boundary is approximately 30 miles inland. The County landmass consists of a total area of 565 square with over 300 miles of water frontage.



The County took its name from the Ottawa Indians who occupied this area in the middle of the 17th century. The Indian word Ottawa means trader. The Ottawa Indians were hunters and fishermen and harvested wild rice in the swamps along the Grand River. In 1754 a Frenchman named Charles Langlade came to this area to recruit Indians to fight against Braddock and Washington in the French and Indian War. For his part in the defeat of Braddock, Langlade was given the fur trader rights throughout the entire Grand River Valley. The lucrative fur trade flourished until the middle of the 19th century. One of the fur trade pioneers, Rix Robinson, helped found the city of Grand Haven. When fur trading declined, the lumber industry sprang up.

In 1831, Ottawa County was designated as a territorial County and in 1836 it was attached to Kent County for judicial purposes. Ottawa County was organized by an act of the Michigan legislature on December 29, 1837. At the time, the County included part of what is now Muskegon County. The County Board of 1838 ordered that court was to be held in Grand Haven until further notice. In 1839, the Michigan legislature enabled the appointment by the governor of three county commissioners. The commissioners were directed to impartially select a location for the County seat, considering the County's present and future population. In 1840, the County Commission selected Warren City in Robinson Township (a city on paper only) as the County seat. The County seat was never moved from Grand Haven even though there were votes by the Board of Commissioners in 1856, 1857, 1858 and 1864 to move it to places other than Grand Haven.

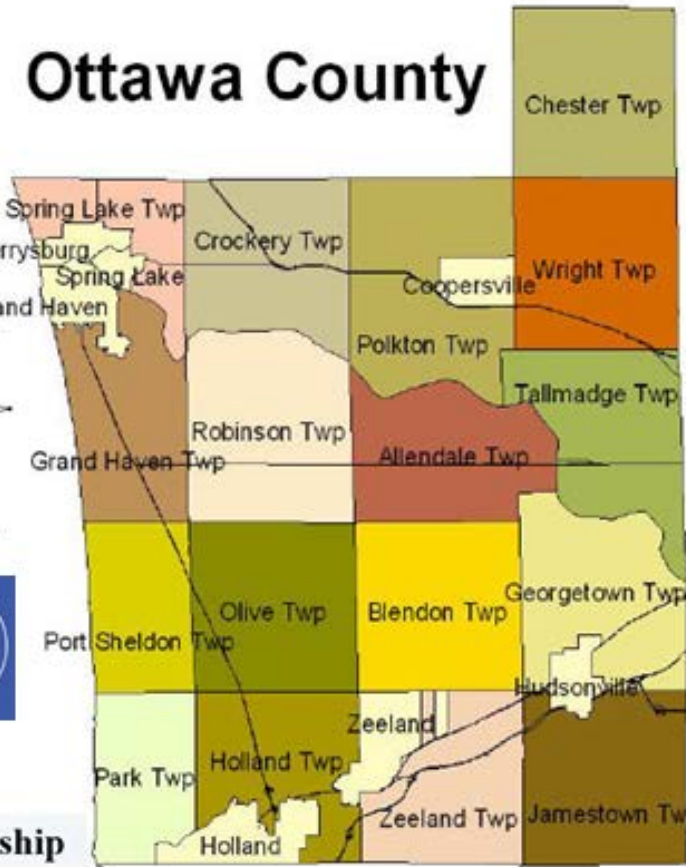
The County began full operations in April of 1838. The current County's legislative body is an eleven-member Board of Commissioners which is elected from single-member districts, determined by population, on a partisan basis for two-year terms. The Board annually elects from within its ranks a Chairman and Vice-Chairman by majority vote.

Population

According to the Census of 1840, there were only 208 residents within all of Ottawa County. In 1846 the population swelled to 1,200 and by 1850, the County population had grown to almost 8,500. The most recently published information by the United State Census Bureau estimates the population as of 2016 at 282,560 making Ottawa County the 8th most populous county in the state. Significant population growth has occurred over the years and is expected to continue in the years ahead, though at a slower rate. The County is composed of 6 cities, 17 townships, and 1 village.



Ottawa County



Port Sheldon Township





Recreation & Tourism

Ottawa County’s continuously strives towards being a destination to live, work and play and features many forms of recreation. Ottawa County has 30 miles of Lake Michigan shoreline, 36 miles of inland lake shorelines and 285 miles of tributaries. There are 38 County parks/trails/natural areas and two State parks located in County. Both State parks are located along the Lake Michigan shoreline and attract more visitors than any other parks in the State’s system. There are numerous paved bike paths, outstanding golf courses as well as the never-too-warm summer climate, which has made the County a mecca for sportsmen.

Each year the County welcomes millions of visitors to its vacation playground. Ottawa County has many different local attractions to offer. Whether it is a visit to one of its lake shore communities, watching the Grand Haven Musical Fountain at sunset on a warm summer evening, or attending a race at Berlin Raceway in Marne. There are also many events that happen throughout the year and are highlights for the County such as three fairs (one County and two communities), and two nationally known festivals – Tulip Time in Holland and the Coast Guard festival in Grand Haven.



Education



Ottawa County has 9 public school districts that make up the Ottawa Area Intermediate School District (OAISD). In addition there are several private and charter schools within the County. The OAISD supports the Careerline Tech Center, which provides vocational education to its students. The OAISD and Grand Rapids Community College (GRCC) have jointly established an M-TEC Center to assist in the training and retraining of the area’s adult workforce.

There are two institutions of higher education based in Ottawa County. Grand Valley State University (GVSU) and Hope College. GVSU is the fourth largest employer in the County. There are four other institutions of higher education that have satellite campuses in the County: Baker College, Davenport University, Grand Rapids Community College, and Muskegon Community College.

Industrial

Durable goods manufacturing is one of the three sectors that comprise the economic base in Ottawa County. There are 350+ manufacturing facilities in the County, concentrated in furniture, office equipment and automobile related manufacturing. The size of firms ranges from one & two person shops to nationally known Fortune 500 corporations. Major automotive suppliers include Johnson Controls, Inc., Magna Donnelly, Gentex and Delphi Automotive. Major office furniture manufacturers include Herman Miller, Inc. and Haworth.

Agriculture & Food Processing

Agriculture is one of the three sectors that comprise the economic based in Ottawa County's economy. Thirty-eight (38%) percent of the County's land mass is farmland or 1363 farms. Notably, Ottawa County ranks second in the State (among 83 counties) in the market value of all agricultural products sold. The County leads all other Michigan counties in the production of turkeys, ornamental nursery crops, blueberries and perennials. Crops of importance include blueberries, soybeans, corn, celery, and onions.

There are 43 food and beverage manufacturing establishments in Ottawa County. The largest Ottawa County food processors by total employment are Tyson Foods, Request Foods, Inc., and Boar's Head. There is also three world class food companies in Ottawa County; Leprino Foods, Continental Dairy Facilities and Fairlife, Kraft Heinz Company, and Kent Quality Foods.

Health Care

Ottawa County has gained recognition on the National scale for being named the Number 1 healthiest County in the State of Michigan for 4 years in a row (a study performed by the Robert Wood Johnson Foundation). The study shows overall West Michigan residents have better access to quality programs that promote good health, are less likely to die before age 75, and are more likely to engage in healthy behaviors leading to lower obesity rates. Of the seven years this study has been completed Ottawa County has ranked Number 1 for 4 of these years and Number 2 for 3 of these years.

Transportation

Ottawa County is accessed by several Interstate and State Highways, including I-96, I-196, US-31, M-45, M-6, and M-104. US-31, which parallels the Lake Michigan shoreline, and is a heavily traveled route, especially by tourists during the summer months. Recently the M-231 bypass was completed to alleviate congestion along US31 in Grand Haven and provide a fourth Grand River crossing in the County. Futures phases of this Michigan Department of Transportation (MDOT) project are in the planning stages and will be instituted to alleviate congestion from US-31 in the Holland area.

Public transportation in Ottawa County includes the Macatawa Area Express (MAX) serving the Holland/Zeeland area and providing fixed-route bus and demand-response transit service to the City of Holland and Holland Charter Township and the City of Zeeland. Harbor Transit serves the City of Grand Haven, Grand Haven Township, Spring Lake Village, Spring Lake Township, and the City of Ferrysburg. Services provided by Harbor Transit include demand-response public bus transit, contractual services, and trolley transportation. There are also two nonprofit carriers, Pioneer Resources and Georgetown Seniors which provide services primarily to disabled citizens and the elderly.

In addition, 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 – West Michigan Regional Airport in Holland, Grand Haven's Memorial Airport and Riverview in Hudsonville. The nearest commercial airports are the Gerald R. Ford International in Kent County and Muskegon County International.

County Strategic Plan



Ottawa County
Where You Belong

Strategic Planning Process Summary

Ottawa County, the eighth-largest county in Michigan, is a beautiful community of 282,250 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/Register of Deeds, Water Resources Commissioner, Prosecutor, 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 May 17, 2017, to review the current strategic plan and create the business plan for fiscal year 2017-2018. This involved a review of the strengths, weaknesses, opportunities, and threats (SWOT) facing the County, a confirmation of major goals, and the development and ranking of objectives. 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.

Strategic Planning Components

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

Where you belong.

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 contribute to the long-term economic, social and environmental health of the County.*
- 3. To maintain and enhance communication with citizens, employees and other stakeholders.*
- 4. To continually improve the County's organization and services.*

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 *Integrity* 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.

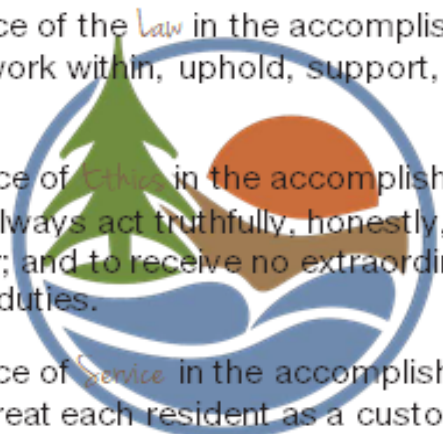
We recognize the importance of *Service* in the accomplishment of our mission and hold it as a basic value to treat each resident as a customer; to do all we can, within the bounds of the County's laws, regulations, policies and budget, to meet requests for service.

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.



Ottawa County

Where You Belong

Business Plan 2017-2018 Objectives, Deliverables, Outputs, and Outcomes

While goals are relatively static in nature, the objectives that assist in accomplishing the goals are likely to change annually. Deliverables are items that give further meaning and substance to an objective. Outputs are specific items of action and outcome indicators are a measure of success, demonstrating the impact of actions conducted to achieve goals and objectives.

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.

Strengths

- o Communication with the public
- o Financial strength
- o Parks
- o Job opportunities
- o Fastest growing County in the State
- o Agriculture/business
- o Tourism
- o Lakes - Lake Michigan
- o Diversity of agriculture
- o Commissioner involvement
- o Culture
- o Low millage
- o Public safety
- o Employees
- o Employee training
- o Good schools K-College (strong education opportunities)
- o Community Mental Health services
- o Great place to retire
- o Respect
- o Water resources
- o Industry diversity
- o Working with State Legislators
- o Parks Foundation
- o Presentation for Commissioners to share with local units

Weaknesses

- o Lack of secure funding for our CIP/buildings
- o Fastest growing County: negative impacts and pressures, farmland and economy
- o Groundwater challenges
- o Lack of affordable housing
- o Lack of skilled/unskilled labor
- o Deteriorating infrastructure: roads, water, sewer, impacts on land development, eliminating farmland
- o Threats to revenue sharing
- o Unfunded mandates
- o Number of school districts
- o Consumers Energy tax appeals, trending
- o Staffing/leadership reflecting ethnic population of County
- o Structure/pay/system lends itself to limited candidates for County Commissioner

Opportunities

- o Fastest growing County in State
- o Creative approaches for redoing workspaces
- o Creative ways to fund things with Insurance Authority
- o Capital Improvement Plan
- o County property review
- o Parks and Recreation
- o Lowering millage (lowest millage in State without reducing services or maintenance)
- o Fed and State legislators
- o Continue to look for collaboration opportunities with local units
- o Educational events for the public to learn about the County
- o County-wide development plan

Threats

- o Parks and Recreation: if millage or other support ever goes away
- o Tensions: desire for service levels and low tax rates
- o Federal and State legislature
- o Voters ability to do zoning referendums and negative impact on affordable housing
- o Locals want park money in their local municipalities

What do we want to do?

How will we know our actions were effective?

Goal 1: To Maintain and Improve the Strong Financial Position of the County.

Output Outcome Indicator

- Objective 1: Maintain and improve current processes and implement new strategies to retain a balanced budget.
- o Provide information to the Board necessary to make key decisions, adopting the budget by the end of September.
 - o Annually adopt the Capital Improvement Plan, identifying and prioritizing projects and the funding to pay for it.
 - o Annually review millage rates during the budget process.
 - o Continue to evaluate and adopt strategies to address remaining pension and retiree health liabilities.
 - o Continue strategies to contain the cost of health benefits, including: health plan design, bidding out our health plan to the market, and implementation of the health management plan.
 - o Identify financial threats and approve strategies to mitigate those threats.
 - o Maintain the health of the County financing tools.
 - o Maintain the health of the Insurance Authority, while investing funds for projects that lower County liabilities.

Board receives financial information in a timely fashion in order to adopt and monitor the budget. Board reviews the Capital Improvement Plan, developing a funding strategy for future facility and equipment needs. Board adopts strategies regarding pension/retiree health liabilities and the cost of health benefits. Board reviews information on the financing tools, including the Insurance Authority.

What will we do to get there?

Budgets are adopted on time without deficits. The County is able to fund facility and equipment needs. Pension and retiree liabilities are fully funded. Cost of employee benefits are lower than benchmarks. The County financing tools are fully funded, helping to keep the general operating millage rate lower than comparable counties.

- Objective 2: Maintain and improve the financial position of the County through legislative advocacy.
- o Maintain a list of legislative priorities with regular tracking and reporting to the Board.
 - o Maintain legislative positions with associated talking points that can be used with legislators, the public and other stakeholders.
 - o Coordinate legislative actions with our lobbyist and the Michigan Association of Counties.
 - o Continue meeting with our legislators to maintain and enhance relationships and County influence in State decisions.
 - o In accordance with legislative protocols, focus efforts to preserve and enhance the budgetary and administrative authority of the County, enhance the fiscal position of the County and court system, and maintain or increase current levels of revenue sharing.

Legislative priorities and position statements are maintained to guide the work of Commissioners, staff, lobbyist and MAC. Staff and lobbyist provide regular updates to the Board. Meetings are regularly held with our legislators to maintain relationships and County influence.

County legislative position statements are used by stakeholders in the legislative process. The County has positive relationships with our legislators. Positive legislation is adopted and negative legislation defeated.

- Objective 3: Maintain or improve bond credit ratings.
- o Maintain a balanced budget with pro-active strategies.
 - o Present high-quality information to bond rating agencies.
 - o Continue to strive for "triple-triple" bond ratings.

Board adopts a balanced budget. Communicate with bond rating agencies as scheduled.

Achieve and maintain the top ratings from all rating agencies.

How will we know our actions were effective?

What do we want to do?

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

Output Outcome Indicator

- o Objective 1: Consider initiatives that contribute to the economic health and sustainability of the County and its' residents.
- o Continued involvement and support of the Housing Next coalition addressing the shortage of affordable housing.
- o Facilitate work with the State, Road Commission and local units of government to plan for future phasing of M-231.
- o Maintain regular communication and the relationship with the Road Commission.
- o Continue work to facilitate and support a county-wide approach and contribution to economic development in the County.
- o Recognize and support the role of agriculture in our economy through efforts like the ACRE AgTech business incubator.

The Board is regularly updated on the Housing Next initiative. The Board is updated on M-231 work and has regular meetings with the Road Commission. The Board is represented, funds, and is regularly updated about economic development activities.

Workers can find affordable housing in the County. The condition of roads are rated well in citizen surveys. Businesses succeed and thrive, contributing to low unemployment rates and high personal income rates. Agriculture continues as an economic driver, with the County ranked in the top three producers statewide.

- o Objective 2: Consider initiatives that contribute to the social health and sustainability of the County and its' residents.
- o Address current issues, including: the opioid epidemic, increasing suicide rates and the funding/provision of mental health services.
- o Continue to provide for the health of residents in the County through the Department of Public Health and Community Mental Health.
- o Continue to provide for public safety in the County through the work of the Sheriff, Prosecutor and Courts.
- o Walk the talk of our vision "Where You Belong", providing cultural intelligence training for employees so that the County is a welcoming place that supports a globally diverse workforce in our community.

Board stays updated on current issues and the work by departments in areas of public health, mental health and public safety. Cultural intelligence training provided for all employees.

County retains low crime rates and high health rankings. Citizen surveys reflect continued high satisfaction regarding public safety and health. Diverse peoples are welcomed and stay in the County.

- o Objective 3: Consider initiatives that contribute to the environmental health and sustainability of the County and its' residents.
- o Evaluate next steps with the Southwest Ottawa County landfill.
- o Complete the groundwater resources study and evaluate next steps.
- o Convene stakeholders to develop a countywide development plan and approach for infrastructure and funding (water/sewer/etc.).
- o Continue to support the work of the Parks and Recreation Commission and the new Parks Foundation.
- o Continued support of the Agricultural Preservation Board, discussing options to more aggressively pursue farmland preservation.
- o Continue efforts related to water quality and beach sand quality.
- o Review and report on the status of the County being part of multiple Metropolitan Planning Organizations.

Board reviews options to remediate the SW County landfill. Groundwater study is completed. Board meeting to discuss a countywide development plan. Board stays updated on current issues and the work of the Parks Commission. Water Quality Forum held. Discuss options and current efforts to pursue farmland preservation. Board reviews report on Metropolitan Planning Organizations.

County is proactively addressing potential issues and preserving the natural environment. Citizen surveys reflect continued satisfaction with living in Ottawa County.

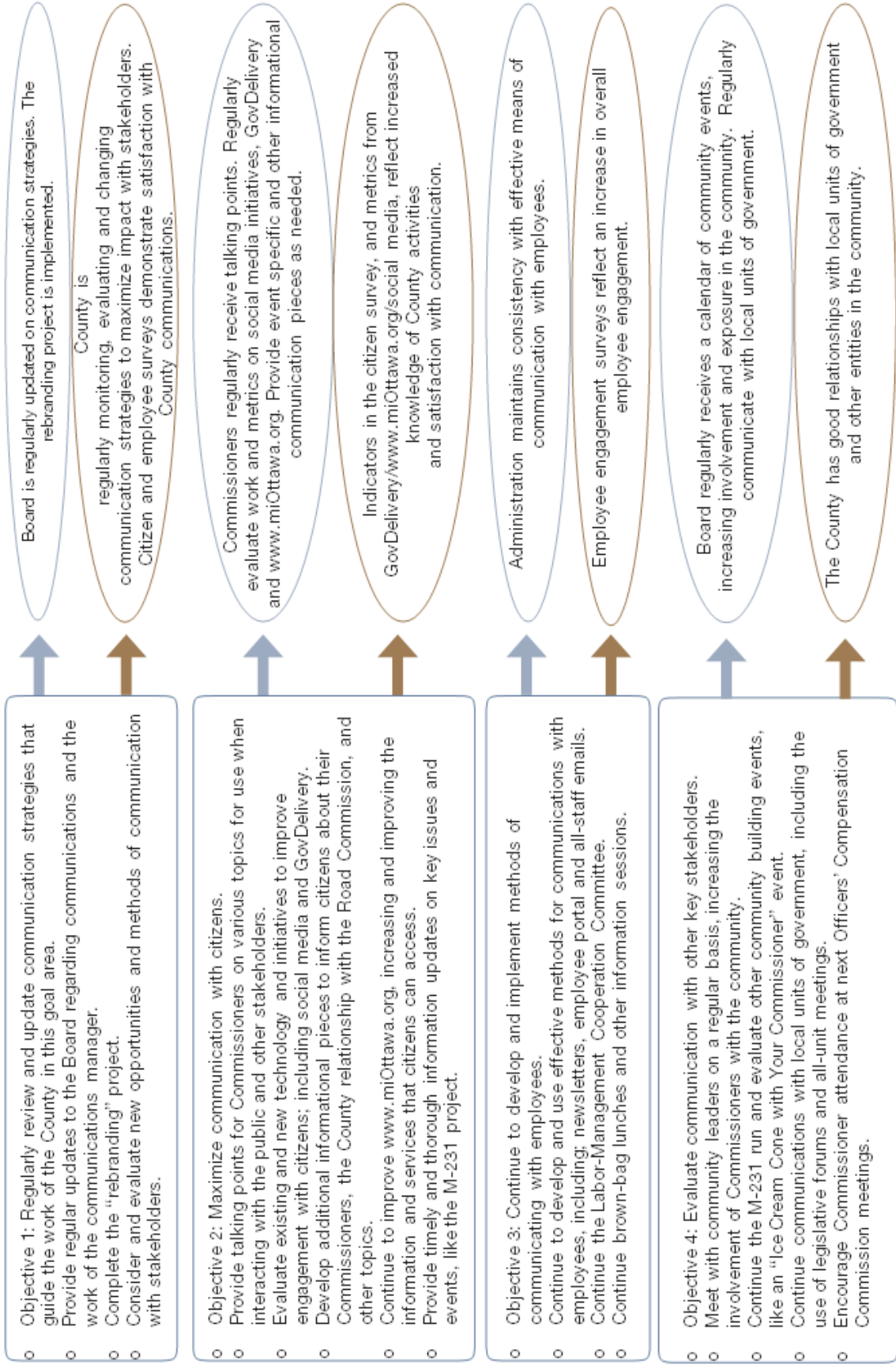
What will we do to get there?

What do we want to do?

How will we know our actions were effective?

Goal 3: To Maintain and Enhance Communication with Citizens, Employees, and Other Stakeholders.

Output Outcome Indicator



What will we do to get there?

What do we want to do?

How will we know our actions were effective?

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

Output Outcome Indicator

- o Objective 1: Conduct activities and maintain systems to continuously improve to gain efficiencies and improve effectiveness.
- o Continue and enhance the "4 C's" initiative.
- o Develop and incorporate systems of creativity (continuous improvement and innovation) for all employees.
- o Complete broadband assessment and technology action plan.

The "4 C's" initiatives become part of the organizational culture. The broadband assessment/plan is completed.

Employees are actively involved in the continuous improvement of County processes and services.

- o Objective 2: Continue to perform program evaluations and implement outcome-based performance measurement systems.
- o Conduct organizational efficiency/structure reviews and program evaluations, including: Regional Transit Study, SWAP, Jail Billing, Sobriety/Drug Courts & Others as needed.
- o Continue to improve performance measurement systems and benchmarks relative to budgeted resources.
- o Continue to maintain and improve dashboards and other reports to increase transparency and demonstrate outcomes.

Board considers program evaluations. Budget is adopted with outcome-based performance measurements incorporated. Dashboards are utilized to help demonstrate outcomes.

Budgets are dopted based upon demonstrated outcomes. Results are collected which demonstrate yearly and cumulative totals of both effective programs and services confirmed and savings from the improvement and/or elimination of ineffective programs and services.

- o Objective 3: Maintain and expand investments in the human resources and talent of the organization.
- o Continue to develop approaches to attract and retain talent, including elements such as; competitive wages, benefit packages and flexible work environments.
- o Continue to develop approaches to expand and retain a diverse workforce.
- o Continue the investment in employee training and development through the training program and tuition reimbursement.
- o Successfully complete union negotiations.
- o Review employee recognition programs.

The Board considers approaches regarding talent attraction and retention. Training and development programs are maintained and improved. Union negotiations are completed on time. The Board reviews the employee recognition program.

Ottawa County is recognized for excellent customer service. Ottawa County is competitive for talent and viewed as an employer of choice. The employee engagement survey reflects satisfied and engaged employees.

- o Objective 4: Examine opportunities for increased cooperation and collaboration with local government and other partners.
- o Examine and evaluate possibilities for collaboration on services and make cost-effective services available to units of government.
- o Continue to improve culture of collaboration and teamwork among county departments/agencies/courts.

Collaboration opportunities and teamwork among county departments are consistently expanded.

Ottawa County is recognized as a region of excellence for government collaboration.

What will we do to get there?

Assigned Resources and Deadlines

Once objectives, deliverables and outputs have been established, it is important to assign deadlines and resources to ensure that the plan activities are completed.

Ottawa County Board of Commissioners Business Plan: Deadlines and Resources		Projected Completion	Resources Assigned
Goal 1: To Maintain and Improve the Strong Financial Position of the County.			
Objective 1: Maintain and improve current processes and implement new strategies to retain a balanced budget.			
Board receives financial information in a timely fashion in order to adopt and monitor the budget.	9/26/17	Administrator, Fiscal Services	
Board reviews the Capital Improvement Plan, developing a funding strategy for future facility and equipment needs.	4/1/18	Administrator, Fiscal Services, Facilities	
Board adopts strategies regarding pension/retiree health liabilities and the cost of health benefits.	4/1/18	Administrator, Fiscal Services, Human Resources	
Board reviews information on the financing tools, including the Insurance Authority.	9/26/17	Administrator, Fiscal Services	
Objective 2: Maintain and improve the financial position of the County through legislative advocacy.			
Legislative priorities and position statements are maintained to guide the work of Commissioners, staff, lobbyist and MAC.	Ongoing	Administrator	
Staff and lobbyist provide regular updates to the Board.	Ongoing	Administrator	
Meetings are regularly held with our legislators to maintain relationships and County influence.	Ongoing	Administrator	
Objective 3: Maintain or improve bond credit ratings.			
Board adopts a balanced budget.	9/26/17	Administrator, Fiscal Services	
Communicate with bond rating agencies as scheduled.	Ongoing	Administrator, Fiscal Services	
Goal 2: To Contribute to the Long-Term Economic, Social and Environmental Health of the County.			
Objective 1: Consider initiatives that contribute to the economic health and sustainability of the County and its' residents.			
The Board is regularly updated on the Housing Next initiative.	Ongoing	Administrator	
The Board is updated on M-231 work and has regular meetings with the Road Commission.	Ongoing	Administrator, Planning	
The Board is represented, funds, and is regularly updated about economic development activities.	Ongoing	Administrator	
Objective 2: Consider initiatives that contribute to the social health and sustainability of the County and its' residents.			
Board stays updated on current issues and the work by departments in areas of public health, mental health and public safety.	Ongoing	Administrator, Sheriff, Courts, Prosecutor, Public Health and Community Mental Health	
Cultural intelligence training provided for all employees.	Ongoing	Human Resources	
Objective 3: Consider initiatives that contribute to the environmental health and sustainability of the County and its' residents.			
Board reviews options to remediate the SW County landfill.	7/1/18	Administrator, Public Health, Public Utilities	
Groundwater study is completed.	3/31/18	Administrator, Planning	
Board meeting to discuss a countywide development plan.	12/31/17	Administrator, Public Utilities, Planning	
Board stays updated on current issues and the work of the Parks Commission.	Ongoing	Parks	
Water Quality Forum held.	11/30/17	Administrator, Parks, MSU Ext., Public Health	
Discuss options and current efforts to pursue farmland preservation.	12/31/17	Administrator, Planning	
Board reviews updated report on Metropolitan Planning Organizations.	4/30/18	Administrator, Planning	

	Projected Completion	Resources Assigned
Goal 3: To Maintain and Enhance Communication with Citizens, Employees, & other Stakeholders.		
Objective 1: Regularly review and update communication strategies that guide the work of the County in this goal area.		
Board is regularly updated on communication strategies.	Ongoing	Administrator
The rebranding project is implemented.	3/1/18	Administrator
Objective 2: Maximize communication with citizens.		
Commissioners regularly receive talking points.	Ongoing	Administrator
Regularly evaluate work and metrics on social media initiatives, GovDelivery and www.miOttawa.org.	Ongoing	Administrator, IT
Provide event specific and other informational communication pieces as needed.	Ongoing	Administrator
Objective 3: Continue to develop and implement methods of communicating with employees.		
Administration maintains consistency with effective means of communication with employees.	Ongoing	Administrator, Administration Departments
Objective 4: Evaluate communication with other key stakeholders.		
Board regularly receives a calendar of community events, increasing involvement and exposure in the community.	Ongoing	Administrator
Regularly communicate with local units of government.	Ongoing	Administrator
Goal 4: To Continually Improve the County's Organization and Services.		
Objective 1: Conduct activities and maintain systems to continuously improve to gain efficiencies and improve effectiveness.		
The "4 C's" initiatives become part of the organizational culture.	Ongoing	Administrator, Human Resources
The broadband assessment/plan is completed.	2/1/18	Planning
Objective 2: Continue to perform program evaluations and implement outcome-based performance measurement systems.		
Board considers conducting another Regional Transit Study.	3/1/18	
Board considers jail billing report.	1/31/18	Administrator, Fiscal, Planning
Board considers report on the Sobriety/Drug Courts.	4/30/18	Administrator, Planning, Courts
Board considers report on the SWAP program.	3/31/18	Administrator, Planning, Sheriff
Budget is adopted with outcome-based performance measurements incorporated.	9/26/17	Administrator, Fiscal Services, Planning
Dashboards are utilized to help demonstrate outcomes.	Ongoing	Administrator, Planning
Objective 3: Maintain and expand investments in the human resources and talent of the organization.		
The Board considers approaches regarding talent attraction and retention.	Ongoing	Administrator, Human Resources
Training and development programs are maintained and improved.	Ongoing	Human Resources
Union negotiations are completed on time.	12/31/17	Administrator, Human Resources
The Board reviews the employee recognition program.	5/1/18	Administrator, Human Resources
Objective 4: Examine opportunities for increased cooperation and collaboration with local government and other partners.		
Collaboration opportunities and teamwork among county departments are consistently expanded.	Ongoing	Administrator, All Departments



Ottawa County

Where You Belong

Ottawa County is located on Lake Michigan's spectacular freshwater coastline where nature is cherished and protected. More than the lakeshore, you'll find the people of Ottawa County friendly yet driven, working hard to succeed in charming downtown small businesses, at manufacturing hubs with global impact and on acres passed down from generations. We embrace creativity and believe that diversity makes us stronger. We resolve that our public services must be high-quality and cost-effective. We are innovative and never wait for someone to solve our problems for us. We are friendly neighbors chipping in, lending a hand and making sure you know Ottawa County is where you belong.

Budget Overview



Ottawa County
Where You Belong

About the Budget

Defining the Budget

The development of the budget for Ottawa County is the annual financial plan. It defines what programs and services that the County is funding for the budget year. It determines what revenues are available to fund the various services and programs of the County as well as how the money will be spent. The consolidated budget is comprised of the annual budget for all operating funds and the budget for the debt funds and the capital fund. The current fund structure is as follows: 1 General Operation fund (General Fund), 20 Special Revenue funds, 1 Debt Service funds, 1 Capital fund, and 1 Permanent fund. Starting with the budget for 2017, all funds are on an October to September fiscal year.

The County currently follows the modified accrual accounting basis to develop its annual budget. In this accounting method revenue is recorded in the year when it is earned and expenditures are recorded in the year when the goods are received or services are performed.

Components of the Budget

The development of the budget can be divided into three areas of focus – operations, internal transactions, and Fixed Asset & Capital Projects.

The operating budget expenditures are related to day to day activities of the County. It includes everything from employee salaries and benefits, contracted services, utilities, office and IT supplies and any other products or services needed to conduct business on a day to day basis.

Internal transactions constitute any service that is provided by one County department in support of any other County department such as IT, accounting, Human Resources, Facility management, and Risk Management. Funds that are transferred between funds are also included in the internal transaction classification.

The capital budget is either funded through the equipment pool fund, which is an internal service fund or the Capital Projects Fund (4020), which are projects that have a cost \$50,000 or great.

Factors that Impact the Budget

There are four major factors that influence decisions when developing the County's annual budget: 1.) inflation, 2) citizens demand for services, 3) statutory or regulatory changes, and 4) revenue growth

Inflation is defined as the rate at which the general level of prices for goods and services rises and the resulting decline in what can be purchased with the same amount of money from year to year. The Consumer Price Inflation (CPI) rate affects the County two-fold. The first is the negative effect that a rising CPI rate has on the operating costs that the County will incur during the year. This means that the County could pay an increase in the amount for the same goods and services than what it paid last year. The second main effect of a rising CPI on the County potentially could be a positive effect. With a rising CPI rate, the value of property also rises which means that the County will collect more from its taxes from the increase property value.

A second factor that has a direct impact on the budget development is the change in the demand for services. This level in services can be brought upon by a variety of factors, whether it being an expanding population in the area or in those that are in need of certain services, and enhanced expectation for services. The demand for faster and more convenient access or delivery of services has continuously been changing and innovating and the County understands the requirement to meet these expectations.

A third factor that the County is constantly watching are the regulatory changes as well as any statutory mandates that may result in additional new services or programs or revisions on how services are to be provided, a change in current fee structures or changes in the amount of funding that programs and services are to received based on current changes in legislative funding.

Lastly, a fourth factor that directly impacts the budget is the rate of revenue growth. During the years that the County experiences a slowdown in revenue, adjustments to the budget must be made accordingly. The major funds that may see definite changes in revenue is the General Fund, from a decrease or stagnation in property tax revenue and the Health and the Mental Health Fund, from a decrease in program funding from its various revenue sources.

Legal Development of the Budget

The basis for the budget process is built around a framework of statutory deadlines established by the State of Michigan and are subject to the Uniform Budgeting and Accounting Act of the State of Michigan.

Legal requirements include:

- The budget must be balanced
- Information must be classified by fund and spending agency.
- All expenditures and sources of revenue must be displayed.
- Revenue and expenditure data must be shown for the prior year, current year and budget year.
- Beginning and ending fund balances must be reflected.
- Expenditures must be appropriated to provide legal spending authority.
- Prior to the budget adoption by the County Board of Commissioners, the total numbers of mills of ad valorem property taxes to be levied shall be set as cited in the “truth in budgeting act”
- A proposed budget must be submitted to the County Board of Commissioners with adequate time for review and adoption before commencement of the budget year.
- A notice must be published notifying the public that the budget is available for inspection and a public hearing to consider objections to the budget must be held by the County Board of Commissioners.

Timeline for the budget

The timeline below is for the 2018 budget and was approved by the County Board of Commissioners. This timeline is adjusted annually to meet adopting the budget prior to the commencement of the budget year.

County of Ottawa 2018 Budget Calendar

January 17, 2017	Budget Calendar presented to the Finance Committee
January 24, 2017	Budget Calendar presented to the Board of Commissioners for approval
March 31, 2017	Departments/Agencies submit Capital Improvement Project requests
March 31, 2017	2018 Personnel Requests due
April 17, 2017	2018 Operating Budget Kick-off week
May 12, 2017	Departments/Agencies finalize 2018 Operating Budget Requests
May 17, 2017	Board Strategic Planning Session
July 13, 2017	Planning and Policy Committee reviews the 2018 CIP
July 14, 2017	Fiscal Services and Administration budget review complete
July 14, 2017	Deadline for publication of the 2018 Community Mental Health Budget Public Hearing notice
July 18, 2017	Finance Committee reviews the 2018 CIP; approve resolution for the distribution of Convention Facility Tax and Cigarette Tax
July 24, 2017	Community Mental Health Board holds the Public Hearing and adopts the 2018 Community Mental Health Budget
July 25, 2017	Board of Commissioners approves the 2018 CIP; approve the resolution regarding the distribution of the Convention Facility Tax and Cigarette Tax; Board formally sets the date of the Public Hearing for the 2018 County Budget
August 8, 2017	Finance Committee reviews the 2018 County Budget (special meeting)
August 16, 2017	Deadline for publication of the 2018 County Budget Public Hearing notice
August 22, 2017	Public Hearing for the 2018 County Budget
September 12, 2017	Board of Commissioners adopts the 2018 County Budget

Budget Amendment Process

The original budget is adopted and is effective October 1. Changes in appropriations must be submitted to the County Board of Commissioners for approval. Budget amendments that are under \$50,000 that are re-appropriating current monies may be approved by the County Administrator and are presented to the County Board of Commissioners for ratification.

