

2008 BUDGET
for
OTTAWA COUNTY
GRAND HAVEN, MICHIGAN
www.miottawa.org

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October 23, 2007

Board of County Commissioners and Citizens of Ottawa County:

Transmitted herein are the 2008 Operating Budgets for County operations. The combined budget, including component units, totals \$247,179,223 and is balanced in that revenues and fund balance in all funds are anticipated to meet or exceed expenditures. The budget is presented in conformance with Public Act 2 of 1968 and in accordance with Public Act 621 of 1978, known as the "Uniform Budget and Accounting Act."

Included in the 2008 document is a User's Reference Guide to assist the reader through the document and address a variety of commonly asked questions and concerns. Also included in the User's Reference Guide is the County's updated strategic plan. Summary information is provided to give the reader a broad overview of the County's 2008 budget. The Revenue Sources section provides information on key revenue sources.

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

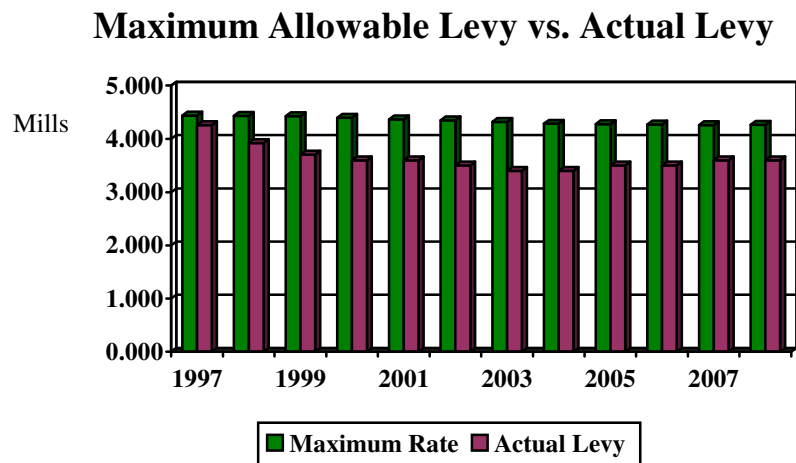
An appendix and an index are also included to provide other information and assist in locating desired information.

FINANCIAL ISSUES

The 2008 budget process focused on providing quality services and programs amidst continued fiscal challenges. Multiple revenue sources are on a flat or declining trend while certain expenditures are increasing in excess of inflation. In addition, the 2008 Budget reflects the continued implementation of the long term deficit reduction plan developed in 2004. At the same time, the County is cognizant of the uncertainties surrounding future State funding and sensitive to taxpayer contributions.

Major revenue considerations include the following:

Citizen Tax Burden: Ottawa County has a maximum tax limit of approximately 4.2650 mills for 2008 County operations. Like most taxpayers and other government entities, Ottawa County has suffered from the economic downturn occurring simultaneously with double-digit increases in certain expenditures. As part of the deficit reduction plan, the County had originally planned to increase the levy by .1 mill to 3.7 mills with the 2008 budget. However, in an effort to reduce the tax burden on County citizens, the Board has chosen to continue to levy the lower 2007 amount - 3.6 mills - for 2008 operations. The County continues to levy well below its legal maximum levy. **Specifically, the difference in the levy from the maximum of 4.2650 mills to 3.6000 mills represents a 16% savings to the taxpayers.** This is the twelfth consecutive year that the County has levied less than the maximum. The following graph shows a history of the maximum allowable millage rate for County operations versus the actual levy for budget years 1997 - 2008:



Annual tax revenue growth nevertheless remains steady as a result of increases in our property tax value ranging from 5.36 to 6.19 percent over the last five years. However, the decline in the housing market may eventually stunt this growth. The concerns with the tax base will be discussed later in this document.

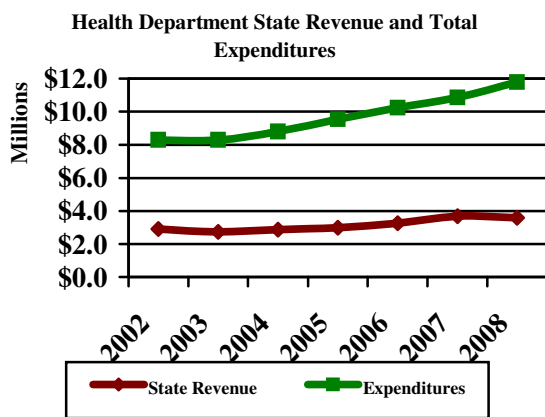
State Funding: The State of Michigan continues to experience major challenges in balancing its budget. These challenges have been ongoing for the last several years. The following information taken from the State of Michigan's Comprehensive Annual Financial Report shows the State's deteriorating position:

State of Michigan Financial Results - 2006

	State General Fund	State School Aid Fund
Total Fund Balance 9/30/05	\$1,453,393,000	\$97,968,000
Total Fund Balance 9/30/06	\$1,069,240,000	\$7,350,000
\$ Change in Fund Balance	(\$384,153,000)	(\$90,618,000)
% Change in Fund Balance	-26.4%	-92.5%
Total Fund Balance 9/30/06	\$1,069,240,000	\$7,350,000
2006 Expenditures	\$23,111,264,000	\$12,636,481,000
2006 Fund Balance as a % of Expenditures	4.6%	0.1%

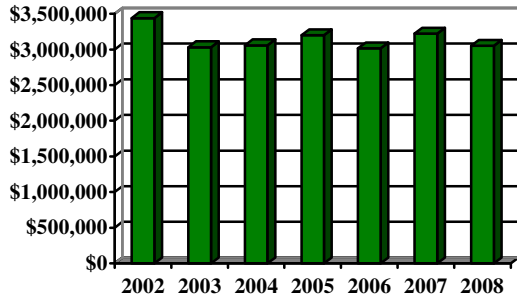
From the table above, it is clear the State is spending down its fund balance. Generally, entities are advised to have at 10-15% of expenditures covered in their fund balance. Clearly, the State's financial health is deteriorating. Based on recent projections, the financial results for 2007 will show further deterioration. In fact, days before the new fiscal year was to start, the State had still not adopted a budget for the 2008 fiscal year.

Consequently, the County is anticipating additional funding cuts. Specifically, it appears that the Convention Facility Tax will be significantly reduced. Statutorily, 50% of convention facility tax must be used for substance abuse, but the remaining 50% may be used for any County program. In the 2007 budget, \$440,000 of the Convention Facility Tax was used to fund general operations of the Health department. Although funding decisions had not been made by the State within the County's budget process, the 2008 budget does not include any portion of Convention Facility Tax for general operations.



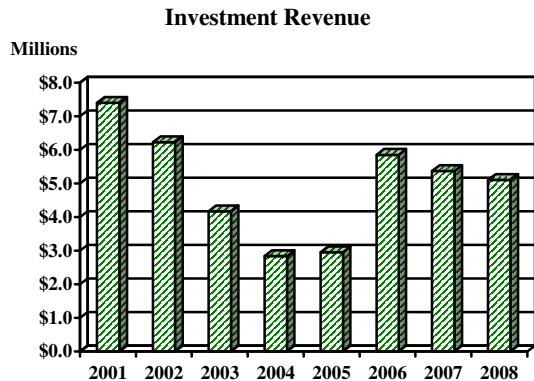
Unfortunately, the State's budget woes are affecting more than Convention Facility Tax. The County receives State funding for a variety of programs, and State funding for Public Health programs is one of the hardest hit areas. Decreases in State funding or flat revenue have resulted in the choice between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

**State Revenue in the General Fund
(does not include revenue sharing)**



In addition, the General Fund has also suffered due to the State's budget problems. The graph to the left shows that revenue is flat or decreasing. At the same time, expenditures continue to rise. Consequently, local dollars are paying a larger share of the expenditures these State funds were supposed to cover.

Investment Revenue: Interest revenue includes realized and unrealized capital gains and losses reported through a change in fair value as well as actual interest received. In fiscal year 2001 and prior, the County's portfolio reported significant gains of nearly \$7.4 million dollars (including the Ottawa County Insurance Authority). Over the subsequent 3 years, unrealized capital losses were reported causing a decline in investment earnings while maintaining a positive cash flow in interest revenue.



During this period, interest rates reached an all time low. The County's investment portfolio is laddered over a 5 to 7 year period with an average maturity of 3 years. By laddering the portfolio, the changes in interest rates are averaged in while providing opportunity for swings in fair market value. It is important to note that although the fair value has fallen, the County intends to hold these investments to maturity; therefore, the fair market losses are not expected to be realized. Interest rates and investment revenue are moving up, however they are not expected to reach the 2001 level. Beginning in 2008, cash balances will fall as the County funds \$20 million of the Fillmore facility expansion and the new Grand Haven Facility. Assuming an annual return of 4%, the investment revenue used for operations will decrease by \$800,000 - \$1,000,000 per year for the County as a whole. The previous graph illustrates these trends.

Major expenditure considerations include the following:

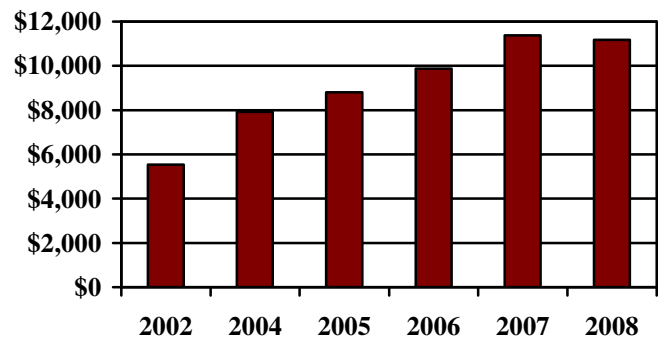
Increased Costs to Provide Services: Like most organizations, the County faces continued increases in expenditures, and, over time, these increases negatively impact the provision of services.

Health Insurance:

Employers everywhere have been feeling the pinch of increased health care costs. For several years, Ottawa County saw double digit increases in the cost of health insurance.

To alleviate the impact of rising fringe benefit costs, the County established self-insurance programs several years ago. These programs have softened the blow of increased benefit costs to departments. Unfortunately, the

Ottawa County Health Insurance per Employee



upward pressure on prescription costs as well as general medical care has necessitated that a portion of these costs be passed on to employees. In fact, employee co-pays will increase to 10 percent of the total actuarially determined cost of the coverage over the next three years. In addition, prescription co-pays have also been increased.

The County has begun to see the benefit of these changes as evidenced by the graph to the above. The actuarially determined annual cost for 2008 actually *fell* slightly from 2007. Given the other challenges the 2008 budget has presented, the timing of this cost decrease is certainly fortuitous. In addition, the new Labor Management Cooperation Committee has begun to work on a health care coach disease management plan to help keep claims costs down.

Other Post Employment Benefits:

In addition, the County is implementing Governmental Accounting Standards Board Statement # 45 – Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions, also known as OPEB, with the 2008 budget. Ottawa County has two sources of OPEB. Retirees of certain bargaining units receive a credit of \$8-\$10 per month per year of service on their health insurance. In addition, the County allows retirees under age 65 to purchase health insurance at group rates. For calendar year 2008, the County’s annual required contribution (for all funds) is \$920,000.

Facilities Cost:

In July of 2007, the Board of Commissioners approved the revised funding plan for the addition to the Fillmore Complex and a new Grand Haven facility. The estimated cost for the two projects is \$30 million. The County is issuing \$10 million in bonds in October of 2007. The remaining \$20 million is available in the following funds:

- General Fund Designation for Buildings \$5,585,000
- Public Improvement Fund \$5,515,000
- Solid Waste Clean-up Fund \$2,500,000
- Public Health \$1,300,000
- Child Care - Circuit Court \$ 500,000
- Department of Human Services \$ 500,000
- Telecommunications \$2,600,000
- Equipment Pool \$1,500,000

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

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

Payments are anticipated to begin in 2008 and continue for 20 years. Although the payments are not anticipated to affect the function of these funds, investment income will be impacted as mentioned earlier.

It is important to note that these buildings come with more than just construction costs. The Fillmore project is an expansion, and the new Grand Haven facility is significantly larger than the current one. Accordingly, the costs to operate these buildings will also be higher, permanently increasing operational costs. By way of example, the new Holland District Court facility, completed in 2006, is almost 44,000 square feet larger than the previous facility. Actual expenditures to operate the prior facility in 2005 were \$72,000. The 2007 budget for the facility is \$220,000.

The Fillmore Complex expansion is 35,000 square feet, and operational costs are anticipated to increase by 40% at completion. Expenditures (variable) for the current facility are estimated to be \$677,000 in 2007, so a 40% increase equates to \$271,000. The new Grand Haven facility will be approximately 35% larger. Although the County will see some cost savings from more efficient heating and cooling systems, costs are still expected to increase by 30%. For 2007, expenditures are expected to be \$618,000, so a 30% increase equates to \$185,000. In total, then, ongoing operating costs are expected to increase by \$456,000 per year as a result of the building project.

Unfunded Mandates: Unfunded mandates are state and/or federally legislated requirements which result in financial obligations on local governments without corresponding revenue. The concern over unfunded mandates was identified in the County's Strategic Plan and continues to be monitored as new legislation is considered. During 2005, a study of mandated and non-mandated services was completed which identifies specific functions in each department that are mandated, non-mandated but necessary and non-mandated discretionary. During 2006, departments were asked to assign costs to the discretionary services. During 2007, the Board of Commissioners completed their first ranking of discretionary services. The ranking will be reviewed and refined during 2008. The results will be used as a basis for future budget discussions.

Balancing the 2008 Budget: The upward pressure on expenditures combined with flat or decreasing revenue results in a deficit for the 2008 General Fund as submitted by departments. Specifically, expenditures exceeded revenues by nearly \$2.5 million, not including personnel requests. However, this compares quite favorably to the 2007 budget submitted by departments that came in with expenditures exceeding revenues by over \$4 million. The deficit reduction plan (discussed later) has positively impacted the operational budget.

One option to balance the budget was to increase the millage. In fact, the original deficit reduction plan included the millage increasing to 3.7 mills by 2007. However, the County is facing uncertainties with possible additional cuts in State funding as well as concerns over its tax base. These concerns will likely exist not just in 2008, but also for several years forward. Administration wants to preserve flexibility to deal with potential future problems. Consequently, there is no increase in the tax levy for 2008.