Budget Summary



Ottawa County
Where You Belong

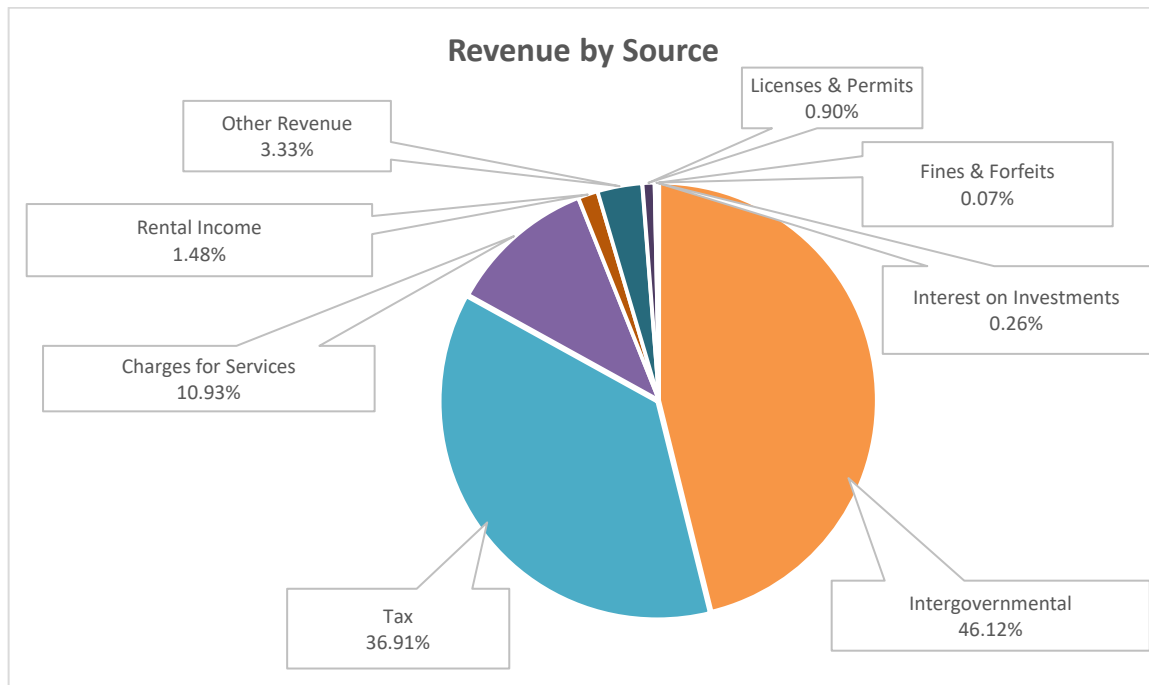
COUNTY OF OTTAWA
Summary of 2018 Budget and Estimated Fund Balance
Consolidated - All Budgeted Funds

	General Fund	Special Revenue Funds	Debt Service	Capital Projects	Permanent Fund	Total Primary Government
Revenues:						
Taxes	\$51,004,136	\$6,746,881				\$57,751,017
Intergovernmental	\$8,501,555	\$63,530,979	\$136,203			\$72,168,737
Charges for services	\$14,389,390	\$2,708,245				\$17,097,635
Fines and forfeits	\$90,600	\$18,575				\$109,175
Interest on investments	\$309,400	\$100,185			\$35	\$409,620
Rental income	\$2,022,271	\$15,998		\$282,350		\$2,320,619
Licenses and permits	\$338,300	\$1,071,690				\$1,409,990
Other	\$716,584	\$4,480,839		\$15,931		\$5,213,354
	<u>\$77,372,236</u>	<u>\$72,408,874</u>	<u>\$136,203</u>	<u>\$298,281</u>	<u>\$35</u>	<u>\$156,480,147</u>
Expenditures:						
Legislative	\$537,711					\$537,711
Judicial	\$13,953,161	\$5,903,359				\$19,856,520
General Government	\$19,480,796	\$376,269				\$19,857,065
Public Safety	\$27,916,118	\$8,675,057				\$36,591,175
Public Works	\$5,414,155	\$157,569				\$5,571,724
Health & Welfare:	\$1,091,928	\$65,072,614				\$66,164,542
Culture & Recreation		\$8,389,842				\$8,389,842
Community & Economic Development	\$1,505,517	\$45,788				\$1,551,305
Other Expenditures	\$528,387					\$528,387
Debt Service			\$5,120,457			\$5,120,457
Capital Projects				\$2,555,588		\$2,555,588
	<u>\$70,427,773</u>	<u>\$88,620,498</u>	<u>\$5,120,457</u>	<u>\$2,555,588</u>	<u>\$0</u>	<u>\$162,335,960</u>
Revenue Over (Under) Expenditures	\$6,944,463	-\$9,947,106	-\$4,984,254	-\$2,257,307	\$35	-\$10,244,169
Transfers In (Out) to Other Funds	-\$8,196,576	\$6,557,245	\$4,984,254	\$1,048,629	\$0	\$4,393,552
Fund Balance (Usage)/Contribution	-\$1,252,113	-\$3,389,861	\$0	-\$1,208,678	\$35	-\$5,850,617
Fund Balance, Beginning of Year	<u>\$23,936,133</u>	<u>\$26,695,332</u>	<u>\$0</u>	<u>\$1,649,874</u>	<u>\$5,795</u>	<u>\$52,287,134</u>
Projected Fund Balance, End of Budget Year	<u>\$22,684,020</u>	<u>\$23,305,471</u>	<u>\$0</u>	<u>\$441,196</u>	<u>\$5,830</u>	<u>\$46,436,517</u>

Revenue and Expenditure by Category

REVENUES

Revenues are the amount of money that is received by the County mainly from external sources. Some examples of revenues include property taxes, federal and state funding, federal and state grants, licenses and permits, fines and forfeits, charges for services, rent, and interest on investment.



Property Taxes

Property Taxes are the second largest source of revenue for the County and the main source of revenue for the General Fund. Property taxes are calculated based on the estimated value of the various parcels of residential, commercial and agricultural property located within the County. There are three elements used in calculating the dollar amount of property tax assessed: 1) the market value of the property, 2) the assessment rate, and 3) the officially adopted tax levy rate.

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. The 2018 tax levy is broken down as follows: General Operations 3.6000 mills, Parks & Recreation 0.3165 mills, E-911 0.4400 mills and Road Commission 0.5000. The 10 year history of the Property Tax Levy for the County is summarized on the next page:

Tax Levy History

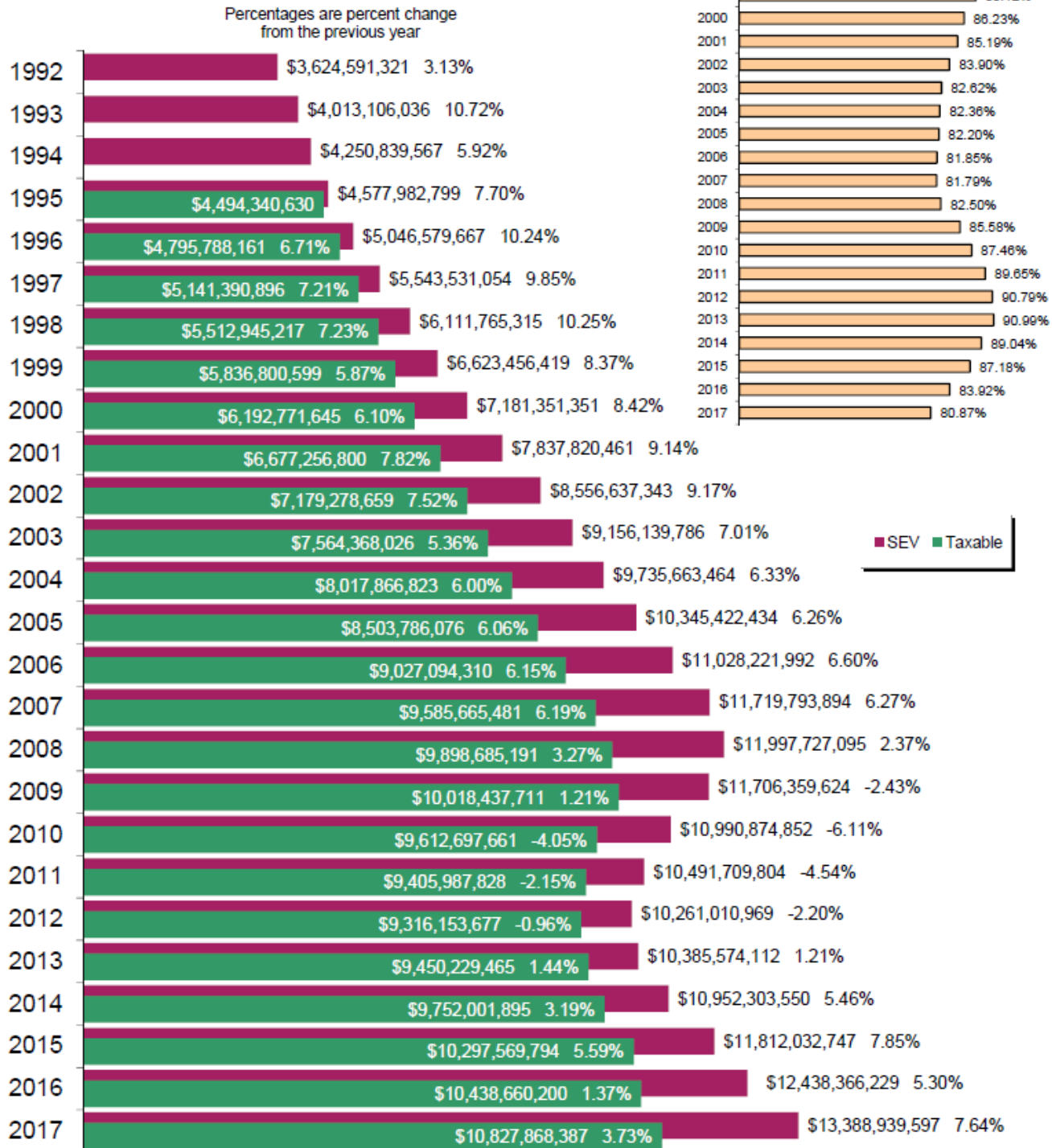
Levy Year	County Operation	E-911	Parks	Road Commission	CMH	Total
2007	3.6000	0.4407	0.3165			4.3572
2008	3.6000	0.4407	0.3165			4.3572
2009	3.6000	0.4407	0.3165			4.3572
2010	3.6000	0.4400	0.3165			4.3565
2011	3.6000	0.4400	0.3165			4.3565
2012	3.6000	0.4400	0.3165			4.3565
2013	3.6000	0.4400	0.3165			4.3565
2014	3.6000	0.4400	0.3165			4.3565
2015	3.6000	0.4400	0.3165			4.3565
2016	3.6000	0.4400	0.3165	0.5000		4.8565
2017	3.6000	0.4400	0.3165	0.5000	0.3000	5.1565
2018	3.6000	0.4400	0.3165	0.5000	0.3000	5.1565

In addition to the operating levy, in 2009 Ottawa County residents renewed the 20 year millage at the rate of .4400 mill to fund the equipment lease obligation and the cost of operating the E-911 Central Dispatch system. In March of 2016, the Park levy was renewed for 10 years by the voters. The County residents also voted for in 2014 the addition of a .5000 mill to fund the operations of the Road Commission as well as in March of 2016 a tax levy of .3000 mills to fund waterfall operations for CMH. The property tax levies conform to the Headlee constitutional tax limitation amendment as well as P.A. 5 of 1982, Truth in Taxation requirements.

Proposal A of 1994 limits the increase in taxable value of property to the lower of the consumer price index or 5%. As shown in the chart on the next page, this equates to approximately a \$2.5 billion in decreased taxable value for the County and a total of approximately \$5 million in lost tax revenue annually. This chart also illustrates the difference between the actual property values and the taxable property values.

Ottawa County County Equalized and Taxable Values By Year Dollars as Equalized (County)

Taxable Value as a Percent of Assessed Value
from 1998 to present



Intergovernmental Revenue

The County receives funding from various Federal, State, and Local agencies that is to be used to finance designated programs and services provided by various County departments. Intergovernmental revenue is approximately 10% of the revenue received into the General Fund. However it is 80% of the total revenue received for the special revenue funds. This is mainly distributed within the Mental Health Fund (Community Mental Health), Health Fund (Public Health Department), Child Care Fund, Friend of the Court Fund & Sheriff Contracts Fund.

In the General Fund there are three main components of intergovernmental revenue:

1. **State Court Distribution:** This is a reimbursement for allowable costs of court operations and is based on the cost structure provided to the County by the State of Michigan.
2. **Convention Facility Liquor Tax:** Public Act 106 and 107 distributed this tax that is collected by the State. The County receives 1% of this distribution. The Public Act mandates that the County allocate 50% of this revenue for costs associated with substance abuse programs.
3. **State County Incentive Program (CIP):** This is a State appropriation to the County which is allocated as part of the State Revenue Sharing program and is distributed upon meeting information submission requirements set by the State. The County anticipates this revenue source to be steady over the next few years.

In the Special Revenue Funds intergovernmental revenue is mainly from the sources listed below:

1. Mental Health Fund Medicaid program and Mental Health Funds Grants.
2. Health Fund consists of a variety of Federal and State grants as well as State cost sharing.
3. Parks and Recreation Fund receive funding from the Federal and State government for capital improvements and land acquisitions for the County Parks.
4. Friend of the Court Fund receives revenue from the State for title IV-D child support enforcement, which is a Federal, State, and County cooperative effort to collect child support from parents that are legally obligated to pay.
5. Sheriff Grants and Contracts receive reimbursement from the local municipalities and schools systems based on the contracted percentage. The expenditures for these reimbursements are incurred by the Sheriff's department mainly through personnel and the expenses related to these officers.
6. Child Care Fund revenue represents the 50% State subsidy for net child care costs.

Charges for Services

Many County departments charge a fee for various services that are offered to the citizens. Some of these fees are set by statutes, while others are established by County policy.

In the General Fund there are three main sources of revenue for charges for services

1. The revenue received by the various courts for fees assessed associated with criminal and civil cases. This revenue fluctuates based on case load as well as regulations on fee assessment.
2. Indirect Cost Allocation represents reimbursements from other departments in the County for indirect costs incurred by the County and is billed based on the annual cost allocation plan (CAP).
3. Register of Deeds collects fees for recording real property documents and transfer real estate tax fees.

In the Special Revenue Funds the charges for services are as follows

1. Parks and Recreation Fund included charges for reservations for the use of County park facilities and entrance fees to the County parks.
2. Health Fund charges represent fees collected from private insurance as well as fees collected from the clients for the services provided through its programs.
3. Landfill Tipping Fund is fees that represent the County's portion of the surcharge collected for landfills from local waste haulers companies.

Licenses and Permits

This revenue is from the collection for various license and permits. These include dog licenses, food licenses, sewer permits, CPL license, and private water supply permits.

Interest on Investments

This is revenue received from the funds the County invests that are not currently committed or not currently needed for general operating costs. Allowable investments are regulated by State statues. The County invests these funds to keep up with their commitment of being financially responsible.

Rent

Variable rent is allocated back to various departments based on the percentage (%) of space that is occupied. The amount of rent that is allocated back is determined by the expenses incurred by the Facilities Maintenance department for the upkeep of County space.

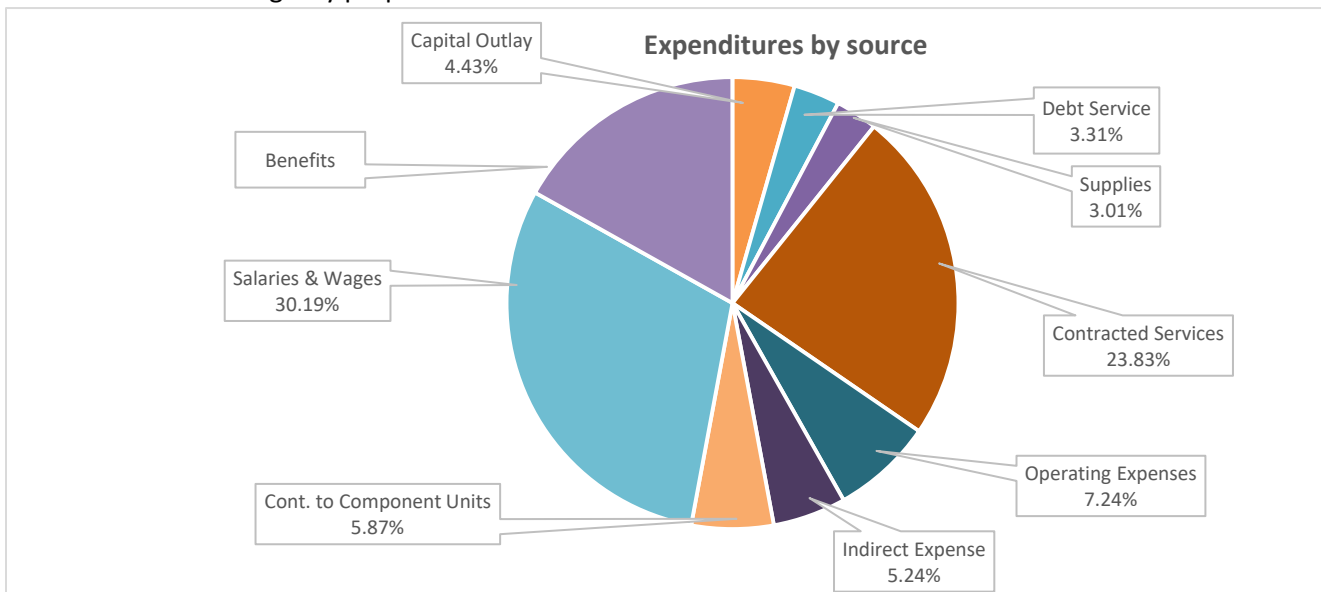
Other Revenue

This is to account for revenue that is received in by the County for such things as lease payments on the cell towers that the County owns, donations, or reimbursements to the County for costs that the County incurred and were paid back to the County.

EXPENDITURES

Expenditures are defined as the costs incurred by the County for goods received and services rendered to keep the County functioning at the level to meet citizens expectation while still remaining financially sound and responsible. Expenditures are broken down into three main categories: Operating, Debt and Capital. Operating expenditures include the following subcategories of Salaries & Wages, Benefits, Supplies, Contracted Services, Maintenance & Repair, Utilities, and Insurance.

The County continues to maintain a conservative approach to expenditures. However in 2018 there is a preplanned use of fund balance in some of the funds that is needed to sustain the continued level of services within these funds and sustain the current level of operations. As per the Fund Balance policy the County continues to sustain a desirable fund balance level for emergency purposes.



Salaries & Wages and Benefits

This category of expenditures constitutes that greatest percentage of the total expenditures for the County as a whole. Increases for salaries were based on negotiated increases for the group of employees that are under contracts and well as a 2% increase across the board for all the employees that are not under contracts. Benefits were budgeted on a 10% increase for health insurance and a 12% increase to the unfunded portion of the MERS Defined Benefit plan, which are the two largest benefited expenses.

Supplies

The expenditures that are budgeted in this category are items that are necessary by the various departments to run their day-to-day operations. It includes general office supplies, printing supplies, various operating costs, and computer costs that are under \$5,000. The budget for 2018 in this category remained stagnant throughout the County.

Contracted Services

This type of expense is related to contracts that the County has extended to various vendors to provide services throughout the County. The main fund that has contract related expenditures is the Mental Health Fund. These contracts are for the services provided to the clients for programs that are administered by CMH. There is only a slight increase in these expenses and can be contributed to the normal annual increase in services provided.

Operating Expenses

The expenses that are designated under this classification do not fall into the supplies category, but are for items needed for a department to carry out its day to day business. Expenses that may be classified here are fuel, conferences & travel, training costs, juror fees, membership and dues, licensing fees, and equipment rental. There was a slight decrease based on departments budgeting tighter in these areas.

Maintenance & Repair

This budget is for costs of maintenance and repairs for the County's buildings, vehicles and equipment. Some maintenance and repairs may be necessary on equipment or buildings and it may contribute to the length of the useful life of the building or equipment. These costs will then be added to the full cost of the asset and will not be expensed through this cost classification. The decrease in the number of projects that are planned or needed for building maintenance and repair in 2018 reflected in a decrease here.

Utilities

This includes the costs for electricity, natural gas, water & sewer and telephone. These costs are anticipated to hold steady through 2018.

Insurance

This expenditure is for the purchase of general liability, automobile and property insurance. It is also includes insurance that is purchased on behalf of personnel employed in law enforcement and the health care providers. This insurance protects the County from any potential liability and exposure that may incur stemming from the above mentioned personnel. There was an increase in the rates in both of these areas based on the potential for an increased exposure in the future. This rate change is consistent throughout the industry.

Indirect Expense

This category was created to accurately track the expenses that are charged back to the departments associated with the Indirect Cost Allocation Plan and the I/T Cost Allocation Plan. These plans are developed by an outside firm and are based on actual costs of various internal departments. The increase that is budgeted is based on 2016 actuals and can be supported by the increase in operating costs by the internal departments allocated through the cost allocation plans.

Contribution to Component Units

This expense was created to segregate the tax revenue that is received by the County and passed through to Ottawa County Central Dispatch and Ottawa County Road Commission.

Capital Outlay

This outflow is directly associated with the costs of projects that are approved during the budget process by the Board of Commissioners as a part of the Capital Improvement Plan (CIP).

Debt Service

This is the cost to the County for its current payments of its outstanding debt. Debt Service payments are made from the Debt Service Fund. All money funding the Debt Service Fund is now properly accounted for as a transfer out of the fund and a transfer in to the debt service Fund.

FUND BALANCE

Budget Stabilization – the County will commit fund balance in the General Fund in an amount not to exceed the lesser of 1) 15% of the most recently adopted General Fund budget or 2) 15% of the average of the most recent five years of General Fund budgets, as amended. Uses of these funds include: cover a general fund deficit, when the County's annual audit reveals such a deficit, 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, 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 and cover expenses arising because of natural disaster, including a flood, fire, or tornado.

Budget by Fund



Ottawa County
Where You Belong

General Fund



Ottawa County
Where You Belong

GENERAL FUND (1010)

Budget Year Ending September 30, 2018

Fund Description & Financial Summary

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, intergovernmental revenues and charges for services.

	Prior Year Actual 9/30/2016 9 months	Current Year Adopted Budget 9/30/2017	Current Year Amended Budget 9/30/2017	Recommended Budget 2018	Increase/ (Decrease)
Revenues					
Taxes	46,042,637	48,334,169	48,334,169	51,004,136	2,669,967
Intergovernmental Revenue	7,600,108	8,842,002	8,727,441	8,501,555	(340,447)
Charges for Services	10,546,272	13,476,562	13,535,399	14,389,390	912,828
Fines & Forfeits	61,440	85,600	85,600	90,600	5,000
Interest on Investments	503,369	391,136	391,136	309,400	(81,736)
Rent	1,541,642	2,272,411	2,272,411	2,022,271	(250,140)
Licenses & Permits	303,753	308,225	308,225	338,300	30,075
Other Revenue	637,590	851,916	812,417	716,584	(135,332)
Operating Transfers In	27,000	3,663,917	3,663,917	2,652,217	(1,011,700)
Total Revenues	<u>67,263,811</u>	<u>78,225,938</u>	<u>78,130,715</u>	<u>80,024,453</u>	<u>1,798,515</u>
Expenditures					
Salaries & Wages	17,626,166	24,384,481	24,329,215	24,603,651	219,170
Benefits	8,586,511	12,862,378	12,883,150	14,099,348	1,236,970
Supplies	1,732,354	2,638,947	2,719,492	2,650,848	11,901
Contracted Services	3,856,009	6,151,140	6,338,600	6,100,304	(50,836)
Operating Expenses	3,751,881	3,940,896	4,035,587	4,091,486	150,590
Maintenance & Repair	331,074	671,318	716,164	636,310	(35,008)
Utilities	1,097,036	1,502,235	1,469,835	1,498,960	(3,275)
Insurance	623,104	819,097	824,097	912,554	93,457
Indirect Expense	3,206,440	5,181,549	5,181,549	5,644,775	463,226
Contribution to Component Units	9,675,169	9,704,632	9,676,697	9,789,537	84,905
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Contingency	-	500,000	396,358	400,000	(100,000)
Operating Transfers Out	9,141,597	11,450,149	11,331,522	10,848,793	(601,356)
Total Expenditures	<u>59,627,342</u>	<u>79,806,822</u>	<u>79,902,266</u>	<u>81,276,566</u>	<u>1,469,744</u>
Revenues Over (Under) Expenditures	7,636,469	(1,580,884)	(1,771,551)	(1,252,113)	
Fund Balance, Beginning of Year		25,707,684	25,707,684	23,936,133	
Projected Fund Balance, End of Year		<u>24,126,800</u>	<u>23,936,133</u>	<u>22,684,020</u>	
Estimated Underspend		907,052	1,017,297	992,502	
Other Planned Projects		673,832	754,254	259,611	
Revenues Over (Under)		<u>1,580,884</u>	<u>1,771,551</u>	<u>1,252,113</u>	

Special Revenue Funds



Ottawa County
Where You Belong

GENERAL FUND – COMPENSATED ABSENCES FUND (2980)

Budget Year Ending September 30, 2018

Fund Description & Financial Summary

This fund is used to account for future payments of accumulate sick pay of County employees under the sick days/short and long-term disability plan. This fund is also used to accrue vacation pay.

	Prior Year Actual 9/30/2016 9 months	Current Year Adopted Budget 9/30/2017	Current Year Amended Budget 9/30/2017	Recommended Budget 2018	Increase/ (Decrease)
Revenues					
Charges for Services	-	60,000	60,000	60,000	-
Interest on Investments	37,688	15,000	15,000	10,000	(5,000)
Other Revenue	192,745	-	-	-	-
Operating Transfers In	-	-	-	-	-
Total Revenues	230,433	75,000	75,000	70,000	(5,000)
Expenditures					
Benefits	3,223	27,025	27,025	26,025	(1,000)
Operating Transfers Out	-	-	-	975,000	975,000
Total Expenditures	3,223	27,025	27,025	1,001,025	974,000
Revenues Over (Under) Expenditures	227,210	47,975	47,975	(931,025)	
Fund Balance, Beginning of Year		3,508,928	3,508,928	3,556,903	
Projected Fund Balance, End of Year		3,556,903	3,556,903	2,625,878	

Personnel

No Personnel has been allocated to this Fund.

GENERAL FUND – DB/DC CONVERSION FUND (2970)

Budget Year Ending September 30, 2018

Fund Description & Financial Summary

The DB/DC Conversion Fund was established by the County Board to set aside funds needed for startup costs associated with moving new hires to a defined contribution retirement system.

	Prior Year Actual 9/30/2016 9 months	Current Year Adopted Budget 9/30/2017	Current Year Amended Budget 9/30/2017	Recommended Budget 2018	Increase/ (Decrease)
Revenues					
Interest on Investments	40,929	25,000	25,000	10,000	(15,000)
Other Revenue	-	2,091,026	3,057,881	2,231,120	140,094
Operating Transfers In	-	-	-	-	-
Total Revenues	40,929	2,116,026	3,082,881	2,241,120	125,094
Expenditures					
Operating Transfers Out	403,112	3,441,793	3,441,793	2,962,854	(478,939)
Total Expenditures	403,112	3,441,793	3,441,793	2,962,854	(478,939)
Revenues Over (Under) Expenditures	(362,183)	(1,325,767)	(358,912)	(721,734)	
Fund Balance, Beginning of Year		2,836,349	2,836,349	2,477,437	
Projected Fund Balance, End of Year		1,510,582	2,477,437	1,755,703	

Personnel

No Personnel has been allocated to this Fund.

GENERAL FUND – INFRASTRUCTURE FUND (2444)

Budget Year Ending September 30, 2018

Fund Description & Financial Summary

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.

	Prior Year Actual 9/30/2016 9 months	Current Year Adopted Budget 9/30/2017	Current Year Amended Budget 9/30/2017	Recommended Budget 2018	Increase/ (Decrease)
Revenues					
Interest on Investments	18,056	10,000	10,000	10,000	-
Operating Transfers In	-	-	-	-	-
Total Revenues	18,056	10,000	10,000	10,000	-
Expenditures					
Operating Transfers Out	-	125,000	125,000	125,000	-
Total Expenditures	-	125,000	125,000	125,000	-
Revenues Over (Under) Expenditures	18,056	(115,000)	(115,000)	(115,000)	
Fund Balance, Beginning of Year		1,589,186	1,589,186	1,474,186	
Projected Fund Balance, End of Year		1,474,186	1,474,186	1,359,186	

Personnel

No Personnel has been allocated to this Fund.

GENERAL FUND – SOLID WASTE CLEAN-UP FUND (2271)

Budget Year Ending September 30, 2018

Fund Description & Financial Summary

This fund was established to account for monies received from settlement of a claim. The monies are mainly used for the clean-up and on-going costs of the Southwest Ottawa Landfill.

	Prior Year Actual 9/30/2016 9 months	Current Year Adopted Budget 9/30/2017	Current Year Amended Budget 9/30/2017	Recommended Budget 2018	Increase/ (Decrease)
Revenues					
Interest on Investments	44,581	25,000	25,000	10,000	(15,000)
Operating Transfers In	-	-	-	-	-
Total Revenues	44,581	25,000	25,000	10,000	(15,000)
Expenditures					
Contracted Services	200,400	353,431	353,431	312,540	(40,891)
Capital Outlay	-	200,500	200,500	200,500	-
Operating Transfers Out	-	-	-	-	-
Total Expenditures	200,400	553,931	553,931	513,040	(40,891)
Revenues Over (Under) Expenditures	(155,819)	(528,931)	(528,931)	(503,040)	
Fund Balance, Beginning of Year		3,758,734	3,758,734	3,229,803	
Projected Fund Balance, End of Year		3,229,803	3,229,803	2,726,763	

Personnel

No Personnel has been allocated to this Fund.

GENERAL FUND – STABILIZATION FUND (2272)

Budget Year Ending September 30, 2018

Fund Description & Financial Summary

This fund was established to assure the continued solid financial condition of the County in case of an emergency.

	Prior Year	Current Year	Current Year		Increase/ (Decrease)
	Actual 9/30/2016 9 months		Adopted Budget 9/30/2017	Amended Budget 9/30/2017	
Revenues					
Operating Transfers In	-	-	-	-	-
Total Revenues	-	-	-	-	-
Expenditures					
Operating Transfers Out	-	-	-	-	-
Total Expenditures	-	-	-	-	-
Revenues Over (Under) Expenditures	-	-	-	-	-
Fund Balance, Beginning of Year		9,255,217	9,255,217	9,255,217	
Projected Fund Balance, End of Year		9,255,217	9,255,217	9,255,217	

Personnel

No Personnel has been allocated to this Fund.

CHILD CARE FUND (2920)

Budget Year Ending September 30, 2018

Fund Description & Financial Summary

This fund is used to account for foster child care in the County. This encompasses the Ottawa County Detention Center, which is a facility that house juveniles on a short-term basis. The primary funding comes from the State and County appropriation which is used to aid children who require placement outside of their home.

	Prior Year Actual 9/30/2016 12 months	Current Year Adopted Budget 9/30/2017	Current Year Amended Budget 9/30/2017	Recommended Budget 2018	Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	3,249,236	4,367,003	4,367,003	3,925,355	(441,648)
Charges for Services	-	760,600	-	-	(760,600)
Other Revenue	967,220	-	1,060,600	941,400	941,400
Operating Transfers In	3,408,329	3,816,002	3,820,502	4,187,332	371,330
Total Revenues	7,624,785	8,943,605	9,248,105	9,054,087	110,482
Expenditures					
Salaries & Wages	3,068,726	3,401,472	3,373,211	3,552,132	150,660
Benefits	1,371,053	1,699,701	1,679,009	1,879,414	179,713
Supplies	138,871	245,260	249,760	329,450	84,190
Contracted Services	2,194,262	3,123,066	3,121,066	2,663,146	(459,920)
Operating Expenses	308,530	357,094	357,094	417,019	59,925
Maintenance & Repair	3,768	5,590	7,806	7,500	1,910
Utilities	41,866	42,700	42,700	40,300	(2,400)
Insurance	59,519	59,054	59,054	62,104	3,050
Indirect Expense	438,187	509,668	509,668	602,662	92,994
Operating Transfers Out	-	-	-	-	-
Total Expenditures	7,624,785	9,443,605	9,399,368	9,553,727	110,122
Revenues Over (Under) Expenditures	-	(500,000)	(151,263)	(499,640)	
Fund Balance, Beginning of Year		964,471	964,471	813,208	
Projected Fund Balance, End of Year		464,471	813,208	313,568	

CHILD CARE FUND (2920) continued
Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Detention Superintendent	1.00	1.00	1.00
Assistant Superintendent	1.00	1.00	1.00
Director of Juvenile Services	0.85	0.85	0.85
Assistant Director of Juvenile Services	1.88	1.84	1.84
Treatment Program Supervisor	1.00	2.00	2.00
Administrative Aide	1.00	1.00	1.00
Group Leader - Juvenile	7.00	6.00	6.00
Youth Specialist	17.65	17.65	17.65
Shift Supervisor	5.00	5.00	5.00
Casework Services Manager	1.00	1.00	1.00
Senior Caseworker	1.00	2.00	2.00
Treatment Specialist	5.00	5.00	5.00
Treatment Services Manager	1.00	1.00	1.00
Caseworker	7.00	8.00	8.00
Assistant Juvenile Register	1.00	1.00	1.00
Circuit Court Administrator	0.34	0.34	0.34
Juvenile Court Clerk II	1.00	1.00	1.00
Juvenile Community Justice Supervisor	1.00	-	-
Captain	0.30	0.30	0.30
Deputy	3.00	3.00	3.00
Total for Fund	58.02	58.98	58.98

Target Population

Juvenile Offenders, Citizens, Law Enforcement, Agencies, Schools, Attorneys, State Agencies, e.g. Department of Human Services, Department of Community Health.

CONCEALED PISTOL LICENSES FUND (2631)

Budget Year Ending September 30, 2018

Fund Description & Financial Summary

This fund is used to comply with Public Act 3 of 2015 to account for the deposit of fees and expense of costs, of administering the act.

	Prior Year Actual 9/30/2016 9 months	Current Year Adopted Budget 9/30/2017	Current Year Amended Budget 9/30/2017	Recommended Budget 2018	Increase/ (Decrease)
Revenues					
Licenses & Permits	82,258	90,000	90,000	110,000	20,000
Operating Transfers In	-	-	-	-	-
Total Revenues	82,258	90,000	90,000	110,000	20,000
Expenditures					
Salaries & Wages	15,926	26,180	26,180	32,430	6,250
Benefits	11,436	18,890	18,890	16,656	(2,234)
Supplies	6,653	5,233	5,233	5,250	17
Operating Expenses	-	200	200	-	(200)
Indirect Expense	-	2,300	2,300	11,071	8,771
Operating Transfers Out	-	-	-	-	-
Total Expenditures	34,016	52,803	52,803	65,407	12,604
Revenues Over (Under) Expenditures	48,242	37,197	37,197	44,593	
Fund Balance, Beginning of Year		77,104	77,104	114,301	
Projected Fund Balance, End of Year		114,301	114,301	158,894	

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Clerk/Register Technician	0.65	0.80	1.00
Total for Fund	0.65	0.80	1.00

DEPARTMENT OF HEALTH AND HUMAN SERVICES (2901)

Budget Year Ending September 30, 2018

Fund Description & Financial Summary

This fund is used primarily to account for monies from State and local funding sources to assist with the welfare programs which offer aid to disadvantaged individuals of Ottawa County.

	Prior Year	Current Year			Increase/ (Decrease)
	Actual 9/30/2016 12 months	Current Year Adopted Budget 9/30/2017	Amended Budget 9/30/2017	Recommended Budget 2018	
Revenues					
Operating Transfers In	44,104	16,258	16,258	46,138	29,880
Total Revenues	44,104	16,258	16,258	46,138	29,880
Expenditures					
Supplies	-	515	515	395	(120)
Contracted Services	44,104	33,500	33,500	33,500	-
Operating Expenses	-	12,040	12,040	12,040	-
Indirect Expense	-	203	203	203	-
Operating Transfers Out	-	-	-	-	-
Total Expenditures	44,104	46,258	46,258	46,138	(120)
Revenues Over (Under) Expenditures	-	(30,000)	(30,000)	-	
Fund Balance, Beginning of Year		30,671	30,671	671	
Projected Fund Balance, End of Year		671	671	671	

Personnel

No Personnel has been allocated to this Fund.

FARMLAND PRESERVATION FUND (2340)

Budget Year Ending September 30, 2018

Fund Description & Financial Summary

This fund is used to account for cash purchases and/or installment purchases of development rights voluntarily offered by landowners. Once purchased, an agricultural conservation easement is placed on the proper which restricts future development.

	Prior Year Actual 9/30/2016 9 months	Current Year Adopted Budget 9/30/2017	Current Year Amended Budget 9/30/2017	Recommended Budget 2018	Increase/ (Decrease)
Revenues					
Other Revenue	22,100	32,854	32,854	45,788	12,934
Operating Transfers In	-	-	-	-	-
Total Revenues	22,100	32,854	32,854	45,788	12,934
Expenditures					
Supplies	490	1,346	1,346	2,107	761
Contracted Services	21,339	31,508	31,508	43,681	12,173
Operating Transfers Out	-	-	-	-	-
Total Expenditures	21,829	32,854	32,854	45,788	12,934
Revenues Over (Under) Expenditures	271	-	-	-	
Fund Balance, Beginning of Year		664	664	664	
Projected Fund Balance, End of Year		664	664	664	

Personnel

No Personnel has been allocated to this Fund.

FRIEND OF THE COURT FUND (2160)

Budget Year Ending September 30, 2018

Mission Statement

The Friend of the Court provides paternity establishment, child support, parenting time and custody establishment, enforcement and monitoring for children and parents/custodians who have domestic relations cases filed with the 20th Circuit Court to ensure that children receive care, have opportunities to develop relationships with both parents, and to make families self-sustaining.

Department Description

The Friend of the Court has four broad statutory duties: 1) to establish paternity and support in cases where parents are unmarried and an application for IV-D services has been requested; 2) to investigate, report and make recommendations to the 20th Circuit regarding child custody, parenting time and child support issues; 3) to monitor and manage collections and disbursement of payments by the Michigan State Disbursement Unit (MiSDU); 4) to enforce child custody, parenting time and child support orders entered by the court.

Fund Description & Financial Summary

This fund accounts for operations of the Friend of the Court including Co-Op Reimbursement Grant, the Medical Support Enforcement Grant, and the 3% Friend of the Court incentive payments established under Act 297 of 1982, Section 2530.

	Prior Year Actual 9/30/2016 12 months	Current Year Adopted Budget 9/30/2017	Current Year Amended Budget 9/30/2017	Recommended Budget 2018	Increase/ (Decrease)
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	2,959,616	3,088,433	3,088,433	3,362,350	273,917
Charges for Services	413,941	446,873	446,873	462,600	15,727
Operating Transfers In	830,516	1,050,000	1,050,000	1,067,495	17,495
Total Revenues	4,204,073	4,585,306	4,585,306	4,892,445	307,139
Expenditures					
Salaries & Wages	2,322,040	2,510,005	2,510,005	2,576,450	66,445
Benefits	1,053,461	1,281,120	1,281,120	1,434,958	153,838
Supplies	136,118	58,014	58,014	82,437	24,423
Contracted Services	37,426	41,201	39,501	34,478	(6,723)
Operating Expenses	106,136	118,507	120,207	110,064	(8,443)
Maintenance & Repair	1,306	7,250	7,250	5,000	(2,250)
Utilities	28,840	28,850	28,850	28,300	(550)
Insurance	35,051	33,274	33,274	39,534	6,260
Indirect Expense	483,694	507,085	507,085	581,224	74,139
Operating Transfers Out	-	-	-	-	-
Total Expenditures	4,204,073	4,585,306	4,585,306	4,892,445	307,139
Revenues Over (Under) Expenditures	-	-	-	-	-
Fund Balance, Beginning of Year	-	-	-	-	-
Projected Fund Balance, End of Year	-	-	-	-	-

FRIEND OF THE COURT FUND (2160) continued

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Account Specialist	3.00	4.00	4.00
Assistant FOC - Field Services	1.00	1.00	1.00
Assistant FOC - Operations	1.00	1.00	1.00
Attorney/Referee	-	2.50	2.75
FOC Clerk I	4.00	4.00	4.00
FOC Clerk II	4.00	4.00	4.00
FOC Data Processing Specialist	4.00	4.00	4.00
FOC Family Services Coord/Custody Investigator	4.00	4.00	4.00
FOC Investigators	11.00	15.00	15.00
FOC Tech Specialist	-	1.00	1.00
Friend of the Court	1.00	1.00	1.00
Parent Location Specialist	1.00	-	-
Senior Data Processing Specialist	1.00	-	-
Senior Law Clerk	0.10	-	-
Third Party Liability Specialist	1.00	-	-
Road Patrol Deputy	2.00	3.00	3.00
Total for Fund	38.10	44.50	44.75

Target Population

Children, Custodial & Non-Custodial Parents

FRIEND OF THE COURT FUND (2160) continued

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of the County

Court Goal 1: Ensure that support is provided for the care and maintenance of children

Objective 1) Establish paternity and support in initial orders

Objective 2) Enforce orders of support and manage the collection and disbursement of payments

Court Goal 2: Ensure children have opportunities to develop relationships with both parents when appropriate

Objective 1) Conduct parenting time and custody assessments

Objective 2) Enforce orders regarding parenting time and custody

Court Goal 3: Strive to make families self-sustaining

Objective 1) Effectively utilize enforcement tools including civil warrants and felony non-support charges

Objective 2) Comply with all state and federal regulations regarding child support, parenting time and custody

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Court Goal 1: Ensure that support is provided for the care and maintenance of children			
Current child support collections rate	80%	≥81%	≥81.5%
Court Goal 2: Ensure children have opportunities to develop relationships with both parents when appropriate			
Percentage of parenting time complaints that are investigated	90%	≥95%	≥98%
Court Goal 3: Strive to make families self-sustaining			
Paternity establishment rate	90%	≥91%	≥92%

HEALTH FUND (2210)

Budget Year Ending September 30, 2018

Fund Description & Financial Summary

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.

	Prior Year	Current Year			Increase/ (Decrease)
	Actual 9/30/2016 12 months	Current Year Adopted Budget 9/30/2017	Amended Budget 9/30/2017	Recommended Budget 2018	
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	3,585,415	3,380,461	4,574,607	4,238,196	857,735
Charges for Services	955,244	970,928	751,328	756,390	(214,538)
Fines & Forfeits	-	-	19,100	18,575	18,575
Interest on Investments	-	-	-	-	-
Rent	-	-	-	-	-
Licenses & Permits	906,204	923,958	923,523	961,690	37,732
Other Revenue	75,639	108,568	77,638	11,500	(97,068)
Operating Transfers In	3,379,710	4,739,636	4,730,511	4,559,423	(180,213)
Total Revenues	8,902,212	10,123,551	11,076,707	10,545,774	422,223
Expenditures					
Salaries & Wages	4,350,869	4,737,255	5,038,238	5,241,513	504,258
Benefits	2,024,754	2,436,803	2,651,031	2,974,241	537,438
Supplies	906,383	973,173	1,092,105	957,639	(15,534)
Contracted Services	366,194	613,530	499,688	443,527	(170,003)
Operating Expenses	455,951	478,722	532,016	460,852	(17,870)
Maintenance & Repair	16,313	22,527	22,599	23,245	718
Utilities	102,766	109,698	114,639	106,900	(2,798)
Insurance	170,486	172,974	172,974	187,116	14,142
Indirect Expense	681,678	578,869	617,352	741,755	162,886
Contribution to Component Units	-	-	-	-	-
Capital Outlay	7,064	-	6,325	-	-
Debt Service	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-
Total Expenditures	9,082,458	10,123,551	10,746,968	11,136,788	1,013,237
Revenues Over (Under) Expenditures	(180,246)	-	329,739	(591,014)	
Fund Balance, Beginning of Year		820,702	820,702	1,150,441	
Projected Fund Balance, End of Year		820,702	1,150,441	559,427	

HEALTH FUND (2210) continued (Administration & Epidemiology Division)

Mission Statement

To control the emergence and spread of disease in Ottawa County by monitoring, analyzing, and documenting health risk data.

Division Description

The Epidemiology division of the Ottawa County Department of Public Health collects information about health issues. The information is collected to monitor the general health and well-being of our citizens, and is useful for program development and evaluation. The information can also identify emerging health issues and trends.

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Account Clerk	1.00	1.00	1.00
Accountant I	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00
Assistant Health Administrator	1.00	1.00	1.00
Communication Specialist	1.00	1.00	1.00
Epidemiologist	1.00	1.00	1.00
Health Administrative Clerk	0.80	0.80	0.40
Health Officer/ Administrator	1.00	1.00	1.00
Health Promotion Clerk	0.10	0.10	0.10
Medical Director	1.00	1.00	1.00
Programmer/ Analyst	1.00	1.00	1.00
Senior Accountant	1.00	1.00	-
Custodian	0.10	0.10	0.10
Total for Division	11.00	11.00	9.60

Target Population

Ottawa County Residents, Medical Providers/Public Health Partners, Health Department Programs

HEALTH FUND (2210) continued (Administration & Epidemiology Division)

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of Ottawa County

Division Goal 1: Control the emergence and spread of disease in Ottawa County

Objective 1) Monitor and document population health status to identify health threats

Objective 2) Advise Department staff and health system partners on emerging public health threats

Objective 3) Collect, analyze and disseminate accurate and credible public health and environmental health data through standardized reporting (YAS, BRFSS, BMI, morbidity/mortality, general health statistics)

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Division Goal 1: Control the emergence and spread of disease in Ottawa County			
% school systems participating in the Youth Assessment Survey (YAS)	n/a	36%	n/a
% of Public Health Surveillance meetings resulting in process improvements	40% est.	50%	55%
Ottawa County communicable disease rate (per 100,000 residents)	510	510	510
County's Health Ranking	1	1	1

HEALTH FUND (2210) continued (Clinic Services Division)

Mission Statement

Clinic Health will provide family planning, communicable disease and immunization services to the under-served or at-risk populations to prevent the occurrence and spread of communicable disease, improve access to health, and reduce unplanned pregnancy within Ottawa County.

Division Description

Clinic services are provided in clinics, homes, schools, and community facilities. Programs provided include the following: Family Planning Program (medical exams, pregnancy testing/counseling, prescription birth control, and education); Sexually Transmitted Infection (STI) Clinics (confidential testing, treatment and education on STDs and anonymous counseling and testing for HIV/AIDS); Communicable Disease including Tuberculosis (investigation and follow-up); and Immunization Services (vaccine administration, monitoring, distribution, and Travel Clinic).

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Clinic Health Manager	1.00	-	1.00
Clinic Support	10.50	10.50	10.50
Community Health Nurse	12.00	11.70	10.20
Public Health Team Supervisor	2.80	2.90	4.90
Health Technician	1.80	1.80	1.80
Nurse Practitioner	1.20	1.20	1.30
Office Supervisor/Clinical Support	1.00	1.00	1.00
Total for Division	30.30	29.10	30.70

Target Population

At-Risk Populations (uninsured, underinsured, below poverty level, Medicaid eligible), Sexually Active Teens and Adults, Ottawa County Residents.

HEALTH FUND (2210) continued (Clinic Services Division)

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of the County

Division Goal 1: Increase access to reproductive healthcare for family planning/STI services

Objective 1) Conduct reproductive physical health exams

Objective 2) Provide family planning counseling, education and contraceptive methods to clients

Objective 3) Provide STI prevention education, testing, treatment and counseling

Division Goal 2: Minimize the spread of communicable disease

Objective 1) Monitor and investigate reported cases of communicable disease

Objective 2) Provide education about the signs, symptoms and transmission of disease

Objective 3) Provide treatment if applicable to reduce the spread of communicable disease

Division Goal 3: Protect the public against vaccine preventable disease

Objective 1) Provide vaccinations to eligible children and adults

Objective 2) Provide immunizations to travelers to high risk areas

Objective 3) Provide education about vaccinations and vaccine preventable disease

Objective 4) Provide quality assurance education to vaccine providers in the county

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Division Goal 1: Increase access to reproductive healthcare for family planning/STI services			
% of clients who had an unintended pregnancy while receiving family planning services	0.6%	<1%	<1%
Positive Chlamydia reoccurrence rate of those who received STI treatment and education services	0.06	0.07	0.07
Division Goal 2: Minimize the spread of communicable disease			
Ottawa County communicable disease rate (per 100,000 residents)	539	540	540
Division Goal 3: Protect the public against vaccine preventable disease			
Ottawa County vaccine preventable disease rate (per 100,000 residents)	20.2	20.0	20.0

HEALTH FUND (2210) continued (Community Services Division)

Mission Statement

Community health services provide support, education and prevention programs to families, children and pregnant women to ensure successful births and early childhood development, and ongoing assistance for children with special health care needs.

Division Description

Community Health Services provides support, education and prevention programs to families, children and pregnant women throughout Ottawa County. Services are provided at office locations, in clinic settings, in homes, in schools and in community locations. Services within this department include Hearing and Vision, Children's Special Health Care Services (CSHCS), and the Maternal and Infant Health Program (MIHP).

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Clinical Health Supervisor	-	1.00	1.00
Community Health Clerk	1.00	1.00	1.00
Community Health Nurse	5.60	5.40	7.00
CSHCS Clerical *	1.00	1.00	1.00
Health Promotion Manager	0.34	0.34	-
Hearing & Vision Tech	3.40	3.40	3.40
CSHCS/HV Clerk	0.80	0.80	0.80
Maternal and Infant Health Clerk	0.75	0.75	0.75
Nutritionist	0.60	0.50	0.50
Public Health Social Worker	1.80	1.80	1.80
Public Health Team Supervisor	2.00	2.00	-
Community Health Worker	-	-	6.00
Total for Division	17.29	17.99	23.25

Target Population

Medicaid eligible pregnant women, mothers and children (Maternal and Infant Health Program - MIHP), Children and their families with special health care needs (Children's Special Health Care Services - CSHCS), Children ages birth to 9th grade (Hearing and Vision Programs).

HEALTH FUND (2210) continued (Community Services Division)

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of the County

Division Goal 1: Reduce infant mortality for MIHP clients

- Objective 1) Provide education and referrals to ensure MIHP clients receive prenatal care*
- Objective 2) Provide education and referrals to ensure MIHP infants receive pediatric care*
- Objective 3) Refer clients to domestic violence, substance abuse or mental health counseling as appropriate*
- Objective 4) Complete case management services, review dietary and medical needs, and foster positive interactions with children*

Division Goal 2: Improve health care status of children age 0-21 with special health care needs enrolled in the CSHCS program

- Objective 1) Refer children with special health care needs to medical services*
- Objective 2) Provide financial assistance to reduce financial burden on parents obtaining special health care services*
- Objective 3) Provide support services to parents of children with chronic health problems*
- Objective 4) Conduct service contacts with clients to ensure services are being obtained*

Division Goal 3: Improve hearing and vision in children age 0 to 9th grade who have hearing loss or visual impairment

- Objective 1) Screen children for hearing loss and/or visual impairment*
- Objective 2) Refer children with failed screens for medical services*
- Objective 3) Follow-up with referred children to encourage evaluation and treatment*

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Division Goal 1: Reduce infant mortality for MIHP clients			
Infant mortality rate of MIHP clients	<5%	<5%	<5%
Division Goal 2: Improve health care status of children age 0-21 with special health care needs enrolled in the CSHCS program			
% CSHCS clients who receive specialized health care	100%	100%	100%
Division Goal 3: Improve hearing and vision in children age 0 to 9th grade who have hearing loss or visual impairment			
% of children screened with potential hearing loss who has had confirmed medical diagnosis and/or received treatment	82%	85%	85%
% of children screened with potential vision loss who has had confirmed medical diagnosis and/or received treatment	91%	90%	90%

HEALTH FUND (2210) continued (Environmental Health Division)

Mission Statement

The Environmental Health Division (EH) protects resident and visitor health by controlling and preventing environmental conditions that may endanger human health and safety.

Division Description

Environmental Health licenses and inspects food service establishments for compliance with state and federal regulations to protect the public from foodborne illnesses. Public and private water supplies and onsite sewage disposal systems are evaluated for compliance with local and state regulations to protect the public from illness and resources from contamination. Water quality concerns and safety concerns are evaluated at public swimming pools, spas, and bathing beaches. The real estate evaluation program allows the department to evaluate the function and risk of existing private water supplies and sewage disposal systems. Environmental Health inspects and evaluates body art facilities, campgrounds, child care centers, and adult and child foster homes, housing developments with onsite water and/or sewage disposal systems, as well as response to complaints. Educational and consultative services for a variety of programs are provided to owners, operators, installers, and the public.

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Environmental Health Clerk	2.40	2.40	2.40
Environmental Health Specialist	10.00	10.00	4.60
Environmental Health Manager	0.90	0.90	0.90
Team Supervisor	2.00	2.00	2.00
Environmental Technician	2.00	2.50	2.50
Senior Environmental Health Specialist	-	-	7.00
Total for Division	17.30	17.80	19.40

Target Population

Ottawa County Residents and Homeowners, Food Service Establishments and Patrons

HEALTH FUND (2210) continued (Environmental Health Division)

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of the County

Division Goal 1: Reduce the risk of contamination or illness due to improperly functioning groundwater wells

Objective 1) Evaluate new, existing, and non-community wells to ensure compliance with standards

Objective 2) Educate homeowners and well drillers about groundwater wells and requirements

Division Goal 2: Reduce the risk of contamination or illness due to improper disposal of sewage

Objective 1) Evaluate sewage disposal systems, septage haulers, and new housing developments to ensure compliance with standards

Objective 2) Educate homeowners and installers about sewage disposal systems and requirements

Division Goal 3: Reduce the risk of waterborne illness or injury due to recreational waters

Objective 1) Evaluate recreational waters and public swimming pools to ensure compliance with water safety standards

Objective 2) Educate recreational water operators and users about safe practices to reduce risk

Division Goal 4: Reduce the risk of foodborne illness from food service establishments

Objective 1) Evaluate food service establishments to ensure compliance with all food safety standards

Objective 2) Investigate incidents of foodborne illnesses and consumer complaints

Objective 3) Educate owners, operators, and consumers regarding safe food practices

Division Goal 5: Reduce health risks at regulated facilities

Objective 1) Evaluate other regulated facilities to ensure compliance with applicable rules and regulations

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Division Goal 1: Reduce the risk of contamination or illness due to improperly functioning groundwater wells			
% of assessed wells that were properly functioning	84%	90%	90%
Number of monitoring violations occurring for Type 2 non-community wells	0	0	0
Division Goal 2: Reduce the risk of contamination or illness due to improper disposal of sewage			
% of assessed septic systems that were properly functioning	83%	90%	90%
Division Goal 3: Reduce the risk of waterborne illness or injury due to recreational waters			
% of water quality samples collected at area beaches outside of acceptable parameters	4%	2%	2%
Average number of priority violations found at public pools per 100 inspected	n/a	10.0	10.0
Division Goal 4: Reduce the risk of foodborne illness from food service establishments			
% Food service establishments with priority violations	45%	44%	43%
Division Goal 5: Reduce health risks at regulated facilities			
% of inspections complete within 10 days or less	87%	90%	90%
Average number of days for inspections to be completed	8.6	8.0	8.0
% reduction in time spent working on permit approvals	n/a	3%	0%

HEALTH FUND (2210) continued (Health Promotion Division)

Mission Statement

The Health Promotion Division provides education and programs to empower Ottawa County residents to make healthy life choices.

Division Description

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, reproductive health education, substance abuse prevention, chronic disease prevention programs and oral health services.

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Dental Assistant Clinic Manager	0.80	0.80	0.80
Dental Hygienist Manager	0.80	0.80	0.80
Health Educator	2.45	2.50	2.00
Opioid Health Educator	-	-	0.60
Health Promotion Clerk	0.90	0.90	0.90
Health Promotion Manager	0.66	0.66	1.00
Health Promotion Team Supervisor	0.80	0.80	0.80
Oral Health Team Supervisor	1.00	1.00	1.00
Total for Division	7.41	7.46	7.90

Target Population

Ottawa County Residents, Low Income Individuals, Individuals (0-24)

HEALTH FUND (2210) continued (Health Promotion Division)

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of the County

Division Goal 1: Increase the physical health status of Ottawa County residents

- Objective 1)* Collaborate with community partners to increase access to healthy food and physical activity
- Objective 2)* Educate residents about healthy eating and physical activity
- Objective 3)* Provide leadership and administrative support for the Ottawa County Food Policy Council

Division Goal 2: Prevent underage access to alcohol/tobacco products

- Objective 1)* Educate retailers on how to decrease alcohol/tobacco sales to underage youth
- Objective 2)* Monitor tobacco and alcohol sales to underage youth

Division Goal 3: Reduce dental disease in low-income, uninsured, and Medicaid eligible children and adults

- Objective 1)* Provide preventative, diagnostic, and restorative dental services through the "Miles of Smiles" dental unit
- Objective 2)* Provide exams, fluoride varnish and sealant treatments in schools and Headstart centers

Division Goal 4: Reduce Chlamydia rates among those 24 and under

- Objective 1)* Collaborate with community partners to increase access to condoms
- Objective 2)* Educate community about sexual health services at the OCDPH
- Objective 3)* Provide community-based STI testing

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Division Goal 1: Increase the physical health status of Ottawa County residents			
% Ottawa County residents with healthy Body Mass Index (3 year survey)	n/a	n/a	38%
Division Goal 2: Prevent underage access to alcohol/tobacco products			
Alcohol/tobacco compliance rates	85%	85%	85%
Division Goal 3: Reduce dental disease in low-income, uninsured, and Medicaid eligible children and adults			
% reduction in dental disease within "Miles of Smiles" clients (children only)	22%	26%	25%
Division Goal 4: Reduce Chlamydia rates among those 24 and under			
Chlamydia rates among those 24 and under (per 100,000 people)	n/a	n/a	1,350

HEALTH FUND (2210) continued (Public Health Preparedness Division)

Mission Statement

The Public Health Preparedness program ensures that the Ottawa County public health system has planned for and trained to respond in a public health emergency to protect the health and safety of Ottawa County residents.

Division Description

The Public Health Emergency Preparedness Program (PHEP) 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. PHEP 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.

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
PH Preparedness Coordinator	1.00	1.00	1.00
Total for Division	1.00	1.00	1.00

Target Population

Ottawa County Residents, Health Service Providers, Long Term Care Outreach, Community Outreach Agencies, Special/Diverse Populations.

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of the County

Division Goal 1: Perform effective public health response during a public health emergency

- Objective 1) Develop and maintain State required response plans*
- Objective 2) Assist community partners in developing their public health emergency preparedness plans*
- Objective 3) Conduct emergency response training and exercises*
- Objective 4) Coordinate efforts with community partners during public health emergencies*

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Division Goal 1: Perform effective public health response during a public health emergency			
% State of Michigan required response plans complete	100%	100%	100%
% of federal capabilities for planning at Established or Advanced Stage	66%	70%	75%
% of staff knowledgeable in health preparedness based on the workforce developmental assessment	35%	90%	100%
% of corrective actions implemented from emergency response trainings and exercises	75%	90%	100%
% of outreach initiatives accomplished	85%	90%	100%

HOMESTEAD PROPERTY TAX FUND (2550)

Budget Year Ending September 30, 2018

Fund Description & Financial Summary

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 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 may be transferred to the County's general fund (MCL 211.7cc, as amended).

	Prior Year Actual 9/30/2016 9 months	Current Year Adopted Budget 9/30/2017	Current Year Amended Budget 9/30/2017	Recommended Budget 2018	Increase/ (Decrease)
Revenues					
Taxes	10,858	6,000	6,000	12,000	6,000
Interest on Investments	178	240	240	185	(55)
Operating Transfers In	-	-	-	-	-
Total Revenues	11,036	6,240	6,240	12,185	5,945
Expenditures					
Supplies	-	100	100	100	-
Contracted Services	1,449	1,478	1,478	1,508	30
Operating Transfers Out	-	-	-	-	-
Total Expenditures	1,449	1,578	1,578	1,608	30
Revenues Over (Under) Expenditures	9,587	4,662	4,662	10,577	
Fund Balance, Beginning of Year		23,292	23,292	27,954	
Projected Fund Balance, End of Year		27,954	27,954	38,531	

Personnel

No Personnel has been allocated to this Fund.

LANDFILL TIPPING FEES FUND (2272)

Budget Year Ending September 30, 2018

Mission Statement

Administer the Ottawa County Solid Waste Management Plan to ensure adequate and safe waste disposal options are available to County residents and businesses.

Department Description

Environmental Health Services protects public health by ensuring risks from exposure to environmental hazards are minimized through prevention, identification, and response. Hazards such as contaminated groundwater, hazardous materials, and polluted surface water seriously threaten the health of Ottawa County residents and visitors. The Environmental Health Waste Management Services program addresses those threats by providing household hazardous waste and pesticide disposal, mercury recovery, and recycling programs.

Fund Description & Financial Summary

This fund was established to account for the County's share of the tipping fee surcharge of the Ottawa County Farms landfill starting in 1991 in accordance with an agreement between Ottawa County, Sunset Waste Systems, Inc. and Polkton Township. The monies are to be used for implementation of the Solid Waste Management Plan.

	Prior Year Actual 9/30/2016 9 months	Current Year Adopted Budget 9/30/2017	Current Year Amended Budget 9/30/2017	Recommended Budget 2018	Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	10,512	28,000	28,000	28,000	-
Charges for Services	290,326	370,000	399,000	431,000	61,000
Other Revenue	22,681	29,000	-	-	(29,000)
Operating Transfers In	-	-	-	-	-
Total Revenues	323,519	427,000	427,000	459,000	32,000
Expenditures					
Salaries & Wages	124,649	183,098	183,098	180,775	(2,323)
Benefits	72,818	108,460	108,460	105,702	(2,758)
Supplies	9,118	14,074	14,074	13,493	(581)
Contracted Services	54,741	100,783	100,783	109,093	8,310
Operating Expenses	12,867	19,364	19,364	16,568	(2,796)
Maintenance & Repair	532	8,770	8,770	13,950	5,180
Utilities	4,957	8,300	8,300	8,400	100
Insurance	220	293	293	315	22
Indirect Expense	25,877	32,350	32,350	33,143	793
Operating Transfers Out	-	-	-	-	-
Total Expenditures	305,780	475,492	475,492	481,439	5,947
Revenues Over (Under) Expenditures	17,739	(48,492)	(48,492)	(22,439)	
Fund Balance, Beginning of Year		1,121,515	1,121,515	1,073,023	
Projected Fund Balance, End of Year		1,073,023	1,073,023	1,050,584	

LANDFILL TIPPING FEES FUND (2272) continued

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Environmental Health Manager	0.10	0.10	0.10
Team Supervisor - Health	1.00	1.00	1.00
Technician	0.50	0.50	0.50
Senior Recycle Center Attendant	1.00	1.00	1.00
Recycle Center Attendant	1.05	1.05	1.05
Environmental Health Clerk	0.60	0.60	0.60
Total for Fund	4.25	4.25	4.25

Target Population

Ottawa County Residents

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of the County

Division Goal 1: Protect the public and environment from household hazardous waste

Objective 1) Provide disposal options for residents to dispose of household hazardous material

Objective 2) Educate residents on the proper disposal of household hazardous waste products

Division Goal 2: Prolong the useful life of County waste disposal facilities

Objective 1) Provide recycling options for services not met by other programs within the community

Objective 2) Educate residents on the importance of recycling and waste reduction

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Division Goal 1: Protect the public and environment from household hazardous waste			
Gallons of used oil properly disposed of via OC sites	8,504	8,700	8,700
Pounds of solid household hazardous waste properly disposed of via OC sites	102,000	107,000	110,000
Pounds of pesticides properly disposed of via OC sites	30,000	35,000	37,000
Division Goal 2: Prolong the useful life of County waste disposal facilities			
Pounds of consumer electronics recycled at RRSC	65,302	70,000	75,000

MENTAL HEALTH FUND (2220)

Budget Year Ending September 30, 2018

Mission Statement

Community Mental Health of Ottawa County partners with people with mental illness, developmental disabilities and substance use disorders and the broader community to improve lives and be a premier mental health agency in Michigan.

Department Description

Community Mental Health (CMH) is a public provider of services for people with developmental disabilities and/or serious mental illness. Our programs and activities are governed by a Board of Directors. Our services are available to residents of Ottawa County who have Medicaid or are uninsured, and who are eligible for services as defined by the Michigan Mental Health Code. We are Commission on Accreditation of Rehabilitation Facilities (CARF) accredited for 12 programs.

Fund Description & Financial Summary

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.

	Prior Year Actual 9/30/2016 12 months	Current Year Adopted Budget 9/30/2017	Current Year Amended Budget 9/30/2017	Recommended Budget 2018	Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	33,774,031	33,972,416	34,093,109	35,938,561	1,966,145
Charges for Services	540,755	710,182	710,182	94,955	(615,227)
Interest on Investments	23,147	12,000	12,000	-	(12,000)
Other Revenue	518,114	140,634	140,634	66,873	(73,761)
Operating Transfers In	476,500	2,024,608	1,991,255	2,123,950	99,342
Total Revenues	35,332,547	36,859,840	36,947,180	38,224,339	1,364,499
Expenditures					
Salaries & Wages	6,143,895	6,150,249	6,168,512	6,288,610	138,361
Benefits	2,893,093	3,183,106	3,200,667	3,535,895	352,789
Supplies	112,508	146,532	153,201	151,005	4,473
Contracted Services	23,482,299	24,968,564	24,955,963	25,965,589	997,025
Operating Expenses	1,150,344	1,056,705	1,136,703	1,016,167	(40,538)
Maintenance & Repair	28,482	34,006	35,632	37,410	3,404
Utilities	107,648	100,663	100,663	98,218	(2,445)
Insurance	265,504	235,686	235,686	272,062	36,376
Indirect Expense	1,057,837	984,329	984,329	916,527	(67,802)
Capital Outlay	17,580	-	-	-	-
Operating Transfers Out	-	-	-	-	-
Total Expenditures	35,259,191	36,859,840	36,971,356	38,281,483	1,421,643
Revenues Over (Under) Expenditures	73,356	-	(24,176)	(57,144)	
Fund Balance, Beginning of Year		620,310	620,310	596,134	
Projected Fund Balance, End of Year		620,310	596,134	538,990	

MENTAL HEALTH FUND (2220) continued
Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Access Center Clerk	0.86	0.94	1.00
Account Clerk	4.86	4.70	5.00
Accountant II	1.50	1.78	2.00
Administrative Assistant	0.88	1.00	1.00
Assess Level Care Specialist	-	2.00	2.00
Business Analyst	0.88	0.71	1.00
Care Coordinator	-	1.00	1.00
CBS Team Leader	1.00	3.00	-
Clerk-Autism Services	-	-	0.29
Clerk-Autism Services	-	-	0.71
Clinical Office Manager	-	1.00	-
CMH Deputy Director	0.91	0.95	1.00
Compliance Assistant	1.00	1.00	1.00
Compliance Manager	0.92	0.95	1.00
Consumer Services Coordinator	0.94	0.83	0.14
Contract Manager	0.75	0.83	1.00
Contract Serv and Housing Ast			0.89
Medical Assistant	1.50	3.00	2.00
Mental Health Aide	2.00	6.00	-
Mental Health Clerk	6.00	7.50	7.00
Mental Health Clinician	20.00	22.55	18.05
Mental Health Director	1.00	1.00	1.00
Mental Health Finance Manager	0.90	0.90	1.00
Mental Health Nurse	5.50	5.25	4.50
Mental Health Prescriber	1.00	2.00	2.00
Mental Health Specialist	24.35	18.00	14.00
Mental Health Trainer	1.00	1.00	1.00
Occupational Therapist	0.50	1.50	0.50
Peer Specialist	1.00	1.00	1.00
Peer Support Specialist	4.50	6.00	5.00
Program Coordinator	10.11	10.85	12.00
Program Comm Dev Coordinator	-	-	0.26
Program Evaluator	0.97	0.95	1.00
Program Supervisor	3.00	3.00	3.00
QI Data Technician	1.00	1.00	1.00
Quality Improvement Clerk	0.90	1.00	1.00
Recipient Rights Director	0.94	1.00	1.00

MENTAL HEALTH FUND (2220) continued

Personnel (continued)

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Recovery Coach	-	-	1.00
Senior Reach Case Manager	-	0.50	0.50
Senior Reach Provider	-	1.00	1.00
Speech Language Therapist	-	0.50	-
Staff Psychiatrist	-	1.00	-
Support Coordinator Aid	-	7.00	7.00
Team Supervisor - M Health	3.75	4.00	2.00
Training Center Clerk	0.23	0.70	0.70
Total for Fund	104.65	128.89	107.55

Target Population

Developmentally Disabled Children and Adults (Medicaid and Eligible Uninsured), Mentally Ill Children and Adults (Medicaid and Eligible Uninsured)

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of the County

Department Goal 1: Improve quality of life of persons with significant developmental disabilities and/or serious persistent mental illness

Objective 1) Screen, assess and provide services in a timely manner

Objective 2) Provide timely follow-up services to inpatient and detox clients

Objective 3) Provide consumer follow up after inpatient psychiatric unit discharge to prevent rapid readmission within 30 days

Department Goal 2: Implement the integrated health care initiatives, which aim to provide treatment for consumers as a whole by coordinating care between physical and mental health

Objective 1) Increase coordination of care efforts between physical and mental health and treatment of consumers as a whole

Department Goal 3: Improve consumer satisfaction for services received from CMHOC

Objective 1) Improve consumer satisfaction for all consumer population served

MENTAL HEALTH FUND (2220) continued

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Improve quality of life of persons with significant developmental disabilities and/or serious persistent mental illness			
Timeliness measures: % of new consumers screened, assessed, and provided with CMH services within target timeframe	98.9%	≥95%	≥95%
Follow-up measures: % of detox and inpatient consumers seen within 7 days of discharge	99.7%	≥95%	≥95%
Recidivism rates measures: Recidivism rate for inpatient psychiatric unit consumers readmitted within 30 days	4.5%	≤15%	≤15%
Department Goal 2: Integrated health care initiatives; coordination of care between physical and mental health and treatment of consumers as a whole			
% of adult (consumers) seen by PCP or health care professional	68.8%	≥83%	≥83%
% of children (consumers) seen by PCP or health care professional	76.5%	≥93%	≥93%
% of identified consumers with Care Plan in CC360	100%	100%	100%
Department Goal 3: Improve consumer satisfaction for services received from CMHOC			
Average youth consumer satisfaction with home based services (on a 1 to 5 scale with 5 being the best)	3.69	>2.50	>2.50
Average consumer satisfaction using the Mental Health Statistics Improvement Program (MHSIP) ACT survey (on a 1 to 5 scale with 1 being the best)	2.05	<2.50	<2.50
Average consumer (MI, DD, Family Services, and SUD) satisfaction using the Lakeshore Regional Entity (LRE) survey (on a 1 to 5 scale with 5 being the best)	n/a	>2.50	> 2.50
Average consumer satisfaction using the Lakeshore Regional Entity Recovery Self-Assessment (RSA) survey (on a 1 to 5 scale with 5 being the best)	4.19	>2.50	>2.50

MENTAL HEALTH – MILLAGE FUND (2221)

Budget Year Ending September 30, 2018

Fund Description & Financial Summary

This fund is to account for the money received through the millage to provide mental health services through the County.

	Prior Year Actual 9/30/2016 12 months	Current Year Adopted Budget 9/30/2017	Current Year Amended Budget 9/30/2017	Recommended Budget 2018	Increase/ (Decrease)
Revenues					
Taxes	-	3,082,367	3,082,367	3,121,176	38,809
Operating Transfers In	-	-	-	-	-
Total Revenues	-	3,082,367	3,082,367	3,121,176	38,809
Expenditures					
Salaries & Wages	-	148,024	148,024	141,742	(6,282)
Benefits	-	79,052	79,052	95,150	16,098
Supplies	-	3,319	12,991	13,812	10,493
Contracted Services	-	201,153	911,053	871,708	670,555
Operating Expenses	-	398,441	118,441	4,250	(394,191)
Maintenance & Repair	-	1,406	1,406	600	(806)
Utilities	-	11,592	11,592	7,300	(4,292)
Insurance	-	1,417	1,417	1,497	80
Operating Transfers Out	-	1,798,108	1,769,355	1,897,450	99,342
Total Expenditures	-	2,642,512	3,053,331	3,033,509	390,997
Revenues Over (Under) Expenditures	-	439,855	29,036	87,667	
Fund Balance, Beginning of Year		-	-	29,036	
Projected Fund Balance, End of Year		439,855	29,036	116,703	

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Mental Health Specialist	-	-	1.50
Contract Serv and Housing Asst.	-	-	0.26
Program Comm Dev Coordinator	-	-	0.74
Mental Health Clinician			0.50
Total for Fund	-	-	3.00

MENTAL HEALTH – SUBSTANCE ABUSE FUND (2225)

Budget Year Ending September 30, 2018

Fund Description & Financial Summary

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.

	Prior Year	Current Year		Recommended Budget 2018	Increase/ (Decrease)
	Actual 9/30/2016 12 months	Current Year Adopted Budget 9/30/2017	Amended Budget 9/30/2017		
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	2,239,998	2,352,488	2,352,488	2,464,297	111,809
Charges for Services	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-
Interest on Investments	14,474	-	-	-	-
Rent	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Other Revenue	10,700	-	-	-	-
Operating Transfers In	-	-	-	-	-
Total Revenues	2,265,172	2,352,488	2,352,488	2,464,297	111,809
Expenditures					
Salaries & Wages	307,454	223,423	223,423	247,330	23,907
Benefits	149,563	130,764	130,764	150,950	20,186
Supplies	9,737	1,976	1,801	2,002	26
Contracted Services	1,772,294	1,975,551	1,975,551	2,033,736	58,185
Operating Expenses	3,609	3,715	3,890	3,986	271
Maintenance & Repair	145	670	670	200	(470)
Utilities	351	1,720	1,720	50	(1,670)
Insurance	300	652	652	689	37
Indirect Expense	-	14,017	14,017	25,354	11,337
Contribution to Component Units	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-
Total Expenditures	2,243,452	2,352,488	2,352,488	2,464,297	111,809
Revenues Over (Under) Expenditures	21,720	-	-	-	
Fund Balance, Beginning of Year		21,720	21,720	21,720	
Projected Fund Balance, End of Year		21,720	21,720	21,720	

MENTAL HEALTH – SUBSTANCE ABUSE FUND (2225) continued
Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
CMH Deputy Director	0.09	0.05	-
Account Clerk	0.14	0.30	-
Administrative Assistant	0.12	-	-
Compliance Manager	0.08	0.05	-
Contract Manager	0.25	0.17	-
Mental Health Finance Manager	0.10	0.10	-
Program Coordinator	0.14	0.15	-
Program Evaluator	0.03	0.05	-
Quality Improvement Clerk	0.10	-	-
Recipient Rights Director	0.06	-	-
Accountant II	0.50	0.22	-
Business Analyst	0.12	0.29	-
Consumer Services Coordinator	0.06	0.17	-
Access Center Clerk	0.14	0.06	-
SUD Clinician-Access	-	1.00	1.00
Mental Health Clinician	1.00	1.00	1.00
Total for Fund	2.93	3.61	2.00

OTHER GOVERNMENTAL GRANTS FUND (2180)

Budget Year Ending September 30, 2018

Fund Description & Financial Summary

This fund was established in 2012 and accounts for various grants, primarily judicial.