Although at first glance it may seem as though revenues were significantly increased to balance the budget, revenues were actually decreased slightly. Currently the General Fund has a fund balance designation for building projects. Approximately \$2.9 million of this designation will be used in 2008, and this is included as a revenue source in the Fiscal Services budget. A corresponding increase in operating transfers out was also added at the same time. Factoring this out, revenues in the General Fund were decreased by \$162,000 in various departments based on current and projected activity.

Consequently, the budget balancing came on the expenditure side. Specifically, expenditures were decreased by \$1.79 million after adjusting for the transfer out for the building project. Due to budgetary constraints no new personnel affecting the General Fund's budget were approved. In addition, during the budget process, the Planning and Grants department completed its evaluation of the Parenting Plus program. The evaluation noted that the State is statutorily required to provide services to families with substantiated cases of child abuse (just under half of the Parenting Plus caseload). In addition, the low program completion rates, low caseloads and high per client cost necessitated major changes to the program which is reflected in the 2008 budget. Specifically, County funding (in the form of an operating transfer from the General Fund) was reduced by \$442,000.

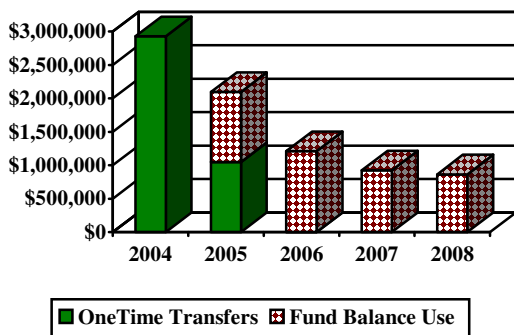
In addition, various divisions of the Family Court included a software development proposal with their 2008 budget for which the County costs would have been approximately \$538,000. Significant improvements have been made in the last few years to the Juvenile division system, and the proposal was to revamp other Family Court divisions. However, due primarily to budget concerns, funds for this project were removed.

The County also reviewed historical budget versus actual expenditures in personnel services. Employees have the option to not take health insurance and receive a payment of \$500 per year. This reduces departmental charges for health insurance by nearly \$10,700 per full time equivalent. Based on the current number of employees who opt out of insurance, the General Fund will save \$364,000 in 2007. To be conservative, the County reduced the General Fund 2008 budget for health insurance by \$275,000. In addition, the Public Health fund is budgeted to use \$100,000 of fund balance, but based on the number of Health Department employees who opt out of health insurance, it should not need to use fund balance. This reduced the General Fund's operating transfer to the fund by \$100,000.

The remaining reductions were spread across several departments. Expenditures in several departments are inconsistent from year to year. For example, expenditures in building and grounds can vary due to small improvement projects (e.g., painting, carpeting) as well as equipment failures and inclement weather. Expenditures in the jail can vary depending on the average daily population of the facility. Most departments, in order to be conservative, budget for the maximum they might spend. However, due to tightening budgets, these contingency amounts included in the department budget have been removed. The County budget already includes over \$500,000 for contingencies in a separate line. Although some of the amounts removed from departmental budgets may be needed, contingency funds from this separate line can be used to cover them.

In addition to considering tax increases and reducing expenditures, one-time dollars such as fund balance or operating transfers from other funds may be used in the short term to balance the budget. However, it is important to show continued progress in matching operational revenues with operational expenditures. Consequently, the County's goal was to reduce the amount of budgeted undesignated fund balance usage from the adopted 2007 budget. The 2008 budget includes undesignated fund balance use of \$864,000. This compares favorably to the budgeted fund balance use with the 2007 Adopted Budget of \$925,000 and 2006 Adopted Budget of \$1.2 million. It appears the County may be headed in the right direction. Moreover, the amount budgeted to come out of undesignated fund balance, \$864,000, is only 1.2 percent of total expenditures. Historically, at year end, the County has come in under budget by a greater percentage. **Consequently, the County does not anticipate a reduction in undesignated fund balance at the end of 2008.** This strategy has been chosen to avoid unnecessary tax increases and program reductions. **Equally important, the 2008 Budget does not include any one-time transfers from other funds to cover the operational deficit.**

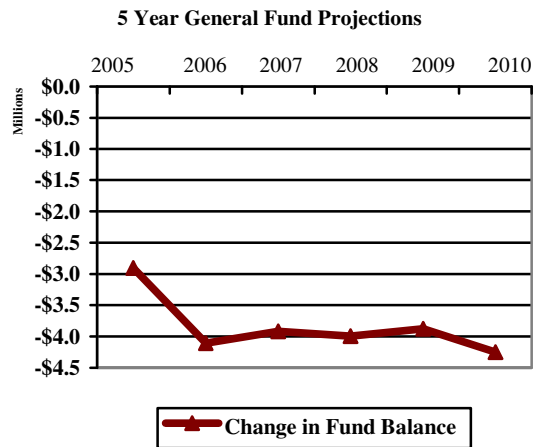
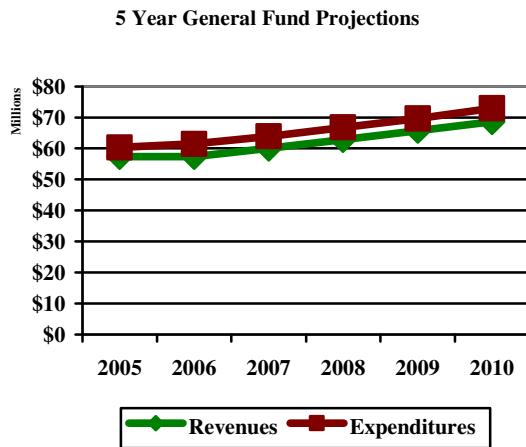
General Fund Budget Balancing Strategies



In fact, the County General Fund has been able to significantly decrease its use of fund balance and one time dollars over the past few years. Specifically, the 2004 Budget as adopted included one-time transfers of \$2.9 million for operations. With the 2008 Budget, the only non-recurring funding source is budgeted fund balance use of \$864,000.

In all, the results of the 2008 budget process are quite encouraging for Ottawa County. The gap between revenues and expenditures with the original department requests has narrowed. At the same time, the County has incorporated other post employment benefits into its 2008 budget. The use of fund balance and one time dollars is on the decline. However, state funding is on the decline, most notably the \$440,000 reduction in Convention Facility Tax that has been incorporated in the budget. Despite these challenges, the County is also able to avoid a millage increase, leaving it better able to address the financial uncertainties of the future. Although no new positions affecting the bottom line of the General Fund are added with the 2008 budget, the County has not had to eliminate positions or services due to budget concerns. This makes Ottawa County unique, even in West Michigan. Adjacent counties have all had to reduce personnel to accommodate the budget.

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



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

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

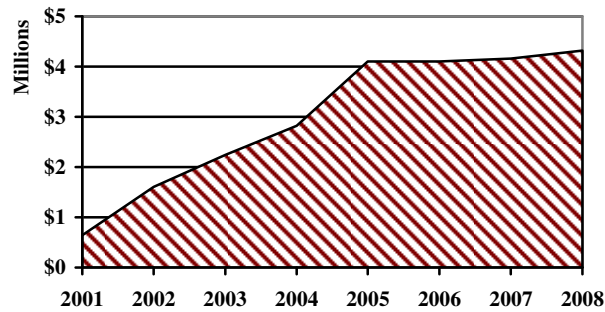
Specifically, the County planned the following strategies to reduce the operational deficit:

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

The County has made significant progress with these strategies. The tax levy was increased by .1 mill in 2005, but the County determined they could delay the additional .1 mill increase planned for the 2006 Budget. The rate increased by .1 mill with the 2007 Budget and was held steady for the 2008 budget. However, the difference between what the County could levy and will levy (“the cushion”) remains at a healthy \$6.89 million.

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

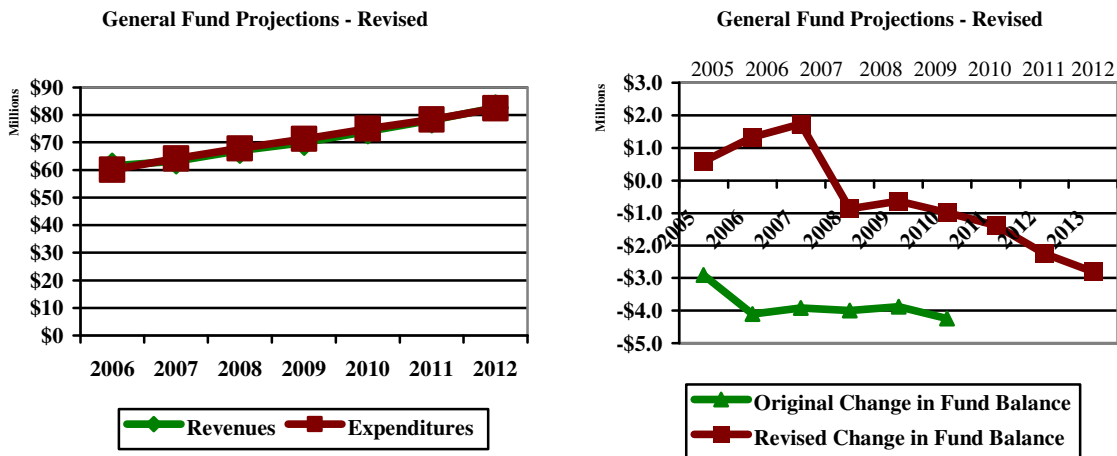
Cumulative Cost of Personnel Added During the Budget Process



The graph above shows that in just five short years, the cumulative cost of personnel additions has grown to \$4.3 million per year. Due to continued budget concerns, the hiring freeze was extended into the 2007 and 2008 Budgets. No new positions that affect the General Fund budget are included in the 2008 Budget. However, personnel may be requested during the year and will be considered if the requests do not affect the General Fund budget or are the result of new/expanded facilities.

The 2008 insurance co-pay for all employees will increase from approximately 7 percent to 8 percent of the actuarially determined cost effective January 1, 2008. The County's negotiating team has included these co-pay increases in the contracts of the County's bargaining units. The current bargaining units contracts expire 12/31/08.

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

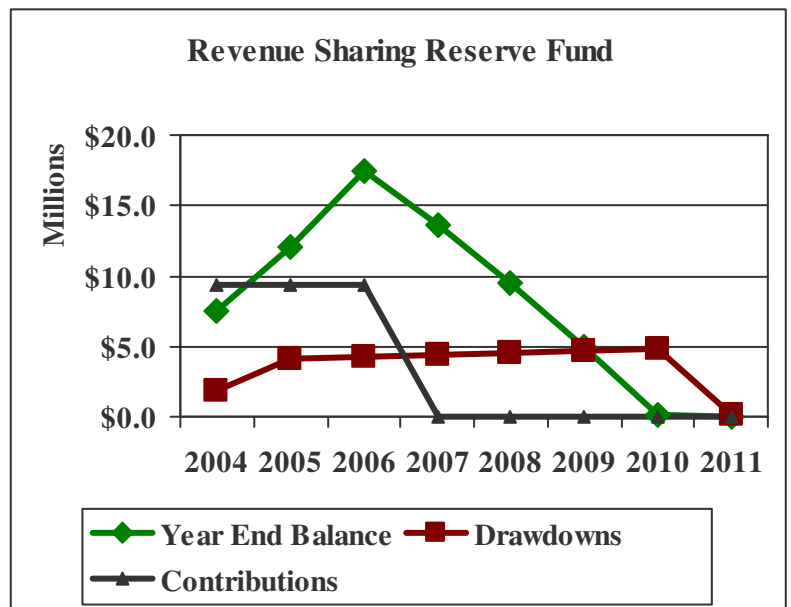


Once the projections are adjusted, the outlook is improved. However, the graph to the right shows that expenditures are still outpacing revenues. There is more work to be done. As the Board of Commissioners refines their ranking of discretionary services, this can be used to bring expenditures in line with revenues.

Unfortunately, other concerns have come to light that may necessitate additional response. Specifically, the additional funding issues for Other Post Employment Benefits, the potential effect on the tax base due to the downturn in the housing market, and the impact of the

State budget problems on the promised reinstatement of revenue sharing have negatively affected the five year projections. The revised projections indicate a significantly wider gap between operational revenues and operational expenditures.

State Revenue Sharing: In October of 2004, the State of Michigan eliminated State Revenue Sharing payments to counties. To assist counties in preventing the loss of key services, the county property tax levy is being gradually moved up from December to July over three years. Beginning with the December 2004 tax collection, one-third of the levy was placed into the Revenue Sharing Reserve Fund (RSRF) that the County manages and withdraws an amount equal to what we would have received in 2004, plus an annual increase equal to the CPI (Consumer Price Index). In 2007, the County has completed the move of its levy to July, and there will be no more contributions to the fund other than interest. When the County has depleted the Revenue Sharing Reserve fund, the State is statutorily required to reinstate the revenue sharing payments. The projected progress of the fund is reflected in the previous graph.



Currently, the State of Michigan has not advanced a plan to reinstate revenue sharing payments to counties upon the depletion of their Revenue Sharing Reserve funds. Ottawa County’s Revenue Sharing Reserve Fund will be depleted in 2011 with only \$101,000 in funding projected for the 2011 budget. The current payments from the Revenue Sharing Reserve Fund approximate \$4.1 million. If Revenue Sharing is not reinstated, program cuts and/or tax increases are likely.

At this point, the fifth strategy to address the operational deficit, review and rank discretionary services for possible reductions will become important. The County has already begun to put this strategy in place. In 2005, the County employed an intern to gather data on the mandatory and discretionary programs of the County. For each department, specific services were identified and categorized as mandatory, necessary, or discretionary. During 2006, departments were asked to assign costs to the services. During 2007, Commissioners completed their first ranking of discretionary services to guide future spending priorities, and the Commissioners will refine the ranking during 2008. Should Revenue Sharing not be reinstated, the County will have a plan in place to reduce expenditures to match revenues.

Other Post Employment Benefits (OPEB): Another concern the County is addressing is Other Post Employment Benefits (OPEB). Beginning in 2008, the Governmental Accounting Standards Board will require the County to report the portion of OPEB that has not been funded on the financial statements. For Ottawa County, the majority of the estimated actuarial OPEB liability is the result of the implicit subsidy the County provides by allowing retirees to buy

health insurance at the weighted average rate. In addition, the County also provides a credit on health insurance premiums based on years of service. The preliminary actuary report estimated the *net* annual costs to fund the liability at approximately \$2 million per year. This cost was unacceptable to the Board of Commissioners. As a result, in September of 2007, the board took three separate actions to reduce the County's liability:

- Elimination of the implicit rate subsidy for health insurance for all current and future retirees at age 65 as of January 1, 2008
- Elimination of the implicit rate subsidy for health insurance for future retirees with a hire date on or after January 1, 2008
- Elimination of the monthly credit for each year of employment for health insurance premiums for unclassified employees hired on or after January 1, 2008

These three actions had a major impact on the County's OPEB costs. Specifically, the annual required contribution was reduced from over \$2 million to \$920,000 for 2008. Additional options are under review at this time.

Tax Base: As with the rest of the country, the troubled housing market affects municipal budgets. Currently, the County has not felt the true effects of declining home prices due to Proposal A of 1994. Proposal A limits increases in the taxable value of property to the lower of the consumer price index or 5%. This has artificially lowered the taxable value of the County by approximately \$2.1 billion which equates to over \$6 million in County operating taxes. Even though home prices are declining, they are not yet lower than the taxable value, so the County is seeing increases in the taxable value of property even though the assessed value may be decreasing. However, if home prices continue to fall, the gap between the taxable value and the assessed value will be closed. At that point, the taxable value may remain flat or even decrease.

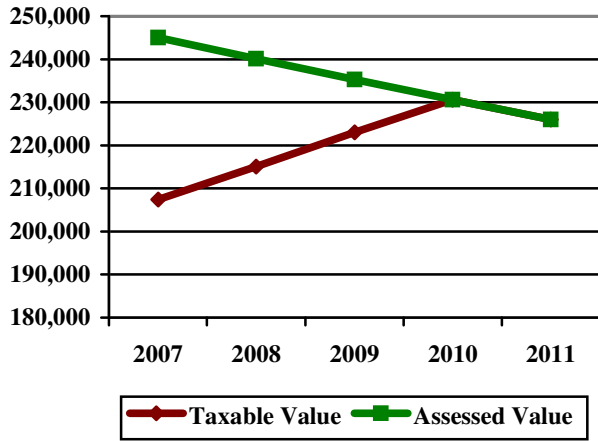
An example may be useful to illustrate this issue. Assume a home with a current assessed value of \$250,000 and a taxable value of \$200,000. Further assume that the consumer price index for tax calculation is 3.7% per year and that home prices (the assessed value) are falling 2% per year:

Potential Effect of Declining Home Values on the Tax Base

Assume: CPI Increases 3.7% per year
 Home prices (assessed value) decreases 2% per year

Year	Taxable Value Prior Year	Assessed Value Prior Year	CPI	Assessed Value Current Year	Taxable Value Current Year	% Change in Taxable Value
2007	\$200,000	\$250,000	3.7%	\$245,000	\$207,400	3.7%
2008	\$207,400	\$245,000	3.7%	\$240,100	\$215,074	3.7%
2009	\$215,074	\$240,100	3.7%	\$235,298	\$223,032	3.7%
2010	\$223,032	\$235,298	3.7%	\$230,592	\$230,592	3.4%
2011	\$230,592	\$230,592	3.7%	\$225,980	\$225,980	(2.0%)

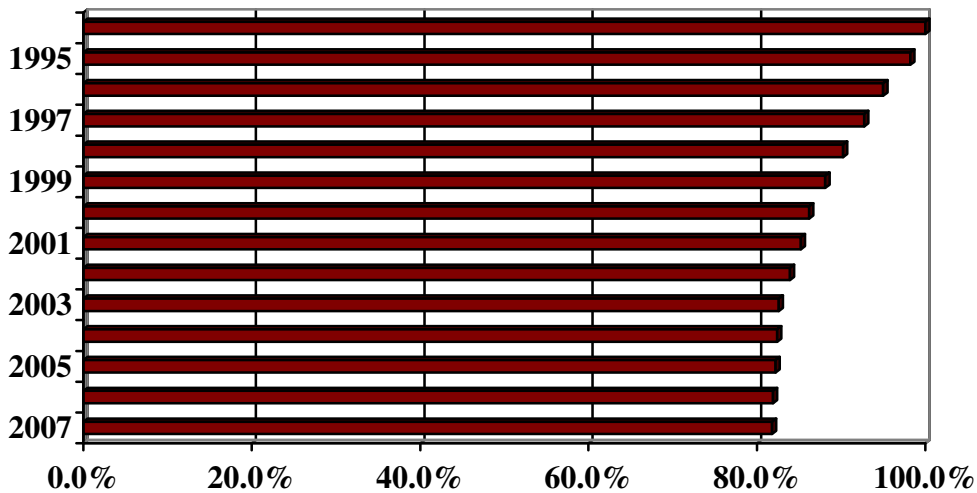
Progression of Taxable and Assessed Value as Housing Prices Fall



The graph to the left visually shows the closing gap between taxable and assessed value in this scenario. By the fourth year, the increase in taxable value is less than the CPI. By the fifth year, there is a *decrease* in taxable value. To equate this effect in terms of the County budget, a 2% decrease in taxable value would result in \$690,000 less in operating tax revenue. At the same time, continuing declines in the housing market may also have a negative effect on growth in the commercial sector. Consequently, the County must continue its vigilance over its tax base and address the ramifications it has for the operating budget.

Fortunately, thus far, the County has not felt the effects of declining home prices in its tax revenue. The gap between taxable value and assessed value continues to grow, though the rate of change has slowed considerably. The graph below shows the trends in taxable value and assessed value.

Ottawa County Taxable Value as a Percentage of Assessed Value



In 2006, the County’s taxable value was 81.85% of assessed value. In 2007, the gap widened, albeit negligibly, to 81.79%. In contrast, Muskegon and Kent counties, adjacent to Ottawa County to the north and west, respectively, saw their gap begin to *close* between 2006 and 2007. Allegan County to the south, like Ottawa County, saw a small widening of the gap – from 93.5% in 2006 to 93.1% in 2007.

Retained Earnings: As discussed earlier, the County is contributing significant cash to the Fillmore expansion/Grand Haven building project. The lower cash balances will decrease the amount of investment earnings for the County’s operating budget as discussed under investment

revenue. At the same time, the project is also decreasing the County's equity. The chart below shows the projected changes in the County's equity:

Fund Type	Total Equity 2006	Total Projected Equity 2007	Total Projected Equity 2008	Designated for Building Project in 2009
General Fund	\$ 19,863,626	\$ 21,437,310	\$ 17,588,788	\$ (2,531,673)
Special Revenue Funds	59,572,112	55,247,236	48,096,482	(8,446,839)
Delinquent Tax Revolving Fund	24,236,439	24,084,366	23,678,845	
Internal Service Funds	28,289,461	30,948,325	27,965,069	
Total Equity	\$ 131,961,638	\$ 131,717,237	\$ 117,329,184	\$ (10,978,512)

Not all of the decrease in equity is due to the building project. In particular, the Revenue Sharing Reserve fund (discussed earlier) is responsible for \$4.2 million of the decrease in the Special Revenue Funds. Admittedly, these are significant decreases in equity and do affect the County's flexibility. However, in the case of certain funds, balances were allowed to increase specifically to provide funds for building projects. Consequently, the County still has considerable equity in relation to expenditures. The table that follows illustrates this point:

	2008 Expenditures	Less 2008 Transfers to Building Project	Estimated Operational Expenditures	Estimated Equity	Equity as a % of Expenditures
General Fund	\$ 70,021,723	\$ (2,927,327)	\$ 67,094,396	\$ 17,588,788	26.2%
Special Revenue Funds	83,880,841	(1,350,000)	82,530,841	48,096,482	58.3%
Delinquent Tax Revolving Fund	2,688,781	-	2,688,781	23,678,845	880.7%
Internal Services Funds	23,990,580	(1,760,000)	22,230,580	27,965,069	125.8%
	\$ 180,581,925	\$ (6,037,327)	\$ 174,544,598	\$ 117,329,184	67.2%

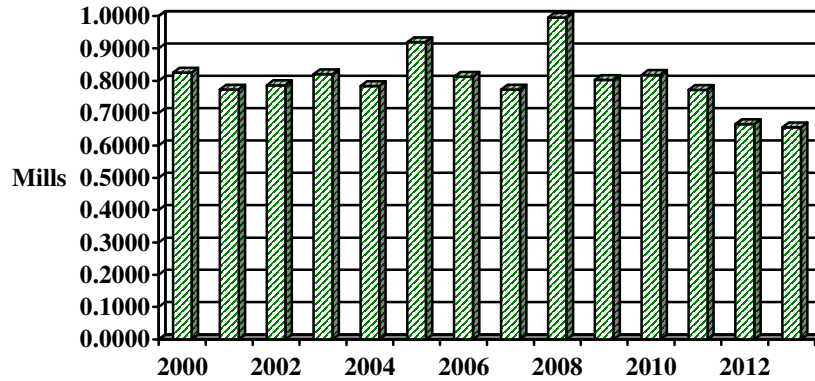
As mentioned in the discussion of State of Michigan finances, entities should ideally have sufficient fund balance to cover 10-15 percent of expenditures. The County continues to meet this standard. Although a significant portion of the equity is not available for operations or is designated in some way, the County still retains an excellent financial position. It should be clear that the sound financial planning from the past has prepared the County well for the projects it is undertaking.

In addition, as budgeting becomes more problematic, it is important to have alternate funding sources available. Long-term financial planning is addressed extensively in the County's Strategic Plan. The County Board adopted fiscal policies and procedures which specifically address the County's long-term financial needs through various Financing Tools which partially provide alternative funding sources. Funding provided by the Financing Tools for the 2008 Budget is as follows:

- Solid Waste Clean-up Fund (2271) is continuing to pay the clean-up costs on the Southwest Ottawa Landfill (\$163,000). In addition, the State of Michigan approved the County's plan to recap the landfill and upgrade the groundwater purging system. The 2008 Budget includes \$1.37 million to complete the groundwater purging system upgrade that began in 2005. The balance of the funds for the landfill capping will be reimbursed from the Ottawa County, Michigan Insurance Authority. In addition, as part of the revised funding plan for the West Olive expansion project and new Grand Haven facility, \$2.5 million from this fund will be used for this construction project. The transfer is expected to take place in 2009.
- Infrastructure Fund (2444) is estimated to have approximately \$300,000 in cash available for projects requested by municipalities at the start of 2008. In 2004, the fund made loans to Allendale Township to construct municipal utilities for a new development. The Board also approved giving the Road Commission \$600,000 toward the construction of a new bridge for River Avenue in the City of Holland. In 2005, the fund loaned Tallmadge Township \$950,000 for an infrastructure project. In 2006, the fund loaned the City of Coopersville \$500,000. An additional \$371,000 is planned to be distributed in 2007 or 2008 for infrastructure improvements in Jamestown Township. Beginning in 2008, the fund will also contribute approximately \$125,000 per year toward the Fillmore expansion/Grand Haven building project for debt service payments. These payments will continue for 20 years.
- Public Improvement Fund (2450) does not include any construction costs in its 2008 budget. However, the 2008 budget does include a portion of the estimated debt service payments for the planned bond issue in 2007 for the Fillmore/Grand Haven project. Specifically, the fund will contribute approximately \$175,000 per year towards the debt service payments of the next 20 years. In addition, in 2009, the fund will also contribute approximately \$5.59 million towards the construction costs of the Fillmore/Grand Haven project. The use of this cash effectively allows us to borrow less, reducing annual debt service payments.
- Stabilization Fund (2570) is providing the General Fund with \$412,000 in interest earnings. In addition, the fund provides additional flexibility to deal with unexpected occurrences that have the potential to negatively impact finances.
- Delinquent Tax Revolving Fund (5160) is funding bond payments of \$2.5 million on four bond issues. Beginning in 2008, the fund will also contribute \$150,000 per year towards the debt service payments of the next 20 years for the Fillmore/Grand Haven project bond issue.
- Duplicating (6450), Telecommunications (6550), and Equipment Pool Funds (6641) provide equipment replacement and enhancement funding. The total amount of equipment requested from these funds in 2008 is just under \$975,000. In addition, the Telecommunications and Equipment Pool Funds are providing \$2.6 million and \$1.5 million, respectively, for construction costs on the Fillmore/Grand Haven project. Telecommunications will also contribute approximately \$150,000 per year for debt service requirements on the Fillmore/Grand Haven project.

The Financing Tools play a major role in reducing our tax levy. The amount for 2008 equates to 0.9952 mills. The graph that follows shows the benefits, in lieu of millage, that the financing tools provide:

Summary of Financing Tools Benefits Equated to Mills

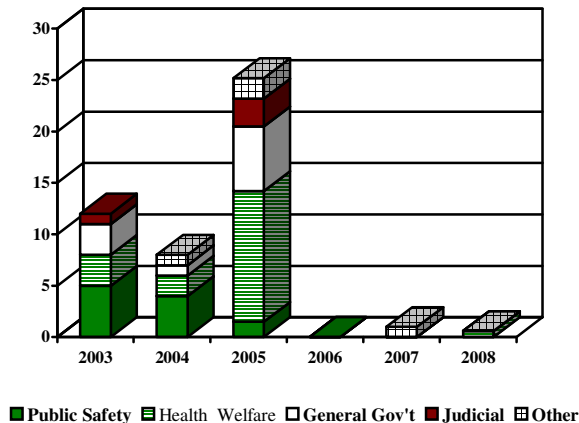


PROGRAMMATIC ISSUES

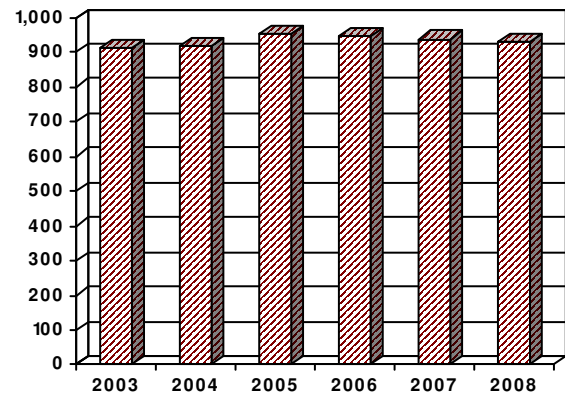
Staffing Needs: Every year, the budget process produces requests for additional employees from departments. Since Ottawa County is one of the fastest growing counties in the State of Michigan (with a population growth of nearly 34,000 during the past 10 years), additional service demands have been recognized. Unfortunately, due to the budgetary concerns of recent years, the County imposed a General Fund hiring freeze for the 2006, 2007, and 2008 budgets. The hiring freeze affected requests for new permanent, full-time positions that would represent a net increase in General Fund expenditures unless the position is required for a new facility.