	Prior Year Actual 9/30/2016 9 months	Current Year Adopted Budget 9/30/2017	Current Year Amended Budget 9/30/2017	Recommended Budget 2018	Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	2,017,695	2,192,921	2,769,087	2,673,210	480,289
Charges for Services	29,285	86,738	86,888	65,000	(21,738)
Other Revenue	3,447	229,562	43,215	49,064	(180,498)
Operating Transfers In	277,665	39,849	34,849	52,890	18,041
Total Revenues	2,328,092	2,549,070	2,934,039	2,840,164	278,053
Expenditures					
Salaries & Wages	508,353	617,101	783,290	740,979	123,878
Benefits	208,043	285,148	367,124	360,662	75,514
Supplies	448,018	371,026	303,028	307,495	(63,531)
Contracted Services	524,566	716,936	968,923	927,895	210,959
Operating Expenses	289,653	395,542	352,466	348,576	(46,966)
Maintenance & Repair	33,673	22,500	116,806	65,794	43,294
Utilities	6,047	8,340	10,688	8,800	460
Insurance	5,709	8,574	8,817	6,326	(2,248)
Indirect Expense	43,740	51,812	66,412	73,182	21,370
Contribution to Component Units	13,262	50,000	50,000	-	(50,000)
Operating Transfers Out	-	-	-	-	-
Total Expenditures	2,081,064	2,526,979	3,027,555	2,839,709	346,820
Revenues Over (Under) Expenditures	247,028	22,091	(93,516)	455	
Fund Balance, Beginning of Year		313,227	313,227	219,711	
Projected Fund Balance, End of Year		335,318	219,711	220,166	

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Assistant Director - Probation	0.15	0.15	0.15
Probation Officer/SSA	1.00	1.00	1.00
Probation Specialist	0.98	0.98	0.98
Drug Court Coordinator	1.00	1.00	1.00
Case Work Surveillance Officer	0.63	0.63	0.63
Probation Specialist	0.48	0.49	0.49
Homeland Security Regional Planner	-	-	1.00
CAA Program Manager	-	1.00	1.00
Assessment & Eligibility Specialist	-	3.00	3.00
Weatherization Inspectors	-	1.00	1.80
Weatherization Program Coordinator	-	1.00	1.00
Total for Fund	4.24	10.24	12.04

PARKS & RECREATION FUND (2081)

Budget Year Ending September 30, 2018

Mission Statement

The Ottawa County Parks and Recreation Commission enhances quality of life for residents and visitors by preserving parks and open spaces and providing natural resource-based recreation and education opportunities.

Department Description

The Parks and Recreation Commission acquires land, develops recreation facilities, and operates and maintains facilities for the county park and open space system which includes 38 sites encompassing over 6,500 acres. The Commission also provides extensive nature education and outdoor recreation programming for all age groups to enhance the public’s appreciation of the high quality natural lands within the system.

Fund Description & Financial Summary

This fund was established for the development, maintenance and operation of the Ottawa County Parks. Funding is provided from Federal, State grants and charges for services throughout the Parks such as entrance fees and rental fees. A Millage of .33 mills was re-approved by the County electorate during 2016 for ten years and expires in 2026.

	Prior Year Actual 9/30/2016 9 months	Current Year Adopted Budget 9/30/2017	Current Year Amended Budget 9/30/2017	Recommended Budget 2018	Adopted Increase/ (Decrease)
Revenues					
Taxes	3,235,086	3,254,614	3,254,614	3,613,705	359,091
Intergovernmental Revenue	53,336	729,000	829,000	2,919,465	2,190,465
Charges for Services	559,092	571,380	571,380	593,300	21,920
Interest on Investments	51,293	68,500	68,500	60,000	(8,500)
Rent	15,608	15,500	15,500	15,998	498
Other Revenue	428,918	23,400	648,785	1,135,094	1,111,694
Operating Transfers In	-	-	25,000	-	-
Total Revenues	4,343,333	4,662,394	5,412,779	8,337,562	3,675,168
Expenditures					
Salaries & Wages	1,257,639	1,790,189	1,790,189	1,868,632	78,443
Benefits	425,141	643,917	643,917	721,855	77,938
Supplies	226,807	352,945	352,945	323,502	(29,443)
Contracted Services	78,622	132,575	157,575	58,249	(74,326)
Operating Expenses	111,173	188,291	218,841	231,967	43,676
Maintenance & Repair	152,454	417,780	492,617	351,420	(66,360)
Utilities	80,167	98,600	98,600	107,000	8,400
Insurance	39,498	54,458	54,458	56,919	2,461
Indirect Expense	41,660	54,929	54,929	74,066	19,137
Capital Outlay	770,449	2,404,000	4,444,940	4,596,232	2,192,232
Operating Transfers Out	-	-	-	-	-
Total Expenditures	3,183,614	6,137,684	8,309,011	8,389,842	2,252,158
Revenues Over (Under) Expenditures	1,159,719	(1,475,290)	(2,896,232)	(52,280)	
Fund Balance, Beginning of Year		4,793,908	4,793,908	1,897,676	
Projected Fund Balance, End of Year		3,318,618	1,897,676	1,845,396	

PARKS & RECREATION FUND (2081) continued
Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Director of Parks & Recreation	1.00	1.00	1.00
Coordinator of Park Planning & Development	1.00	1.00	1.00
Parks Planner	1.00	1.00	1.00
Park Operations Manager	1.00	1.00	1.00
Naturalist	1.00	1.00	1.00
Coordinator of Park Maintenance & Operations	1.00	1.00	1.00
Park Supervisor	4.00	4.00	4.00
Administrative Secretary	1.00	1.00	1.00
Natural Resources Management Supervisor	1.00	1.00	1.00
Secretary	0.75	0.75	0.75
Coordinator of Interpretive & Information Services	1.00	1.00	1.00
Park Equipment Specialist	1.00	1.00	1.00
Communication Specialist	1.00	1.00	1.00
Park Maintenance Worker	3.00	3.00	3.00
Secretary Parks	-	-	0.63
NEC Secretary	1.00	1.00	1.00
Total for Fund	19.75	19.75	20.38

Target Population

Ottawa County Residents and Visitors

PARKS & RECREATION FUND (2081) continued

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of the County

Department Goal 1: Enhance the quality of life for residents and visitors

Objective 1) Provide natural resource-based recreational opportunities to all people

Objective 2) Acquire land with significant natural features, that connects to or between existing properties, or in areas not adequately served by County Parks as identified in the long-range parks and open space plan

Objective 3) Protect and restore high-quality natural resource features

Objective 4) Maintain diversified sources of funding and partnerships that provide for maintenance and expansion of the park system

Objective 5) Engage and connect County residents and visitors with the County Parks and Open Space System

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Enhance the quality of life for residents and visitors			
% of park lands developed for accessible recreation	63%	63%	63%
Total acreage of land acquired (cumulative)	6,458	6,774	6,891
% of properties that are functionally invasive species free	1%	3%	5%
% of acreage that is actively managed for biodiversity	11%	12%	13%
Total non-millage funding received	\$1,109,280	\$1,432,780	\$4,693,860
% of operating costs covered by non-millage sources	27%	17%	17%
Volunteer hours as a % of total Parks & Recreation hours	21%	21%	20%
# of people served through park facility reservations in the county park system	78,725	80,700	82,000

REGISTER OF DEEDS AUTOMATION FUND (2560)

Budget Year Ending September 30, 2018

Fund Description & Financial Summary

This fund was established under Public Act 698 of 2002 to account for newly authorized additional recording fees effective March 31, 2013. The revenue collected is to be spent on technology upgrades.

	Prior Year Actual 9/30/2016 9 months	Current Year Adopted Budget 9/30/2017	Current Year Amended Budget 9/30/2017	Recommended Budget 2018	Increase/ (Decrease)
Revenues					
Charges for Services	182,742	240,000	240,000	245,000	5,000
Interest on Investments	7,897	9,127	9,127	-	(9,127)
Operating Transfers In	-	-	-	-	-
Total Revenues	190,639	249,127	249,127	245,000	(4,127)
Expenditures					
Salaries & Wages	22,715	37,040	37,040	39,929	2,889
Benefits	13,508	26,014	26,014	29,573	3,559
Supplies	-	2,992	2,992	9,176	6,184
Contracted Services	43,070	64,960	64,960	131,853	66,893
Operating Expenses	6,089	12,212	12,212	12,351	139
Indirect Expense	19,515	24,999	24,999	25,555	556
Capital Outlay	17,900	73,400	73,400	36,400	(37,000)
Operating Transfers Out	-	-	-	-	-
Total Expenditures	122,797	241,617	241,617	284,837	43,220
Revenues Over (Under) Expenditures	67,842	7,510	7,510	(39,837)	
Fund Balance, Beginning of Year		749,737	749,737	757,247	
Projected Fund Balance, End of Year		757,247	757,247	717,410	

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Public Service Center Clerk	0.35	0.35	0.35
Clerk/Register Supervisor	-	0.50	0.50
Total for Fund	0.35	0.85	0.85

SHERIFF GRANTS AND CONTRACTS FUND (2630)

Budget Year Ending September 30, 2018

Fund Description & Financial Summary

This fund accounts for various public safety grants and contracts for policing services with County municipalities.

	Prior Year Actual 9/30/2016 9 months	Current Year Adopted Budget 9/30/2017	Current Year Amended Budget 9/30/2017	Recommended Budget 2018	Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	5,310,459	7,880,856	7,851,814	7,981,545	100,689
Charges for Services	20,300	-	-	-	-
Other Revenue	5,520	-	-	-	-
Operating Transfers In	435,114	557,254	564,102	480,321	(76,933)
Total Revenues	5,771,393	8,438,110	8,415,916	8,461,866	23,756
Expenditures					
Salaries & Wages	3,445,749	4,906,919	4,880,639	4,823,563	(83,356)
Benefits	1,677,583	2,550,231	2,546,398	2,699,483	149,252
Supplies	118,458	144,496	160,346	165,548	21,052
Contracted Services	4,295	-	-	-	-
Operating Expenses	304,587	489,628	482,697	396,513	(93,115)
Maintenance & Repair	52,174	109,500	108,500	104,500	(5,000)
Utilities	9,252	15,950	15,950	11,600	(4,350)
Insurance	157,952	210,365	210,365	246,893	36,528
Indirect Expense	7,242	11,021	11,021	13,766	2,745
Operating Transfers Out	-	-	-	-	-
Total Expenditures	5,777,293	8,438,110	8,415,916	8,461,866	23,756
Revenues Over (Under) Expenditures	(5,900)	-	-	-	
Fund Balance, Beginning of Year		-	-	-	
Projected Fund Balance, End of Year		-	-	-	

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Sergeant	8.00	8.00	7.00
Road Patrol Deputy	62.00	62.00	62.00
Total for Fund	70.00	70.00	69.00

Debt Service Fund

Capital Improvement Fund

Permanent Fund

DEBT SERVICE FUNDS (3010)

Budget Year Ending September 30, 2018

Fund Description & Financial Summary

This Fund is to account for all County debt payments.

	Prior Year	Current Year		Increase/ (Decrease)	
	Actual 9/30/2016 9 months	Current Year Adopted Budget 9/30/2017	Amended Budget 9/30/2017		Recommended Budget 2018
Revenues					
Intergovernmental Revenue	-	-	151,450	136,203	136,203
Operating Transfers In	1,143,887	4,998,939	4,883,126	4,984,254	(14,685)
Total Revenues	1,143,887	4,998,939	5,034,576	5,120,457	121,518
Expenditures					
Debt Service	1,150,868	5,034,126	5,034,576	5,120,457	86,331
Operating Transfers Out	-	-	-	-	-
Total Expenditures	1,150,868	5,034,126	5,034,576	5,120,457	86,331
Revenues Over (Under) Expenditures	(6,981)	(35,187)	-	-	
Fund Balance, Beginning of Year		-	-	-	
Projected Fund Balance, End of Year		(35,187)	-	-	

Personnel

No Personnel has been allocated to this Fund.

CAPITAL IMPROVEMENT FUND (4020)

Budget Year Ending September 30, 2018

Fund Description & Financial Summary

This fund was established to account for the receipt of funds under Act 136, Public Acts of 1956 (Sections 14.261-141.263, Compiled Laws of 1979), which are restricted for statutory Public Improvement.

	Prior Year Actual 9/30/2016 9 months	Current Year Adopted Budget 9/30/2017	Current Year Amended Budget 9/30/2017	Recommended Budget 2018	Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	-	2,778,133	3,402,313	-	(2,778,133)
Charges for Services	65,000	-	-	-	-
Interest on Investments	71,302	30,000	30,000	-	(30,000)
Rent	24,330	76,068	76,068	282,350	206,282
Other Revenue	-	507,514	622,514	15,931	(491,583)
Operating Transfers In	63,220	1,422,000	1,437,200	1,428,217	6,217
Total Revenues	223,852	4,813,715	5,568,095	1,726,498	(3,087,217)
Expenditures					
Operating Expenses	-	3,500	3,500	-	(3,500)
Capital Outlay	1,000,214	6,189,891	9,411,424	2,555,588	(3,634,303)
Operating Transfers Out	-	171,750	171,750	379,588	207,838
Total Expenditures	1,000,214	6,365,141	9,586,674	2,935,176	(3,429,965)
Revenues Over (Under) Expenditures	(776,362)	(1,551,426)	(4,018,579)	(1,208,678)	
Fund Balance, Beginning of Year		5,668,453	5,668,453	1,649,874	
Projected Fund Balance, End of Year		4,117,027	1,649,874	441,196	

Personnel

No Personnel has been allocated to this Fund.

CEMETERY TRUST FUND (1500)

Budget Year Ending September 30, 2018

Fund Description & Financial Summary

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 gravesites.

	Prior Year Actual 9/30/2016 9 months	Current Year Adopted Budget 9/30/2017	Current Year Amended Budget 9/30/2017	Recommended Budget 2018	Increase/ (Decrease)
Revenues					
Interest on Investments	-	35	60	35	-
Operating Transfers In	-	-	-	-	-
Total Revenues	-	35	60	35	-
Expenditures					
Contribution to Component Units	-	-	155	-	-
Operating Transfers Out	-	-	-	-	-
Total Expenditures	-	-	155	-	-
Revenues Over (Under) Expenditures	-	35	(95)	35	
Fund Balance, Beginning of Year		5,890	5,890	5,795	
Projected Fund Balance, End of Year		5,925	5,795	5,830	

Personnel

No Personnel has been allocated to this Fund.

Budget by Department (General Fund only)



Ottawa County
Where You Belong

GENERAL FUND (1010)

	Prior Year Actual 9/30/2016 9 months	Current Year Adopted Budget 9/30/2017	Current Year Amended Budget 9/30/2017	Recommended Budget 2018	Increase/ (Decrease)
Revenues					
Taxes	46,042,637	48,334,169	48,334,169	51,004,136	2,669,967
Intergovernmental Revenue	7,600,108	8,842,002	8,727,441	8,501,555	(340,447)
Charges for Services	10,546,272	13,476,562	13,535,399	14,389,390	912,828
Fines & Forfeits	61,440	85,600	85,600	90,600	5,000
Interest on Investments	503,369	391,136	391,136	309,400	(81,736)
Rent	1,541,642	2,272,411	2,272,411	2,022,271	(250,140)
Licenses & Permits	303,753	308,225	308,225	338,300	30,075
Other Revenue	637,590	851,916	812,417	716,584	(135,332)
Operating Transfers In	27,000	3,663,917	3,663,917	2,652,217	(1,011,700)
Total Revenues	67,263,811	78,225,938	78,130,715	80,024,453	1,798,515
Expenditures					
Salaries & Wages	17,626,166	24,384,481	24,329,215	24,603,651	219,170
Benefits	8,586,511	12,862,378	12,883,150	14,099,348	1,236,970
Supplies	1,732,354	2,638,947	2,719,492	2,650,848	11,901
Contracted Services	3,856,009	6,151,140	6,338,600	6,100,304	(50,836)
Operating Expenses	3,751,881	3,940,896	4,035,587	4,091,486	150,590
Maintenance & Repair	331,074	671,318	716,164	636,310	(35,008)
Utilities	1,097,036	1,502,235	1,469,835	1,498,960	(3,275)
Insurance	623,104	819,097	824,097	912,554	93,457
Indirect Expense	3,206,440	5,181,549	5,181,549	5,644,775	463,226
Contribution to Component Units	9,675,169	9,704,632	9,676,697	9,789,537	84,905
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Contingency	-	500,000	396,358	400,000	(100,000)
Operating Transfers Out	9,141,597	11,450,149	11,331,522	10,848,793	(601,356)
Total Expenditures	59,627,342	79,806,822	79,902,266	81,276,566	1,469,744
Revenues Over (Under) Expenditures	7,636,469	(1,580,884)	(1,771,551)	(1,252,113)	
Fund Balance, Beginning of Year		25,707,684	25,707,684	23,936,133	
Projected Fund Balance, End of Year		24,126,800	23,936,133	22,684,020	
Estimated Underspend		907,052	1,017,297	992,502	
Other Planned Projects		673,832	754,254	259,611	
Revenues Over (Under)		1,580,884	1,771,551	1,252,113	

ADMINISTRATOR'S (1720)

Mission Statement

Provide services to the County Board, County Departments and Courts, County employees, local elected officials, citizens, and businesses to maintain and improve Ottawa County's organizational operations in order to successfully achieve the vision and mission, goals, and objectives which are defined in the County Strategic Plan and Business Plan.

Department Description

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, 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.

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Administrator - 10101720			
Expenditures			
Salaries	342,223	458,760	468,719
Fringe Benefits	143,947	211,320	233,999
Supplies	8,371	10,363	11,354
Contracted Services	4,352	33,100	700
Operating Expenses	21,703	36,540	30,410
Utilities	4,196	5,500	5,000
Indirect Expenses	9,974	16,777	21,221
Total Expenditures	534,766	772,360	771,403

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Administrator	0.84	0.84	0.84
Assistant County Administrator	1.00	1.00	1.00
Financial Analyst	0.70	0.70	0.70
Communication Specialist	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Secretary	0.50	0.50	0.50
Total for department	5.04	5.04	5.04

ADMINISTRATOR'S (1720) continued

Primary Goals & Objectives

County Goal: Maintain and improve the strong financial position of the County

Department Goal 1: Strive for "triple-triple" bond ratings

- Objective 1*) Recommend a balanced budget to the Board of Commissioners
- Objective 2*) Develop strategies to reduce the negative impact of rising employee benefit costs
- Objective 3*) Lobby to ensure that proposed legislation that would negatively impact the County is defeated or, conversely, lobby to ensure that proposed legislation that would positively impact the County is passed

County Goal: Maintain and enhance communication with citizens, employees, and other stakeholders

Department Goal 2: Promote a culture of engagement with stakeholders

- Objective 1*) Obtain and respond to citizen and employee input
- Objective 2*) Enhance communication with the public, local officials, outside agencies, and state and federal legislators

County Goal: Continually improve the County's organization and services

Department Goal 3: Promote a culture of continuous improvement of County programs and services

- Objective 1*) Encourage innovative programs that produce results
- Objective 2*) Recommend policies that promote continuous quality improvement

Department Goal 4: Promote a culture that strives to provide excellent customer service

- Objective 1*) Ensure that the Ottawa Way Customer Service training is provided to all County employees
- Objective 2*) Recognize the quarterly Customer Service Award nominees and winner
- Objective 3*) Ensure that the Cultural Intelligence (Racial Equity) training course is provided to all County employees

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Strive for "triple-triple" bond ratings			
County Bond Rating - <i>Moody's</i>	Aaa	Aaa	Aaa
County Bond Rating - <i>Standard & Poor's</i>	AA	AA	AA
County Bond Rating - <i>Fitch</i>	AAA	AAA	AAA
Department Goal 2: Promote a culture of engagement with stakeholders			
% of citizens satisfied with County Government services	71.0%	n/a	75.0%
% of employees completely to fairly well satisfied with communication from Administration (<i>Employee Survey</i>)	n/a	60.0%	n/a
# of subscribers receiving communication through GovDelivery	20,180	27,500	32,000
% of subscribers accessing communications received through GovDelivery	33.2%	34.0%	35.0%
Department Goal 3: Promote a culture of continuous improvement of County programs and services			
Return-on-investment from projects funded through the Innovation Fund	n/a	\$84,545.00	\$85,000.00
Department Goal 4: Promote a culture that strives to provide excellent customer service			
% of citizens receiving excellent customer service	78.0%	n/a	85.0%

CANVASSING BOARD (1920)

Department Description

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

Financial Summary

	2016	2017	2018
Canvassing Board - 10101920	Actual	Current Year Amended Budget	Board Approved Budget
Revenues			
Other Revenue	-	(4,732)	(2,880)
Total Revenue	-	(4,732)	(2,880)
Expenditures			
Salaries	4,030	6,720	4,480
Fringe Benefits	-	237	343
Operating Expenses	1,080	2,604	1,280
Total Expenditures	5,110	9,561	6,103

Personnel

No Personnel has been allocated to this Department.

CENTRAL DISPATCH (3250)

Department Description

This department records the tax revenue collected for the Ottawa County Central Dispatch Authority (OCCDA), a component unit of the County and passes through this funding directly to the OCCDA.

Financial Summary

	2016	2017	2018
Central Dispatch - 10103250	Actual	Current Year Amended Budget	Board Approved Budget
Revenue			
Taxes	(4,499,008)	(4,523,925)	(4,554,547)
Total Revenue	(4,499,008)	(4,523,925)	(4,554,547)
Expenditures			
Contribution to Component Units	4,526,051	4,523,925	4,554,547
Total Expenditures	4,526,051	4,523,925	4,554,547

Personnel

No Personnel has been allocated to this Department.

CIRCUIT COURT – TRIAL DIVISION (1310)

Mission Statement

To administer justice and restore wholeness in a manner that inspires public trust

Department Description

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.

Financial Summary

	2016 Actual	2017 Current Year Amended Budget	2018 Board Approved Budget
Circuit Court - Trial Division - 10101310			
Revenues			
Intergovernmental	(1,232)	(1,000)	(1,000)
Charges For Services	(237,747)	(330,000)	(330,000)
Fines & Forfeits	(10,689)	(24,500)	(24,500)
Other Revenue	(5,440)	(22,750)	(22,750)
Total Revenues	(255,109)	(378,250)	(378,250)
Expenditures			
Salaries	570,428	803,737	818,907
Fringe Benefits	271,661	393,607	444,030
Supplies	57,128	109,419	103,885
Contracted Services	376,556	632,940	572,620
Operating Expenses	79,027	159,460	170,105
Utilities	19,934	26,500	26,500
Insurance	9,487	12,602	12,706
Indirect Expenses	645,958	878,487	922,530
Total Expenditures	2,030,179	3,016,752	3,071,283

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Judge - Circuit Court	4.00	4.00	4.00
Trial Court Director	1.00	1.00	1.00
Senior Law Clerk	0.90	1.00	1.00
Circuit Court Clerk	4.75	4.75	4.75
Mediation Assign/Collections Clerk	2.00	2.00	2.00
Court Reporter	2.00	2.00	2.00
Law Clerk/Bailiff	1.00	1.00	1.00
Total for department	15.65	15.75	15.75

Target Population

Litigants, Attorneys, Law Enforcement, Citizens

CIRCUIT COURT – ADULT PROBATION (1520)

Mission Statement

To create a safer Michigan through effective offender management and supervision in our facilities and communities while holding offenders accountable and promoting their rehabilitation.

Department Description

The Adult Probation and Parole Department has two primary functions. First, the department completes pre-sentence investigations for the 20th Circuit Court to assist the court in shaping an effective sentencing for offender success. Second, the department manages offenders who have been ordered to community supervision either by the Court or Parole Board.

Financial Summary

	2016 Actual	2017 Current Year Amended Budget	2018 Board Approved Budget
Circuit Court Adult Probation - 10101520			
Expenditures			
Supplies	8,299	10,374	9,900
Contracted Services	1,535	2,600	1,500
Operating Expenses	468	1,918	547
Utilities	11,820	16,000	18,000
Indirect Expenses	96,305	121,346	116,164
Total Expenditures	118,427	152,238	146,111

Personnel

No Personnel has been allocated to this Department

Target Population

Felons, High Court Misdemeanors

CIRCUIT COURT – ADULT PROBATION (1520) continued

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of the County

Department Goal 1: Rehabilitate offenders by equipping them with enriching life skills

Objective 1) Reduce substance abuse by utilizing cognitive behavioral treatment programs

Objective 2) Encourage offender education and employment

County Goal: Maintain and improve the strong financial position of the County

Department Goal 2: Reduce cost of jail and prison

Objective 1) Divert offenders from jail and/or prison

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Rehabilitate offenders by equipping them with enriching life skills			
CBT referral rate	55%	>60%	>65%
Department Goal 2: Reduce cost of jail and prison			
Prison commitment rate	6.6%	<10%	<9%

CIRCUIT COURT – FAMILY COUNSELING (1660)

Department Description

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.

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Circuit Court Family Counseling - 10101660			
Revenues			
Licenses And Permits	(25,275)	(27,000)	(27,000)
Total Revenues	<u>(25,275)</u>	<u>(27,000)</u>	<u>(27,000)</u>
Expenditures			
Supplies	2,157	-	-
Contracted Services	4,628	15,000	15,000
Indirect Expenses	799	787	692
Total Expenditures	<u>7,584</u>	<u>15,787</u>	<u>15,692</u>

Personnel

No Personnel has been allocated to this Department

COMMISSIONERS (1010)

Mission Statement

To provide effective leadership which ensures that Ottawa County is the location of choice for living, working, and recreating, and which ensures the delivery of cost-effective public services.

Department Description

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 system to discuss and direct County policies.

Financial Summary

	2016	2017	2018
	Actual	Current Year	Board Approved
Commissioners - 10101010	Actual	Amended Budget	Budget
Expenditures			
Salaries	146,676	197,297	201,244
Fringe Benefits	30,191	46,870	51,248
Supplies	3,854	7,635	10,894
Contracted Services	58,097	74,446	102,296
Operating Expenses	77,809	125,223	130,873
Utilities	4,669	5,300	6,300
Indirect Expenses	21,451	28,190	33,561
Total Expenditures	342,747	484,961	536,416

Personnel

Position Title	2016 # of	2017 # of	2018 # of
	Positions	Positions	Positions
Commissioners	11.00	11.00	11.00
Total for department	11.00	11.00	11.00

COMMUNITY CORRECTIONS (1362)

Mission Statement

To provide programming to the County's offender population to enhance community safety and reduce incarceration admissions.

Department Description

Community Corrections focuses on improving rehabilitative services and strengthening offender accountability. Community Corrections does this by developing and providing alternative sentencing programs appropriate to the County's offender population, thereby reducing admissions to prison and improving jail utilization.

Financial Summary

	2016	2017	2018
	Actual	Current Year	Board Approved
Community Corrections - 10101362	Actual	Amended Budget	Budget
Revenues			
Intergovernmental	(210,216)	(338,816)	(326,282)
Charges For Services	(137,418)	(126,375)	(134,160)
Other Revenue	(42)	-	-
Total Revenues	(347,675)	(465,191)	(460,442)
Expenditures			
Salaries	265,465	366,911	383,416
Fringe Benefits	104,556	153,957	179,367
Supplies	14,119	32,129	36,356
Contracted Services	37,245	75,890	69,690
Operating Expenses	13,665	16,484	30,128
Maintenance & Repair	387	1,882	1,588
Utilities	6,698	8,800	10,200
Insurance	9,279	12,306	12,737
Indirect Expenses	159,531	236,374	277,987
Total Expenditures	610,945	904,733	1,001,469

COMMUNITY CORRECTIONS (1362) continued

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Assistant Director of Probation Services	0.15	0.15	0.15
Court Services Officer	1.00	1.00	0.45
Court Services Coordinator	0.70	0.70	0.70
Director of Probation & CC	0.50	0.50	0.50
Probation Officer/SSA	1.80	1.80	2.45
Probation / Community Corrections Secretary	0.36	0.32	0.32
Probation Specialist	0.49	0.49	0.49
Total for department	5.00	4.96	5.05

Target Population

Offenders

Primary Goals & Objectives

County Goal: Maintain and improve the strong financial position of the County

Department Goal 1: Reduce the cost of jail and prison operations

Objective 1) Divert offenders from jail or prison

County Goal: Contribute to the long-term economic, social and environmental health of the County

Department Goal 2: Ensure that offenders successfully complete programs

Objective 1) Rehabilitate offenders through alternative sentencing programs

Objective 2) Ensure compliance of court order through monitoring

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Reduce the cost of jail and prison operations			
Group 2 straddle cell prison commitment rate	17.0%	≤ 15%	≤ 15%
Prison commitment rate for technical probation violators	3.8%	≤ 5%	≤ 5%
Overall prison commitment rate	9.7%	≤ 8%	≤ 8%
Department Goal 2: Ensure that offenders successfully complete programs			
Programs successful completion rate	81%	>80%	>80%

CONTINGENCY (8900)

Department Description

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.

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Contingency - 10108900			
Expenditures			
Contingency	-	396,358	400,000
Total Expenditures	-	396,358	400,000

Personnel

No Personnel has been allocated to this Department

CORPORATE COUNSEL (2660)

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Corporate Counsel - 10102660			
Revenue			
Total Revenue	-	-	-
Expenditures			
Salaries	111,941	130,655	157,749
Fringe Benefits	45,019	67,687	75,670
Supplies	4,168	5,300	4,000
Contracted Services	5,700	36,000	1,000
Operating Expenses	346	2,300	2,038
Utilities	980	1,300	1,500
Indirect Expenses	3,899	5,109	6,356
Total Expenditures	172,051	248,351	248,313

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Corporate Counsel	0.95	0.95	0.95
Administrative Secretary	0.75	0.75	0.75
Total for department	1.70	1.70	1.70

COUNTY CLERK (2150)

Mission Statement

To provide excellence in the preservation of our public records and superior customer service to the citizens of Ottawa County.

Department Description

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 for the general public. The Clerk also issues a number of passports every year. Convenient services to the public are provided by maintaining satellite offices in the Holland and Hudsonville areas.

Along with the vital records, the County Clerk also maintains records of the proceedings of the Board of Commissioners and its committees, and the proceedings of the Plat Board, Concealed Weapons Board, Elections Commission, Canvass Board, and many other County committees.

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.

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
County Clerk - 10102150			
Licenses And Permits	(16,543)	(18,300)	(18,300)
Charges For Services	(437,899)	(585,735)	(547,000)
Other Revenue	(4,075)	(5,740)	(3,443)
Total Revenue	(458,516)	(609,775)	(568,743)
Salaries	702,540	1,014,313	1,026,253
Fringe Benefits	362,191	551,988	633,313
Supplies	62,478	85,886	97,721
Contracted Services	20,456	34,100	33,732
Operating Expenses	18,516	40,240	34,940
Maintenance & Repair	-	500	500
Utilities	15,036	20,000	22,600
Indirect Expenses	86,045	140,428	158,949
Total Expenditures	1,267,261	1,887,455	2,008,008

COUNTY CLERK (2150) continued

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Clerk/Register of Deeds	-	0.50	0.50
Chief Deputy County Clerk	1.00	1.00	1.00
Clerk/Register Supervisor	-	0.50	0.50
Vital Records Supervisor	1.00	-	-
Clerk/Register Specialist	-	1.00	1.00
Case Records Technician	13.00	13.00	14.00
Clerk/Register Technician	4.85	4.20	4.00
Court Records Supervisor	1.00	1.00	1.00
Senior Case Records Technician	1.00	1.00	1.00
Total for department	21.85	22.20	23.00

Target Population

Ottawa County Citizens, Circuit Court Customers, Board of Commissioners, Genealogists

Primary Goals & Objectives

County Goal: Maintain and enhance communication with citizens, employees, and other stakeholders

Department Goal 1: Grow communication and allow ease of access to public records for customers

Objective 1) Utilize technology and social media

Objective 2) Offer many services online

County Goal: Continually improve the County's organization and services

Department Goal 2: Ensure accuracy, protection, and confidentiality (where applicable) of records

Objective 1) Process all records efficiently and accurately

Objective 2) Protect and prevent, to the greatest extent, records from damage/loss (e.g. floods, fire, tornado) and the unauthorized access of record information

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Grow communication and allow ease of access to public records for customers			
% of jurors using online system	25%	100%	100%
% of court documents e-filed	0%	0%	100%
Department Goal 2: Ensure accuracy, protection, and confidentiality (where applicable) of records			
% of people cross trained for handling deeds and vital records	15%	80%	100%
% of systems converted fully to MICA system	1%	20%	100%
% of business registrations and notaries processed electronically	0%	50%	100%
% of sensitive documents at highest level of security	70%	100%	100%

COUNTY TREASURER (2530)

Mission Statement

The Office of the Ottawa County Treasurer will administer all roles and duties in a professional, effective and responsive manner thereby assuring that both sound management and the best interest(s) of the public are of foremost importance.

Department Description

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 perform 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, Ottawa County Michigan Insurance Authority, and Chair of Land Bank Authority.

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Treasurer - 10102530			
Revenues			
Taxes	(37,645,824)	(38,672,472)	(41,242,534)
Licenses And Permits	(150,250)	(144,925)	(150,000)
Intergovernmental	(4,251,977)	(6,123,725)	(5,961,343)
Charges For Services	(48,259)	(63,979)	(63,256)
Fines & Forfeits	(6,315)	(6,000)	(6,000)
Interest	(477,997)	(391,136)	(309,400)
Other Revenue	(60,242)	(149,695)	(147,750)
Total Revenue	(42,640,864)	(45,551,932)	(47,880,283)
Expenditures			
Salaries	302,257	416,259	433,402
Fringe Benefits	151,501	226,505	259,847
Supplies	26,687	33,769	27,370
Contracted Services	27,708	25,722	27,079
Operating Expenses	19,622	28,122	25,017
Maintenance & Repair	-	200	200
Utilities	6,212	8,200	8,000
Insurance	43,105	51,655	51,355
Indirect Expenses	24,432	44,797	56,714
Total Expenditures	601,523	835,229	888,984

COUNTY TREASURER (2530) continued

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
County Treasurer	0.95	0.95	0.95
Chief Deputy Treasurer	1.00	1.00	1.00
Deputy Treasurer	1.00	1.00	1.00
Revenue Accounting Supervisor	1.00	1.00	1.00
Delinquent Property Tax Specialist	0.30	0.30	0.30
Revenue Accounting Technician	1.00	1.00	1.00
Warranty Deed Clerk	0.30	0.30	0.30
Public Service Center Clerk	1.00	1.00	1.00
Clerk - Treasurer	1.00	1.00	1.00
Total for department	7.55	7.55	7.55

Target Population

Citizens, Property Owners, Business Owners, Bankruptcy Courts, Local Units of Government, Community Organizations, County Departments and Elected Offices, Historians and Genealogical Researchers

Primary Goals & Objectives

County Goal: Maintain and improve the strong financial position of the County

Department Goal 1: Protect public funds and ensure liquidity to meet County needs

Objective 1) Diversify and Ladder investments to meet security & cash flow

Department Goal 2: Adhere to all state statutes regarding forfeiture and foreclosure to ensure fair treatment in all cases

Objective 1) Manage the annual forfeiture and foreclosure processes

County Goal: Contribute to the long-term economic, social and environmental health of the County

Department Goal 3: Protect residents and their financial interests

Objective 1) Issue dog licenses per statute

Objective 2) Correctly apply property tax certifications to all warranty deeds

Objective 3) Maintain custodial role overall tax rolls

COUNTY TREASURER (2530) continued

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Protect public funds and ensure liquidity to meet County needs			
County Investment Portfolio rate of return	1.98%	1.30%	1.12%
Investment Portfolio weighted average maturity at year end	2.48	2.50	2.60
Department Goal 2: Adhere to all state statutes regarding forfeiture and foreclosure to ensure fair treatment in all cases			
% of delinquent properties forfeited	10%	10%	13%
% of properties foreclosed of those properties forfeited	3%	4%	3%
Department Goal 3: Protect residents and their financial interests			
% of dog license sales done closest to the customer (online, veterinarians, Humane Society)	68%	70%	72%
Tax certifications completed and correct same day as presented	98.9%	100%	100%
Total dollar value of tax roll changes made from Michigan Tax Tribunal and Board of Review	n/a	\$14,390,000	\$600,000

CRIME VICTIM'S RIGHTS (2320)

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. As a subdivision of this department, the Victim Assistance Unit is focused on providing crime victim's rights to individuals who have been victimized by crime in Ottawa County to ensure that their needs are met.

Department Description

The Victim's Assistance Program is a subdivision of the Prosecuting Attorney. The main function is to provide crime victim's 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, restitutions calculation and collection assistance, notification of final case dispositions, and 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.

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Crime Victim's Rights - 10102320			
Revenues			
Intergovernmental	(102,164)	(167,600)	(174,660)
Other Revenue	-	(3,600)	-
Total Revenue	(102,164)	(171,200)	(174,660)
Expenditures			
Salaries	102,765	143,689	141,396
Fringe Benefits	40,489	62,104	72,583
Supplies	2,098	11,083	7,500
Operating Expenses	5,140	7,105	6,805
Utilities	1,115	1,500	1,700
Indirect Expenses	4,877	12,059	16,106
Total Expenditures	156,484	237,540	246,090

CRIME VICTIM’S RIGHTS (2320) continued

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Victims’ Rights Coordinator	1.00	1.00	1.00
Victim Advocate	2.00	2.00	2.00
Total for department	3.00	3.00	3.00

Target Population

Victims of felony and serious misdemeanor offenses

Primary Goals & Objectives

County Goal: To contribute to the long-term economic, social and environmental health of the County

Department Goal 1: Ensure crime victims' needs are met

Objective 1) Notify victims of their rights

Objective 2) Provide case status updates and final disposition information to victims

Objective 3) Provide victim support as needed (by phone or in person)

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Ensure crime victims' needs are met			
% of known crime victims receiving services	50.0%	55.0%	60.0%
Total funds raised for the Crime Victim Foundation through the Katty Shack Race (cumulative)	\$71,000	\$85,000	\$100,000

DEPARTMENT OF VETERAN'S AFFAIRS (6890)

Mission Statement

Provide County veterans of foreign wars and military conflicts and their families with information on financial assistance services, burial allowances, and referrals for other services that are available to them.

Department Description

Ottawa County provides a general fund appropriation each year (per the County Department of Veterans' Affairs Act 192 of 1953) to support the work of the Ottawa County Veteran's Affairs Committee (OCVAC), which provides emergency financial assistance to indigent veterans with experience in foreign wars or military conflicts and their families. Additionally, the County provides for state-mandated burial allowances for veterans that meet certain financial criteria. The County also acts as a point of contact for veterans to access or be referred for other services.