In addition, some positions are approved during the year as the need arises, especially grant positions which are sunset at the end of the grant. The graphs that follow show the increase in total full time equivalents in the County for 2003-2008 added through the budget process and the total number of full time equivalents for 2003 – 2008:

Positions Added by Function 2003-2008



Ottawa County Full Time Equivalents



The decrease in 2008 full time equivalents reflects plans to revamp the Parenting Plus program.

Equipment/Technology Needs: Although the County is not able to add positions at this juncture, it has taken steps to help departments complete their work more efficiently. In many cases, the County, through the implementation and use of technology, has delayed or eliminated the hiring of additional staff. There are four major technology initiatives underway that will improve efficiency and/or enhance service.

First, the Court Imaging system was initiated in 2005, and as implementation continues, additional efficiencies are noted. Specifically, Circuit Court Records, Sheriff, Friend of the Court, and the Prosecutor have identified the following efficiencies:

1. Circuit Court Records (CCR) – Reduced internal document handling. Reduced manual file retrieval and lost file tracking.
2. Sheriff – Automated indexing significantly faster than previous system. Eliminated backlog. E-mail daily reports to schools saving paper copies. Estimated 30% reduction in paper use due to ability to e-mail documents versus copying and mailing or faxing. Accident reports available via County Web site. Improved Staff morale. Staff time saved finding historical documents
3. Friend of the Court – No longer making copies of files from CCR. Cost of paper for copies, time to retrieve files from CCR. Case workers retrieve their own files.
4. Prosecutor – Assembling research documents for cases. Current mail routing of case documents through inbox workflow.

Approximately \$250,000 is included in the 2008 budget for the completion of the implementation and maintenance of the system.

Second, the 2008 budget includes \$305,000 for new software in the Health department. Their current software will no longer be supported and was not meeting their needs, and they have selected Insight software to support public health services. Efficiencies identified include:

1. The Insight system allows for much easier, efficient, and accurate data entry by using drop down lists and error checking routines. Instead of keying in individual data fields, staff can use the point and click method.

Task	Current (Min)	Projected (Min)	Savings(Min)	Comment
Registration for either new or existing client	7 min	4 min	3 min	27,000 clinic appointments in 2006 results in an estimated \$1,761 per year savings

2. Data entry audit trails (tracks who has made changes to the data). This is not possible with current system, and is needed to correct errors and track problems efficiently.

Currently, individuals can make changes with no ability to identify who or when those changes were made.

Number of erroneous entries annually (Estimated)	>1000
---	-----------------

- Insight utilizes Electronic Medical Records (EMRs) – Easy to create, retrieve, transfer, and view patient medical data. Eliminates lost or illegible paper documents. Current system does not allow comprehensive medical records. EMRs can automatically graph patient time span data. E.g. weight, temp, blood pressure, etc. EMR can also highlight allergies and other conditions for client safety.

Time to gather information for EMR	Estimated time to generate EMR on new system
15 min for estimated 3000 EMR per year	<5

- Increased capacity to evaluate quality improvement objectives (volume and efficiencies). Meets higher percentage of the Health department’s stated goals, objectives, and measurement needs than existing software.
- Increased efficiency in interface with MCIR (Michigan Continuous Improvement Registry- State Immunizations Database). Mandated inventory controls are not available with current system. The download from MCIR immunization records will eliminate hours of manual data retrieval and reentry.

Current Time required to retrieve MCIR data manually (Min)	Estimated time to retrieve and import data electronically (Min)	Estimated Savings
15	0	\$8,805

- Insight includes a Report Builder Wizard – reports can be available on demand at all staff levels. Currently, complex processes, often needing IT staff, are required to retrieve data and generate reports.

Average IT Staff time to program/generate reports (Current)	Average IT Staff time to train Health Staff to create reports (Insight)	Average Health Staff time to program/generate reports (Insight)	Cost Savings (Estimated)
15 min to 2 hours or occasionally more per report	3 hour class (one time)	15 minutes	\$4,000

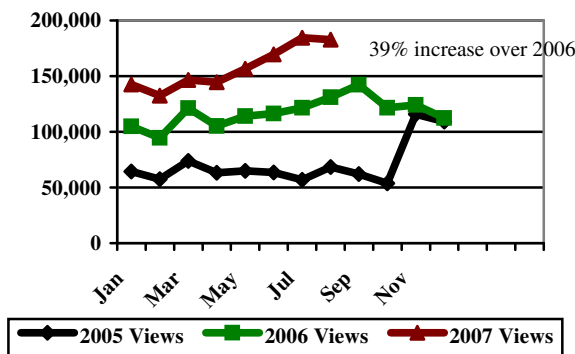
7. Insight has the ability to build a much more complete database of Ottawa County residents with data integration with state and U.S. Census databases, MCIR, and GIS applications.
8. Provides support for Health programs previously not served including: Epidemiology, Health Promotions, Dental Service, grant tracking, referral tracking, inventory control, and Child Health Disabilities and Prevention

The third technology initiative involves the CourtStream initiative for the Juvenile Division of the Family Court which began in 2005. The County has spent \$1.2 million to develop and implement the project. Specifically, the CourtStream efforts included programming enhancements to the existing Case Management System, design of the Detention application, design of the integration component between CourtStream and the County Justice System, documentation of business specifications for a Court Scheduling System and documentation of business specifications for a Collections System. The integration application will eliminate dual entry which had been required to maintain the two independent systems: CourtStream and County Justice.

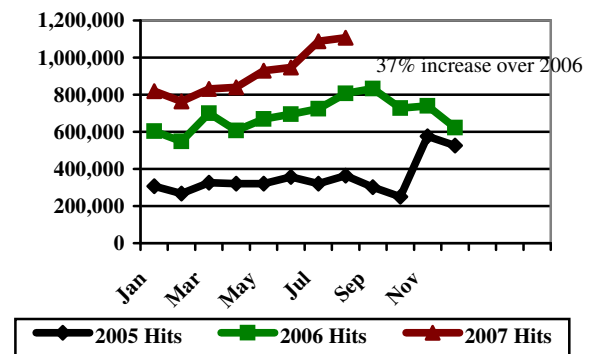
The Case Management Enhancements have automated previously manual processes and added external agencies allowing them to look up relevant information and reducing the time required by County Juvenile Services staff to respond to information requests. The Detention application will automate previously manual workflows and through the analysis process has reduced the number of forms used to only those requiring signature (approximately a 70% reduction in paper forms). The Detention application (Pre-Intake portion) is scheduled for implementation on October 2, 2007 along with Integration and the remaining Case Management Enhancements. Funds are included in the 2008 budget for hosting and maintaining the system.

The fourth major technology initiative underway is the County website. The County continues to expand the number of services available on the website. By making services available via the internet, the County will realize economic benefits by reducing demand on customer service staff. Further, the County will provide enhanced service while reducing the cost to the public by making these services available at their home or place of business. The graphs that follow show the increases in the use of the County webpage.

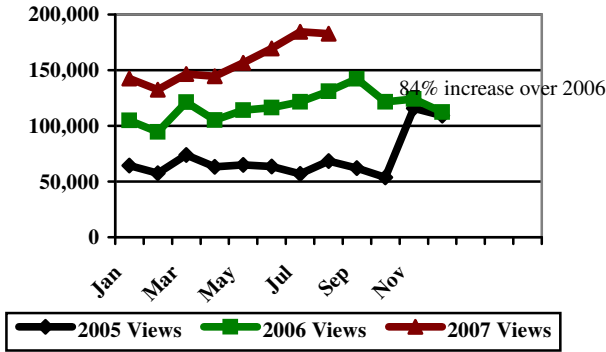
Page Views on County Website by Year



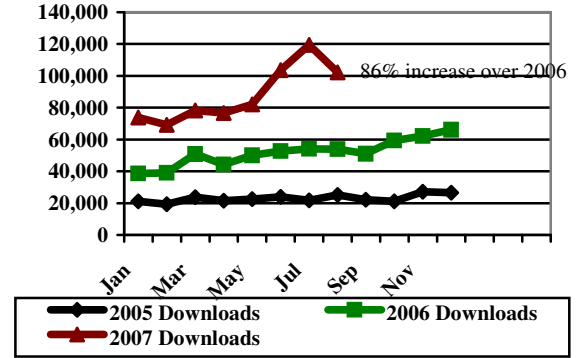
Hits on County Website by Year



Visits on County Website by Year



Document Downloads on County Website by Year



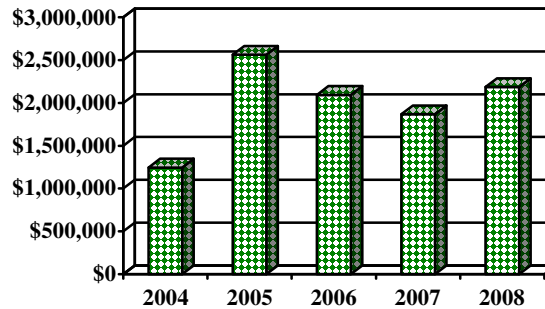
More services are planned for the website. The chart below shows the anticipated features to be added over the next 12 months:

Ottawa County Application Pipeline	Jan '07	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan '08	Feb	Mar	Apr	May	Jun	Jul	Aug
Accident Reports Imaging Integration		S	X																	
Environmental Health Permits & Apps									X											
Website Graphic Redesign & Conversion	S					X														
Juvenile Services Court Schedule				S					X											
District Court Hearing Schedule							S			X										
Court Record Lookup				S							X									
District Court Online Payments						S		X												
Court Documents/Imaging Integration						S						X								
Committee/Board Service Application								S					X							
Dog License Update 2007-08									S		X									
Park Reservation 2008 Update									S			X								
Register of Deeds - for Credit Card users												S				X				
Marriage & Death Record Order/Genealogy													S				X			
Business Name Search															S			X		
New Businesses Listing															S			X		
Weekly School Disease Reporting																	S		X	
HR Application & Workflow (Internal dev?)																	S			X
GIS MapStore																				
Sick-Dead Bird/Animal Reporting																				
Food Sanitation Online Training																				

Non-Ecommerce Project	S	Estimated Start
Ecommerce Project	S	Actual Start
	X	Estimated Completion
	X	Actual Completion
	H	Departmental Hold

In addition to the initiatives above, the 2008 Budget includes approximately \$2.2 million for other equipment and technology needs. The following graph shows the dollar amount of equipment added each year from 2004 to 2008 during the budget process:

History of Approved Equipment



BOARD GOALS

Several goals and objectives were identified by the Board of Commissioners in a strategic planning session in March, 2006. These concerns involved several different programs and areas. The section that follows discusses goals and objectives that are specifically addressed in the 2006, 2007 or 2008 Budget.

Financial Stability:

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

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

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

Objective: Identify and develop a plan for funding legacy costs

Objective: Establish a clear understanding of mental health funding and structure

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

Objective: Maintain or improve bond ratings

2008 Budget Ramifications: The 2008 budget includes \$42,000 for a lobbyist to represent the County on legislative matters. In addition, with the 2008 Budget, additional progress has been made on the projected operational deficit. The 2008 Budget does not include any one-time transfers from other funds to help balance the budget other than the transfer from the Revenue Sharing Reserve Fund (discussed previously). Although the 2008 Budget reflects an undesignated fund balance use of \$864,000, the County does not anticipate an *actual* fund balance use based on past expenditures patterns. In fact, the 2008 Budget fund balance use figure is smaller than the fund balance use originally adopted in 2006 and 2007.

In addition, the 2006 hiring freeze was extended into 2007 and 2008 for positions affecting the General Fund. Also, during 2007, the County Board approved changes to retiree health care benefits (discussed later). These changes significantly reduced the County's liability for OPEB. The 2008 budget includes \$920,000 to fund the annual required contribution for OPEB. The other objectives have already been met or are ongoing.

Communication:

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

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

Objective: Consider and implement new methods of communicating with the public

Objective: Continue and improve departmental annual report process to better identify goals, issues, future plans and performance measures

Objective: Identify and implement methods of communication with employee groups

Objective: Strengthen role in state and national professional organizations

2008 Budget Ramifications: The 2008 Budget includes \$20,000 for a new citizen survey which will rate the success of efforts to address several communication objectives. In addition, the 2008 Budget includes \$220,000 for website development discussed previously under “Technology.” A second employee survey (the first survey was done in 2005) was completed in 2007. The 2008 Budget includes \$10,000 for an annual report and additional funds for a local unit newsletter, and an employee newsletter.

Last, several staff and Commissioners hold leadership roles on state and national professional association boards and committees. Ottawa County Prosecutor Ronald Frantz currently serves as the president of the Prosecuting Attorneys’ Association of Michigan. Ottawa County Equalization Director Michael Galligan was recently elected Secretary of the Michigan Association of Equalization Directors. This puts Michael in a rotation where he will serve as Secretary for two years, Vice President for one-year, and finally as President for one-year. Commissioners Gordon Schrottenboer and Roger Ryzenga serve on the National Association of Counties (NACO) Justice and Public Safety Committee, and the NACO Transportation Committee, respectively. Commissioner Joyce Kortman serves as Vice Chair for the NACO Health Steering Committee. Other Commissioners, Elected Officials and staff are active in a variety of local, state and national organizations.

Quality of Life:

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

Objective: Investigate opportunities to impact the negative consequences of development

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

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

Objective: Assist in the completion of a groundwater resources inventory

Objective: Discuss and act upon road policy issues as appropriate

Objective: Provide quality County facilities throughout the County

2008 Budget Ramifications: Significant progress has been made on land use planning issues. The 2008 Planning Commission budget (Fund 2420) includes \$68,000 for the completion of the

urban growth study for the County. In addition, the 2008 Planning Commission budget includes \$12,500 for collaborative efforts with municipalities to conduct transportation studies. The Transportation fund reflects an anticipated \$158,000 grant to provide transportation to eligible County residents.

The Planning Commission budget includes \$25,000 for economic development attraction. The Planner/Grants budget in the General Fund (1010-7211) also includes over \$50,000 for the County's economic development consultant. In addition, because of the rapid growth in the County, concern over green space and waterway access has become increasingly important. The 2008 Parks and Recreation budget includes a .3058 mill levy for park development, expansion and maintenance. The 2008 Budget includes a total of \$6.6 million for land acquisition and capital improvements to existing properties.

During 2007, the Board of Commissioners approved a revised financing plan for the Fillmore Complex addition and the construction of the Grand Haven facility. The Building Authority Capital Projects fund reflects the \$10 million bond issue and anticipated construction costs for 2007. The 2008 budget includes over \$12 million for the continued construction on the two facilities. The corresponding debt service fund also reflect the associated debt service payments (estimated at \$750,000 per year) that will be added as a result of the initiative.

Administration:

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

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

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

Objective: Prioritize discretionary services

Objective: Continue implementation of performance measurement system

Objective: Establish better employee-management communications

Objective: Ensure the security and recoverability of paper and electronic records

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

Objective: Complete labor negotiations with applicable employee groups

2008 Budget Ramifications: During 2007, organizational reviews were completed for Mental Health, the County Clerk, and the Prosecutor. The 2008 budget reflects the consolidation of the Equalization and Property Description and Mapping departments and the staffing changes therein. The budget also reflects the consolidation of the Fiscal Services and Administrative Services departments and its corresponding staffing changes. In addition, the 2008 budget includes the continuation of outcome based performance measures and program evaluations. Specifically, the 2008 Human Resources budget (1010-2260) includes \$60,000 for management studies of County departments to identify opportunities for improvements in service delivery and efficiency.

The Planning Commission budget (Fund 2420) includes \$2,000 to provide basic training seminars for the local units. State budget issues have put the receipt of approximately \$880,000

in convention facility tax revenues in jeopardy. Half of these revenues are used to fund substance abuse programs in the County, the other half may be used for any County service. The 2008 budget does not reflect the half that may be used for any County service in order to be conservative. Though the other half is included in the substance abuse budget, the County is working with departments to help the Board determine priorities should the funding be lost.

BUDGET SUMMARY

The 2008 Budget reflects the on-going implementation and refinement of the action plans addressed in the Ottawa County Strategic Plan. Many of the fluctuations between the 2007 and 2008 Budgets are the result of the concerns previously discussed. Financial highlights and fluctuations of the 2008 Budget as compared to 2007 follow.

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

<u>Source</u>	<u>2007 Amended Budget</u>	<u>2007 Percent of Total</u>	<u>2008 Proposed Budget</u>	<u>2008 Percent of Total</u>	<u>Percent Increase (Decrease)</u>
Taxes	\$ 41,743,178	26.1%	\$ 43,898,485	25.8%	5.2%
Intergovernmental Revenue	57,666,044	36.0%	56,812,777	33.3%	-1.5%
Charges for Services	12,672,967	7.9%	13,011,541	7.6%	2.7%
Fines and Forfeits	1,045,600	0.7%	1,054,100	0.6%	0.8%
Interest on Investments	3,208,182	2.0%	3,228,968	1.9%	0.6%
Rental Income	6,923,997	4.3%	7,413,044	4.4%	7.1%
Licenses and Permits	756,610	0.5%	768,865	0.5%	1.6%
Other Revenue	1,764,480	1.1%	1,871,079	1.1%	6.0%
Operating Transfers In	17,899,431	11.2%	27,263,215	16.0%	52.3%
Bond Proceeds	10,000,000	6.2%	-	0.0%	-100.0%
Fund Balance					
Use/(Contribution)	<u>6,482,628</u>	<u>4.0%</u>	<u>14,938,384</u>	<u>8.8%</u>	130.4%
Total Revenues	<u>\$ 160,163,117</u>	<u>100.0%</u>	<u>\$ 170,260,458</u>	<u>100.0%</u>	6.3%

Taxes serve as the primary revenue source for the General Fund, E-911, and Parks and Recreation Fund. The 2008 tax revenue budget includes levies for the following purposes:

	<u>Millage for 2007 Budget</u>	<u>Millage for 2008 Budget</u>	<u>Difference</u>
General Operations	3.6000	3.6000	.0000
E-911	.4407	.4407	.0000
Parks and Recreation	<u>.3165</u>	<u>.3165</u>	<u>.0000</u>
	4.3572	4.3572	.0000

The millage rollback fraction was 1.0 for 2007, so the levy for E-911 and Parks is staying the same. As discussed earlier, the County is choosing to levy 3.6 mills rather than its maximum allowable. Consequently, the increase in revenue is due completely to the increase in taxable value.

Intergovernmental Revenue represents 33.3 percent of the Governmental funds revenue budget and is decreasing slightly. However, there are several areas of fluctuation. Major fluctuations by fund follow.

General Fund	(\$625,000)
Parks and Recreation	1,786,000
Friend of the Court	(244,000)
Health	(386,000)
Mental Health	777,000
Sheriff Grant Programs	(843,000)
Sheriff Contracts	1,666,000
EMT Georgetown	(777,000)
Workforce Investment Act (WIA) Funds	(1,703,000)
Community Action Agency/Weatherization	(259,000)
Child Care - Circuit Court	(127,000)

Intergovernmental Revenue in the General fund is decreasing because the Sheriff Curb Auto Theft (SCAT) grant (\$69,000) and certain departments accounting for contractual arrangements between the Sheriff and municipalities were consolidated with fund 2610, Sheriff Contracts (\$283,000). In addition, the County has not been notified of any State Criminal Alien Apprehension Program (SCAAP) funding (\$64,000), and a portion of the Homeland Security grant is expiring (\$60,000).

Intergovernmental Revenue in Parks and Recreation (2081) fund is increasing in anticipation of a \$2 million Michigan Natural Resources Trust Fund grant for the Olive Shores property and a \$360,000 federal transportation enhancement grant for the Upper Macatawa property. In the Friend of the Court fund (2160), intergovernmental revenue is falling due to a change in the funding formula. Previously, federal incentive payments were on top of the cooperative reimbursement grant. However, effective with the 2008 fiscal year, these payments must be netted against expenditures before calculating the grant amount.

In the Health fund, intergovernmental revenue is falling because grant notifications had not been issued for certain Health department grants during the budget process. The County does not budget for grants until funding is near certain.

The increase in Mental Health intergovernmental revenue, approximately 2.6%, is due to projected increases in Medicaid funding. The decrease in intergovernmental revenue in the Sheriff Grant programs is because the County has spent most of the Homeland Security dollars available for equipment. As mentioned in the General Fund, intergovernmental is decreasing because certain Sheriff contractual arrangements are now being accounted for in the Sheriff Contracts fund (2610). In addition to certain General Fund programs, the EMT Georgetown fund (2650) has also been consolidated into the Sheriff Contracts fund (2610).

Workforce Investment Act (WIA) as well as the Community Action Agency (2870) and Weatherization (2890) programs reflect a decrease because funding is uncertain. Continuing with the County's budgeting philosophy, nothing is budgeted in these funds until grant notification from the State is received. In addition, the 2007 figures may include grant carry forward revenue from prior years which are not budgeted in 2008 as the County does not have approval for those carry forward revenues at this time.

Intergovernmental revenue in the Child Care Fund is decreasing as a result of the completion of the web-based technology initiative discussed earlier. The 2007 budget included approximately \$230,000 in revenue as the State's share of the project.

Charges for Services revenue, at just 7.6 percent of total revenue, is increasing slightly. Charges to departments for indirect administrative costs are increasing \$396,000. The revenues from this line can vary from year to year depending on changes in the allocation by department and the total costs to be allocated. Of the \$396,000 amount, \$184,000 is due to the expansion of the Hudsonville District Court. The increased charges represent both the expanded facility cost as well as a correction for the expansion in the previous year. The remainder of the increase is spread across several departments.

Rent Income is increasing due to the Fillmore/Grand Haven project. For most Building Authority projects, there are lease agreements between the County and the Building Authority that authorize rent charges to the County that pay for the debt service payments on the projects. The corresponding revenue, rent income, is reflected in the Building Authority Debt Service fund. The County anticipates \$750,000 in debt service payments on the Fillmore/Grand Haven project from the bond issue planned for 2007. However, rent income is falling in the Public Improvement fund with expiration of chargebacks on certain renovation projects.

Other Revenue is increasing slightly due to the projected donations in the Parks and Recreation department for the Nature Center fund raising project.

Operating Transfers In is increasing mainly due to the building project. Specifically, \$8.8 million is being transferred from other funds to the Building Authority Capital Projects fund. There is also an increase for additional operating expenditures of the Health fund.

Bond Proceeds revenue is \$10 million in 2007 to reflect the October bond issue for the Fillmore/Grand Haven project.

Fund Balance usage varies significantly both in the Revenue Sharing Reserve fund and as a result of capital projects. Since contributions to the Revenue Sharing Reserve fund are complete, it will use fund balance each year until depleted. In 2007, fund balance use in this fund is expected to be \$4.1 million. In the Building Authority Capital Projects fund, the County anticipates there will be \$3.9 million in unused bond proceeds for the Fillmore/Grand Haven project. This will be used in 2008, and only the amount needed from other funds will be transferred in 2008. The General Fund is also showing a large fund balance use due to the construction project. The County anticipates using \$2.9 million of *designated* fund balance for the project. The Parks and Recreation fund is also budgeted to use \$1.6 million in fund balance for land purchases and improvements to County parks. The Solid Waste Clean-up fund is

budgeted to use nearly \$1.3 million in fund balance in connection with the well and purge system of the landfill.

In addition to the planned use of fund balance for construction and revenue sharing replacement, there are a few funds *budgeted* to use fund balance for operations in 2008:

<u>Fund</u>	Budgeted Fund Balance Use for 2008
General Fund	\$864,000
Health	100,000
Community Corrections	100,000

The Community Corrections program is in the process of making program changes to lower costs and generate more revenue. As discussed earlier, the Health department is budgeted to use fund balance, but the amount should be covered by employees who opt out of health insurance coverage. \$305,000 is also planned for the software purchase discussed earlier. In the General Fund, **the County does not anticipate having to use undesignated fund balance in 2008. It is important to note that the undesignated fund balance will be maintained at the level indicated by County's financial policies (10% - 15% of the actual expenditures of the most recently completed audit).**

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

Use	2007 Amended Budget	2007 Percent of Total	2008 Proposed Budget	2008 Percent of Total	Percent Increase (Decrease)
Legislative	\$712,368	0.4%	\$605,507	0.4%	-15.0%
Judicial	13,664,375	8.5%	14,484,614	8.5%	6.0%
General Government	16,195,333	10.1%	18,103,090	10.6%	11.8%
Public Safety	27,988,234	17.5%	28,274,656	16.6%	1.0%
Public Works	2,048,947	1.3%	2,335,602	1.4%	14.0%
Health & Welfare	60,710,345	38.0%	58,548,699	34.4%	-3.6%
Culture & Recreation	6,744,782	4.2%	8,661,331	5.1%	28.4%
Community & Economic Development	709,558	0.4%	785,841	0.5%	10.8%
Other	813,186	0.5%	760,500	0.4%	-6.5%
Capital Projects	9,605,352	6.0%	12,831,971	7.5%	33.6%
Debt Service	2,977,797	1.9%	3,525,923	2.1%	18.4%
Operating Transfers Out	17,992,840	11.2%	21,342,724	12.5%	18.6%
Total Expenditures	<u>\$160,163,117</u>	<u>100.0%</u>	<u>\$170,260,458</u>	<u>100.0%</u>	<u>6.3%</u>

Legislative expenditures are decreasing due to one-time expenditures in 2007. Specifically, the County expended \$67,000 for a management study for Community Mental Health.

Judicial expenditures are increasing 6 percent. Indirect cost expenditures in the District Court increased significantly as discussed under Charges for Services revenue. In addition, the implementation of the imaging system has resulted in higher data processing costs for all of the courts. The remaining increase is spread across all judicial functions and accounts.

General Government expenditures are primarily accounted for in the General Fund, and are increasing nearly 12 percent. The County has chosen to accelerate its Survey and Remonumentation program and will spend \$783,000 (\$523,000 more than in 2007) to set geographic positioning coordinates for nine townships in 2008. The remaining townships are planned for 2009, and expenditures should fall in 2010. In addition, 2008 is a presidential election year, and this is anticipated to add \$264,000 to 2008 expenditures.

The County Clerk budget is \$179,000 higher in 2008 due primarily to the increase in data processing charges stemming from the implementation of the court imaging project (the Clerk keeps the records for the Circuit Court). The 2008 budget also includes \$125,000 for an aerial flyover of the County for County maps. Last, as discussed under facility costs, the County's cost will be increasing due to the expanded Fillmore facility and the new, larger Grand Haven facility. A small portion of these increased costs will be realized in 2008. As a result, the budget for facilities and maintenance is increasing by \$233,000 for the expansion and other increases. The remaining increase in general government expenditures is spread across several departments.

Public Safety expenditures, representing 16.6 percent of total expenditures, are increasing just 1 percent in total. However, the 2007 Budget includes approximately \$950,000 in Homeland Security grants that are not on-going. Factoring this out, expenditures are increasing by 5.1 percent. This increase is spread across several public safety functions.

Health and Welfare expenditures, representing approximately 34 percent of total expenditures, has significant variances in four areas:

<u>Fund</u>	<u>Change from 2007</u>
Health	\$438,000
Mental Health	(397,000)
Workforce Investment Act funds	(1,790,000)
Child Care	(382,000)

2008 Public Health expenditures include \$305,000 for new software. Mental Health client care expenditures are decreasing due to budgetary issues. As discussed previously under intergovernmental revenue, budgets for several of the Workforce Investment Act grants are lower pending grant notification. Expenditures for the Child Care Fund are decreasing by 4.3 percent or \$382,000. The 2007 Budget includes \$460,000 for the information technology initiative discussed earlier.

Culture and Recreation expenditures are recorded in the Parks and Recreation Fund (2081) and will vary depending on the land acquisition and capital improvement endeavors. The 2008 capital outlay budget of \$6.6 million includes land purchases of \$4.3 million, mainly for the Olive Shores acquisition. It also includes \$1.5 million for the construction of a nature center. The 2007 capital outlay budget is \$4.7 million and reflects several park improvement projects.

Capital Projects expenditures vary depending on the scope of projects undertaken. 2007 expenditures include beginning construction on the Fillmore/Grand Haven project which will start in the fall of 2007. The 2008 expenditure budget reflects the continuation of the project and a full year of construction costs.

Debt Service expenditures are increasing with the new bond issue for the Fillmore/Grand Haven project. Annual debt service costs are anticipated to be approximately \$750,000 per year.

Operating Transfers Out are increasing because \$8.8 million is being transferred to the Building Authority. However, the change in operating transfers out is smaller because only \$3.4 million is coming from governmental funds in their respective 2008 budgets. Specifically, the transfer from the Health fund is not anticipated before that fund's fiscal year end of 9/30/08. The remaining \$4.1 million is coming from the Telecommunications and Equipment Pool funds (internal service funds).