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Depart. Of Veteran's Affairs - 10106890			
Revenue			
Intergovernmental	(2,275)	(3,000)	(3,000)
	<u>(2,275)</u>	<u>(3,000)</u>	<u>(3,000)</u>
Expenditures			
Supplies	33	150	125
Contracted Services	19,688	26,250	27,600
Operating Expenses	20,886	18,117	30,939
Insurance	902	1,200	1,400
Indirect Expenses	-	-	392
Contributions to Other Units	8,794	15,000	-
Total Expenditures	<u>50,302</u>	<u>60,717</u>	<u>60,456</u>

Personnel

No Personnel has been allocated to this department

Target Population

County veterans of foreign wars and military conflicts, and their families

DEPARTMENT OF VETERAN’S AFFAIRS (6890) continued

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of the County

Department Goal 1: Maintain and improve the quality of life of Ottawa County veterans and their families

Objective 1) Increase the amount of federal benefits received by Ottawa County veterans (e.g. medical, pension, vocational)

Objective 2) Improve Ottawa County's ranking as it relates to the amount of federal benefits (direct allocations and grants) received per

County veteran

Objective 3) Provide emergency financial assistance to impoverished veterans and their families

Objective 4) Provide state-mandated burial assistance to widows and families of veterans that demonstrate financial need

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Maintain and improve the quality of life of Ottawa County veterans and their families			
% increase in the amount of federal benefits (direct allocations and grants) received per County veteran (over the previous year)	14.0%	14.0%	14.0%
County’s ranking as it relates to the amount of federal benefits (direct allocations and grants) received per County veteran (out of 83 Michigan counties)	80	81	80
Number of veterans seen by a Veterans Service Office at the OCDVA	726	800	850
Total amount of County emergency financial assistance distributed to impoverished veterans and their families	\$10,294	\$12,000	\$14,000
Total amount of State emergency financial assistance distributed to impoverished veterans and their families	\$13,091	\$15,000	\$30,000
Total amount of County financial support for burials distributed to eligible widows and families of veterans	\$24,000	\$25,000	\$25,000

DISTRICT COURT (1360)

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.

Department Description

The District Court handles all civil cases with claims up to \$25,000, landlord-tenant matters, civil infractions, all misdemeanor criminal cases and small claims cases. Additionally, all felonies begin in the District Court and if the District Court Judge determines there is sufficient evidence then the case will be bound over and transferred to the Circuit Court for further proceedings. The District Court also performs many weddings each year.

Financial Summary

	2016	2017	2018
	Actual	Current Year	Board Approved
District Court - 10101360	Actual	Amended Budget	Budget
Revenues			
Intergovernmental	(54,042)	(55,000)	(60,000)
Charges For Services	(2,484,483)	(3,403,500)	(3,481,000)
Fines & Forfeits	(44,436)	(55,000)	(60,000)
Other Revenue	647	(8,000)	(7,000)
Revenue	(2,582,314)	(3,521,500)	(3,608,000)
Expenditures			
Salaries	1,993,886	2,727,997	2,666,290
Fringe Benefits	983,997	1,432,777	1,557,851
Supplies	201,701	284,011	324,187
Contracted Services	766,572	992,425	1,066,620
Operating Expenses	109,068	188,151	196,329
Maintenance & Repair	2,412	4,000	4,500
Utilities	52,487	67,400	72,200
Insurance	39,246	52,328	53,247
Indirect Expenses	970,545	1,464,440	1,497,856
Total Expenditures	5,119,915	7,213,529	7,439,080

DISTRICT COURT (1360) continued

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Judge - District Court	4.00	4.00	4.00
Court Administrator	1.00	1.00	1.00
Director of Probation Services	0.50	0.50	0.50
Assistant Director of Probation Services	0.70	0.70	0.70
Chief Deputy Court Clerk	3.00	3.00	3.00
Assignment Clerk	3.00	3.00	3.00
Trial Court Specialist	1.00	1.00	1.00
District Court Clerk II	10.00	10.00	10.00
Records Processing Clerk II	1.00	1.00	1.00
District Court Clerk I	10.25	10.25	10.25
Court Recorder	4.00	4.00	4.00
Court Officer	0.88	0.88	0.80
Case Specialist	1.00	1.00	1.00
Probation-Treatment Specialist	9.20	9.20	8.55
Probation Assistant	-	0.48	-
Bailiff	0.70	0.70	0.70
Magistrate	1.00	1.00	1.00
Probation / Community Corrections Secretary	3.19	2.75	3.33
Court Services Coordinator	0.30	0.30	0.85
Total for department	54.72	54.76	54.68

Target Population

Litigants, Attorneys, Law Enforcement, Citizens

DISTRICT COURT (1360) continued

Primary Goals & Objectives

County Goal: To contribute to the long-term economic, social and environmental health of the County

Court Goal 1: Effectively and appropriately manage caseload

Objective 1) Dispose of cases in a timely manner that is within recommended and established timeframes

Court Goal 2: Properly enforce court ordered financial obligations

Objective 1) Communicate with defendants and monitor, invoice and perform other various collection methods to ensure court imposed fines, costs and fees on criminal cases are collected

Court Goal 3: Interpret and apply the law with fairness, equality and integrity

Objective 1) Resolve traffic cases brought before the court

Objective 2) Resolve criminal cases brought before the court

Objective 3) Resolve civil cases brought before the court

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Court Goal 1: Effectively and appropriately manage caseload			
Overall Caseload Clearance Rate	100%	100%	100%
Percent of cases that are disposed of within recommended and established timeframes	97%	98%	98%
Court Goal 2: Properly enforce court ordered financial obligations			
Collection Rate	93%	95%	95%
Court Goal 3: Interpret and apply the law with fairness, equality and integrity			
% of Court users surveyed who indicated they were treated with courtesy and respect by Court staff	95%	96%	97%
% of Court users surveyed who indicated the judge/magistrate treated them with courtesy and respect	84%	90%	95%
% of Court users surveyed who indicated they left the Court with an understanding of what happened in their case	86%	88%	90%

DRAIN ASSESSMENTS (4450)

Department Description

This department records the County's share of drain assessments as determined by the Water Resources Commissioner's office.

Financial Summary

	2016	2017 Current Year	2018 Board Approved
	Actual	Amended Budget	Budget
Drain Assessments - 10104450			
Revenues			
Total Revenues	-	-	-
Expenditures			
Operating Expenses	87,976	287,775	207,100
Total Expenditures	87,976	287,775	207,100

Personnel

No Personnel has been allocated to this Department.

ELECTIONS (2620)

Mission Statement

The Elections Division of the Clerk / Register of Deeds Office is entrusted with the responsibility to provide free and fair elections for the citizens of Ottawa County.

Department Description

In accordance with Michigan and Federal election law, our office coordinates elections administration services among twenty-three local jurisdictions, and serves as the filing official for political candidates and campaign finance committees.

Financial Summary

	2016 Actual	2017 Current Year Amended Budget	2018 Board Approved Budget
Elections - 10102620			
Revenues			
Other Revenue	(182,229)	(176,156)	(121,318)
Total Revenue	(182,229)	(176,156)	(121,318)
Expenditures			
Salaries	63,180	111,497	93,151
Fringe Benefits	20,903	30,226	35,236
Supplies	146,088	132,616	109,188
Contracted Services	21,792	29,426	55,291
Operating Expenses	27,188	28,189	28,363
Utilities	3,117	3,500	4,000
Indirect Expenses	4,057	4,913	1,184
Total Expenditures	286,325	340,367	326,413

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Election Coordinator	1.00	1.00	1.00
Total for department	1.00	1.00	1.00

ELECTIONS (2620) continued

Target Population

Voters of Ottawa County, Candidates for Public Offices in County, Local Unit Clerks, Election Officials

Primary Goals & Objectives

County Goal: To contribute to the long-term economic, social and environmental health of the County

Department Goal 1: To provide free and fair elections for the citizens of Ottawa County

Objective 1) Provide all election equipment and ballots for all jurisdictions in Ottawa County

Objective 2) Make election results available to the public quickly and accurately

Objective 3) Train election workers

Objective 4) Provide outreach and communication with new voters and political candidates

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: To provide free and fair elections for the citizens of Ottawa County			
% of machines replaced during elections	5.0%	0.0%	0.0%
% of political candidates who submitted their campaign finances documents on time	90%	95%	100%
Average amount of time it takes for absentee results to be reported after polls close (minutes)	120	60	30

EQUALIZATION (2570)

Mission Statement

Assist the County Board of Commissioners with the administration of their equalization and apportionment duties to ensure all properties in Ottawa County are being valued equally and fairly, and all millages are valid. To administer a property description and mapping program, and to see that the assessment roles are accurate and complete.

Department Description

The Equalization Department is statutorily mandated to assist the County Board of Commissioners with the preparation of their annual Equalization Report and annual Apportionment Report. The department also maintains the parcel-related layers in the County GIS (including changes in property-splits, combinations, plats), tax descriptions, owner names, addresses, current values, and local unit assessment roll data for 23 local units. The department also provides assessment roll preparation for local units as a shared service.

Financial Summary

	2016	2017	2018
	Actual	Current Year	Board Approved
Equalization - 10102570	Actual	Amended Budget	Budget
Revenues			
Charges For Services	(6,987)	(5,600)	(8,100)
Total Revenue	(6,987)	(5,600)	(8,100)
Expenditures			
Salaries	461,293	611,087	709,877
Fringe Benefits	222,845	353,647	397,384
Supplies	6,697	11,658	13,194
Contracted Services	18,051	27,475	28,815
Operating Expenses	12,950	23,086	23,909
Utilities	5,539	7,500	8,400
Indirect Expenses	32,002	42,108	46,003
Total Expenditures	759,377	1,076,561	1,227,582

EQUALIZATION (2570) continued

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Equalization Director	1.00	1.00	1.00
Deputy Equalization Director	1.00	1.00	1.00
Appraiser III	2.00	2.00	2.00
Appraiser II	1.00	1.00	1.00
Appraiser I	1.00	1.00	1.00
Property Description Technician	2.00	2.00	2.00
Senior Abstracting/Indexing Clerk	1.00	1.00	1.00
Abstracting/Indexing Clerk	2.75	2.75	2.75
Administrative Assistant	1.00	1.00	1.00
Total for department	12.75	12.75	12.75

Target Population

Local Units of Government, Board of Commissioners and County Departments, Local Assessors, the Public

EQUALIZATION (2570) continued

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of the County

Department Goal 1: Ensure each local unit of government contributes uniformly and equitably to any taxing authority

- Objective 1)* Determine market value of all classes of real property in all local units
- Objective 2)* Audit local unit assessment rolls to verify consistency with calculated market values
- Objective 3)* Present Equalization report to County Board recommending, where indicated, that the County Board adjust classes of property by adding or deducting appropriate amounts from the total valuation

Department Goal 2: Ensure the millages of each taxing authority are valid

- Objective 1)* Audit millages requested by each taxing authority
- Objective 2)* Prepare and present Apportionment report to County Board for their review and approval

Department Goal 3: Ensure the assessment rolls are accurate and complete

- Objective 1)* Assign new parcel numbers, create new property descriptions and revise GIS base layer for all splits, combinations and other requested changes
- Objective 2)* Revise property descriptions and GIS base layer with information obtained by reviewing all new property transfer documents and information provided by title companies, surveyors and other sources

County Goal: Maintain and improve the strong financial position of the County

Department Goal 4: Maintain and/or minimize cost to taxpayers

- Objective 1)* Provide shared assessment services to local units of government

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Ensure each local unit of government contributes uniformly and equitably to any taxing authority			
# of classes where County Equalized Value was appealed	0	0	0
% of County General Fund budget from property taxes	61%	48%	51%
Department Goal 2: Ensure the millages of each taxing authority are valid			
% of time a requested millage is incorrectly audited	0%	0%	0%
Department Goal 3: Ensure the assessment rolls are accurate and complete			
% of new or changed property descriptions processed	100%	100%	100%
Department Goal 4: Maintain and/or minimize cost to taxpayers			
# of local units contracting with the County for Assessment Administration services	2	2	2

CROCKERY TOWNSHIP ASSESSING – EQUALIZATION (2572)

Financial Summary

	2016	2017	2018
Crockery Twp. Assessing - 10102572	Actual	Current Year Amended Budget	Board Approved Budget
Revenues			
Charges For Services	(33,473)	(48,039)	(49,724)
Total Revenue	(33,473)	(48,039)	(49,724)
Expenditures			
Salaries	35,780	42,949	-
Fringe Benefits	13,449	-	-
Supplies	49	75	75
Operating Expenses	402	2,015	2,050
Total Expenditures	49,680	45,039	2,125

Personnel

No Personnel has been allocated to this Department.

GRAND HAVEN ASSESSING – EQUALIZATION (2571)

Financial Summary

	2016	2017	2018
Grand Haven Assessing - 10102571	Actual	Current Year Amended Budget	Board Approved Budget
Revenues			
Charges For Services	(114,493)	(139,860)	(144,745)
Total Revenue	(114,493)	(139,860)	(144,745)
Expenditures			
Salaries	65,087	100,214	65,782
Fringe Benefits	27,721	25,222	36,582
Supplies	152	456	456
Operating Expenses	1,028	1,800	1,675
Total Expenditures	93,988	127,692	104,495

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Assistant Assessor	1.00	1.00	1.00
Total for department	1.00	1.00	1.00

FACILITIES (2650)

Mission Statement

Operate and maintain buildings, grounds, and equipment so they are efficient, safe, clean, and comfortable.

Department Description

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.

Financial Summary

	2016 Actual	2017 Current Year Amended Budget	2018 Board Approved Budget
Facilities - 2650			
Revenues			
Rents	(1,277,250)	(1,992,411)	(1,966,971)
Charges For Services	(3,969)	(5,500)	-
Other Revenue	(2,961)	-	-
Total Revenue	(1,284,180)	(1,997,911)	(1,966,971)
Expenditures			
Salaries	664,544	913,065	952,690
Fringe Benefits	375,299	556,601	610,320
Supplies	137,864	195,942	232,469
Contracted Services	372,443	515,030	575,068
Operating Expenses	93,277	185,985	200,929
Maintenance & Repair	259,542	579,492	485,337
Utilities	837,293	1,136,525	1,130,460
Insurance	79,792	106,810	112,277
Indirect Expenses	41,349	56,569	65,551
Total Expenditures	2,861,403	4,246,019	4,365,101

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Facilities Maintenance Director	1.00	1.00	1.00
Building & Grounds Supervisor	1.00	1.00	1.00
Custodial/Maintenance Supervisor	1.00	1.00	1.00
Custodian	4.90	4.90	5.00
Maintenance Worker	9.00	9.00	9.00
Maintenance Technician	2.00	2.00	2.00
Senior Secretary	1.00	1.00	1.00
Facilities Clerk	0.60	0.60	0.60
Total for department	20.50	20.50	20.60

FISCAL SERVICES (1910)

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.

Department Description

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, 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 has been a recipient of the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the past twenty-eight years. The CAFR is distributed to various County departments, the State of Michigan, and outside organizations such as financial institutions and rating agencies that use the document to assess the County's financial stability and for rating bonds for Ottawa County.

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 recommending corrective action when necessary and/or prudent to achieve the long-term County goals.

FISCAL SERVICES (1910) continued

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Fiscal Services - 10101910			
Revenues			
Charges For Services	(3,759,024)	(4,516,260)	(4,972,830)
Rents	(38,808)	(55,000)	(55,300)
Other Revenue	(32,533)	(12,000)	(25,000)
Total Revenue	(3,830,366)	(4,583,260)	(5,053,130)
Expenditures			
Salaries	478,074	712,511	883,689
Fringe Benefits	248,037	427,098	485,483
Supplies	26,210	33,916	29,608
Contracted Services	96,440	169,100	87,600
Operating Expenses	61,195	85,901	86,839
Maintenance & Repair	-	500	500
Insurance	7,894	10,500	10,000
Indirect Expenses	31,369	69,811	88,397
Total Expenditures	949,219	1,509,337	1,672,116

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Fiscal Services Director	0.49	0.50	0.50
Assistant Fiscal Services Director	0.80	0.80	0.80
Budget Analyst	1.00	1.00	1.00
Risk Management/Accountant	0.25	0.25	0.25
Accountant II	2.40	2.50	2.50
Administrative Assistant/Buyer	0.75	1.00	1.00
Purchasing Manager	-	1.00	1.00
Account Clerk II	4.00	3.00	3.00
Local Unit Financial Liaison	1.00	1.00	1.00
Accounting Manager	0.60	0.60	0.60
Accountant I	2.00	2.00	2.00
Total for department	13.29	13.65	13.65

GEOGRAPHIC INFORMATION SYSTEM (2590)

Mission Statement

Enhance the efficiency, decision-making capabilities, and business practices of the County's public and private sectors by providing efficient management of Geographic Information System (GIS) data, seamless integration of GIS services with county and local government services, and timely, economical, and user-friendly access to GIS data and services.

Department Description

The GIS Department manages the County's computer-based mapping system which relates various types of tabular database information with real-world locations. The GIS Department creates and maintains a state-of-the-art GIS which accurately and comprehensively represents all relevant and useful geographic data and information about the County. The GIS Department is also responsible for providing consulting, training, and application development services.

Financial Summary

	2016	2017	2018
	Actual	Current Year	Board Approved
GIS - 10102590	Actual	Amended Budget	Budget
Revenues			
Charges For Services	(87,687)	(85,880)	(88,150)
Other Revenue	(353)	-	-
Total Revenue	(88,040)	(85,880)	(88,150)
Expenditures			
Salaries	190,357	255,625	256,236
Fringe Benefits	98,575	143,655	156,815
Supplies	6,519	8,700	6,710
Contracted Services	27,588	42,037	61,401
Operating Expenses	14,173	23,104	22,234
Utilities	1,303	1,800	2,000
Indirect Expenses	4,181	7,910	14,209
Total Expenditures	342,696	482,831	519,605

GEOGRAPHIC INFORMATION SYSTEM (2590) continued

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
GIS Supervisor	1.00	1.00	1.00
GIS Technician	1.00	1.00	1.00
GIS Programmer/Technician	1.00	1.00	1.00
GIS Programmer/Analyst	1.00	1.00	1.00
Total for department	4.00	4.00	4.00

Target Population

GIS Partner and Non-Partner Agencies, Citizens, County Departments

Primary Goals & Objectives

County Goal: Continually improve the County's organization and services

Department Goal 1: Enhance the decision-making capabilities of County employees, partner agencies, citizens, and other stakeholders through the utilization of GIS technology

Objective 1) Create and maintain GIS services, public mapping applications, and specialized mapping applications

Objective 2) Promote the availability and capabilities of GIS services and applications

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Enhance the decision-making capabilities of County employees, partner agencies, citizens, and other stakeholders through the utilization of GIS technology			
# of GIS public mapping applications and specialized mapping applications created	14	7	3
# of GIS public mapping applications and specialized mapping applications supported	36	43	46
# of unique page views for GIS public mapping applications and specialized mapping applications	383,096	479,482	500,000
# of ArcGIS for Portal/ArcGIS Online service and maps created	5	14	10
# of ArcGIS for Portal/ArcGIS Online services and maps supported	5	19	29
# of unique downloads/views for ArcGIS for Portal/ArcGIS Online services and maps	0	1,306	2,500
# of unique logins for ArcGIS for Portal/ArcGIS Online services and maps	0	193	300
# of GIS users supported for login-based applications across all platforms (County employees)	125	133	150
# of GIS users supported for login-in based applications across all platforms (Partner Agency employees)	340	364	375

HUMAN RESOURCES (2700)

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 do 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.

Department Description

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, employee wellness activities, and employee payroll. In addition the department oversees the creation and administration of the Unclassified and Group T Benefit Manuals. The department creates and enforces County policies and procedures approved by the Board for the administration of Human Resource functions.

The department is responsible for the negotiating with and contracting with health care providers, including health and prescription coverage, vision, and dental, life insurance with AD&D, LTD, and Section 125 Administration.

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 and 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.

HUMAN RESOURCES (2700) continued

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Human Resources - 10102700			
Revenue			
Charges For Services	(1,090)	(2,000)	(2,000)
Total Revenue	<u>(1,090)</u>	<u>(2,000)</u>	<u>(2,000)</u>
Expenditures			
Salaries	287,975	416,708	419,276
Fringe Benefits	152,125	231,759	258,010
Supplies	16,308	22,873	33,179
Contracted Services	70,876	155,000	194,945
Operating Expenses	23,524	50,800	53,778
Utilities	3,910	5,300	5,900
Indirect Expenses	19,054	25,830	33,526
Total Expenditures	<u>573,773</u>	<u>908,270</u>	<u>998,614</u>

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Human Resources Director	0.60	0.60	0.60
Assistant Human Resources Director	1.00	0.90	0.50
Human Resources Generalist	0.31	0.33	-
Human Resources Specialist	2.08	2.08	2.08
Human Resources Employment Analyst	1.00	1.00	1.90
Human Resources Manager	1.00	1.00	1.00
Payroll Coordinator	1.00	1.00	1.00
Total for department	6.99	6.91	7.08

INNOVATION INITIATIVES (1721)

Department Description

This department records the expenditures dedicated for innovative projects as designated by the 4C's.

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Innovation Initiatives - 10101721			
Expenditures			
Salaries	35,176	82,865	83,766
Fringe Benefits	21,147	30,237	32,842
Supplies	16,257	12,000	13,000
Contracted Services	-	10,500	-
Indirect Expenses	-	1,950	2,027
Total Expenditures	72,580	137,552	131,635

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
District Court Collections Officer	-	1.00	1.00
Total for department	-	1.00	1.00

INSURANCE (8650)

Department Description

This department records the estimated costs for insurance (mainly general liability) on departments in the General Fund not charged directly.

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Insurance - 10108650			
Expenditures			
Insurance	94,215	125,626	128,387
Total Expenditures	94,215	125,626	128,387

Personnel

No Personnel has been allocated to this Department

JURY BOARD (1670)

Department Description

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.

Financial Summary

Jury Board - 10101670	2016 Actual	2017 Current Year Amended Budget	2018 Board Approved Budget
Expenditures			
Supplies	-	20,750	19,350
Contracted Services	-	6,931	6,931
Operating Expenses	107	270	7,759
Total Expenditures	107	27,951	34,040

Personnel

No Personnel has been allocated to this Department

JUVENILE SERVICES – FAMILY COURT (1490)

Mission Statement

To administer justice and restore wholeness in a manner that inspires public trust.

Department Description

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. Exclusively utilizing general fund dollars, the 1010.1490 budget provides funding for approximately 4 full-time and 1 temporary part-time staff and focuses on court processing of cases. Also, a portion of the staff salaries are offset by a Juvenile Community Officer stipend from the State of Michigan and others are split with the Child Care Fund in order to obtain reimbursement. The Judge of Probate also serves in the Circuit Court, Juvenile Services.

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Juvenile Services - 10101490			
Revenues			
Intergovernmental	(78,465)	(104,260)	(104,348)
Charges For Services	(64,052)	(77,750)	(82,250)
Other Revenue	(73)	-	-
Total Revenues	(142,590)	(182,010)	(186,598)
Expenditures			
Salaries	279,561	399,804	370,422
Fringe Benefits	147,623	227,640	222,191
Supplies	15,178	55,026	19,227
Contracted Services	171,054	313,800	252,764
Operating Expenses	54,180	87,289	86,211
Utilities	5,733	7,500	8,300
Insurance	5,127	7,104	5,636
Indirect Expenses	56,109	110,629	153,443
Total Expenditures	734,564	1,208,792	1,118,194

JUVENILE SERVICES – FAMILY COURT (1490) continued
Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Circuit Court Administrator	0.66	0.66	0.66
Juvenile Services Director	0.15	0.15	0.15
Juvenile Court Referee	1.00	-	-
Assistant Director of Juvenile Services	1.00	0.15	0.15
Judicial Clerk Juvenile	1.00	1.00	-
Juvenile Register	1.00	1.00	1.00
Administrative Aide	1.00	1.00	1.00
Reimbursement Specialist	1.00	1.00	1.00
Juvenile Caseworker	2.00	2.00	2.00
Total for department	8.81	6.96	5.96

Target Population

Juvenile Offenders, Citizens, Law Enforcement, Agencies, Schools, Attorneys, State Agencies, e.g. Department of Human Services, Department of Community Health, County Administration, Human Resources and various other County departments.

LEGAL SELF HELP CENTER (1370)

Mission Statement

The Legal Self-Help Center is a hub for legal information, court forms, and information about the Ottawa County Court system. The Legal Self-Help Center was established to facilitate access to justice for low income and underserved self-represented litigants.

Department Description

The Legal Self-Help Center is a hub for legal information, court forms, and information about the Ottawa County court system. Highly trained volunteers assist patrons who wish to resolve a variety of non-criminal legal matters without the assistance of an attorney. Assistance is available in person, by phone or online. Volunteers answer general legal questions but are prohibited by law from providing legal advice.

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Legal Self Help Center - 10101370			
Revenues			
Charges For Services	(14,819)	(20,664)	(24,300)
Other Revenue	(1,270)	(1,398)	-
Total Revenues	(16,090)	(22,062)	(24,300)
Expenditures			
Salaries	81,084	116,846	121,943
Fringe Benefits	40,534	71,659	80,822
Supplies	3,262	6,558	6,750
Contracted Services	448	625	650
Operating Expenses	2,898	7,410	5,982
Utilities	1,872	2,500	2,500
Indirect Expenses	4,705	7,274	14,098
Total Expenditures	134,803	212,872	232,745

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Legal Self-Help Center Director	1.00	1.00	1.00
LSH Admin Assistant	1.00	1.00	1.00
Total for department	2.00	2.00	2.00

LEGAL SELF HELP CENTER (1370) continued

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of the County

Court Goal 1: Facilitate access to justice for non-criminal, self-represented litigants

Objective 1) Assist patrons with obtaining the relief they seek

Objective 2) Maintain public resources on a variety of legal topics

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Court Goal 1: Facilitate access to justice for non-criminal, self-represented litigants			
% of LSHC divorce cases whose final case disposition is anything other than "dismissed by court"	84%	90%	90%
% of overall satisfaction with LSHC services (according to LSHC Patron Satisfaction Survey)	n/a	n/a	90%

MEDICAL EXAMINERS (6480)

Department Description

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.

Financial Summary

	2016 Actual	2017 Current Year Amended Budget	2018 Board Approved Budget
Medical Examiners - 10106480			
Revenues			
Intergovernmental	(1,600)	(800)	(800)
Charges For Services	(28,745)	(38,235)	(41,625)
Total Revenues	(30,345)	(39,035)	(42,425)
Expenditures			
Salaries	31,616	44,812	63,212
Fringe Benefits	6,680	9,474	24,197
Supplies	1,657	3,165	2,390
Contracted Services	184,797	267,435	259,500
Operating Expenses	77,398	101,165	107,420
Insurance	78	150	100
Indirect Expenses	326	805	1,073
Total Expenditures	302,551	427,006	457,892

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Health Admin Specialist	0.20	0.20	0.60
Total for department	0.20	0.20	0.60

MSU EXTENSION (2610)

Mission Statement

Helping people improve their lives through an educational process that applies knowledge to critical needs, issues and opportunities.

Department Description

Ottawa County MSU Extension staff 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 systems, which assist people to make better decisions about issues that affect their lives. Agriculture is one of the fastest growing sectors of the Michigan economy. MSU Extension works to increase farmers' success while protecting the environment, ensuring food safety, reaching new markets and advancing agriculture through applied research.

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
MSU Extension - 10102610			
Revenues			
Other Revenue	(5,000)	(5,000)	(5,000)
Total Revenues	<u>(5,000)</u>	<u>(5,000)</u>	<u>(5,000)</u>
Expenditures			
Salaries	41,317	56,536	57,666
Fringe Benefits	19,745	29,079	31,745
Supplies	1,016	2,575	2,272
Contracted Services	179,770	245,050	251,977
Operating Expenses	79	2,400	2,678
Maintenance & Repair	-	-	200
Utilities	7,820	10,600	11,800
Indirect Expenses	7,547	7,195	3,821
Total Expenditures	<u>257,293</u>	<u>353,435</u>	<u>362,159</u>

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Senior Extension Clerk	1.00	1.00	1.00
Total for department	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

MSU EXTENSION (2610) continued

Target Population

Agricultural Business and Industry (Livestock, Dairy, and Crop Producers, Co-ops, Pesticide Applicators, Tree Fruit Growers, Small Fruit Growers, Vegetable Growers, Food Processors, Nursery Industry, Commercial Horticulture Industry), Local Municipalities (elected, appointed, and others), Residents, Youth (School Grades K-5).

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of the County

Department Goal 1: Manage production risk and improve production efficiency for agriculture

Objective 1) Provide research-based education on production risk management to agricultural producers

Objective 2) Work with local producers to implement new, improved processes related to agricultural production efficiency

Department Goal 2: Expand avenues of income for local agriculture producers

Objective 1) Identify and help to vet potential technologies in a working relationship with ACRE

Objective 2) Work with local agricultural operators to implement efficient energy use and manure management processes

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Manage production risk and improve production efficiency for agriculture			
# of small fruit production acres protected through effective management of insects, diseases, weeds or vertebrate pests by producers using Integrated Pest Management information provided	36	60	88
% of farms in the County that minimize crop damage caused by invasive pests and diseases	40.0%	68.0%	100.0%
Department Goal 2: Expand avenues of income for local agriculture producers			
# of clients with projects referred to ACRE	n/a	n/a	12
% of vetted AgTech products from those referred that result in ACRE client agreements	n/a	n/a	10%
# of farms that participate in initial education and energy monitoring necessary to reduce peak demand charges for electricity	n/a	n/a	10

OTHER HEALTH & WELFARE (6039)

Department Description

Currently this Department supports local area agencies that provide services to the local aging community.

Financial Summary

	2016	2017	2018
Other Health & Welfare - 10106039	Actual	Current Year Amended Budget	Board Approved Budget
Expenditures			
Contracted Services	22,500	29,000	29,000
Total Expenditures	<u>22,500</u>	<u>29,000</u>	<u>29,000</u>

Personnel

No Personnel has been allocated to this Department.

OTTAWA COUNTY BUILDING AUTHORITY (2790)

Financial Summary

	2016	2017	2018
Ottawa County Building Authority - 10102790	Actual	Current Year Amended Budget	Board Approved Budget
Expenditures			
Operating Expenses	-	120	145
Total Expenditures	120	116	120

Personnel

No Personnel has been allocated to this Department.

OTTAWA SOIL/WATER CONSERVATION (2800)

Financial Summary

Ottawa Soil/Water Conservation - 10102800	2016 Actual	2017 Current Year Amended Budget	2018 Board Approved Budget
Expenditures			
Operating Expenses	40,000	40,000	40,000
Total Expenditures	40,000	40,000	40,000

Personnel

No Personnel has been allocated to this Department.

PLANNING & PERFORMANCE (7211)

Mission Statement

Provide services to the County Board and Administration, County staff, local leaders and agencies, citizens, and community planners to increase economic development, maintain and improve quality of life, improve organizational performance, and maximize the use of financial resources.

Department Description

The Planning and Performance Improvement Department initiates programs to strengthen businesses and increase jobs in the County as well as programs to improve quality-of-life for residents. The Department is also responsible for conducting outcome-based evaluations of County programs and services to improve organizational performance and to maximize the use of financial resources. The statistical data that is researched and compiled by the Department is used by County departments, local communities, and local agencies to bolster applications for grant funding, enhance bond ratings, recruit prospective businesses to the County, and enhance market opportunities for existing local businesses.

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Planning & Performance - 10107211			
Revenues			
Intergovernmental	(91,350)	(372,652)	(206,552)
Other Revenue	(62,968)	(243,202)	(249,643)
Total Revenues	(154,318)	(615,854)	(456,195)
Expenditures			
Salaries	320,159	564,563	574,419
Fringe Benefits	139,149	270,415	305,379
Supplies	20,351	37,437	19,719
Contracted Services	258,857	624,579	493,646
Operating Expenses	7,464	17,078	17,787
Utilities	4,467	6,400	6,400
Indirect Expenses	18,214	43,203	52,232
Total Expenditures	768,661	1,563,675	1,469,582

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Planning & Performance Impv. Director	0.98	0.98	0.98
Asst Planning & Performance Impv Director	1.00	1.00	1.00
Economic Development Coordinator	1.00	1.00	1.00
Research & Evaluation Analyst	1.00	1.00	1.00
Purchase Development Rights Specialist	-	0.50	0.50
Senior Secretary	1.00	1.00	1.00
Land Use Planning Specialist	1.92	1.92	1.92
Senior Business Development Manager	1.00	1.00	1.00
Total for department	7.90	8.40	8.40

PLANNING & PERFORMANCE (7211), continued

Primary Goals & Objectives

County Goal: Continually improve the County's organization and services

Department Goal 1: Improve organizational performance and maximize the use of financial resources

Objective 1) Evaluate County services/programs to verify cost-effectiveness or to provide recommendations to ensure that services/programs are cost-effective

Objective 2) Conduct special studies to assess the impact of organizational changes to County services/programs or alternative options for providing services/programs

County Goal: Contribute to the long-term economic, social and environmental health of the County

Department Goal 2: Strengthen businesses and increase jobs in Ottawa County

Objective 1) Foster the development and expansion of ag-technology businesses

Objective 2) Increase the number of new businesses in all sectors of the economy and new capital investment in existing local businesses

Department Goal 3: Protect and improve quality-of-life in Ottawa County

Objective 1) Ensure safe and efficient transportation corridors and non-motorized pathways

Objective 2) Preserve farmland, open space, and scenic vistas and byways

Objective 3) Mitigate the impacts of development on water quality and quantity, and ensure that new development is not negatively impacted by elevated water tables

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Improve organizational performance and maximize the use of financial resources			
Total verified cost-effective programming from administrative/outcome evaluations and special studies	\$5,736,553	\$5,879,969	\$5,952,023
Total cost-savings from programming requiring improvement, modification, privatization, or discontinuation as a result of administrative/outcome evaluations and special studies	\$2,160,353	\$2,147,899	\$2,202,470
County return-on-investment from Performance Improvement services	\$36.48	\$42.50	\$40.84
Department Goal 2: Strengthen businesses and increase jobs in Ottawa County			
# of new jobs created by ACRE AgTech clients (cumulative)	0	0	2
# of jobs created by projects assisted through Ottawa County Brownfield Redevelopment administered programs (cumulative)	486	493	507
Total private and/or public investment in projects assisted through the Ottawa County Brownfield Redevelopment Authority (cumulative)	\$47,736,353	\$48,886,353	\$50,206,353
Department Goal 3: Protect and improve quality-of-life in Ottawa County			
Miles of non-motorized separated pathways and paved shoulders constructed (cumulative)	5.1	5.1	10.9
Funds raised for non-motorized separated pathways and paved shoulders (cumulative)	\$2,849,526	\$3,192,326	\$3,348,451
Acres of farmland preserved (cumulative)	34.9	90.5	158.5
Cost per acre of farmland preserved (easement value of preserved farmland)	\$2,493	\$1,712	\$2,725
# of wells installed in confirmed high chloride zones	n/a	n/a	0

PLAT BOARD (2470)

Department Description

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.

Financial Summary

Plat Board - 10102470	2016	2017	2018
	Actual	Current Year	Board Approved
		Amended Budget	Budget
Expenditures			
Salaries	1,188	2,400	2,400
Fringe Benefits	171	204	184
Total Expenditures	1,359	2,604	2,584

Personnel

No permanent personnel allocated to this Department.

PROBATE COURT (1480)

Mission Statement

To administer justice and restore wholeness in a manner that inspires public trust.

Department Description

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 estates and trusts, civil, guardians, conservators and mental commitments. The Judge of Probate also serves in the Circuit Court Family Division and handles the Drug Treatment Court dockets.

Financial Summary

	2016 Actual	2017 Current Year Amended Budget	2018 Board Approved Budget
Probate Court - 10101480			
Revenues			
Charges For Services	(43,400)	(56,000)	(56,000)
Fines & Forfeits	-	(100)	(100)
Other Revenue	(15,103)	(13,500)	(13,500)
Total Revenues	(58,503)	(69,600)	(69,600)
Expenditures			
Salaries	278,622	380,442	374,052
Fringe Benefits	137,024	201,935	182,105
Supplies	17,445	56,970	56,089
Contracted Services	90,811	124,608	125,992
Operating Expenses	37,649	70,855	72,162
Utilities	3,721	5,000	5,000
Insurance	3,627	4,817	4,868
Indirect Expenses	49,671	90,353	108,319
Total Expenditures	618,570	934,980	928,587

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Judge - Probate Court	1.00	1.00	1.00
Probate Register	1.00	1.00	1.00
Chief Deputy Probate Register	1.00	1.00	1.00
Deputy Probate Register	1.00	1.00	1.00
Probate Clerk	2.00	2.00	2.00
Total for department	6.00	6.00	6.00

Target Population

Litigants, Attorneys, Citizens

PROSECUTING ATTORNEY (2670)

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.

Department Description

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 Prosecuting Attorney is an elected constitutional officer whose duties and powers are prescribed by the legislature. 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 Grand Haven Courthouse, the Prosecuting Attorney staffs a satellite office in the Holland District Court Building.