CHANGES TO 2008 DEPARTMENTAL REQUESTS

Changes to the 2008 Department budget requests were made to provide adequate funding for County services while maintaining fiscal responsibility. Not all budget requests were recommended. In keeping with the County's policy of zero-based budgeting, appropriate documentation and justification were required for new and existing budget requests.

General Fund

The 2008 General Fund budget as proposed by departments included revenues of \$66,392,874 with associated expenditures of \$68,879,542. The major adjustments to the 2008 Budget include:

Revenues:

	<u>Total Adjustment to Department</u>
2008 Budget Proposed by Departments	\$66,392,874
Reflected use of Designated Fund Balance for the Fillmore/Grand Haven project	2,927,000
Decreased Register of Deeds revenue based on current projections	(83,000)
Reduced rent revenue at the Holland Health Facility to reflect that capital outlay will be charged back over time	(78,000)
Other miscellaneous adjustments	<u>(1,165)</u>
Total General Fund Revenues Proposed by Finance and Administration Committee	<u><u>\$69,157,709</u></u>

Expenditures:

2008 Budget Proposed by Departments	\$68,879,542
Reflected transfer out to Building Authority for Fillmore/Grand Haven project	2,927,000
Removed Family Court software development proposal	(480,000)
Reduced operating transfer to Department of Human Services for Parenting Plus program	(442,000)
Reduce fringe benefits budgets to reflect health insurance opt outs	(275,000)
Reduced operating transfer to Public Health to reflect health insurance opt outs	(100,000)
Other miscellaneous adjustments (less than 1% of total expenditures)	<u>(487,819)</u>
Total General Fund Expenditures Proposed by Finance and Administration Committee	<u><u>\$70,021,723</u></u>

SPECIAL REVENUE, DEBT SERVICE, CAPITAL PROJECTS AND PERMANENT FUNDS

Expenditures in the Public Health Fund (Special Revenue Fund 2210) were increased by \$305,000 for the purchase of new software. However, the operating transfer (revenue budget) was reduced by \$100,000. Because the Health department has several part-time employees, they have significant savings from insurance opt outs. These savings amount to an estimated \$100,000, so the County does not anticipate a fund balance usage.

The expenditure budget in the Public Improvement Fund (Special Revenue Fund 2450) was reduced by \$5.5 million. The department head amount reflected the operating transfer to the Building Authority – Capital Projects planned in connection with the Fillmore/Grand Haven project. However, as building plans developed during the budget process, it was determined that the transfer would not be needed until 2009.

Certain Workforce Investment Act Funds were increased from the original departmental request upon notification of grant approvals. Expenditures in the Department of Human Services fund (2900) were reduced by \$429,000, mainly due to the re-tooling of the Parenting Plus program discussed earlier.

Expenditures in the Child Care Fund were decreased by \$658,000. The budget was reduced by \$455,000 to reflect the removal of the software enhancement proposal. In addition, the Juvenile Community Justice program was reduced by \$134,000 based on revised expenditure projections. Revenue was adjusted accordingly to reflect the corresponding change in State funding from the increases and various other adjustments.

The remaining funds had no significant changes made to 2008 Budget requests.

CONCLUSION

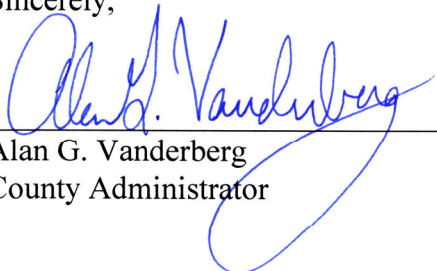
Many municipalities focus on short-term issues and concerns. Ottawa County, through its Strategic Plan and financing tools, has placed itself at the forefront by creating long-term strategies to address space needs, provide for equipment replacement, resolve insurance issues, meet human resource needs,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

With financial forecasting and the creation of long-term financing tools, the County has positively impacted all future financial decisions and the County's financial stability. These tools permit the County to reduce taxes to County residents, improve the County's bond rating, and lower costs to departments. In 2008, the financing tools allow the County to maintain the operating tax millage to well below its Headlee limit, add new equipment, and provide for new initiatives. In addition, finances continue to be carefully balanced in order to maintain or improve the outstanding bond ratings that the County currently has. The bond ratings save significant taxpayer dollars as a result of townships using the County bond ratings when constructing water and sewer systems.

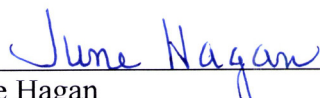
In 2005, the County projected future operational deficits over the next five years and began to formulate plans to eliminate them. The operating deficit is occurring at a time when Ottawa County remains one of the fastest growing counties in Michigan and has an increasing need for vital services. The County must also keep pace with technology demands in order to improve efficiency and to deliver quality services to the public. The fiscal year 2008 Budget reflects the implementation of several of the strategies identified to address the deficit. In all, the 2008 County of Ottawa Budget emphasizes responsibility, restraint, and reinforcement of long-range County goals.

During 2006, the Board of Commissioners developed a new strategic plan that defined the current vision and goals for the County as a whole. Many of the objectives in this strategic plan have been met during 2006 and 2007 and will continue to be addressed as on-going objectives in the 2008 budget. As we look ahead to the new direction, Ottawa County's fiscal restraint and long-term planning will continue in order to maintain the County's financial strength. With this, Ottawa County will continue the tradition of providing exemplary services to the public while maintaining a stable financial position.

Sincerely,



Alan G. Vanderberg
County Administrator



June Hagan
Fiscal Services Director

DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Ottawa County for its annual budget for the fiscal year ended December 31, 2007. This was the twelfth year that the County has submitted and received this prestigious award.

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Ottawa County

Michigan

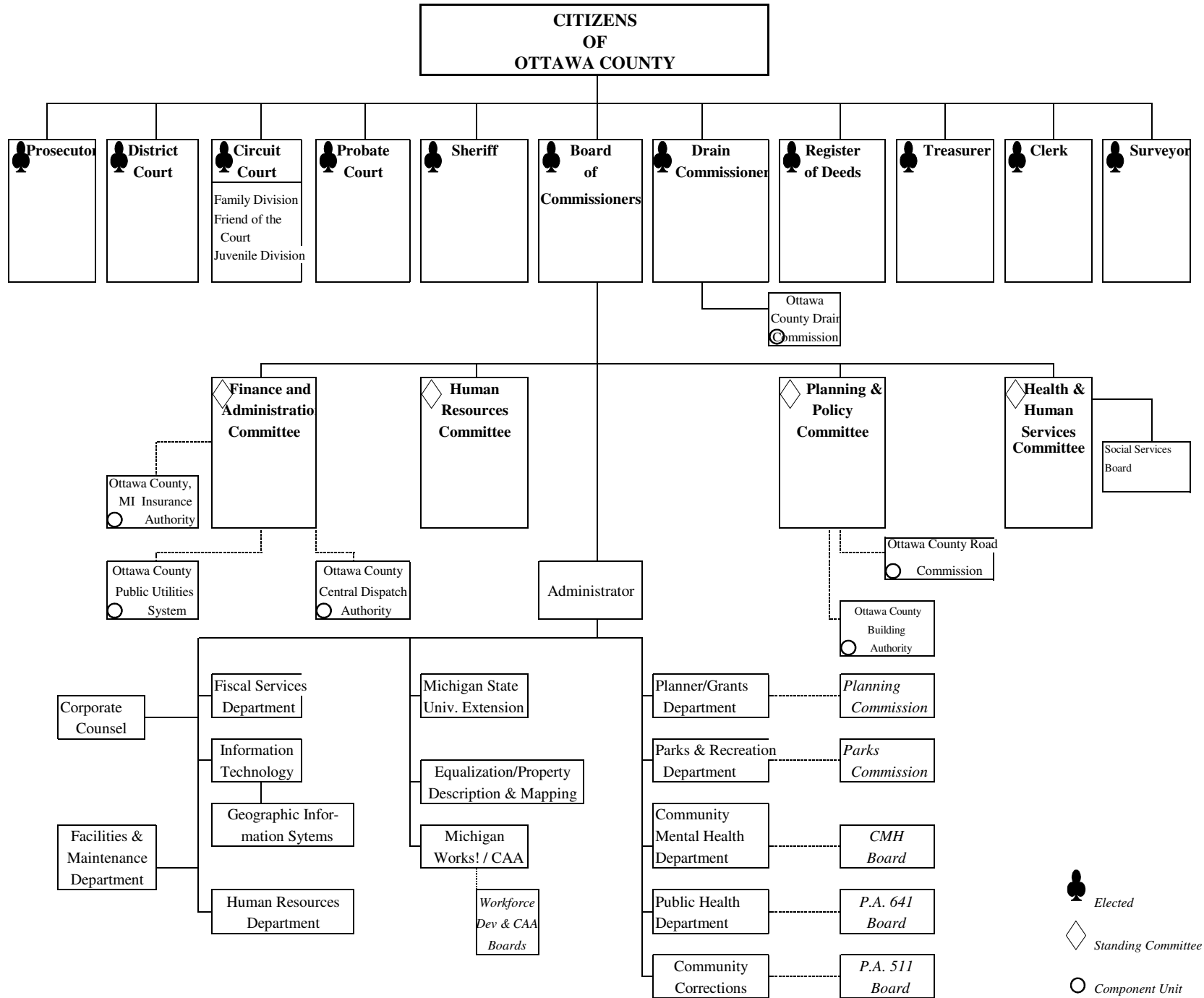
For the Fiscal Year Beginning

January 1, 2007

President

Executive Director

2008 ORGANIZATIONAL CHART



User's Reference Guide

Overview

The User's Reference Guide provides assistance in using the County of Ottawa 2008 Budget document. Its primary goal is to enhance the readability of the budget document and to increase its effectiveness as a communication device between the county and its citizens. In this section, commonly asked questions are answered under a variety of headings including:

<u>Guide to the Document</u>	<u>Page</u>
- What information is contained in each section?	37 - 38
- What types of funds are represented in the document?	39 - 40
- How do funds and functions relate? Where can I find can I find a particular program?	40 - 42
- What is involved in adopting the annual budget? What financial policies guide the budget process and county operations?	42 - 52
<u>Property Taxes and Mill Levies</u>	
- What is the county mill levy, and what effect has legislation had on it?	52
- How does the 2008 levy compare to previous years?	53
- How are property taxes calculated?	53
- How does the Ottawa County levy compare with other counties?	54
<u>Personnel and Capital Expenditures</u>	
- What new positions are included in the 2008 budget and what functions do County employees perform?	55
- What capital expenditures for equipment are included in the 2008 budget?	56 - 57
<u>Financial Outlook</u>	
- What does the future hold for Ottawa County?	57 - 61
<u>Strategic Planning</u>	
- To what extent has the county focused attention on long-term planning, both financial and programmatic?	62 - 82

Information Contained In Budget Document

Summary Information

The summary information section contains the following:

- Budget summary of all governmental funds by fund type.
- Summaries by fund of prior year actual, current year estimated, and the 2008 budgeted amounts for revenues and expenditures (by revenue/expenditure type) for the General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds and Permanent funds. (These schedules are required under Public Act 621, Public Acts of Michigan).
- Budget Summaries by fund of the projected 2007 ending fund balance, 2008 budgeted revenues/other financing sources, 2008 budgeted expenditures/other financing uses, and the projected 2008 ending fund balance for enterprise and internal service funds. Under Public Act 621, these funds are non-budgeted funds; accordingly, their budgets are presented in summary form only.
- Budget statements for discretely presented component units of the county: Ottawa County Road Commission, Ottawa County Public Utilities System, Ottawa County Drain Commission, and the Ottawa County Central Dispatch Authority.

Revenue Sources

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

General Fund

The largest portion of the budget book is dedicated to the detail of the General Fund. The detail sections of the budget book include a variety of information. Most departments start with a function statement which describes the activities carried out by the department. Following the function statement are the department goals and objectives. The two sections that follow are devoted to performance and goal achievement. The accomplishments section was added in this document to address goals and objectives less quantifiable or activity more long-term in nature. The performance and activity measures follow the accomplishments; some of these speak to quality and efficiency, others to activity level. Both are important measures because performance measures identify areas for needed improvement and activity measures identify concerns for the allocation of future resources. Activity measures show, for example, which departments are likely to need additional personnel and equipment in the future. If a department has full-time equivalents assigned to it, a position and salary schedule is included which details the employee classifications, full-time equivalency, and the salary calculations included in the 2008 budget.

The Board of Commissioners adopts the budget by line item which is the legal level of control. The budget detail for all funds provides a history of revenue and expenditure information. Actual revenues and expenditures are included for 2004, 2005, and 2006. Projected revenues and expenditures are included for 2007. Finally, the 2008 Adopted budget is the last column provided in the detail information. For all other funds required under Public Act 621, budget information is displayed by revenue and expenditure classification totals. In prior budget documents, detail by line item, by department was reported for all funds. In an effort to reduce the size of the document and enhance readability, classification totals are reported for all funds. **The legal level of control, however, has not changed for these funds but remains at line item level.**

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

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

Appendix

The appendix section contains six sections:

Section I

Resolution approving the 2008 budget

Section II

Summary of the 2008 budget by individual fund for all governmental fund types

Section III

Financial projections for the Financing Tools funds

Section IV

History of positions in the County including 2006, 2007, and budgeted 2008

Section V

General information about Ottawa County

Section VI

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

Ottawa County Fund Structure

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

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

Governmental Funds:

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

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

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

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

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

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

Proprietary Funds:

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

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

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

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

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

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

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

County of Ottawa
Cross Reference Chart by Function and Fund Type

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

The Budget Process

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

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

Budgets for the succeeding fiscal year are presented to the County Administrator for review each year in late June. During July and August, the Fiscal Services Director and Administrator meet with the various department heads and elected officials submitting budgets to discuss the content and revenue/expenditure levels contained in their budgets. The Administrator submits a balanced budget to the Finance Committee of the County Board of Commissioners in September. Elected officials also have the opportunity to

meet with the Board of Commissioners to appeal any decision. After the last Board meeting in September, a public notice is placed in the newspapers informing citizens of the upcoming budget hearing and adoption. At this point, a summary copy of the budget is available to citizens. A public hearing is held in October to provide any County resident the opportunity to discuss the budget with the Board and is required under State of Michigan law. The Finance Committee then makes a budget recommendation to the County Board of Commissioners in October. The budget, and an appropriation ordinance implementing it, is then adopted at the last meeting in October. A separate budget report is then made available to the public. The schedule below details the annual budget process by date and activity.

County of Ottawa 2008 Budget Calendar

March 12, 2007	Equipment and Personnel Request Forms sent to department heads.
March 30, 2007	Department requests for 2008 equipment and personnel submitted to Fiscal Services Department.
April 2, 2007	Performance Measures sent to department heads for updating.
April 30, 2007	Performance Measures returned to Fiscal Services Department. Complete strategic planning and ranking of services by Board of Commissioners.
May 8, 2007	Finance Committee approves the Resolutions of Intent to Increase Millage Rates, Distribution of the Convention Facility Tax and Distribution of the Cigarette Tax. <i>The County operating levy under consideration is for the 2007 levy and 2007 budget year. The 911 and Parks levies under consideration are for the 2007 levy and the 2008 budget year.</i>
	Board reviews Truth-in-Taxation Calculation, the Resolutions of Intent to Increase Millage Rates and sets the date for public hearing.
May 15, 2007	Finance Committee approves the Resolutions to Approve the Millage Rates and forwards them to the Board
May 21, 2007	Budget packets distributed to departments.
May 22, 2007	Board holds public hearing and approves the 2007 millage rates
May 21, 2007- June 15, 2007	Fiscal Services Department available to provide any needed assistance in completing budget documents.

- June 15, 2007 Departments submit completed budget requests and narratives to the Fiscal Services Department.
- June 15, 2007 - July 31, 2007 Fiscal Services Department summarizes budgets and prepares documents for Administrative review.
- July 15, 2007 - Aug. 17, 2007 Administration meets with Department Heads in preparation of a proposed budget.
- September 18, 2007 Finance Committee preliminary review of the 2008 budget and approval of the resolutions regarding the Distribution of the Convention Facility Tax and Distribution of the Cigarette Tax.; approval of the Salary and Fringe Benefits Adjustments.
- September 25, 2007 Board sets the date for the public hearing on the County Budget for October 9, 2007 approves the resolutions regarding the Distribution of the Convention Facility Tax and Distribution of the Cigarette Tax, and approves the Salary and Fringe Benefit Adjustments.
- Board receives preliminary overview of 2008 budget.
- October 3, 2007 Deadline for the publication of the public hearing notice on the 2008 budget.
- October 9, 2007 Board holds the public hearing on the budget and receives the formal Budget Presentation.
- October 16, 2007 Finance Committee reviews Resolution to Approve 2008 County Budget,
Insurance Authority Budget and the Apportionment Report.
- October 23, 2007 Board adopts the 2008 County Budget, the Insurance Authority Budget and the Apportionment Report.

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

County of Ottawa Financial Policies

Cash and Investment Policy

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

Investment Policy Summary

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

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

1. Cash Management

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

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

Disbursements: Any disbursements to suppliers of goods or services or to employees for salaries and wages shall be contingent upon an available budget appropriation and the required prior approvals as stated in the County's general policies.

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

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

Cash and Investment Policy (continued)

maximize investment earning.

2. Authorized and Suitable Investments

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

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

Cash and Investment Policy (continued)

3. Maturities and Diversification

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

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

Debt Policies

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

- 1) The county will not issue debt to finance on-going operations. Debt will only be issued to finance the construction of water and sewage disposal systems, drains and buildings, and to refund previously issued bonds. The County pledges its full faith and credit behind these issues. However, the county approves these issues only after ensuring that the issuer has established the revenue stream to make the debt payments.
- 2) As required under State of Michigan law, the county shall not increase its total debt beyond 10 percent of its assessed valuation. The 2007 assessed valuation for Ottawa County is \$11,719,793,894, capping debt at \$1,171,979,389. Ottawa County is well below this legal debt limit.

Auditing and Financial Reporting Policies

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

Purchasing Policy

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

Purchasing Policy (continued)

- I. Source Selection
 - A) All procurement contracts in excess of \$20,000 will be awarded by competitive sealed bidding.
 - B) When the Purchasing Department determines that the use of competitive sealed bidding for procurements in excess of \$20,000 is either not practicable or not advantageous to the County, a contract may be entered into by use of the competitive sealed proposals method (Request for Proposal).
 - C) For purchases over \$500, but less than \$20,000, quotations from at least three vendors must be documented. Awards shall be made to the qualified vendor offering the best value in the sole opinion of the Director of Administrative Services.
 - D) For purchases under \$500, Department heads shall make the purchase using responsible criteria.
- II. Contract Clauses: County contracts for goods and services shall include provisions necessary to define the responsibilities and rights of both parties. The Director of Administrative Services may issue such clauses as deemed appropriate under a variety of subjects including price adjustments.
- III. Specifications: Specifications shall be written so as to promote overall economy for the purposes intended and to encourage competition while still providing a fair opportunity to all qualified vendors through nondiscrimination.
- IV. Procurement of Construction Services: The Director of Administrative Services shall determine the method of construction contracting management for a particular project.
 - A) Bid security in the amount of 5% of the bid shall be required for contracts over \$50,000.
- V. Suspensions: The Director of Administrative Services, upon consultation with the Civil division of the Prosecutor's office, is authorized to suspend a person from consideration for a period of not more than three years given appropriate cause.
- VI. Appeals and Remedies: A formal appeal process is provided for in the policy.
- VII. Ethics

Purchasing Policy (continued)

- A) Criminal misconduct is punishable as provided by the Michigan Penal Code.
- B) Conflict of Interest: County employees shall abide by existing County policies including, but not limited to, policies regarding conflict of interest, gratuities or "kickbacks", and confidential information.

Fiscal Policies

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

- Maintain an adequate financial base to sustain a prescribed level of services as determined by the State of Michigan and the County Board of Commissioners.
- Adhere to the highest accounting and management practices as set by the Financial Accounting Standards Board, the Governmental Accounting Standards Board, the Government Finance Officers' Association standards for financial reporting and budgeting, and other applicable professional standards.
- Establish priorities and funding mechanisms which allow the County to respond to local and regional economic trauma, changes in service requirements, changes in State and Federal priorities and funding as they affect the County's residents.
- Preserve, maintain, and plan for replacement of physical assets.
- Promote fiscal conservation and strive to obtain the highest credit rating in the financial community, by ensuring the county:
 - a. pays current bills in a timely fashion;
 - b. balances the budget;
 - c. provides for future costs, services, and facilities;
 - d. maintains needed and desired services.
- Assure County taxpayers that County government is well managed by using prudent financial management practices and maintaining a sound fiscal condition.

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

- I. Ottawa County will attempt to establish an undesignated fund balance in the general fund to pay expenditures caused by unforeseen emergencies, for cash short-falls caused by revenue declines and to eliminate any short-

Fiscal Policies (continued)

term borrowing. The undesignated fund balance shall be maintained at an amount which represents a minimum of 10% and up to 15% of the general fund actual expenditures for the most recently completed audit but not more than the equivalent of three months of operations of the planned budget year.

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

Operating Budget Policies

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

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

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

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

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

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

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

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

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

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

- I. The Administrator will assume final responsibility for the preparation, presentation, and control of the budget (budget preparation can be delegated by the Administrator to the Fiscal Services Director).
- II. Department heads and other administrative officers of budgetary centers will provide necessary information to the Administrator for budget preparation.

Operating Budget Policies (continued)

- III. The Administrator will present the recommended budget to the Finance Committee.
- IV. The Finance Committee will review the recommended budget and may request necessary information for consideration of the budget prior to presentation to the Board of Commissioners.
- V. The Board of Commissioners will hold a public hearing prior to final approval of the budget.
- VI. The Board of Commissioners will pass a general appropriations resolution, consistent with the uniform chart of accounts prescribed by the Department of Treasury, establishing the legal levels of control.
- VII. The Administrator and Fiscal Services Director will recommend, and the Board of Commissioners will approve, any amendments to the general appropriations act required to comply with P.A. 621.

Self-Insurance

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

The County Millage Levy

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

All of these levies are affected by two legislative acts. In 1978, the Tax Limitation Amendment (also known as the Headlee Rollback) was passed. This legislation requires that the maximum authorized tax rate in a jurisdiction must be rolled back if the total value of existing taxable property in a local jurisdiction increases faster than the U.S. Consumer Price Index. The result of this legislation is a reduction in the County operating levy from 4.44 mills to 4.2650 mills; this represents decreased revenue of approximately \$1.68 million. The Board of Commissioners opted to reduce the levy further to 3.600 mills. This resulted in an additional \$6.37 *million* decrease in revenue for operating purposes. In addition, the Headlee Rollback legislation also resulted in a reduction in the levy for E-911 Central Dispatch from .5 mills to .4407 mills; this represents decreased revenue of approximately \$568,000. The Parks levy was also reduced slightly by Headlee from .33 mills to .3165 mills - a decrease of just over \$129,000.

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

History of Ottawa County Tax Levies

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

Tax Levy History

<u>Levy Year</u>	<u>Budget Year (1)</u>	<u>County Operation</u>	<u>E-911</u>	<u>Parks</u>	<u>Total</u>
1997	1998	3.9229	.4460	.3296	4.6985
1998	1999	3.7055	.4460	.3289	4.4804
1999	2000	3.6000	.4545	.3267	4.3812
2000	2001	3.6000	.4515	.3245	4.3760
2001	2002	3.5000	.4493	.3229	4.2722
2002	2003	3.4000	.4464	.3208	4.1672
2003	2004	3.4000	.4429	.3182	4.1611
2004	2005	3.5000	.4419	.3174	4.2593
2005	2006	3.5000	.4411	.3168	4.2579
2006	2007		.4407	.3165	4.2572
2007	2007	3.6000	.4407	.3165	4.3572
2007	2008		.4407	.3165	4.3572
2008	2008	3.6000	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>

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

Calculation of Property Taxes

The table that follows is an illustration of how the County tax is calculated for a residential property owner:

Market Value of Property	Taxable Value*	Operations Tax Levy Rate	Estimated County Tax	E-911 and Parks Tax Levy Rate	Estimated E-911 and Parks Tax	Total County Tax
\$ 75,000	37,500	.0036000	\$135.00	.0007572	\$28.40	\$163.40
\$100,000	50,000	.0036000	\$180.00	.0007572	\$37.86	\$217.86
\$150,000	75,000	.0036000	\$270.00	.0007572	\$56.79	\$326.79
\$200,000	100,000	.0036000	\$360.00	.0007572	\$75.72	\$435.72

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

Comparison of Tax Levies of Other Michigan Counties

2007 Operating Millage Levies of Neighboring Counties:

Allegan	4.6577
Muskegon	5.6984
Kent	4.2803
Ottawa	3.6000

Counties of Similar Size:

<u>County</u>	<u>2007 Taxable Valuation</u>	<u>Operating Millage Levy</u>
Kalamazoo	\$7,950,674,219	4.6871
Ingham	7,857,288,668	6.3512
Ottawa	9,585,665,481	3.6000
Genesee	11,849,655,646	5.5072
Washtenaw	15,510,438,244	4.5493

Highest 2006 Allocated and Voted Levy:

Baraga	14.95
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Lowest 2006 Allocated and Voted Levy:

Livingston	3.88
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New Positions Approved with the 2008 Budget

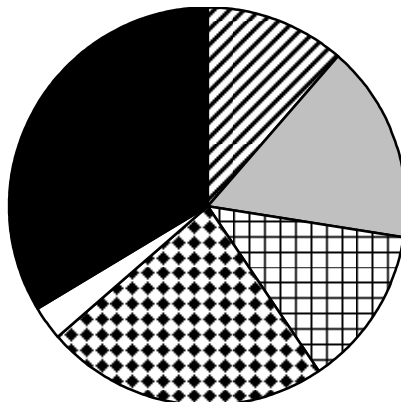
As indicated in the transmittal letter, no new positions were approved for 2008 that affected the bottom line of the General Fund. However, because they did not affect the General Fund, certain positions were approved. The table that follows lists all of the approved changes.

County of Ottawa
2008 Budget - New Positions Approved

Department	FTE / Description	Position Cost
Permanent Positions		
Health	.6 Senior Env Health Specialist	\$39,809
Temporary Positions		
Probate Court	Court Bailiff for Jury Trials	\$960
Planning and Grants	College Intern	\$5,517
Parks & Recreation	Stewardship Supervisor	\$30,891
Parks & Recreation	(4) - Park Attendants	\$42,644
Register of Deeds	Indexing Temporary	\$31,200
Child Care- Detention	Relief Youth Specialist to cover staff for vacations, etc.	\$8,880
Total Temporary Position Requests		\$120,092
Grand Total - Personnel Additions		\$159,901

Total County Personnel by Function

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



Judicial	General Government	Public Works
Public Safety	Other	Health and Welfare

Capital Equipment Approved with the 2008 Budget

		2008
Department Name	Item Description	Estimated Purchase Price
Circuit Court	Jefferson Audio Visual Recording System	\$12,640
District Court	Video Conferencing Equipment	\$8,500
Probate Court	Replacement of JAVS video system w/digital in Courtrooms A & B	\$45,284
Elections	2 Automark Machines for additional precincts	\$12,934
Geographic Information Systems	Dell Server PowerEdge 2950	\$8,337
Geographic Information Systems	SQL Server 2005	\$5,820
Bldg. / Grds. -Juvenile Services-Jail	Salt Spreader	\$6,200
Bldg. / Grds. - Fillmore Admin	3/4 Ton Pick Up Truck	\$24,000
Sheriff	4 Ford CVPI Patrol Vehicles	\$88,000
Sheriff	2 Vehicles to replace current DB vehicles	\$40,000
Sheriff	Crime scene & crash reconstruction software	\$8,000
Marine Safety	26' Patrol vessel	\$88,791
Jail	New Ford F350 9 Passenger Van	\$24,000
Jail	Ford E-350 Van / SWAP Program	\$25,280
Jail	Ford Van Unit 871	\$24,000
Emergency Services	Vehicle - Van Car 9	\$25,000
Animal Control	Ford Van to replace vehicle 91	\$24,000
Animal Control	2 Chevy pickup to replace 90 & 92	\$50,000
Parks & Recreation	3/4 ton 4x4 pick up truck - diesel powered	\$28,000
Health-IMMS	2 Guardian Home Stanby Generator	\$11,178
Environmental Health	Lumex RA 915 Light-Mercury Analyzer	\$14,900
COPS Universal Holland	2 CVPI Patrol Vehicle Unit 701,704	\$44,000
Spring Lake TWP/Schools	Ford CVPI Patrol Vehicle Unit 141	\$22,000
COPS / Allendale Pol Corp	Ford CVPI Patrol Vehicle Unit 103	\$22,000
EMT - Georgetown Twp.	Chevy Police Tahoe for E-Unit to replace 49	\$29,000
Road Patrol PA416	Chevy Police Pkg Tahoe to replace 715	\$29,000
Juvenile ISP	3 Ford CVPI Patrol Vehicle	\$66,000
Juv. Srvc-Community Interventions	Identix desktop livescan system	\$11,095
Information Technology	Anti-Malware	\$47,980
Information Technology	Upgrade SAN to full Disk and Server	\$15,118
Information Technology	3 LANSA Software Developer License	\$45,000
Duplicating/Admin. Services	Copy Machines	\$13,000
Duplicating/Admin. Services	14 Copy Machines	\$85,600
Telecommunications	Telephone expansion Fillmore Addition	\$40,000
Telecommunications	2 Video Conferencing Unit	\$28,000
Total Capital Equipment Purchases		<u>\$1,072,657</u>

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

equipment including items under \$5,000, please see the schedule included in the appendix.