Financial Summary

	2016 Actual	2017 Current Year Amended Budget	2018 Board Approved Budget
Prosecutor's Attorney - 10102670			
Revenues			
Intergovernmental	-	(54,000)	(50,000)
Charges For Services	(31,988)	(25,000)	(25,000)
Other Revenue	(47,769)	(7,300)	(7,300)
Total Revenues	(79,756)	(86,300)	(82,300)
Expenditures			
Salaries	1,354,687	1,847,018	1,903,612
Fringe Benefits	608,577	930,463	1,018,424
Supplies	46,699	92,593	75,272
Contracted Services	24,791	42,203	40,234
Operating Expenses	41,498	73,637	75,320
Maintenance & Repair	517	572	800
Utilities	14,340	19,100	21,400
Insurance	17,133	22,292	21,337
Indirect Expenses	371,499	593,787	594,375
Total Expenditures	2,479,740	3,621,665	3,750,774

PROSECUTING ATTORNEY (2670) continued

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Prosecuting Attorney	1.00	1.00	1.00
Division Chief	4.00	3.00	2.00
Chief Prosecuting Attorney	1.00	1.00	1.00
Assistant Prosecuting Attorney II	6.00	6.00	6.00
Office Administrator	1.00	1.00	1.00
Legal Clerk	1.00	1.00	1.00
Legal Assistant I	-	0.63	0.63
Legal Assistant Specialist	-	1.00	1.00
Legal Assistant II	6.00	5.00	5.00
Legal Assistant III	2.00	2.00	2.00
Child Support Investigator	2.00	-	-
Domestic Violence Intervention Officer	1.00	1.00	1.00
Assistant Prosecuting Attorney I	1.00	2.00	4.00
Total for department	26.00	24.63	25.63

Target Population

Adult and juvenile offenders (misdemeanants and felons), Single parents needing support order and/or paternity testing, Victims of crime/witnesses to crime, Law enforcement.

Primary Goals & Objectives

County Goal: To contribute to the long-term economic, social and environmental health of the County

Department Goal 1: Preserve or improve the quality of life for Ottawa County residents

Objective 1) Process warrant requests

Objective 2) Prosecute misdemeanants and felons

Objective 3) Provide timely responses to requests for service (e.g. warrant review)

Objective 4) Contact and provide support services to victims of domestic violence in a timely manner

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Preserve or improve the quality of life for Ottawa County residents			
% of warrants processed within 48 hours (electronically submitted via OnBase)	75.0%	80.0%	85.0%
% of juvenile petitions processed within 48 hours	75.0%	80.0%	85.0%
% of First Domestic Violence victims contacted within 48 hours after bond screen received	50.0%	55.0%	56.0%

QEC BONDS (9070)

Financial Summary

	2016	2017	2018
	Actual	Current Year	Board Approved
QEC Bonds - 10109070		Amended Budget	Budget
Revenues			
Intergovernmental	(79,738)	-	-
Rents	(225,585)	(225,000)	-
Total Revenues	(305,323)	(225,000)	-
Expenditures			
Debt Service	553,355	-	-
Total Expenditures	553,355	-	-

Personnel

No Personnel has been allocated to this Department

REAPPORTION/TAX ALLOCATION (1290)

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Reapportion/Tax - 10101290			
Expenditures			
Salaries	200	-	160
Fringe Benefits	75	-	-
Operating Expenses	598	1,095	1,135
Total Expenditures	873	1,095	1,295

Personnel

No Personnel has been allocated to this Department

REGISTER OF DEEDS (2680)

Mission Statement

To provide excellence in the preservation of our public records and superior customer service to the citizens of Ottawa County.

Department Description

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. 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.

Financial Summary

	2016	2017	2018
	Actual	Current Year	Board Approved
Register of Deeds - 10102680	Actual	Amended Budget	Budget
Revenues			
Charges For Services	(2,118,919)	(2,787,572)	(3,080,300)
Other Revenue	(102,263)	-	-
Total Revenues	(2,221,183)	(2,787,572)	(3,080,300)
Expenditures			
Salaries	259,690	333,405	346,108
Fringe Benefits	160,934	226,140	232,161
Supplies	12,729	19,000	36,000
Contracted Services	14,652	20,706	25,669
Operating Expenses	3,874	8,950	8,898
Maintenance & Repair	38	500	500
Utilities	5,547	7,000	8,700
Indirect Expenses	8,245	10,430	10,796
Total Expenditures	465,710	626,131	668,832

REGISTER OF DEEDS (2680) continued

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Clerk/Register of Deeds	-	0.50	0.50
Chief Deputy Register of Deeds	1.00	1.00	1.00
Senior Abstracting/Indexing Clerk	1.00	1.00	1.00
Public Service Center Clerk	0.65	0.65	0.65
Clerk Register Technician	4.50	4.00	4.00
Register of Deeds Supervisor	1.00	-	-
Total for department	8.15	7.15	7.15

Target Population

Residents of Ottawa County, Individuals Owning Property in Ottawa County, Business/Government with financial interests in persons or property in Ottawa County.

Primary Goals & Objectives

County Goal: Maintain and enhance communication with citizens, employees and other stakeholders

Department Goal 1: Grow communication and allow ease of access to public records for customers

Objective 1) Utilize technology and social media

Objective 2) Offer many services online

County Goal: Continually improve the County's organization and services

Department Goal 2: Provide convenient access to documents

Objective 1) Convert all useable records into electronic formats

Objective 2) Maintain microfilm

Department Goal 3: Increase the utilization of electronic filing and reduce document errors

Objective 1) Promote e-filing and train third parties

Objective 2) Educate submitting agencies on sending acceptable documents

Objective 3) Provide an accurate index of recordable documents in searchable fields that allows for cross indexing

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Grow communication and allow ease of access to public records for customers			
% of documents received through e-recording	47%	55%	65%
Department Goal 2: Provide convenient access to documents			
% of people cross trained for handling deeds and vital records	15%	80%	100%
% of documents recorded and returned within 24 hours	90%	95%	100%
Department Goal 3: Increase the utilization of electronic filing and reduce document errors			
% of documents received that are rejected	30%	25%	20%
% of document recording done through Inspect software	0%	100%	100%
% of Passport appointments scheduled online	0%	50%	100%

ROAD COMMISSION (4490)

Department Description

This department is used to record the collection and pass thru payments of the Road Commission tax levy collected by the County.

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Road Commission - 10104490			
Revenues			
Taxes	(5,110,227)	(5,137,772)	(5,207,055)
Total Revenues	<u>(5,110,227)</u>	<u>(5,137,772)</u>	<u>(5,207,055)</u>
Expenditures			
Contributions to Component Units	5,140,325	5,137,772	5,207,055
Total Expenditures	<u>5,140,325</u>	<u>5,137,772</u>	<u>5,207,055</u>

Personnel

No Personnel has been allocated to this Department

ROAD SALT MANAGEMENT (7212)

Department Description

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. In 2016 a study on the effects of Road Salt on the local farms and produce will be conducted.

Financial Summary

Road Salt Management - 10107212	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Expenditures			
Contribution to Other Units	-	-	27,935
Total Expenditures	-	-	27,935

Personnel

No Personnel has been allocated to this Department

SHERIFF (3020)

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 and visitors through effective law enforcement services.

Department Description

The Administrative Division sets objectives for the department, provides staffing, equipment, and training, maintains good public and official relations, reports on departmental activities and accomplishments, and carries out disciplinary actions. **The Records Unit** maintains and centralizes records, provides timely, accurate, and complete information for administration and operations in the department, documents all civil processes and subpoenas and expedites them, and provides maintenance warrants. **The Investigative Unit** apprehends, interrogates and prosecutes offenders, recovers stolen property, and supplies necessary information for inter-divisional operations and other police agencies.

Financial Summary

	2016 Actual	2017 Current Year Amended Budget	2018 Board Approved Budget
Sheriff - 10103020			
Revenues			
Licenses And Permits	(12,015)	(18,000)	(18,000)
Charges For Services	(181,966)	(280,000)	(310,000)
Other Revenue	(71,997)	(99,511)	(82,000)
Total Revenues	(265,978)	(397,511)	(410,000)
Expenditures			
Salaries	4,015,741	5,517,055	5,421,814
Fringe Benefits	1,956,439	2,892,440	3,202,948
Supplies	348,081	498,706	464,063
Contracted Services	120,347	199,878	189,280
Operating Expenses	360,335	586,061	614,405
Maintenance & Repair	46,130	92,121	96,000
Utilities	40,477	47,100	58,100
Insurance	182,537	243,845	287,079
Indirect Expenses	313,039	696,981	717,460
Total Expenditures	7,383,126	10,774,187	11,051,149

SHERIFF (3020) continued
Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Sheriff	1.00	1.00	1.00
Undersheriff	1.00	1.00	1.00
Records Management Director	1.00	1.00	1.00
Sergeant	9.25	9.25	10.00
Captain	3.70	3.70	3.70
Evidence Technician	1.00	1.00	1.00
Road Patrol Deputy	32.00	33.00	34.00
Detective	14.00	14.00	13.00
Office Supervisor	1.00	1.00	1.00
Administrative Secretary II	2.00	2.00	2.00
Clerk Typist II/Matron	11.00	11.00	11.00
Records Specialist	1.00	1.00	1.00
Total for department	77.95	78.95	79.70

Target Population

Citizens & Motorists

SHERIFF (3020) continued

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of the County

Department Goal 1: Minimize crime in Ottawa County

- Objective 1) Patrol communities for criminal activity*
- Objective 2) Arrest persons who commit crime*
- Objective 3) Respond to calls regarding crime*

Department Goal 2: Maintain safe roadways in Ottawa County

- Objective 1) Patrol county roadways*
- Objective 2) Ticket and/or arrest persons who violate traffic laws*
- Objective 3) Provide public traffic safety education*

Department Goal 3: Maintain accurate records management system

- Objective 1) Transcribe deputies reports promptly and accurately*
- Objective 2) Enter all incident report data into data base accurately*
- Objective 3) Process public records, reports, and FOIA*

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Minimize crime in Ottawa County			
Violent index crimes per 1,000 residents	1.6	≤ 1.0	≤ 1.0
Non-violent index crimes per 1,000 residents	9.6	≤ 9.0	≤ 8.8
Non-index crimes per 1,000 residents	42.8	≤ 41.5	≤ 40.9
% of priority one calls responded to within 5 minutes	100%	100%	100%
Department Goal 2: Maintain safe roadways in Ottawa County			
Fatal traffic crashes per 100,000 residents	8.5	≤ 6.0	≤ 5.0
Alcohol-involved crashes per 100,000 residents	96.6	≤ 94.0	≤ 90.0
Department Goal 3: Maintain accurate records management system			
Average # of days to completion for FOIA requests	5.0	≤ 5.0	≤ 5.0

SHERIFF CORRECTIONS – JAIL (3510)

Mission Statement

To rehabilitate offenders and protect the public from offenders who pose a danger by providing a safe, secure, and humane environment for individuals in custody, assist inmates in becoming law abiding and productive members of the community, and maintain the security of the County court houses.

Department Description

The function of the Ottawa County Sheriff's Office Correctional Facilities is to provide a safe, secure and clean environment and housing for all inmates within our facilities; to ensure adequate medical treatment, counseling, guidance, and educational programs; to provide rehabilitative programs that include: Alcoholics Anonymous, Drug Abuse Programs, Sentence Work Abatement Program and the Work Release Program; additionally, the safe and secure movement of inmates to any other facility as directed by the courts, and documenting all movements.

Financial Summary

Jail - 101013510	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Revenues			
Intergovernmental	(9,800)	(25,000)	(32,000)
Charges For Services	(667,926)	(840,000)	(850,000)
Other Revenue	(6,801)	(8,000)	(20,500)
Total Revenues	(684,528)	(873,000)	(902,500)
Expenditures			
Salaries	3,218,650	4,297,846	4,267,432
Fringe Benefits	1,615,377	2,408,540	2,540,038
Supplies	449,917	776,090	775,958
Contracted Services	639,207	1,028,871	1,049,891
Operating Expenses	608,511	930,724	960,591
Maintenance & Repair	10,517	16,500	17,000
Utilities	13,533	17,700	19,900
Insurance	113,252	149,562	184,049
Indirect Expenses	139,554	340,744	477,048
Total Expenditures	6,808,516	9,966,577	10,291,907

SHERIFF CORRECTIONS – JAIL (3510) continued

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Captain	1.00	1.00	1.00
Sergeant	6.00	6.00	6.00
Corrections Officer	47.00	47.00	47.00
Court Services Officer	16.00	16.00	16.00
Clerk Typist II/Matron	4.00	4.00	4.00
Total for department	74.00	74.00	74.00

Target Population

Inmates, Corrections Staff, Courthouse Visitors, General Public

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of Ottawa County

Department Goal 1: Rehabilitate offenders and protect the public from offenders who pose a danger

Objective 1) Maintain a secure, safe and healthy correctional facility in accordance with MDOC standards

Objective 2) Ensure volunteer based rehabilitative services are provided to inmates in accordance with MDOC standards

Objective 3) Maintain the security of the County court houses

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Rehabilitate offenders and protect the public from offenders who pose a danger			
Rate of compliance on MDOC inspections	100%	100%	100%
Number of contraband items confiscated by court security staff	1,074	≤ 950	≤ 900

SHERIFF EMERGENCY SERVICES (4260)

Mission Statement

To adequately mitigate, prepare for, respond appropriately to and quickly recover from natural, technological, and terrorist-related emergencies through a comprehensive emergency management program.

Department Description

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 declaration/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).

Financial Summary

	2016	2017	2018
	Actual	Current Year	Board Approved
Emergency Services - 1010 4260	Actual	Amended Budget	Budget
Revenues			
Intergovernmental	(34,276)	(47,228)	(47,228)
Other Revenue	(250)	(500)	-
Total Revenues	(34,526)	(47,728)	(47,228)
Expenditures			
Salaries	93,273	127,506	131,241
Fringe Benefits	43,319	64,959	75,086
Supplies	6,615	21,923	16,237
Contracted Services	7,437	22,221	19,317
Operating Expenses	6,632	10,728	8,285
Maintenance & Repair	769	1,400	5,500
Utilities	9,395	11,700	13,200
Insurance	1,312	1,767	1,983
Indirect Expenses	61,635	96,125	113,233
Total Expenditures	230,388	358,329	384,082

SHERIFF EMERGENCY SERVICES (4260) continued

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Director of Emergency Management	1.00	1.00	1.00
Coordinator	0.60	0.60	0.60
Records Processing Clerk II	0.50	0.50	0.50
Total for department	2.10	2.10	2.10

Target Population

Citizens, Business Owners, Local Units of Government

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of the County

Department Goal 1: Mitigate property damage and loss of life that may result from natural, technological or terrorist-related disasters

- Objective 1) Develop emergency response plans for each type of emergency*
- Objective 2) Conduct emergency response training exercises with local communities*
- Objective 3) Coordinate effective emergency response to actual disaster events*
- Objective 4) Respond to hazardous material calls and technical rescue calls*

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Mitigate property damage and loss of life that may result from natural, technological or terrorist-related disasters			
Amount of property damage from natural, technological, or terrorist-related disasters for declared state of emergency instances only	\$0	\$0	\$0
% of corrective actions implemented in the emergency response plans as a result of the emergency response trainings and exercises	100%	100%	100%

SHERIFF ANIMAL CONTROL (4300)

Mission Statement

To reduce incidences of animal cruelty and protect the public from stray animals by responding to calls about animal mistreatment and stray animals, and by enforcing dog licensing.

Department Description

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 could entail canvassing a specific area for dog licenses, as well as coordinating the dog census in conjunction with the Ottawa County Treasurer's Office. The Department is also required to investigate all livestock loss complaints.

Financial Summary

	2016 Actual	2017 Current Year Amended Budget	2018 Board Approved Budget
Animal Control - 10104300			
Expenditures			
Salaries	69,355	93,122	94,984
Fringe Benefits	35,511	52,874	64,118
Supplies	274	3,084	2,558
Contracted Services	127,136	240,000	245,000
Operating Expenses	16,857	29,310	27,486
Maintenance & Repair	2,348	1,500	3,300
Insurance	5,793	7,732	7,431
Total Expenditures	257,274	427,622	444,877

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Animal Control Officer	2.00	2.00	2.00
Total for department	2.00	2.00	2.00

SHERIFF ANIMAL CONTROL (4300) continued

Target Population

Citizens and Animal Owners

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of the County

Department Goal 1: Reduce incidences of animal cruelty

Objective 1) Respond to and investigate calls regarding animal cruelty

Objective 2) Arrest persons that violate State animal control laws

Department Goal 2: Protect the public from stray animals

Objective 1) Ensure all dogs have rabies vaccination (through dog licensing)

Objective 2) Capture stray animals and transport to Harbor Shores Humane Society

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Reduce incidences of animal cruelty			
Cruelty cases per 100,000 residents	1.8	≤ 1.8	≤ 1.8
Department Goal 2: Protect the public from stray animals			
# of reported animal bites per 100,000 residents	51.7	≤ 50.0	≤ 48.0

SHERIFF HAZ-MAT RESPONSE TEAM (4263)

Department Description

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.

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Haz-Mat Response Team - 10104263			
Revenues			
Intergovernmental	(18,663)	(47,300)	(47,300)
Total Revenues	(18,663)	(47,300)	(47,300)
Expenditures			
Salaries	11,916	16,068	17,180
Fringe Benefits	6,843	9,642	11,407
Supplies	10,185	28,597	27,718
Contracted Services	3,151	10,780	13,180
Operating Expenses	2,471	21,700	22,000
Maintenance & Repair	1,032	5,600	3,850
Utilities	462	500	600
Insurance	1,265	1,712	1,765
Total Expenditures	37,325	94,599	97,700

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Coordinator	0.40	0.40	0.40
Total for department	0.40	0.40	0.40

SHERIFF MARINE SAFETY (3310)

Mission Statement

Protect life and property on Ottawa County waterways and assist as needed in waterway incidents/accidents.

Department Description

Marine Patrol enforces State/local ordinances; performs miscellaneous services related to public health and safety; receives and processes complaints; arrests offenders; prepares reports and testifies in court; investigates water accidents; maintains records and logs of activity; cooperates 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; furnishes assistance and provides control at special events; provides emergency medical aid; assists in the recovery of bodies; assists 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.

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Marine Safety - 101013310			
Revenues			
Intergovernmental	(95,100)	(95,100)	(95,100)
Charges For Services	(66)	-	-
Other Revenue	(180)	-	-
Total Revenues	(95,346)	(95,100)	(95,100)
Expenditures			
Salaries	104,095	121,605	144,616
Fringe Benefits	32,021	38,772	57,666
Supplies	6,673	9,489	24,360
Contracted Services	-	2,120	2,120
Operating Expenses	34,234	57,489	56,551
Maintenance & Repair	5,904	8,400	12,000
Utilities	730	860	900
Insurance	4,610	6,202	6,859
Indirect Expenses	1,563	2,107	3,547
Total Expenditures	189,831	247,044	308,619

SHERIFF MARINE SAFETY (3310) continued

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Sergeant	0.75	0.75	1.00
Total for department	0.75	0.75	1.00

Target Population

Residents, Visitors, Recreational Users of Ottawa County Waterways.

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of the County

Department Goal 1: Reduce marine accidents and drownings

- Objective 1) Patrol local waterways, inland lakes, Lake Michigan and related waterways to enforce marine laws*
- Objective 2) Initiate contacts with boaters and/or conduct inspections of boats*
- Objective 3) Provide boater safety education classes to residents*

Department Goal 2: Perform marine rescue and recovery operations

- Objective 1) Maintain adequately trained Dive Team*
- Objective 2) Rescue persons who are in distress in waterways*
- Objective 3) Assist in recovery of bodies and submerged property*

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Reduce marine accidents and drownings			
# of hours spent on boating accidents	39	≤ 40	≤ 40
Department Goal 2: Perform marine rescue and recovery operations			
# of search and rescue cases	14	≤ 14	≤ 14
# of bodies recovered	11	≤ 11	≤ 11

SHERIFF MARINE ACADEMY (3311)

Department Description

The School Safety Program provides instruction in marine laws and operation, snowmobile laws and operation, and other matters relating to public safety.

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Marine Safety Academy - 10103311			
Revenues			
Intergovernmental	(13,534)	(16,100)	(16,100)
Charges For Services	(5,700)	(5,700)	(5,700)
Total Revenues	(19,234)	(21,800)	(21,800)
Expenditures			
Salaries	409	-	-
Fringe Benefits	36	-	-
Supplies	11,789	14,800	14,800
Contracted Services	7,000	7,000	7,000
Total Expenditures	19,234	21,800	21,800

Personnel

No Personnel has been allocated to this Department

SHERIFF TRAINING (3200)

Mission Statement

To deliver exceptional law enforcement training to both sworn and professional staff to prepare them for exemplary service to the communities we serve.

Department Description

The Training Division constantly strives to create an atmosphere conducive to the learning process to enhance professionalism in law enforcement. Ottawa County's officers go to various trainings in order to gain more expertise in areas related to their duties. The Sheriff's Office has one sergeant assigned to ensuring officers are enrolled and attend these valuable trainings. In addition, the sergeant prepares and conducts in-house training.

Financial Summary

	2016 Actual	2017 Current Year Amended Budget	2018 Board Approved Budget
Sheriff Training - 10103200			
Revenues			
Intergovernmental	(13,988)	(26,000)	(26,000)
Total Revenues	(13,988)	(26,000)	(26,000)
Expenditures			
Operating Expenses	24,534	26,000	26,000
Total Expenditures	24,534	26,000	26,000

Personnel

No Personnel has been allocated to this Department

Target Population

New and Current Deputies

Primary Goals & Objectives

County Goal: Continually improve the County's organization and services

Department Goal 1: Improve the knowledge and skills of the Sheriff's Office employees to better serve the community

Objective 1) Ensure all required employees complete mandatory training

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Improve the knowledge and skills of the Sheriff's Office employees to better serve the community			
% of required employees who completed yearly mandatory training	100%	100%	100%

SHERIFF WEMET (3100)

Mission Statement

To enhance drug enforcement in order to reduce drug related incidences in Ottawa County.

Department Description

West Michigan Enforcement Team (WEMET) is a multi-jurisdictional drug enforcement task force, which consists of five teams and an administrative unit. The jurisdictions serviced by WEMET are Muskegon, Ottawa, and Allegan Counties. The Sheriff's Office has five deputies and one sergeant assigned to WEMET.

Financial Summary

	2016 Actual	2017 Current Year Amended Budget	2018 Board Approved Budget
Sheriff WEMET - 10103100			
Revenues			
Intergovernmental	(19,792)	(11,000)	(17,000)
Total Revenues	(19,792)	(11,000)	(17,000)
Expenditures			
Salaries	270,592	399,416	427,007
Fringe Benefits	147,368	227,911	246,161
Supplies	2,137	6,600	3,715
Operating Expenses	45,000	45,200	45,000
Insurance	8,239	10,853	13,554
Total Expenditures	473,336	689,980	735,437

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Sergeant	1.00	1.00	1.00
Road Patrol Deputy	5.00	5.00	5.00
Total for department	6.00	6.00	6.00

Target Population

Illegal Drug Users and Manufacturers, Students and Ottawa County Residents.

SHERIFF WEMET (3100), continued

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of Ottawa County

Department Goal 1: Reduce the use, manufacturing, and trafficking of illegal drugs

Objective 1) Identify illegal drug activity through undercover operations and investigations

Objective 2) Arrest persons who use, manufacture and/or traffic illegal drugs

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Reduce the use, manufacturing, and trafficking of illegal drugs			
Drug related incidents per 1,000 residents	5.3	≤ 5.4	≤ 5.7
% of investigations resulting in arrest	6%	≥ 7.0%	≥ 7.2%

STRATEGIC INITIATIVES (2230)

Department Description

The County as a part of its strategic initiatives have adopted the 4 C's concept: Communication, Cultural Intelligence, Customer Service, & Creativity. The County designates funding every year for various trainings that support this initiative.

Financial Summary

	2016	2017	2018
	Actual	Current Year	Board Approved
Strategic Initiatives - 10102230	Actual	Amended Budget	Budget
Revenues			
Other Revenue	(22,100)	(11,001)	-
Total Revenues	(22,100)	(11,001)	-
Expenditures			
Supplies	14,161	16,250	-
Contracted Services	28,260	114,000	55,000
Operating Expenses	35,537	45,490	37,000
Total Expenditures	77,959	175,740	92,000

Personnel

No Personnel has been allocated to this Department

SUBSTANCE ABUSE (6300)

Department Description

Substance Abuse records the convention facility/liquor tax from the State of Michigan. 50% of these funds must be used for substance abuse under the enabling legislation.

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Substance Abuse - 10106300			
Revenues			
Intergovernmental	(934,798)	(995,177)	(1,089,159)
Total Revenues	<u>(934,798)</u>	<u>(995,177)</u>	<u>(1,089,159)</u>
Expenditures			
Operating Expenses	1,561,277	497,589	544,580
Total Expenditures	<u>1,561,277</u>	<u>497,589</u>	<u>544,580</u>

Personnel

No Personnel has been allocated to this Department

SURVEY & REMONUMENTATION (2450)

Mission Statement

To compile and maintain an accurate inventory of historic survey corners (i.e. Public Land Survey Corner) in Ottawa County for property owners, surveyors, assessors, local officials, County departments, and the State of Michigan to use in GIS mapping, physical land surveys, property descriptions, and road projects.

Department Description

The Remonumentation Program is mandated by the State of Michigan via Public Act 345 of 1990. The Program is designed to identify and re-monument the original survey corners that were established by government surveyors in the early 1800's. When government surveyors originally defined township boundaries, wooden stakes were used to identify each survey corner. As part of the Remonumentation Program, each County is required to locate, re-monument, and establish Global Position System (GPS) coordinates for each historic corner. Once completed, a comprehensive, seamless inventory will exist of all survey corners in Michigan for use in GIS mapping, physical land surveys, property descriptions, and road projects.

Financial Summary

	2016 Actual	2017 Current Year Amended Budget	2018 Board Approved Budget
Survey & Remonumentation - 10102450			
Revenues			
Intergovernmental	(245,652)	(240,683)	(240,683)
Total Revenues	(245,652)	(240,683)	(240,683)
Expenditures			
Salaries	4,295	3,480	6,300
Fringe Benefits	1,549	1,945	2,486
Supplies	30	399	399
Contracted Services	1,950	61,729	60,198
Operating Expenses	-	-	1,800
Indirect Expense	230	116	574
Total Expenditures	8,054	67,669	71,757

SURVEY & REMONUMENTATION (2450) continued

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Planning & Performance Improvement Director	0.02	0.02	0.02
Land Use Planning Specialist	0.08	0.08	0.08
Total for department	0.10	0.10	0.10

Target Population

Property Owners, Surveyors, Assessors, Local Officials, County Departments, State of Michigan.

Primary Goals & Objectives

County Goal: Continually improve the County's organization and services

Department Goal 1: To effectively administer the State-mandated Remonumentation Program

Objective 1) Establish GPS coordinates for each Public Land Survey Corner in the County

Objective 2) Monitor each physical monument and replace monuments as necessary

Objective 3) Ensure the County is reimbursed for the cost of expediting the Remonumentation Program

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: To effectively administer the State-mandated Remonumentation Program			
% of original PLS corners with established GPS coordinates	97.9%	100.0%	100.0%
# of PLS corners replaced due to construction activities	0	0	0
Total expedited funds reimbursed to the County (\$1,867,737 spent) (cumulative)	\$349,812	\$524,718	\$699,624

TECH FORUM (2281)

Department Description

This department is dedicated to the revenue and expenditures as related to the tech forum the Innovation and Technology department conducts annually

Financial Summary

Tech Forum I/T - 10102281	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Revenues			
Charges For Services	(792)	(750)	(750)
Other Revenue	(2,725)	(7,250)	(5,000)
Total Revenues		(8,000)	(5,750)
Expenditures			
Supplies	1,085	1,200	2,000
Contracted Services	1,300	6,600	3,500
Operating Expenses	-	200	200
Total Expenditures	2,385	8,000	5,700

Personnel

No Personnel has been allocated to this Department

WATER RESOURCES COMMISSIONER (2750)

Mission Statement

To enhance the health, safety, and welfare of residents and visitors through careful management of surface waters and drainage infrastructure and efficient stewardship of our natural and fiscal resources.

Department Description

The Water Resources Commissioner's Office provides direction and services to landowners and municipalities to ensure proper stormwater drainage and minimize flooding through organization of maintenance and petitioned projects and review of stormwater management plans for new development within the County. The office is also responsible for issuing permits for earth change activities to prevent erosion and control sedimentation and responding to illicit discharge complaints.

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Water Resources - 10102750			
Revenues			
Licenses And Permits	(99,670)	(100,000)	(125,000)
Charges For Services	(35,118)	(88,500)	(90,000)
Other Revenue	(627)	(10,000)	(1,000)
Total Revenues	(135,415)	(198,500)	(216,000)
Expenditures			
Salaries	342,244	494,432	512,760
Fringe Benefits	165,114	272,499	281,307
Supplies	10,280	17,722	10,800
Contracted Services	35,913	43,823	40,498
Operating Expenses	15,520	39,908	35,803
Maintenance & Repair	1,480	2,997	4,535
Utilities	5,569	6,900	7,900
Insurance	5,086	6,884	7,284
Indirect Expenses	18,275	23,915	35,331
Total Expenditures	599,481	909,080	936,218

WATER RESOURCES COMMISSIONER (2750) continued

Personnel

Position Title	2016 # of Positions	2017 # of Positions	2018 # of Positions
Drain Commissioner	1.00	1.00	1.00
Chief Deputy Drain Commissioner	1.00	1.00	1.00
Soil Erosion Control Agent	1.00	1.00	1.00
Soil Erosion Control Inspector	1.00	1.00	1.00
Drain Clerk	1.00	1.00	1.00
Storm water Technician	-	-	1.00
Secretary	0.75	0.75	0.75
Drain Inspector	1.00	1.00	1.00
Civil Engineer	1.00	1.00	1.00
Total for department	7.75	7.75	8.75

Target Population

Ottawa County Residents, Business Owners, Developers.

Primary Goals & Objectives

County Goal: Contribute to the long-term economic, social and environmental health of the County

Department Goal 1: Protect agricultural and improved land from flooding

- Objective 1*) Respond to drainage complaints and petition requests promptly
- Objective 2*) Coordinate with community partners during flooding emergencies
- Objective 3*) Timely review of drainage plans for all new development to ensure adequate storm water control systems are constructed
- Objective 4*) Provide outreach and communication to property owners & municipalities

Department Goal 2: Protect surface water quality

- Objective 1*) Issue Soil Erosion Permits efficiently and provide regular inspection of permit sites under construction
- Objective 2*) Eliminate illicit storm water connections
- Objective 3*) Promote water quality awareness

Primary Outcome Measures

Annual Measures	2016 Actual	2017 Target	2018 Target
Department Goal 1: Protect agricultural and improved land from flooding			
% of high priority drainage complaints responded to within 48 hours	84%	90%	100%
% of new development site plans reviewed & approved within 30 days as required by the published drainage standards	62%	80%	90%
Department Goal 2: Protect surface water quality			
% of soil erosion permits issued within 30 days of receipt as required by County Ordinance	100%	100%	100%
Average number of days for issuing soil erosion permits from time of receipt	n/a	n/a	14.0
% of illicit complaints responded to within 24 hours	100%	100%	100%

TRANSFERS IN (9300)

Financial Summary

	2016	2017	2018
	Actual	Current Year	Board Approved
		Amended Budget	Budget
Transfers In - 10109300			
Revenues			
Transfers In from Other Funds	(27,000)	(3,663,917)	(2,652,217)
Total Revenues	(27,000)	(3,663,917)	(2,652,217)

Personnel

No Personnel has been allocated to this Department

TRANSFERS OUT (9650)

Financial Summary

	2016	2017	2018
	Actual	Current Year Amended Budget	Board Approved Budget
Transfers Out - 10109650			
Expenditures			
Transfers Out	9,141,597	11,331,522	10,848,793
Total Expenditures	<u>9,141,597</u>	<u>11,331,522</u>	<u>10,848,793</u>

Personnel

No Personnel has been allocated to this Department

County Debt



Ottawa County
Where You Belong

DEBT SERVICE

The issuance of debt by the County is controlled by various State of Michigan statutes, which limits amounts and times for capital and other projects. Ottawa County's 2017 assessed value of \$13,388,939,597 is limited to no more than \$1,338,893,960 of debt or 10% of the assessed value. The County's total debt at September 30, 2017 is \$167,549,000 or approximately 1.25% of the assessed value - well below the legal limit.

The majority of the general obligation bonds, \$124,744,000, were issued by the Ottawa County Public Utilities Department, a component unit of Ottawa County, for water and sewer projects. The County has entered into a lease agreement with Public Utilities representing the amount of the bonds sold by the County to finance the construction of water and sewer systems for Public Utilities. In compliance with Act 185, P.A. Michigan 1957, as amended, the County maintains ownership, and the local units of government and agencies operate, maintain, repair, insure and manage the systems. 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 rest of the County debt in the amount of \$42,805,000 is general obligation debt owed by the County. The breakdown of this debt is included in the table on the adjoining page. Also included in the table, is the funding source for each bond payment. The County does not fund any of its debt payments from its general obligation levy.

Debt service on the Qualified Energy Conservation Bonds was issued in the amount of \$5,495,000 to finance improvements to the various County buildings. The improvements funded by this bond are anticipated to reduce utility costs throughout the County. These bonds are also subsidized through a credit from the Federal government that is reimbursed to the County as a portion of the bond payment received. The remainder of the funding for this bond will be from building rent that will be reassigned for debt service purposes as needed.

The County issued Pensions Bonds at the end of 2014 in the amount of \$29,285,000 to help alleviate its unfunded liability for its defined benefit plan managed by MERS. The issuance of the pension bonds allowed the County to become 90% funded in its defined benefit plan.

The County refunded a portion of its general obligation debt in 11/2015. This debt was previously funded through the Ottawa County Building Authority and is now listed as general obligation debt for the County. The refunding of the debt will save the County over the life of the debt. \$475,000 still remained under the Ottawa County Building Authority and will be fully repaid by 11/2017.

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 Aaa for General Obligation Unlimited and Limited Tax Bonds. Standard and Poor's Bond Rating is AA for General Obligation Unlimited and Limited Tax Bonds.

County of Ottawa
Schedule of Annual Debt Services Requirements

Amount Outstanding Budget Beginning Year of Year	Ottawa County Building Authority 2007 Bond Issue		Qualified Energy Conservation 2013 Bond Issue		Pension Obligation Bonds 2014 Bond Issuance		General Obligation Bond Refunding Bonds, Series 2015		Total Requirements	Total Principal	Total Interest
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest			
2018 42,805,000	475,000	10,063	365,000	153,330	1,400,000	786,989	1,465,000	463,375	\$ 5,118,756	3,705,000	1,413,756
2019 39,100,000			365,000	139,460	1,645,000	764,667	805,000	413,950	\$ 4,133,077	2,815,000	1,318,077
2020 36,285,000			365,000	125,590	1,925,000	731,365	855,000	372,450	\$ 4,374,405	3,145,000	1,229,405
2021 33,140,000			365,000	111,720	2,270,000	684,053	895,000	328,700	\$ 4,654,473	3,530,000	1,124,473
2022 29,610,000			365,000	97,850	2,705,000	620,631	940,000	282,825	\$ 5,011,306	4,010,000	1,001,306
2023 25,600,000			365,000	83,980	3,345,000	537,124	990,000	234,575	\$ 5,555,679	4,700,000	855,679
2024 20,900,000			365,000	70,110	2,810,000	446,605	1,035,000	183,950	\$ 4,910,665	4,210,000	700,665
2025 16,690,000			370,000	56,240	2,405,000	364,671	1,085,000	130,950	\$ 4,411,861	3,860,000	551,861
2026 12,830,000			370,000	42,180	2,355,000	285,555	1,135,000	75,450	\$ 4,263,185	3,860,000	403,185
2027 8,970,000			370,000	28,120	2,310,000	206,250	660,000	35,525	\$ 3,609,895	3,340,000	269,895
2028 5,630,000			370,000	14,060	2,295,000	125,670	685,000	11,988	\$ 3,501,718	3,350,000	151,718
2029 2,280,000					2,280,000	42,180			\$ 2,322,180	2,280,000	42,180
	\$ 475,000	\$ 10,063	\$ 4,035,000	\$ 922,640	\$ 27,745,000	\$ 5,595,760	\$ 10,550,000	\$ 2,533,738	\$ 49,545,020		

All figures are as of 09/30/2017

Issue Date	Issue Amount	Project	Funding Source	% of Funding
10/2007	10,000,000	Grand Haven/ Fillmore St.	Ottawa County, Michigan Insurance Authority (fund 6780)	20%, up to \$150,000/yr
			Telecommunications Fund (fund 6550)	20%, up to \$150,000/yr
			Delinquent Tax Revolving Fund (fund 5160)	20%, up to \$150,000/yr
			Infrastructure Fund (fund 2444)	17%, up to \$125,000/yr
			Capital Improvement Fund (fund 4020)	23%, remainder of payment
10/2013	5,495,000	Quality Energy Conversion	General Fund (fund 1010)	100% of payment
12/2014	29,285,000	Pension Obligation Bonds	DB/DC Conversion Fund (fund 2970)	100% of payment
12/2015	11,955,000	Refunding	Delinquent Tax Revolving Fund (fund 5160)	91% of payment
			Capital Improvement Fund (fund 4020)	9% of payment

Capital Improvement Plan



Ottawa County
Where You Belong

County of Ottawa
Capital Improvement Plan
Fiscal Years 2018-2023

Project Description	Funding Source	2017		2018	2019	2020	2021	2022	2023 & Beyond	Estimated Cost
		Current Approved	Pending Budget Adj							
Facilities										
Standardize IT equipment in Conference Spaces	4020	40,000		40,000						80,000
Roofs										
Roof Replacement Jail/Detention - Region 2	4020	204,398	(83,693)	256,000						120,705
Roof Replacement-Jail/Detention Center -Region 1	4020					256,000				256,000
Roof Replacement-Jail/Detention Center -Region 4	4020									256,000
Fulton ST., Grand Haven CMH	4020								55,000	55,000
James Street - Bldg A	4020								154,000	154,000
James Street - Bldg C	4020								160,000	160,000
James Street - DHHS Bldg	4020								60,000	60,000
Carpet/Flooring										
Carpet Replacement DHHS	4020	106,068								106,068
Replace carpet in Admin thru Fiscal Services	4020	85,000								85,000
Replace carpet lower level Fillmore, original bidg	4020			56,000						56,000
James St - Building C	4020				170,000					170,000
Hudsonville	4020								100,000	100,000
Holland DC - 1st floor	4020			95,000						95,000
Holland DC - 2nd Floor	4020					100,000				100,000
Painting/Wall Coverings										
Jail cell painting - Region 4	4020					100,000				100,000
Fillmore Admin Bldg	4020				95,000					95,000
Furniture										
Replace Fiscal Services workstations	4020	82,000								82,000
Replace IT workstations - Fillmore	4020			82,000						82,000
Replace workstations James St. - Bldg A	4020				250,000					250,000
Replace workstations James St. - Bldg C	4020				360,000					360,000
Pavement										
Pavement Upgrades - James St.	4020	105,000		200,000				330,000	703,000	1,338,000
Pavement Upgrades - Fillmore	4020	175,000						208,000	313,000	696,000
Pavement Upgrades - DHHS	4020			52,000				65,000	247,000	364,000
Pavement Upgrades - Hudsonville	4020									342,000
Pavement Upgrade - Grand Haven Courthouse	4020							342,000	460,000	460,000
Systems										
Fire Alarm Panel replacement - A bidg	4020	25,726	13,447							39,173
Fire Alarm Panel replacement - B bidg	4020	23,726	12,249							35,975
Fire Alarm Panel replacement - C bidg	4020	28,726	6,254							34,980
Cooling Tower Bldg B replacement	4020	50,000		(50,000)					50,000	50,000



**County of Ottawa
Capital Improvement Plan
Fiscal Years 2018-2023**

Project Description	Funding Source	2017		2018	2019	2020	2021	2022	2023 & Beyond	Estimated Cost
		Current Approved	Pending Budget Adj							
Air Handling Units 1 & 2 Fillmore Admin Bldg replacement	4020			180,000						180,000
Air Handling Units 3 & 4 Fillmore Admin Bldg replacement	4020					150,000				150,000
Roof Top Units 1 & 2 Fillmore Admin Bldg replacement	4020			250,000						250,000
Make-Up Air Unit replacement - Jail kitchen	4020					65,000				65,000
Environmental Controls - IT room Leibert Unit	4020	80,000								80,000
Security DVR System	Ins Authority			400,000	200,000					800,000
Card Access Readers/System - placeholder	4020								TBD	TBD
HVAC & Roof Replacement - Hudsonville	4020			25,000		500,000				525,000
Cooling Tower Replacement James St. - Bldg A	4020					65,000				65,000
Holland DC HVAC - 14 units	4020							100,000		100,000
Jail HVAC units 19 (only using 11, 8 turned off)	4020			51,000			68,000	50,000		169,000
Fulton St HVAC systems	4020					66,000				66,000
Generators/Transfer Switches - Countywide	4020			37,500	37,500					75,000
Building Projects										
Fillmore Admin Bldg										
Range Upgrade	4020	60,000								60,000
Conference Spaces										
Transitional / Innovation Space	4020	72,000								72,000
Clerk & ROD Consolidation, WRC renovation	4020	75,000								75,000
Renovate H/R		158,937								158,937
Jail & Related										
Door Control Replacement-Jail	4020	131,920	(41,613)							90,307
Build EOC Wing at Central Dispatch	4020								TBD	TBD
Juvenile Services/Probate Court										
Plan Phase for New Facility - Fillmore	4020	40,000								40,000
Bid Phase for New Facility - Fillmore	4020			80,000						80,000
Build Phase for New Facility - Fillmore					10,000,000					10,000,000
Temporary Location for Juvenile Courts during const	4020				10,000					10,000
Renovate Juvenile Services Space - Fillmore	4020					150,000				150,000
Courthouse - Grand Haven										
First Refusal Right - 115 S. 5th St.	4020								250,000	250,000
Maintenance Building	4020								100,000	100,000
Plan/Bid Phase for Renovations	4020			20,000	40,000					60,000
Renovate & Move in Probate Court	4020					1,250,000				1,250,000
Move Prosecutors to 2nd Floor, Renovate sections of Circuit & District Court space, Renovate Public Service/Public Defender Space										
Hudsonville										
Rest Room Renovations/showers -Hudsonville	4020				75,500					75,500
Probation area rework/drug testing/health space	4020	50,000								50,000



**County of Ottawa
Capital Improvement Plan
Fiscal Years 2018-2023**

Project Description	Funding Source	2017		2018	2019	2020	2021	2022	2023 & Beyond	Estimated Cost
		Current Approved	Pending Budget Adj							
Holland District Court										
Locker Room-Holland District Court	4020				125,000					125,000
James St. Campus										
Purchase Property James St.	4020	310,535								310,535
Bldg A Renovations										
Rest Room Renovations - Building A James St.	4020	51,000								51,000
Bldg B Renovations										
Building security/entrance, overall space renovation										
space renovation for school,	4020	100,000								100,000
Bldg C Renovations										
Rework Public Health Clinic Flow	4020						75,000			75,000
Rework Public Service Center, Provide 2 Conference										
Spaces, Rework IT space	4020				100,000					100,000
DHHS Bldg Renovations										
Exterior access to lower level conference space	4020						50,000			50,000
Innovation Room	4020				75,000					75,000
Subtotal		2,055,036	(93,356)	1,774,500	11,736,000	3,369,000	448,000	125,000	2,702,000	22,116,180
Information Technology										
Justice System (MICA)	6360	1,717,912		631,705	170,560					2,520,177
Justice Suite (MICA) Future Enhancements	6360				120,000	120,000	120,000	120,000	120,000	600,000
MICA Historical Data Access	6360	111,300		99,700						211,000
MICA Justice Integration Financials	6360	30,000		55,000						85,000
CourtStream MICA Project Juvenile Justice Data Sharing	4020	206,860		30,000						236,860
OCCDA-LEIN-MICA Interface	4020	50,000		(50,000)	50,000					50,000
Courtroom Technology upgrade - District	4020	525,000		(75,000)						450,000
Courtroom Technology upgrade - Circuit/Trial GH	4020			471,746						471,746
Courtroom Technology upgrade - Probate/Family	4020			82,000						82,000
Public Safety Digital Media	Ins Authority	950,000								950,000
Court X-ray Machines replacement	4020	90,000								90,000
Touch Print fingerprint machines replacement	4020	40,000		(40,000)	70,000					70,000
GIS Oblique & Orthophoto Imagery/LIDAR Update	Aerial reserve	318,000		46,217		132,500	98,677	98,677	330,000	1,024,071
PA Court Calendar Application	4020	100,000								100,000
Sheriff Scheduling System	4020	104,000								104,000
Voting Machine Replacement	Grant/2560	1,548,000								1,548,000
Phone System Replacement	6550			1,000,000						1,000,000
Smart Bench Project	4020				192,512					192,512
Server/Storage Infrastructure Refresh	6360				1,300,000					1,300,000

County of Ottawa
Capital Improvement Plan
Fiscal Years 2018-2023

Project Description	Funding Source	2017			2018	2019	2020	2021	2022	2023 & Beyond	Estimated Cost
		Current Approved	Pending Budget Adj	Subtotal							
Wireless Infrastructure Refresh	4020					89,480				89,480	
Building Cabling/Recabling	6550/GF					400,000		200,000		600,000	
WAN Refresh	6550								240,600	240,600	
EHR Insight Software Replacement	4020			360,000						360,000	
Subtotal		5,791,072	-	2,611,368	1,903,072	741,980	218,677	418,677	690,600	12,375,445	
Planning & Performance Improvement											
Cell Tower Construction	4020	400,000		(200,000)		200,000				400,000	
Spoonville Trail -Phase I	4020	909,228	(15,099)							894,129	
Spoonville Trail - Phase II	4020	2,117,310	(892)							2,116,418	
LakeShore Dr. Paved Shoulders	4020			76,931		60,011	74,174			211,116	
Leonard Rd Paved Shoulders	4020			79,194	199,648	106,420	70,465		243,942	699,669	
Subtotal		3,426,538	(15,991)	(43,875)	399,648	166,431	144,639	-	243,942	4,321,332	
Parks & Recreation											
Grand Ravines Improvements	2081	1,315,195								1,315,195	
Historic Beach Pumphouse	2081	180,000								180,000	
Grand River Greenway Trail	2081	226,220								226,220	
Paw Paw Park Renovations	2081	110,605								110,605	
Bend Area Expansion	2081	1,215,000								1,215,000	
Brickstone	2081	225,000								225,000	
Sierra Whiskey	2081	23,920								23,920	
North Ottawa Dunes	2081	900,000								900,000	
Macatawa River Property	2081	15,000								15,000	
Eastmanville Farms North Operations Shop	2081	156,000								156,000	
Hager Park Roof Structure Repairs	2081	78,000								78,000	
Grand River Greenway - Complete Phase 1	2081			612,000						612,000	
Grand River Park Fishing Deck (Carryover)	2081			82,000						82,000	
Hager Park Operations Renovations	2081			108,000						108,000	
Hager Paving Reconstruction/improvements	2081			147,000						147,000	
Hob Marina Development	2081			2,370,232						2,370,232	
Paw Paw West Paving Renovation	2081			50,000						50,000	
Spring Grove Paving Reconstruction	2081			77,000						77,000	
Stearns Creek Acquisition Project	2081			1,150,000						1,150,000	
Grand River Greenway Phase 2	2081				3,237,500					3,237,500	
Grand River Paving Reconstruction	2081			150,000						150,000	
Riverside Paving Reconstruction	2081			171,000						171,000	
Bend Expansion (Gr Gravel)	2081					395,000				395,000	



**County of Ottawa
Capital Improvement Plan
Fiscal Years 2018-2023**

Project Description	Funding Source	2017		2018	2019	2020	2021	2022	2023 & Beyond	Estimated Cost
		Current Approved	Pending Budget Adj							
Connor Bayou Cabin Renovation	2081					53,000				53,000
Umna 84th Ave Restroom	2081					175,000				175,000
Kirk Park Deck Reconstruction	2081						140,000			140,000
Kirk Park Play Improvements	2081						122,000			122,000
Kirk Park Restroom Reconstruction	2081						245,000			245,000
Pigeon Creek Lodge Renovations	2081						73,000			73,000
Crockery Creek Day Use	2081							500,000		500,000
Grand River Greenway Phase 4	2081							3,237,500		3,237,500
Grand River Park Greenway Support Facilities	2081							150,000		150,000
Riverside Renovations	2081							64,000		64,000
Tunnel Deck & Stairway Reconstruction	2081							112,000		112,000
Adams Street Landing Linkage (40 Acres)	2081								225,000	225,000
Grand River Greenway Phase 5	2081								3,237,500	3,237,500
Subtotal		4,444,940	-	4,596,232	3,558,500	623,000	580,000	4,063,500	3,462,500	21,328,672

Grand Total		15,717,585	(109,347)	8,938,225	17,597,220	4,900,411	1,391,316	4,607,177	7,099,042	60,141,629
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Summary of Funding Source:										
MDOT Grant Spoonville I		504,908	100,874							605,782
Donations for Spoonville I		180,000	(41,500)							138,500
(4020) Capital Project Fund Planning Spoonville I		224,320	(74,473)							149,847
MDOT Grant Spoonville II		1,384,133	(63,352)							1,320,781
Donations for Spoonville II		507,514	(12,013)							495,501
(4020) Capital Project Fund Planning Spoonville II		225,663	74,473							300,136
Holland Zeeland Community Foundation - LakeShore Dr. Paved				15,000						15,000
Parks - LakeShore Dr. Paved Shoulders									54,000	54,000
Private Donations - LakeShore Dr. Paved Shoulders				931		6,011			20,174	27,116
Park Township - LakeShore Dr. Paved Shoulders						54,000				54,000
Reserve from Donations				7,000						7,000
(4020) Capital Project Fund Planning LakeShore Shoulders				54,000						54,000
GHC - Leonard Paved Shoulders						104,953				104,953
Townships - Leonard Paved Shoulders										209,899
Private Donations - Leonard Paved Shoulders									209,899	209,899
(4020) Capital Project Fund Planning Leonard Shoulders				79,194		444			70,465	104,952
Grant Funding for Election equipment						1,023				279,865
Election Reserve		1,394,000								1,394,000
Aerial Reserve		154,000								154,000
Aerial Reserve		318,000		46,217					98,677	703,081
Aerial Reserve 4020 I/T costs										320,990



**County of Ottawa
Capital Improvement Plan
Fiscal Years 2018-2023**

Project Description	Funding Source	Current Approved	2017		2018	2019	2020	2021	2022	2023 & Beyond	Estimated Cost
			Budget	Pending Budget Adj							
(6360) Innovation and Technology Fund		1,859,212			786,405	1,590,560	120,000	120,000	120,000	120,000	4,716,177
(6550) Telecommunications Fund					1,000,000		400,000		200,000		1,600,000
(2081) Parks & Recreation Fund		4,444,940			4,596,232	3,558,500	623,000	580,000	4,063,500	3,462,500	21,328,672
(4020) Capital Project Fund I/T		1,115,860			778,746	312,512	89,480			240,600	2,537,197
(4020) Capital Project Fund Facilities		2,055,036		(93,356)	1,374,500	1,536,000	3,169,000	448,000	125,000	2,702,000	11,316,180
(4020) Capital Project Fund Planning		400,000			(200,000)	200,000					400,000
Building						10,000,000					10,000,000
Insurance Authority		950,000			400,000	200,000	200,000				1,750,000
Total Funding		15,717,585		(109,347)	8,938,225	17,597,220	4,900,411	1,391,316	4,607,177	7,099,042	60,141,629

2018 CAPITAL IMPROVEMENTS

Capital Improvements fall into two categories within the County. Capital Projects that have costs that generally exceed \$50,000 and have an estimated useful life of at least ten years or are part of an existing structure have an estimated useful life of at least the remaining life of the original structure. The other type can be described as capital equipment outlays, which consist of equipment purchase with an initial individual cost of more than \$5,000 and an estimated useful life in excess of two years.

CAPITAL IMPROVEMENTS

The total amount for Capital Projects budgeted in 2018 is \$8,938,225. They are divided into 4 categories: Facilities, Information Technology (I/T), Parks and Recreation, and Planning and Performance. These projects are funded from various areas within the County based on the category that the project has been classified and availability of funding. The distribution of these projects for 2018 is as follows:

1. Facilities - \$1,774,500
2. Information Technology - \$2,611,368
3. Parks and Recreation - \$4,596,232
4. Planning and Performance - \$156,125

Projects are submitted by the various departments throughout the County by March 31. These projects are then reviewed by a committee as part of the County's 5-year Capital Improvement Plan (CIP). The projects are approved based on necessity and funding and assigned to a year based on these factors. If a project is not approved in the current budget it is either moved to another year of the CIP for further evaluation or deemed unnecessary by the committee. The committee then submits their CIP as a part of the budget for approval by the Board of Commissioners.

The projects that are approved for 2018 are described below.

Facilities

1. Standardize IT Equipment – Facilities will work with IT to standardize the equipment that is available for use in the conference space throughout the County. It is estimated that this project will take 2 years to complete (2017 & 2018). The budget amount for the initial phase of this project is \$40,000 in 2017 and an additional \$40,000 in 2018
Effects on budget – improve efficiencies
2. Replacement of roof in Region #1 at the Jail. The original roof for the Jail was installed in 1997 when the building was completed. Region #2 was done in 2016/2017. This is a transition plan to complete all of the regions on a 4 year cycle. Total cost is estimated at \$256,000 based on the costs from region #2.
Effects on budget – routine maintenance costs
3. Replace carpet on the lower level in the Administration building at the Fillmore campus – original building. This carpet was updated over 20 years ago is showing its age. This was added to the Facilities plan through the County' Master Plan that was done in 2015. Total cost is \$56,000.
Effects on budget – routine maintenance costs

4. Replacement carpet in Holland District Court building. This project has been split into two phases (first floor/second floor), with the first to completed in 2018 and budgeted at \$95,000.
Effects on budget – routine maintenance costs

5. Replacement of I/T workstations at Fillmore and rework of office space. The current workstations are outdated and the layout is ineffective for the office and staff needs. This will be done as a part of the larger furniture contract and will provide the staff with the space that they need to work efficiently. Project is budgeted for \$82,000.
Effects on budget – improve efficiencies of the system

6. Pavement Upgrades – After a completion of a parking lot study by an engineering firm, various parking lot re-pavement/reconstruction were identified. The second phase of this project includes the completion of the pavement upgrades at the James St. complex, which includes the parking lot at the DHHS building. These upgrades were established based on the continuing need for upkeep of the parking lot for safety and functionality. Total cost of the two projects combined for 2018 is \$252,000.
Effects on budget – routine maintenance costs

7. Air Handling Units 1 & 2/Roof Top Units 1 & 2, Fillmore Administration building. All of these units currently are functioning, but have met their life expectancy as well as are outdated in regards to the refrigerant used that is no longer made or used in the industry. Replacing these units with a more efficient units will allow the County to save on energy use overall in this building. Total cost for both projects are \$180,000 and \$250,000 respectively.
Effects on budget – improve efficiencies of the system

8. Jail/Detention Center DVR system – The system is at the end of life cycle and is necessary to update to continue functioning. The project commenced in 2017 and will continue through completion in 2020. Annual budget for this project is \$200,000, with \$400,000 being approved thus far.
Effects on budget – improve efficiencies of the system

9. HVAC replacement – Hudsonville. This unit is currently functioning, but has met its life expectancy as well as is outdated in regards to the refrigerant used that is no longer made or used in the industry. Replacing this unit with a more efficient unit will allow the County to save on energy use overall. Total replacement cost \$25,000
Effects on budget – improve efficiencies of the system

10. HVAC replacement – Jail (19 units). All of these units are currently functioning, but are getting to the end of their life expectancy as well as are outdated in regards to the refrigerant used that is no longer made or used in the industry. Currently there are 21 units, but the jail is only using 19 of these units. A rework will be completed of the units to ensure that all 19 of the remaining units are needed. Replacing these units with more efficient units will allow the County to save on energy use overall. Total replacement cost \$51,000
Effects on budget – improve efficiencies of the system

11. Replacing Generators/Transfer Switches – Countywide. This project is a multi-year project to replace the backup systems that are set in place to prevent downtime throughout the County for its various systems. The current systems are getting to the end of their useful life and need to be replaced to ensure that the backups are working to prevent potential downtime. The cost of this total project is \$75,000, with \$37,500 budgeted for 2018.

Effects on budget – improve efficiencies of the system

12. New Facility – 20th Circuit Court Family Division – The Family Court and Juvenile Services Court have outgrown their current space. The County is in the planning stages of building a new building at the Fillmore Complex. The planning phase was budgeted in 2017 for \$40,000. The second phase of this project is the Bid phase budgeted in 2018 for \$80,000.

Effects on budget – improve efficiencies of the system

13. Move Probate Court to Grand Haven Court building – As a part of building of the new Family Court building the Probate Court will move out of its current location into the Grand Haven space that will be vacated by other offices that have moved to the new Court building. The planning phase of this project is set to begin in 2018 with \$20,000 budgeted for an initial scope of work.

Effects on budget – improve efficiencies of the system

Information Technology

1. Justice System (MICA) - This project consists of the development of new Justice System to replace the AS400. The current system lacks functionality needed by the courts, law enforcement, and the prosecutor. This project began in 2015 and has many phases with an anticipated completion date in 2019. The total cost for this portion of this project budgeted in 2018 is \$631,705

Effects on budget – improve efficiencies

2. MICA Historical Data Access – This project is the cost of transferring any existing/active data from the AS400 to MICA. The purpose of this project is to ensure data continuity during systems transition and make critical data easily accessible from the system. A budget amount of \$111,300 was funded in 2017 with an additional amount in 2018 of \$99,700

Effects on budget – improve efficiencies

3. MICA Justice Financial Integration – This integration is needed to procure technology that captures receipt information entered by the Courts and replicate it into any system necessary to support the Court and County financial workflows. The cost of this project is spread over two years with \$30,000 being budgeted in 2017 and \$55,000 in 2018.

Effects on budget – improve efficiencies

4. Juvenile Justice Data Sharing – MICA project – This project is to develop a Juvenile Module in MICA. This will replace the Youth Center data sharing system currently used. This project was funded previously to develop this system through Youth Center, but additional funds are needed to build a different integration that will be needed from the move to MICA for data sharing. This additional amount of \$30,000 is added for a total project amount of \$275,000.

Effects on budget – improve efficiencies

5. Courtroom Technology Upgrades - The current courtroom & video arraignment technology has become outdated. District Court replaced this system in 2017 in Hudsonville & Holland. As part of this replacement, pricing was obtained to replace the rest of the court systems throughout the County. This will update all of the outdated courtrooms as well as make technology and infrastructure consistent. An additional \$471,746 was budgeted in 2018 for Circuit Court in Grand Haven and \$82,000 for Probate Court in West Olive.

Effects on budget – improve efficiencies

6. GIS Oblique & Orthophoto Imagery Update - The GIS department, which is a part of the County's IT department, is required to keep up to date aerial photos of all the properties within the County. The last time this was completed was in 2014 and is needs to be done every 3-4 years to keep up with the geographical changes of the County. \$318,000 was budgeted for this project in 2017 with an additional amount added for phase II of the project in 2018 in the amount of \$46,217.

Effects on budget – improve efficiencies

7. County Phone system – The current phone system is no longer up to date with current technology. Replacement for this system will be funded through the reserve in the telecom fund and is budgeted at \$1,000,000.

Effects on budget – improve efficiencies

8. Public Health EHR system replacement – The software provider is no longer supporting the current EHR system as of 2018. The budgeted amount to replace this system is \$360,000

Effects on budget – improve efficiencies

Parks and Recreation – The Parks and Recreation Board currently has six capital project slated for 2017 at a total cost of \$2,369,000. These projects are listed below.

1. Land Acquisition \$1,150,000 – to acquire land in the Stearns Creek area to develop and expand Park access to the Grand River.
2. Building Improvements - \$108,000 Hager Park Operations building renovations
3. Paving projects - \$274,000 To maintain, reconstruct, and improve the parking areas at Hager Park (\$147,000), Paw Paw West (\$50,000) and Spring Grove (\$77,000)
4. HOB Marina Development - \$2,370,232. Upgrade of marina facility and enhanced park land. Develop of new slips, extension of waterfront walkway, restrooms, kayak launch and developed greenspace.



5. Grand River Park Fishing Dock \$82,000. Installation of a new fishing dock at the Grand River Park.

Planning and Performance Improvement –

1. Leonard Road Paved Shoulders - The Ottawa County Road Commission (OCRC) is constructing 3 foot paved shoulders on Leonard Road from 148th Avenue in Spring Lake Township to 24th Avenue in Tallmadge Township. The Planning & Performance Improvement Department is coordinating the construction of an additional foot of paved shoulder on Leonard Road that would coincide with the OCRC road resurfacing schedule. A 4 foot wide on-road bike lane on Leonard Road would meet American Association of State Highway and Transportation Officials standards. This project is for 17 miles of paved shoulder along Leonard Road planned for construction in 2018, 2019, 2020, 2021, and 2023. Total cost of this project is estimated at \$699,669 with approximately \$279,000 funded by the County. The total amount budgeted for 2018 is \$76,931.
2. Lakeshore Drive Paved Shoulders - The Ottawa County Road Commission (OCRC) is constructing 3 foot paved shoulders on Lakeshore Drive from New Holland south to 168th Avenue in Park Township as part of their road resurfacing projects. In order to continue a long-term effort to construct a 4 foot wide on-road bike lane on Lakeshore Drive from Grand Haven to Holland which meets American Association of State Highway and Transportation Officials standards, the Planning & Performance Improvement Department is coordinating the construction of an additional foot of paved shoulder on Lakeshore Drive that would coincide with the OCRC road resurfacing schedule. This project is for 5.34 miles of paved shoulder along Lakeshore Drive planned for construction in 2018, 2020, and 2021. Total cost of this project is estimated at \$211,116, \$54,000 funded by the County.

Appendix



Ottawa County
Where You Belong

The Ottawa County Board of Commissioners

West Olive, Michigan

RESOLUTION TO APPROVE 2018 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 September 26, 2017, at 1:30 p.m. local time.

PRESENT: Members – Joseph Baumann, Donald Disselkoen, Allen Dannenberg, Michael Haverdink, Kelli Kuiper, James Holtvluwer, Gregory DeJong, Philip Kuyers, Roger Bergman, Matthew Fenske. (10)

ABSENT: Member - Frank Garcia

The following preamble and resolution were offered by Disselkoen and supported by Bergman:

WHEREAS, this resolution is known as the FY 2018 General Appropriations Act;
and

WHEREAS, pursuant to State law, notice of a public hearing on the proposed budget was published in a newspaper on general circulation August 15, 2017, and a public hearing on the proposed budget was held on August 22, 2017; and

WHEREAS, the Ottawa County voters authorized .3277 mills for Park development, expansion, and maintenance;

WHEREAS, the Ottawa County voters authorized .2963 mills for Community Mental Health Services; and

WHEREAS, the Board of Commissioners will be requested to authorize, in May 2018, a general property tax levy on all real and personal property within the County upon the tax roll for County general operations; and

WHEREAS, this County Board of Commissioners through its Finance and Administration Committee, has reviewed the recommended budget in detail; and

WHEREAS, estimated total revenues and appropriations for the various funds are recommended as follows: |

Primary Government Budgeted Funds:

Fund	Sources		Appropriations
	Revenue	Reserves	
General Fund	80,024,453	1,252,113	81,276,566
Special Revenue Funds	91,190,941	3,389,861	94,580,802
Debt Service Funds	5,120,457	-	5,120,457
Capital Project Funds	1,726,498	1,208,678	2,935,176
Permanent Funds	35	(35)	-
Total	178,062,384	5,850,617	183,913,001

NOW, THEREFORE, BE IT RESOLVED that the Ottawa County Board of Commissioners hereby adopts the FY2018 Appropriations Act as the official budget for FY2018; and

BE IT FURTHER RESOLVED, that the County officials responsible for the appropriations authorized in the act may expend County funds up to, but not to exceed, the total appropriation authorized for each department or activity; and

BE IT FURTHER RESOLVED, except for the Capital Project Fund, the Ottawa County Board adopts the FY2018 budgets by department per the attached schedule;

BE IT FURTHER RESOLVED, the Capital Project Fund is adopted by project; and

BE IT FURTHER RESOLVED, the Capital Improvement projects are appropriated for the life of the project and will carryforward to future years until complete; and

BE IT FURTHER RESOLVED, pursuant to the Uniform Budget and Accounting Act, the County Administrator may approve and execute transfers between appropriations up to \$50,000 without prior approval of the Board; and

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

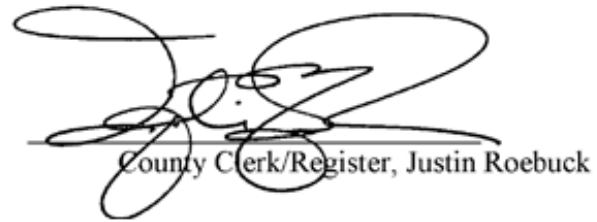
YEAS: Members – Philip Kuyers, James Holtvluwer, Allen Dannenberg, Roger Bergman, Donald Disselkoen, Michael Haverdink, Kelli Kuiper, Joseph Baumann, Matthew Fenske, Gregory DeJong. (10)

NAYS: Members – None

ABSTAIN: Members – none

RESOLUTION DECLARED ADOPTED.



Chairperson, Gregory J. DeJong


County Clerk/Register, Justin Roebuck

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 September 26, 2017, 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 26th day of September, AD., 2017.


County Clerk/Register, Justin Roebuck

**COUNTY OF OTTAWA
2018 Appropriation Act**

General Fund

Revenues:	
Taxes	51,004,136
Intergovernmental	8,501,555
Charges for services	14,389,390
Fines and forfeits	90,600
Interest on investments	309,400
Rental income	2,022,271
Licenses and permits	338,300
Other	716,584
Transfers In from Other Funds	2,652,217
Total Estimated Revenues	80,024,453
Appropriations:	
Legislative (Commissioners)	537,711
Judicial:	
Circuit Court	3,304,028
District Court	8,440,549
Probate Court	928,587
Juvenile Services Division	1,118,194
Circuit Court Adult Probation	146,111
All Other Judicial	15,692
General Government:	
Administrator	995,038
Fiscal Services	1,672,116
County Clerk	2,374,564
Prosecuting Attorney	3,996,864
County Treasurer	891,568
Equalization	1,334,202
Geographic Information Systems	519,605
MSU Extension	362,159
Facilities Maintenance	4,365,101
Corporate Counsel	248,313
Register of Deeds	668,832
Human Resources	998,614
Water Resources Commissioner	936,218
All Other General Government	117,602
Public Safety:	
Sheriff	11,051,149
Jail	10,291,907
All Other Public Safety	6,573,062
Public Works (drain assessments)	5,414,155
Health & Welfare:	
Substance Abuse	544,580
All Other Health & Welfare	547,348
Community & Economic Development	1,505,517
Other Expenditures:	
Insurance	128,387
Contingency	400,000
Transfers Out to Other Funds	10,848,793
Total Appropriations	81,276,566
Fund Balance (Usage)/Contribution	(1,252,113)

Special Revenue Funds

Revenues:	
Taxes	6,746,881
Intergovernmental	63,530,979
Charges for services	2,708,245
Fines and forfeits	18,575
Interest on investments	100,185
Rental income	15,998
Licenses and permits	1,071,690
Other	4,480,839
Transfers In from Other Funds	12,517,549
Total Estimated Revenues	91,190,941
Appropriations:	
General Fund Compensated Absence	1,001,025
General Fund DB/DC Conversion	2,962,854
General Fund Infrastructure	125,000
General Fund Solid Waste Clean-Up	513,040
General Fund Stabilization	-
Parks & Recreation	8,389,842
Child Care	9,553,727
Concealed Pistol License	65,407
Department of Health & Human Services	46,138
Farmland Preservation	45,788
Friend of the Court	4,892,445
Health	11,136,788
Homestead Property Tax	1,608
Landfill Tipping Fees	481,439
Mental Health	38,281,483
Mental Health Millage	3,033,509
Mental Health Substance Use Disorder	2,464,297
Other Governmental Grants	2,839,709
Register of Deeds Technology	284,837
Sheriffs Grants & Contracts	8,461,866
Total Appropriations	94,580,802
Fund Balance (Usage)/Contribution	(3,389,861)

Debt Service

Revenues:	
Intergovernmental	136,203
Transfers In from Other Funds	4,984,254
Total Estimated Revenues	5,120,457
Appropriations:	
Debt Service	5,120,457
Total Appropriations	5,120,457
Fund Balance (Usage)/Contribution	\$ -

Capital Projects

Revenues:	
Rental income	282,350
Licenses and permits	
Other	15,931
Transfers In from Other Funds	1,428,217
Total Estimated Revenues	1,726,498
Appropriations:	
Capital Improvement Plan	2,935,176
Total Appropriations	2,935,176
Fund Balance (Usage)/Contribution	\$ (1,208,678)

Permanent Fund

Revenues:	
Interest on investments	35
Total Estimated Revenues	35
Appropriations:	
Total Appropriations	-
Fund Balance (Usage)/Contribution	\$ 35

County of Ottawa

History of Positions By Fund

For the Years 2016 - 2018

Fund #	Dept #	Department Name	2016	2017	2018	Change	Code
			Full-Time Equivalents	Full-Time Equivalents	Full-Time Equivalents		
GENERAL FUND							
1010	1010	Commissioners	11.00	11.00	11.00	-	
1010	1310	Circuit Court	15.65	15.75	15.75	-	
1010	1360	District Court	54.72	54.76	54.68	(0.08)	3
1010	1362	Community Corrections	5.00	4.96	5.05	0.09	3
1010	1370	Legal Self-Help Center	2.00	2.00	2.00	-	
1010	1480	Probate Court	6.00	6.00	6.00	-	
1010	1490	Family Court - Juvenile Services	8.81	6.97	5.96	(1.01)	3
1010	1720	Administrator	5.04	5.04	5.04	-	
1010	1721	Innovation Initiatives	-	1.00	1.00	-	
1010	1910	Fiscal Services	13.29	13.65	13.65	-	
1010	2150	County Clerk	21.85	22.20	23.00	0.80	1,3
1010	2320	Crime Victims Rights	3.00	3.00	3.00	-	
1010	2450	Survey & Remonumentation	0.10	0.10	0.10	-	
1010	2530	County Treasurer	7.55	7.55	7.55	-	
1010	2570	Equalization	11.56	11.71	12.75	1.04	3
1010	2571	Grand Haven Assessing	1.76	1.45	1.00	(0.45)	3
1010	2572	Crockery Township Assessing	0.43	0.59	-	(0.59)	3
1010	2590	Geographic Information System	4.00	4.00	4.00	-	
1010	2610	Michigan State University Extension	1.00	1.00	1.00	-	
1010	2620	Elections	1.00	1.00	1.00	-	
1010	2650	Facilities Department	20.50	20.50	20.60	0.10	3
1010	2660	Corporate Counsel	1.70	1.70	1.70	-	
1010	2670	Prosecuting Attorney	26.00	24.63	25.63	1.00	1
1010	2680	Register of Deeds	8.15	7.15	7.15	-	
1010	2700	Human Resources	6.99	6.91	7.08	0.18	3
1010	2750	Drain Commission	7.75	7.75	8.75	1.00	1
1010	3020	Sheriff	77.95	78.95	79.70	0.75	3
1010	3100	West Michigan Enforcement Team	6.00	6.00	6.00	-	
1010	3310	Marine Safety	0.75	0.75	1.00	0.25	3
1010	3510	Jail	74.00	74.00	74.00	-	
1010	4260	Emergency Services	2.10	2.10	2.10	-	
1010	4263	HAZMAT Response Team	0.40	0.40	0.40	-	
1010	4265	Homeland Security	1.00	1.00	-	(1.00)	3
1010	4300	Animal Control	2.00	2.00	2.00	-	
1010	6480	Medical Examiner	0.20	0.20	0.60	0.40	3
1010	7211	Planner/Grants	7.90	8.40	8.40	-	
TOTAL GENERAL FUND			417.15	416.16	418.64	2.48	
PARKS & RECREATION							
2081	7510	Parks Department	19.75	19.75	20.38	0.63	1

County of Ottawa History of Positions By Fund For the Years 2016 - 2018

Fund #	Dept #	Department Name	2016 Full-Time Equivalents	2017 Full-Time Equivalents	2018 Full-Time Equivalents	Change	Code
FRIEND OF THE COURT							
2160	1410	Friend of the Court	36.10	41.50	41.75	0.25	3
2160	1440	FOC Warrant Officer	2.00	3.00	3.00	-	
TOTAL FRIEND OF THE COURT			38.10	44.50	44.75	0.25	
OTHER GOVERNMENTAL GRANTS							
2180	1361	Dist. Ct. Sobriety Treatment	2.13	2.13	2.13	-	
2180	1371	Dist. Ct. SCAO Drug Ct. Grant	1.63	1.63	1.63	-	
2180	1376	ADTC Discretionary Grant	0.48	0.48	0.49	0.01	3
2180	4265	Homeland Security	-	-	1.00	1.00	3
2180	6000	CAA Grants	-	6.00	6.80	0.80	1
TOTAL OTHER GOVERNMENTAL GRANTS			4.24	10.24	12.04	1.81	
HEALTH FUND							
2210	6010	Agency Support	7.00	7.00	9.60	2.60	1,3
2210	6011	Preparedness October-June	1.00	1.00	1.00	-	
2210	6012	Fiscal Services/IT	4.00	4.00	-	(4.00)	1,3
2210	6020	Environmental - Field Services	8.70	8.20	7.80	(0.40)	1,3
2210	6021	Environmental - Food Services	7.60	7.60	8.20	0.60	1,3
2210	6024	Real Estate	1.00	2.00	3.40	1.40	3
2210	6030	Vision	1.80	1.80	1.80	-	
2210	6031	Hearing	2.40	2.40	2.40	-	
2210	6035	Pathways to Better Health	-	-	7.00	7.00	1
2210	6036	MCH Bock Grants	0.26	0.50	0.50	-	
2210	6041	Clinic Clerical	10.50	10.50	10.50	-	
2210	6042	Family Planning	7.60	7.60	7.60	-	
2210	6044	Immunization Clinic	5.60	5.20	5.40	0.20	1,3
2210	6045	Healthy Children's Contract	2.60	2.60	2.60	-	
2210	6046	Reproductive Health	0.12	-	-	-	
2210	6047	Tobacco Initiatives	0.12	-	-	-	
2210	6048	Substance Abuse Prevention	0.65	0.50	-	(0.50)	4
2210	6050	Children's Special Health Care Services	4.00	4.00	4.00	-	
2210	6053	Maternal/Infant Support Services	8.75	8.65	8.65	-	
2210	6055	AIDS/Sexually Transmitted Diseases (STD)	3.08	2.60	2.60	-	
2210	6059	Communicable Disease	3.52	4.00	4.00	-	
2210	6310	Health Education	1.53	1.53	2.13	0.60	1
2210	6311	Nutrition/Wellness	2.47	2.67	2.67	-	
TOTAL HEALTH FUND			84.30	84.35	91.85	7.50	

County of Ottawa History of Positions By Fund For the Years 2016 - 2018

Fund #	Dept #	Department Name	2016	2017	2018	Change	Code
			Full-Time Equivalents	Full-Time Equivalents	Full-Time Equivalents		
MENTAL HEALTH FUND							
2220	6491	D.D. Clinical Support	2.52	10.63	9.50	(1.13)	3
2220	6491	D.D. Clinical Management	0.48	0.89	0.48	(0.41)	4
2220	6491	D.D. Lake Erie	5.02	3.29	-	(3.29)	3,4
2220	6491	D.D. Lake Michigan	6.42	1.67	-	(1.67)	3,4
2220	6491	D.D. Lake Ontario	6.67	1.17	-	(1.17)	3,4
2220	6491	D.D. Lake Huron	5.27	0.17	-	(0.17)	3
2220	6491	D.D. Supported Employment	1.38	3.48	-	(3.48)	3,4
2220	6491	D.D. Skill Building	2.79	6.68	0.29	(6.39)	3,4
2220	6491	D.D. Community Living Skills	0.85	0.84	0.84	0.00	
2220	6491	D.D. CMH Autism	-	-	0.39	0.39	3
2220	6491	D.D. Residentail Services	-	-	0.50	0.50	3
2220	6491	D.D. Training	0.18	0.42	0.42	(0.00)	
2220	6491	D.D. Group Home Training	1.39	1.62	1.62	(0.00)	
2220	6491	D.D. Client Services Management	-	14.50	15.00	0.50	3
2220	6491	D.D. Child Case Management	3.92	4.80	3.92	(0.88)	4
2220	6492	Hud Grants (leasing assistance & homeless)	0.24	0.10	-	(0.10)	3
2220	6493	M.I. Adult Emergency Services	6.66	6.70	5.66	(1.04)	3
2220	6493	M.I. Adult Access Center	5.72	5.79	6.00	0.21	3
2220	6493	M.I. Adult Medication Clinic	0.85	1.44	0.85	(0.59)	4
2220	6493	M.I. Adult Other Sup Ser	2.00	2.00	-	(2.00)	4
2220	6493	M.I. MDT Grand Haven	7.14	8.25	7.07	(1.18)	3,4
2220	6493	M.I. Senior Reach	-	1.50	1.50	-	
2220	6493	M.I. Adult Contr Outpat.	1.00	1.00	2.52	1.52	3
2220	6493	Mental Health Court	-	-	1.00	1.00	3
2220	6493	M.I. Adult Assertive Community Treatment	2.64	7.20	6.17	(1.03)	3,4
2220	6493	M.I. MDT Holland 2	4.14	0.50	-	(0.50)	4
2220	6493	M.I. MDT Holland 1	5.42	9.74	10.17	0.43	3
2220	6493	CMH Jail Services	-	-	0.50	0.50	4
2220	6493	M.I. MDT MI/DD	0.14	1.75	-	(1.75)	4
2220	6493	M.I. Adult Lakeshore Clubhouse	5.14	5.20	5.16	(0.04)	3
2220	6493	M.I. Adult Residential Services	-	-	0.50	0.50	3
2220	6493	SUD Jail Services	1.00	-	-	-	
2220	6494	M.I. Child Home Based Services	4.16	4.17	4.17	0.00	
2220	6494	M.I. Child Home Outpatient	3.66	5.17	3.97	(1.20)	4
2220	6494	M.I. Child Contract Autism Serv	-	-	0.61	0.61	3
2220	6494	M.I. Child Respite	0.41	0.41	0.41	-	
2220	6495	Administration - Board	1.25	1.25	1.25	-	
2220	6495	Administration Quality Improvement	2.36	2.38	2.56	0.18	3
2220	6495	Administration Recipient Rights	0.94	1.00	1.00	-	
2220	6495	Administration Community Relations & Public Educ.	0.70	0.73	-	(0.73)	4
2220	6495	Administration Finance	5.60	5.57	6.10	0.53	3
2220	6495	Administration Managed Care Organization Admin.	5.59	6.19	6.42	0.23	3
2220	6495	IT	0.50	0.21	0.50	0.29	3
2220	6495	Regional Entity	0.50	0.50	0.50	-	
TOTAL MENTAL HEALTH			104.65	128.89	107.55	(21.34)	

County of Ottawa History of Positions By Fund For the Years 2016 - 2018

Fund #	Dept #	Department Name	2016	2017	2018	Change	
			Full-Time Equivalents	Full-Time Equivalents	Full-Time Equivalents	Change	Code
CMH MILLAGE FUND							
2221	6491	D.D. Treatment Programs	-	-	1.50	1.50	4
2221	6492	HUD 1	-	-	0.25	0.25	3
2221	6492	HUD 4	-	-	0.01	0.01	3
2221	6494	Family Services Treatment Prg	-	-	0.50	0.50	3
2221	6495	CMH Millage Administration	-	-	0.74	0.74	1
TOTAL CMH MILLAGE			-	-	3.00	3.00	
SUBSTANCE USE DISORDER FUND							
2225	6493	SUD Jail Services	-	1.00	1.00	-	
2225	6495	Administration Access Center	1.28	1.21	1.00	(0.21)	3
2225	6495	Administration Quality Improvement - Compliance	0.23	0.10	-	(0.10)	3
2225	6495	Administration Recipient Rights	0.06	-	-	-	
2225	6495	Administration Community Relations	0.06	0.17	-	(0.17)	3
2225	6495	Administration Financial Services	0.74	0.62	-	(0.62)	3
2225	6495	Administration Provider Network	0.42	0.19	-	(0.19)	3
2225	6495	Administration IT	0.14	0.32	-	(0.32)	3
TOTAL SUBSTANCE USE DISORDER			2.93	3.61	2.00	(1.61)	
LANDFILL TIPPING FEES							
2272	5250	Laidlaw Surcharge	4.25	4.25	4.25	-	
REGISTER OF DEEDS							
2560	2680	Automation Fund	0.35	0.85	0.85	-	
SHERIFF CONTRACTS							
2630	3114	COPS - Holland/West Ottawa	1.00	1.00	1.00	-	
2630	3114	Community Policing-Grand Haven Township	3.00	3.00	3.00	-	
2630	3114	Spring Lake Township	1.00	1.00	1.00	-	
2630	3114	City of Coopersville	5.00	5.00	5.00	-	
2630	3114	City of Hudsonville	6.00	6.00	6.00	-	
2630	3114	City of Ferrysburg/Spring Lake Village	8.00	8.00	8.00	-	
2630	3114	Community Policing-Holland Township	4.00	4.00	4.00	-	
2630	3114	Community Policing-Park Township	1.00	1.00	1.00	-	
2630	3114	Community Policing- Zeeland Township	1.00	1.00	1.00	-	
2630	3114	Community Policing- Port Sheldon Twp/West Ottawa	1.00	1.00	1.00	-	
2630	3114	Community Policing- Allendale Twp/Allendale Schools	1.00	1.00	1.00	-	
2630	3114	Community Policing- Grand Haven Township & Schools	1.00	1.00	1.00	-	
2630	3114	Community Policing- Georgetown Twp/Jenison Schools	1.00	1.00	1.00	-	
2630	3114	Community Policing- Zeeland Twp/Zeeland Schools	1.00	1.00	1.00	-	
2630	3114	Community Policing- Holland Township/Park Twp.	10.00	10.00	10.00	-	
2630	3114	Community Policing- Holland/Park	1.00	1.00	1.00	-	
2630	3114	Community Policing- Spring Lake Twp/ Schools	1.00	1.00	1.00	-	
2630	3114	Community Policing- Jamestown Township	1.00	1.00	1.00	-	
2630	3114	Community Policing- Tallmadge/Chester/Wright/Polkton	1.00	1.00	1.00	-	
2630	3114	Community Policing- Georgetown Township	13.00	13.00	13.00	-	
2630	3114	Community Policing- Allendale	2.00	2.00	2.00	-	
2630	3114	Community Policing-Communities that Care	1.00	1.00	1.00	-	
2630	3114	Blendon/Holland/Robinson/Zeeland	1.00	1.00	1.00	-	
2630	3150	Sheriff Road Patrol	3.00	3.00	2.00	(1.00)	3
2630	3114	OAISD/Child Care Fund	1.00	1.00	1.00	-	
TOTAL COPS UNIVERSAL			70.00	70.00	69.00	-	

County of Ottawa History of Positions By Fund For the Years 2016 - 2018

Fund #	Dept #	Department Name	2016	2017	2018	Change		
			Full-Time Equivalents	Full-Time Equivalents	Full-Time Equivalents	Change	Code	
CONCEALED PISTOL LICENSE								
2631	2150	Concealed Pistol License	0.65	0.80	1.00	0.20	3	
WORKFORCE INVESTMENT ACT FUNDS/MICHIGAN WORKS!/COMMUNITY ACTION AGENCY								
2740 - 2749, 2800, 2870 - 2890			8.00	-	-	-		
CHILD CARE								
2920	6620	Family Court - Detention Services	30.70	31.70	30.70	(1.00)	3	
2920	6622	Juvenile Intensive Supervision	3.30	3.30	3.30	-		
2920	6623	Juvenile Treatment/Div Services	10.33	8.32	-	(8.32)	3	
2920	6624	Juvenile In-Home Services	13.69	15.66	24.98	9.32	3	
		TOTAL CHILD CARE	58.02	58.98	58.98	-		
DELINQUENT TAX REVOLVING FUND								
5160	8950	Taxes	1.40	1.40	1.40	-		
INNOVATION AND TECHNOLOGY								
6360	2280	Data Processing (I.T.)	21.90	21.90	21.90	-		
DUPLICATING								
6450	2890	General Services Administration	0.13	0.03	0.03	-		
TELECOMMUNICATIONS								
6550	2890	Telephones	1.18	1.13	1.13	-		
EQUIPMENT POOL FUND								
6641	9010	Equipment Pool	0.40	0.20	0.20	-		
PROTECTED SELF-FUNDED PROGRAMS								
6770	8690	P.S.F. Liability Insurance	1.13	1.13	1.13	-		
6770	8710	P.S.F. Worker's Compensation Insurance	0.46	0.46	0.32	(0.14)	3	
6771	8520	P.S.F. Health Insurance	1.52	1.57	1.51	(0.06)	3	
6771	8540	P.S.F. Dental Insurance	0.22	0.20	0.22	0.02	3	
6771	8550	P.S.F. Vision Insurance	0.22	0.22	0.24	0.02	3	
6772	8700	P.S.F. Unemployment Insurance	0.23	0.28	0.29	0.01	3	
6775	8580	P.S.F. Long-Term Disability	0.09	0.09	0.10	0.01	3	
			3.87	3.95	3.81	(0.14)		
GRAND TOTAL OF ALL FUNDS			841.27	870.98	862.74	(8.24)		

CHANGE CODES

- 1 Net positions approved/eliminated during 2017
- 2 Positions added/eliminated with the 2018 budget
- 3 The net change is due to a change in the salary distribution (salary split) and does not reflect a change in staffing levels
- 4 Position added/eliminated due to changes in funding

Ottawa County
2018 Personnel Requests (Recommended)

<u>Depart</u>	<u>Position Title</u>	<u>FTE</u>	<u>Personnel Cost Increase</u>	<u>Cost for Equipment</u>	<u>Net Cost to General Fund</u>	<u>Funding Source</u>
Position Reorganization						
Circuit Court - Trial Division	Chief Circuit Court Clerk		6,994	-	6,994	
TOTAL GENERAL FUND			<u>6,994</u>	<u>-</u>	<u>6,994</u>	
Permanent (Benefited) Positions						
Public Health	Health Educator	0.60	50,172	-	-	Grant
Public Health - Environmental Health	Senior Environmental Health Specialist	1.00	86,314	4,700	-	Fees
TOTAL OTHER FUNDS			<u>136,486</u>	<u>4,700</u>	<u>-</u>	
TOTAL ALL FUNDS		0.60	143,480			

Ottawa County
2018 Personnel Requests (Not Recommended)

Department	Position Title	FTE	Personnel Cost Increase	Cost for Equipment
Permanent (Benefited) Positions				
Circuit Court - Trial Division	Adult Drug Treatment Court Case Manager	1.00	63,101	-
Circuit Court - Trial Division	Adult Drug Treatment Court Coordinator	1.00	105,672	-
Clerk/Register	Court Records Data Technician - Archive Records	1.00	63,161	-
District Court - Community Corrections	Court Services Officer	0.53	52,863	-
Planning	Land Use Planning Specialist	1.00	86,314	-
Probate Court	Deputy Probate Register		33,128	1,100
Position Reorganization				
Facilities	Maintenance Worker		8,387	-
Temporary Positions				
Legal Self-Help Center	Customer Service Clerk	0.47	14,666	-
TOTAL GENERAL FUND		5	427,292	1,100
Permanent (Benefited) Positions				
Public Health	CHSCS/HV Clerk	1.00	12,757	-
CMH	Senior Reach Care Manager	1.00	25,050	-
CMH	Senior Reach Behavioral Health Provider	1.00	44,542	-
Position Reorganization				
Friend of the Court	Senior FOC Clerk I		2,683	-
Friend of the Court	Analyst/Operations Coordinator		4,717	-
Friend of the Court	FOC Manager Field Services		16,694	-
Friend of the Court	FOC Manager Internal Operations		10,145	-
Temporary Positions				
Public Health	Hearing/Vision Technician	0.40	14,495	-
TOTAL OTHER FUNDS		3.40	131,084	-
TOTAL ALL FUNDS		8.40	558,375	1,100

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. The goal of the budget is to provide financial plan for County operations that align to the Board of Commissioner Strategic Plan/ Business Plan and communicate the same to Ottawa County residents.

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.

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

Board of Commissioners Policy Adoption Date and Resolution Number: June 13, 2017; B/C 17-118

Board of Commissioners Review Date and Resolution Number: May 23, 2017; B/C 17-101 Name and Date of Last

Committee Review: Planning and Policy Committee, May 11, 2017 Last Review by Internal Policy Review Team:

May 1, 2017

IV. PROCEDURE

A. County Budget Philosophy

1. Alignment with Strategic Plan: The Board of Commissioners reviews and updates the County's strategic plan annually which serves as a guide for County operations. Since the budget is the main tool for implementation of the Strategic Plan/Business Plan, the budget, to the extent possible, will be consistent with the goals and objectives of the Strategic Plan/Business Plan.
2. 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 of contingency will not exceed 3% of the General Fund's actual expenditures for the most recently completed audit.

3. 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 to maintain consistent service levels.

B. Budget Formulation

1. **Responsibility:** The County Administrator is responsible for the preparation, presentation and control of the budget, and shall prepare an annual budget calendar and budget resolution packet for each fiscal year.
2. State law requires the County to adopt a budget for the General Fund and all Special Revenue Funds. In addition to what is required by law, the County will adopt a budget for all Debt Service Funds and Capital Projects Funds.
3. With the exception of the Capital Improvement Fund, the legal level of control, at a minimum, is the department in each fund for which a budget is adopted. The Capital Improvement Fund is appropriated by project and unexpended resources will carry over until complete. Fiscal Services may implement safeguards or guidelines for processing budget reallocations within a department to ensure sufficient resources are available.
4. **Budget Basis:** Except capital assets, the budget will be prepared on the same basis as the County's financial statements. Capital assets are budgeted on cash basis of accounting.
5. **Required Budget Data:** As part of the budget preparation process, Department Heads and Elected Officials will provide information and justification to the County Administrator as it pertains to any of their budget requests, including new/replacement equipment and positions.
6. Departments and Elected Officials are responsible for administering their respective programs within the budget, as adopted or amended.
7. **Budget Document:** The County will prepare the budget document in compliance with Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award Program and industry best practices.

V. REVIEW PERIOD

The Internal Policy Review Team 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 help 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

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

Board of Commissioners Policy Adoption Date and Resolution Number: May 27, 2008; 08-123

Board of Commissioners Review Date and Resolution Number: May 13, 2008; 08-110

Name and Date of Last Committee Review: Planning and Policy Committee, September 10, 2015

Last Review by Internal Policy Review Team: August 11, 2015

IV. PROCEDURE

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

1. *Codification of Governmental Accounting and Financial Reporting Standards* issued by the Governmental Accounting Standards Board (GASB) including all statements, interpretations, technical bulletins, and implementation guides.
2. *Governmental Accounting, Auditing and Financial Reporting (GAAFR)* issued by the Government Finance Officers Association (GFOA) of the United States and Canada
3. *Audits of State and Local Government Units*, an industry guide published by the American Institute of Certified Public Accountants (AICPA) including statements of position and practice bulletins.
4. *Government Auditing Standards* issued by the Controller General of the United States
5. *Uniform Budgeting and Accounting Act*, State of Michigan Public Act 2 of 1968
6. *Uniform System of Accounting Act*, State of Michigan Public Act 71 of 1919
7. Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards 2 CFR 200
8. *Municipal Finance Act*

- B. The County will issue all required financial reports by their established deadlines:
1. A comprehensive financial audit including an audit of federal grants according to the United States Office of Management and Budget will be performed annually by an independent public accounting firm. The firm will express an opinion on the County's financial statements.
 2. The Comprehensive Annual Financial Report will be issued within six months of the County's fiscal year end.
 3. 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.
 4. The Schedule of expenditures of Federal awards (Single Audit) will be issued within nine months of the County's fiscal year end.
 5. 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.
 6. 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.
 7. The local unit annual fiscal report (F-65).
- C. Capitalization of Assets
1. Capital outlay or fixed assets is used to refer to land, buildings, and equipment with the following characteristics.
 - a. An estimated useful life greater than one-year.
 - b. Fixed assets' capitalization threshold is applied to individual fixed assets (single unit) rather than groups of assets (desks, tables etc.)
 - c. The capitalization threshold for each individual item is \$5,000.
 - d. Departments and Elected Officials should exercise control over all assets by establishing and maintaining adequate control procedures at the department or office level.
 2. At least biennially Departments and Elected Officials shall confirm a list of assets maintained by their Office. Once confirmed, Fiscal Services shall select a small sample to validate the inventory process.

- D. 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:
1. 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.
 2. The internal control practices of individual departments will be reviewed annually in connection with the annual audit.
 3. Electronic financial reports including a budget to actual comparison, transaction listing and budget exception report will be available to departments.
 4. 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.

V. REVIEW PERIOD

The Internal Policy Review Team 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.

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

Board of Commissioners Policy Adoption Date and Resolution Number: May 27, 2008; 08-123

Board of Commissioners Review Date and Resolution Number: May 13, 2008; 08-110

Name and Date of Last Committee Review: Planning and Policy Committee, May 8, 2008

Last Review by Internal Policy Review Team: August 11, 2015

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.

IV. REVIEW PERIOD

The Internal Policy Review Team 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

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

Board of Commissioners Policy Adoption Date and Resolution Number: May 27, 2008; 08-123

Board of Commissioners Review Date and Resolution Number: May 13, 2008; 08-110

Name and Date of Last Committee Review: Planning and Policy Committee, August 14, 2014

Last Review by Internal Policy Review Team: August 11, 2015

IV. PROCEDURE

A. Conditions for Debt Issuance

1. 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 or to fund outstanding pension liabilities, when indicated by market conditions or to remove a restrictive covenant imposed by the bonds to be refinanced.
 - 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.

B. Limitations on Debt Issuance

- 1. 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.

C. Debt Issuance Process and Maintenance

- 1. 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.
 - 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.

V. REVIEW PERIOD

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

CAPITAL PLANNING POLICY

I. POLICY

Capital assets have a significant impact on the ability of the County to deliver services, the economic vitality and overall quality of life for County of Ottawa residents. The Ottawa County Board of Commissioners support multi-year planning process to fund capital projects with a focus on preserving current systems and accounting for future needs. The results of planning or Capital Improvement Plan (CIP) will be incorporated into the strategic planning and annual budget processes.

II. STATUTORY REFERENCES

MCL 141.421 et seq.

Governmental Accounting Standards Board Statement # 51, Accounting and Financial Reporting for Intangible Assets (6/2007)

Governmental Accounting Standards Board Statement # 42, Accounting and Financial Reporting for Impairment of Capital Assets and for Insurance Recoveries (11/2003)

III. COUNTY LEGISLATION OR HISTORICAL REFERENCES

The original Board policy on this subject matter was adopted 9/23/97 per BC 97-340.

Board of Commissioners Policy Adoption Date and Resolution Number: October 13, 2015; B/C 15-195

Board of Commissioners Review Date and Resolution Number: September 23, 2015; B/C 15-175

Name and Date of Last Committee Review: Planning and Policy Committee: September 10, 2015

Last Review by Internal Policy Review Team: August 11, 2015

IV. PROCEDURE

1. 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:
 - a. Prepare a 5-10 year Capital Improvement Plan for new and existing County assets. Capital projects are defined as the acquisition, expansion, or major rehabilitation of a County asset. Capital projects generally 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.
 - b. Project requests will identify additional operating costs that will result from the project.
2. Financial Planning and Budgeting for Capital Assets:
 - a. 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.

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) 10% to 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.

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

Board of Commissioners Policy Adoption Date and Resolution Number: May 27, 2008; 08-123

Board of Commissioners Review Date and Resolution Number: May 13, 2008; 08-110

Name and Date of Last Committee Review: Planning and Policy Committee, May 8, 2008

Last Review by Internal Policy Review Team: April 16, 2013

IV. GASB REFERENCES

V. 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 Committed or Assigned 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 Committed or Assigned 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.

VI. REVIEW PERIOD

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

FUND BALANCE POLICY

I. POLICY

To define the components of fund balance in accordance with Governmental Accounting Standards Board Statement #54 – Fund Balance Reporting and Governmental Fund Type Definitions and any subsequent applicable Standards, direct officials and staff in the process followed to commit and assign fund balance and to define the balances first utilized when applicable expenditures are incurred.

II. STATUTORY REFERENCES

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

Board of Commissioners Resolution Number and Policy Adoption Date: May 28, 2013 B/C 13-106

Board of Commissioner Review Date and Resolution Number: May 14, 2013 B/C 13-098

Name and Date of Last Committee Review: Planning and Policy Committee May 9, 2013

Last Review by Internal Policy Review Team: April 16, 2013

IV. PROCEDURE

- A. Fund balance is only reported in governmental funds and is created from revenues in excess of expenditures. It is the balance of assets in excess of liabilities, unless otherwise restricted, available for spending. Following are the five components of fund balance:
1. Nonspendable Fund Balance - This portion of fund balance is *nonspendable* because of the related asset's form. The assets are either (a) not in a spendable form or (b) legally or contractually required to be maintained intact. Examples of nonspendable fund balance include inventory, prepaid items, non-current financial assets, and the nonspendable portion of endowments.
 2. Restricted Fund Balance - This portion of fund balance is *restricted* due to limitations placed on the use of the related assets. Restrictions have been placed on the use of the related assets either (a) externally by creditors (debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) internally through enabling legislation or constitutional provisions. The limitations on the use of the related assets in this component of fund balance are legally enforceable.
 3. Committed Fund Balance - This portion of fund balance is *committed* due to limitations placed on the use of related assets by formal action of the County Board (legislation, resolution, and ordinance). The limitations remain binding until the governing body takes formal action to remove applicable limitations. This balance also incorporates contractual obligations to the extent that existing assets have been specifically committed for use in satisfying contractual requirements.

Budget Stabilization – the County will commit fund balance in the General Fund in an amount not to exceed the lesser of 1) 15% of the most recently adopted General Fund budget or 2) 15% of the average of the most recent five years of General Fund budgets, as amended. Uses of these funds include:

- 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

4. Assigned Fund Balance - This portion of fund balance is *assigned* to reflect the intended use of the related assets. Such assignments cannot exceed the available (spendable, unrestricted, or uncommitted) fund balance in any particular fund. Less formality is needed to impose, remove, or modify a constraint reflected in *assigned fund balance*. The County Board delegate's authority to assign fund balances to the (County Administrator). No governmental funds other than the General Fund may have unassigned fund balance, therefore any amounts remaining in excess of non-spendable, restricted, or committed fund balance in a governmental fund other than the General Fund will automatically be reported as *assigned fund balance*. If any portion of existing fund balance will be used to eliminate a projected deficit in the subsequent year's budget, this amount will also be categorized as *assigned fund balance*.
5. Unassigned Fund Balance - The General Fund, and no other governmental fund, may have resources that cannot be classified in one of the four categories described above. Only the General Fund can report an *unassigned fund balance*.

B. Order of Spending Fund Balance

1. When an expenditure is incurred for purposes for which both restricted and unrestricted (committed, assigned, or unassigned) amounts are available, it shall be the policy of the County of Ottawa to consider restricted amounts to have been reduced first. When an expenditure is incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used, it shall be the policy of the County of Ottawa that committed amounts would be reduced first, followed by assigned amounts and then unassigned amounts.

C. Minimum Fund Balance

1. It is the County of Ottawa's policy to maintain a fund balance in the General Fund of not less than 10% and not more than 15% of the most recently audited General Fund expenditures and transfers out for cash flow and flexibility purposes.
Such assignments cannot exceed the available (spendable, unrestricted, uncommitted) fund balance in any particular fund.

V. REVIEW PERIOD

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

GLOSSARY OF TERMS

ACCRUAL BASIS: The basis of accounting under which generally accepted accounting principles are followed in recognizing revenues when earned and expenditures as soon as they result in liabilities for benefits received. This is in contrast to the cash basis of accounting where revenues and expenditures are only recognized when cash receipts or payments take place. The accrual basis is used by the County in accounting for its proprietary funds to maintain a capital maintenance focus.

APPROPRIATION: An authorization granted by the Board of Commissioners. County resources cannot be expended nor can County obligations be incurred without this formal authorization.

ASSESSED VALUE: The value placed on real and other property as a basis for levying taxes.

ASSET: Resources owned or held by a government, which have monetary value.

AUDIT: A comprehensive review of the financial operations of the County for that fiscal year. The purpose of an audit is to express an opinion on the presentation of the financial statements. In addition, the internal controls over the safekeeping of assets is tested and recommendations are made. The audit is performed by certified public accountants (CPA)

BALANCED BUDGET: By law the county must maintain a balanced budget in which revenues, plus fund balance (when the use of fund balance is budgeted) are equal to expenditures.

BASIS OF ACCOUNTING: Basis of accounting refers to when revenues and expenditures/expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

BOARD OF COMMISSIONERS (BOC): The County's legislative and administrative body comprised of eleven commissioners who are elected by direct vote from single member districts.

BOND: A written promise to pay a specified sum of money, called the face value or principal, at specified dates, called maturity dates, together with periodic interest at a specified rate.

BUDGET: A financial operating plan embodying an estimate of proposed county expenditures for a given period and the proposed means of financing them.

BUDGET ADJUSTMENT: A legal procedure utilized by County staff and the Board of Commissioners to revise a budget appropriation.

BUDGET CALENDAR: The schedule of key dates which a government follows in the preparation and adoption of the budget.

CAPITAL ASSETS: Long-term (with an expected life of more than one year) assets with a value in excess of \$5,000 dollars.

CAPITAL OUTLAY: The amount expended in acquiring capital assets. Also an expenditure category including line items for the purchase of capital assets.

GLOSSARY OF TERMS, continued

CAPITAL IMPROVEMENT PLAN: A detailed list of capital outlays to be incurred over the six years to meet the capital needs of the County. The lists includes each contemplated project or outlay and specifies the resources or funding estimated to be available to finance them.

CAPITAL PROJECT FUND: A fund created to account for financial resources to be used for the spending of appropriations made or incurred in accordance with the Capital Improvement Plan.

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.

CONSUMER PRICE INDEX (CPI): A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

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

COST ALLOCATION PLAN (CAP): Plan developed annually to allocate costs for support services. The plan must adhere to guidelines of the Federal Office of Management and Budget Circular A-87. The purpose of the plan is to show the full cost of programs and to ensure reimbursement under state and federally funded programs.

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.

DEFICIT: The excess of an entity's liabilities over its assets, or the excess of expenditures/expenses over revenues during a single accounting period.

DEPARTMENT: The basic organizational unit of government which is functionally unique in its delivery of services.

DISTINGUISHED BUDGET PRESENTATION AWARDS PROGRAM: A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

ENCUMBRANCE: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure. NOTE: an encumbrance is not an expenditure (nor an expense); to encumber a certain quantity of money means to reserve it for a future designated purpose. Encumbrances generally arise at the time goods or services are ordered from outside parties.

EXPENDITURE: Decreases in net financial resources (usually a decrease in cash).

EXPENSES: Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures. The concept of an expense is applicable to accrual basis accounting whereas expenditure is a modified accrual basis concept.

FISCAL YEAR: A twelve month period to which the Operating Budget applies and at the end of which the County determines its financial position and results of operation.

FTE - FULL-TIME EQUIVALENT: The amount of time considered the normal or standard amount for working during a given period. The County considers a 100% position to be at least 37.5 hours worked per week. To be eligible for fringe benefits an individual must work at least 50% or 18.75 hours per week.

GLOSSARY OF TERMS, continued

FUND: A fiscal and accounting entity containing a set of self-balancing accounts for recording all financial transactions for specified activities or government functions.

FUND BALANCE: The portion of Fund Equity that is available for appropriation (i.e. not already reserved).

FUND EQUITY: The excess of fund assets and resources over liabilities. A portion of the fund equity may be reserved or designated; any remaining amount is referred to as Fund Balance.

GAAP: Generally Accepted Accounting Principles are those accounting principles that are considered essential if a governmental entity is to report and fully disclose its financial condition and results of operations for a given period. The primary sources of these principles are the following: FASB - Financial Accounting Standards Board GASB - Governmental Accounting Standards Board AICPA - American Institute of Certified Public Accountants

GENERAL FUND: The largest fund within the county, it accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges and other types of revenue. The General Fund includes most of the basic operating services such as administration, Sheriff, Trial Court, finance, data processing, public works, County Clerk, etc.

GRANT: A contribution by another governmental unit (e.g. State of Michigan, Federal Government) or private entity to the County. The contribution is usually made to aid in the support of a specified function but it is sometimes also for general purposes.

HEADLEE AMENDMENT: 1978 Amendment to Michigan State Constitution limiting property tax rate increases without voter approval. Headlee requires that tax rates be "rolled back" if the increase in a taxing unit's equalized valuation (excluding changes from new construction, improvements and losses) is greater than the rate of inflation. Headlee also requires the State to appropriate necessary funds to local units for any new state-required services and prohibits the State from reducing State share of existing required services.

INDIRECT COST: A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

INTERFUND TRANSFERS: The movement of monies between funds of the same governmental entity.

INTERGOVERNMENTAL REVENUES: Those revenues received from another governmental entity, such as State grants or Federal Revenue sharing.

INFORMATION TECHNOLOGY: The County department working collaboratively with all County departments to identify, evaluate, plan, implement and support automated solutions in areas of computerization and telecommunication in accordance with County policies procedures and standards.

LONG-TERM DEBT: Debt with a maturity of more than one year after the date of issue.

MILLAGE: The millage rate is the amount of taxes to be paid per thousand dollars of taxable value. For example, a property with taxable value of \$100,000, taxed at 1.0 mills, would be taxed \$100.

GLOSSARY OF TERMS, continued

MODIFIED ACCRUAL BASIS: Used for governmental, agency, and expendable trust funds, this basis of accounting recognizes revenues at the time they become available and measurable; expenditures are recognized when a liability is incurred (debt service and special assessment funds modify this recognition criterion slightly), in accord with appropriation authority. The modified accrual basis has a spending measurement focus as contrasted to a full accrual basis which focuses on capital maintenance measurement.

OPERATING BUDGET: A budget which applies to all outlays other than capital outlays.

OTHER SERVICES & CHARGES: An expenditure category made up of line items for services (i.e. Consultants, etc.) necessary for departmental operations.

PERFORMANCE MEASUREMENTS: Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

PERSONNEL SERVICES: Expenditures for salaries, wages, and fringe benefits of a government's employees

PROGRAM: A group of related activities performed by one of more organizational units for the purpose of accomplishing a function of which the governmental unit is responsible.

PROPOSAL A: Proposal A was passed in 1994 and changed the way in which the taxable value of a parcel of property is calculated in Michigan. The net result of these changes was that the taxable value of each parcel adjusted for additions and losses will not increase more than the increase in the Consumer Price Index (CPI) or 5%, whichever is less, until ownership is transferred.

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

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

REVENUE: Funds that the County receives as income. Revenue includes such items as tax payments, fees from specific services, fines, grants, shared revenues and interest income.

RISK MANAGEMENT: An organized attempt to protect a government's assets against accidental loss via the most economical method.

SEV - STATE EQUALIZED VALUE: The taxable value of a parcel of land. Prior to 1994 the taxable value of a parcel was equal to 50% of the current assessed value. Due to Proposal A, passed in 1994, the taxable values of each parcel adjusted for additions and losses will not increase more than the increase in the CPI (Consumer Price Index) or 5% , whichever is less, until ownership is transferred

SPECIAL REVENUE FUND: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for a specified purpose.

SUPPLIES: An expenditure category including expendable materials and operating supplies necessary to conduct departmental operations.

GLOSSARY OF TERMS, continued

TAX RATE: The amount of taxes (in mills) levied for each \$1,000 of assessed valuation. Example: A commercial building with an assessed value of \$200,000, when the applicable tax rate is 5.0 mills, would be taxed for \$1,000 (= \$200,000 x .005).

TAXABLE VALUE: The amount of allowable taxes charged for a parcel of land. In Michigan, the taxable value is based on SEV (State Equalized Value).

TRANSFERS IN/OUT: Amounts transferred from one fund to another to finance services in the recipient fund.

UNIFORM BUDGETING AND ACCOUNTING ACT OF 1968: An act to provide for the formulation and establishment of uniform charts of accounts and reports in local units of government; to define local units of government; to provide for the examination of the books and accounts of local units of government; to provide for annual financial reports from local units of government; to provide for the administration of this act; to prescribe the powers and duties of the state treasurer, the attorney general, the library of Michigan and depository libraries, and other officers and entities; to provide penalties for violation of certain requirements of this act; to provide for meeting the expenses authorized by this act; to provide a uniform budgeting system for local units; and to prohibit deficit spending by a local unit of government.

USE OF FUND BALANCE: This is the use of fund equity that is available for appropriation to balance the budget.

GLOSSARY OF ACRONYMS

4C: Strategic Initiative involving Communication, Customer service, Continuous improvement, Cultural competency

AICPA: American Institute of Certified Public Accountants

BMI: Body Mass Index Screening; widely used diagnostic tool to identify weigh problems within a population. The screening uses body weight and height to determine the measure.

BOC: Board of Commissioners

BRFS: Behavioral Risk Factors Survey; survey performed periodically by the Health Department to assist in program evaluation and development

BS&A: the Software Company that handles tax, property and utility look-up system

CAFR: Comprehensive Annual Financial Report

CCF: Child Care Fund (Special Revenue fund 2920)

CCW: Carrying Concealed Weapons

CIP: Capital Improvement Program; a program which identifies capital projects and equipment purchases, provides a planning schedule and identifies options for financing the plan.

CMH: Community Mental Health

CSHCS: Children’s Special Health Care Services; CSHCS helps persons with chronic health problems by providing: coverage and referral for specialty services based on the person's health problems; family centered services to support the primary caretaker of the child; community based services to help care for the child at home and maintain normal routines; culturally competent services which demonstrate awareness of cultural differences, and coordinated services to pull together the services of many different providers who work within different agencies. (See Health Department, Special Revenue fund 2210)

DB/DC: Defined Benefit/Defined Contribution

DHS: Department of Human Services

EH: Environmental Health

EM: Emergency Management

FOC: Friend of the Court

GLOSSARY OF ACRONYMS, continued

FOIA: Freedom of Information Act

FTE: Full time equivalent – Number of hours worked per year divided by 2,080.

GAAP: Generally Accepted Accounting Principles_- 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.

GASB: Governmental Accounting Standards Board is the authoritative accounting and financial reporting standard-setting body for government entities.

GFOA: Government Finance Officers Association

GIS: Geographic Information Systems

GOLD: Growth Opportunities in Learning and Development (Employee Training)

IT: Information Technology

MDOC: Michigan Department of Corrections

MDOT: Michigan Department of Transportation

MERS: Michigan Employees Retirement System

MI: Mentally Impaired

MICA: Many Integrated Court Applications

MIHP: Maternal and Infant Health Program; **a program for all Michigan women with Medicaid health insurance who are pregnant and all infants with Medicaid. MIHP provides support to promote healthy pregnancies, good birth outcomes, and healthy infants.**

OAISD: Ottawa Area Intermediate School District

OCCDA: Ottawa County Central Dispatch Authority

GLOSSARY OF ACRONYMS, continued

OPEB: Other Post-Employment Benefits: Post-employment benefits that an employee will begin to receive at the start of retirement. This does not include pension benefits paid to the retired employee. Primarily, OPEB benefits include reductions in the amount an employee has to pay for continued health insurance upon retirement.

PH: Public Health

PNC: Pre-natal care

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

STD: Sexually Transmitted Disease or Short Term Disability

STI: Sexually Transmitted Infection

TV: Taxable Value

WEMET: West Michigan Enforcement Team; a joint venture with participants from Ottawa, Muskegon, and Allegan Counties and the Michigan Department of State Police. This legally separate entity was formed in 2002 under the Urban Cooperation Act of 1967 and is governed by a board made up of member-designated representatives. The purpose of the WEMET is to establish a cooperative law enforcement force assembled for the purpose of enforcing narcotics and other controlled substances laws.

YAS: Youth Assessment Survey; survey performed periodically by the Health Department to assist in program valuation and development