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

Capital Construction Projects

<u>Project Description</u>	2008 Expenditures	Future Year Expenditures
Grand Haven/West Olive Project	\$12,831,971	\$10,978,512
SouthWest Ottawa Landfill	\$1,373,182	\$0
Tunnel Park Dune Climb	\$45,000	\$30,000
Hemlock Crossing/Native Grasslands	\$15,000	\$0
Park 12 Switchback Replacement	\$20,000	\$0
Bur Oak Landing Kiosk/Parking	\$15,000	\$0
Upper Macatawa Non-Motorized Pathway	\$600,000	\$0
North Ottawa Dunes Phase I	\$100,000	\$0
Nature Education Center	\$1,500,000	
	<u>\$16,500,153</u>	<u>\$11,008,512</u>

Financial Outlook

Overview

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

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

Revenues

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

Property Tax – Increasing 4.0% to 5.0% per year. Property Tax is the largest revenue source of the General Fund, so accurate trend information is especially important. Ottawa County continues to have strong growth, and the average annual percentage increase in taxable value between 2000 and 2004 was 6.56%. The increase in the 2007 taxable value was 6.27%. Due to the declining housing market and to be conservative, the lesser amount of 4.0% to 5.0% is being projected.

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

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

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

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

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

Expenditures

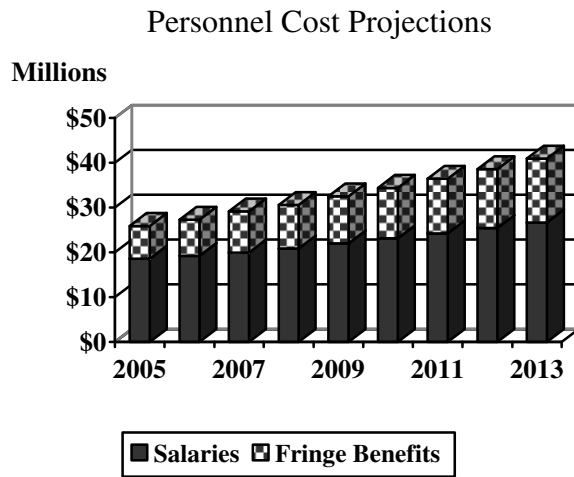
Salaries – County employees generally receive a cost of living adjustment based on the consumer price index. In addition, newer employees also receive step increases for five years. After the five years, the employees receive only the cost of living adjustment. To cover both the cost of living adjustment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

In addition, a growing County like Ottawa needs to be able to respond to the growing service demands with additional employees. Based on historical personnel additions,

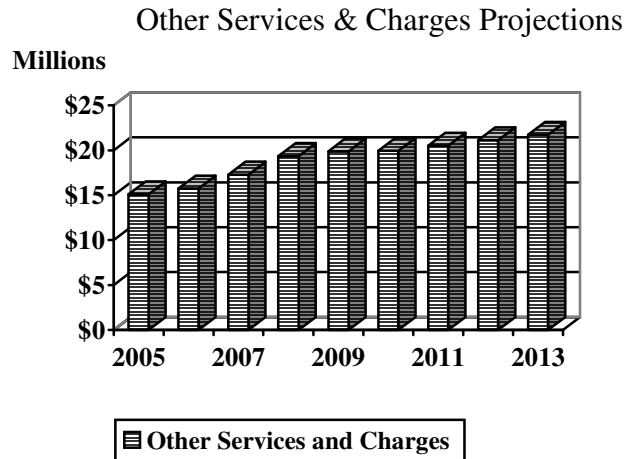
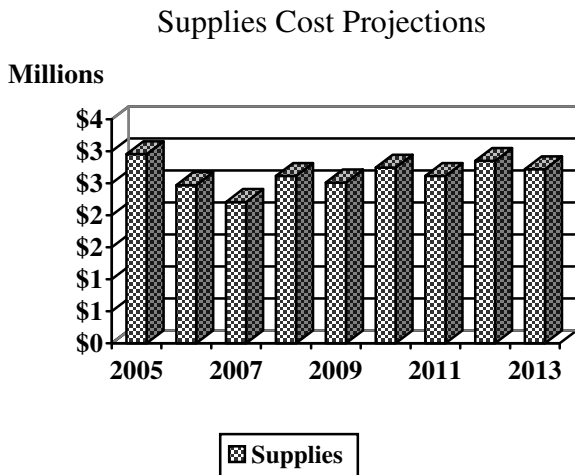
approximately \$500,000 per year is added to salaries and fringe benefits per year to reflect additional employees.

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

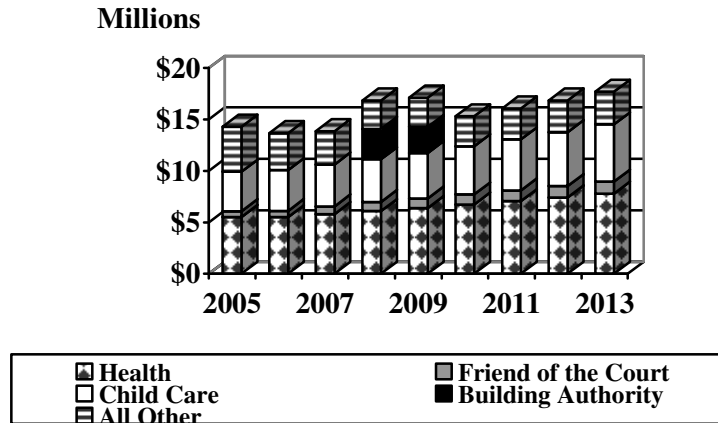
The graph below shows the history and projections for personnel costs and reflects the disproportionate increase in fringe benefits as compared to salaries.



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



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



Results

As discussed in the transmittal letter, a deficit reduction plan has been implemented to address the structural deficit. This plan has made significant improvement in the financial outlook of the County. However, there have been subsequent developments that have soured the outlook and necessitate additional response. When the original estimates were made, the County was not anticipating a significant other post employment benefits liability. However, the annual required contribution in 2008 is nearly \$1 million. In addition, the deteriorating housing market has resulted in lower anticipated increases in taxable value.

During 2007, the Board of Commissioners completed a preliminary ranking of discretionary programs as a basis for possible reductions and eliminations. In January of 2008, the Board will complete a second ranking of discretionary services in conjunction with their strategic planning session. The County believes this and other avenues will eliminate the operating deficit and will maintain the financial standing of the County. A table listing revenue and expenditure projections by category follows.

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

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
	Actual	Actual	Actual	Actual	Current Year Estimated	Projected	Projected	Projected	Projected	Projected	Projected
Revenues:											
Taxes	\$28,134,948	\$29,744,577	\$32,858,275	\$37,095,829	\$38,823,071	\$40,831,115	\$43,887,780	\$45,752,165	\$47,695,947	\$49,619,084	\$51,594,636
Intergovernmental	\$8,359,170	\$6,237,538	\$5,962,079	\$4,637,820	\$4,834,855	\$4,342,734	\$3,610,681	\$3,651,701	\$8,764,234	\$9,064,920	\$9,270,541
Charges for services	\$9,682,777	\$9,027,566	\$9,124,440	\$9,240,623	\$9,789,260	\$10,094,827	\$10,296,724	\$10,502,658	\$10,712,711	\$10,926,965	\$11,145,505
Fines & Forfeits	\$993,792	\$1,026,797	\$1,069,949	\$1,047,692	\$1,050,370	\$1,047,600	\$1,068,552	\$1,089,923	\$1,111,722	\$1,133,956	\$1,156,635
Interest on investments	\$941,249	\$830,652	\$866,449	\$1,717,019	\$1,850,000	\$1,800,000	\$1,685,000	\$1,570,000	\$1,570,000	\$1,570,000	\$1,570,000
Rental income	\$2,156,724	\$2,225,581	\$2,397,103	\$2,511,754	\$2,765,333	\$2,930,343	\$2,991,506	\$3,039,268	\$3,152,887	\$3,241,289	\$3,334,852
Licenses & permits	\$292,537	\$311,494	\$299,828	\$289,351	\$273,025	\$274,025	\$279,506	\$285,096	\$290,798	\$296,613	\$302,546
Other	\$305,311	\$356,567	\$346,904	\$362,827	\$297,194	\$341,757	\$345,427	\$349,171	\$352,989	\$356,884	\$360,857
Operating transfer in	\$1,178,500	\$6,638,481	\$6,323,127	\$4,239,536	\$4,408,441	\$4,510,800	\$4,709,533	\$4,874,366	\$101,340	\$0	\$0
Fund balance reserve use	\$0	\$0	\$0	\$0	\$135,684	\$2,984,508	\$2,532,373	\$0	\$0	\$0	\$0
Total Revenue	\$52,045,008	\$56,399,253	\$59,248,154	\$61,142,451	\$64,227,233	\$69,157,709	\$71,407,081	\$71,114,347	\$73,752,628	\$76,209,712	\$78,735,571
% change over prior year		8.40%	5.10%	3.20%	5.00%	7.70%	3.30%	-0.40%	3.70%	3.30%	3.30%
Expenditures:											
Salaries	\$16,828,359	\$17,776,227	\$18,614,044	\$19,216,398	\$19,967,633	\$20,867,071	\$22,004,280	\$23,116,063	\$24,246,264	\$25,432,279	\$26,676,880
Fringe benefits	\$5,915,437	\$6,680,860	\$7,280,421	\$8,060,040	\$9,155,458	\$9,715,764	\$10,481,667	\$11,277,373	\$12,178,924	\$13,163,022	\$14,237,921
Supplies	\$2,193,748	\$2,294,523	\$2,956,830	\$2,472,811	\$2,207,946	\$2,614,016	\$2,512,760	\$2,744,168	\$2,616,577	\$2,851,183	\$2,721,883
Other services & chg	\$14,683,837	\$14,536,981	\$15,102,808	\$15,736,645	\$17,288,160	\$19,352,203	\$19,894,306	\$19,936,143	\$20,519,391	\$21,126,084	\$21,733,068
Contingency	\$0	\$0	\$0	\$0	\$0	\$565,745	\$577,060	\$588,601	\$600,373	\$612,381	\$624,628
Capital outlay	\$101,098	\$83,217	\$422,926	\$11,238	\$16,000	\$75,000	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$10,078,187	\$12,287,447	\$14,287,835	\$13,667,299	\$13,855,317	\$16,831,924	\$17,115,161	\$15,299,601	\$16,055,006	\$16,851,885	\$17,692,545
Total Expenditures	\$49,800,666	\$53,659,255	\$58,664,864	\$59,164,431	\$62,490,514	\$70,021,723	\$72,585,233	\$72,961,949	\$76,216,535	\$80,036,833	\$83,686,924
% change over prior year		7.70%	9.30%	0.90%	5.60%	12.10%	3.70%	0.50%	4.50%	5.00%	4.60%
Revenue over (under) expenditures		\$2,739,998	\$583,290	\$1,978,020	\$1,736,719	-\$864,014	-\$1,178,152	-\$1,847,602	-\$2,463,907	-\$3,827,122	-\$4,951,353

Note: Assumes the following levies: 2008 = 3.6 mills, 2009 = 3.7 mills, 2010 = 3.7 mills, 2011 = 3.7 mills, 2012 = 3.7 mills, and 2013 = 3.7 mills with a 4.0%- 4.25% increase in taxable value each year.

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

Assumes no transfers to the Stabilization fund for 2009-2013 (\$275,000 - \$325,000)

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

Assumes no new positions.

Assumes State Revenue Sharing payments are restored in 2011.

The Strategic Planning Process

Strategic Planning Definition

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

Objective

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

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

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

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

Mission Statement

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

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

Vision Statement

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

Organizational Values

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

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

Goals, Objectives, and Outcomes

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

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

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

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

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

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

ACTION PLAN: The 2008 budget reflects the continued implementation of the 2004 budget balancing plan (see budget transmittal letter for more details). The amount of one-time dollars (e.g., fund balance) used to balance the budget has been decreasing from a high of \$2.9 million in 2004 to just \$864,000 in 2008. As discussed previously, additional work is underway to address additional identified financial pressures.

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

Financing Tools Historical Summary

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

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

To provide long-term financial stability for Ottawa County

To take financial pressure off the General Fund

To provide long-term financing for certain operational costs

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

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

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

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

The Board's vision over the years has allowed Ottawa County to maintain one of the lowest operating millages in the State while at the same time provide for long-term financial strength that will benefit County residents for many years to come. The County

can react to the unexpected while at the same time continue to provide a stable source of services to the public. Ottawa County is an envy to most counties across the State.

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

The nine financing tools funds are:

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

Solid Waste Clean-up Fund (2271)

Year Established: 1990

Fund Purpose:

This fund was established from monies received by Ottawa County from the settlement of litigation over the Southwest Ottawa Landfill. These monies are to be used exclusively for the clean-up of the landfill. (BC 90-277) The fund's goal is to use the interest generated from the principal to cover ongoing annual costs of the landfill clean-up. Beginning in 1998, these expenditures are paid for from this Fund thus saving the General Fund approximately \$150,000 - \$175,000 per year.

A plan to alleviate site contamination was approved by the Department of Natural Resources during 2005. As a result, approximately \$1.3 million is expected to be spent in 2008 to add and replace purge wells and provide overall enhancements the groundwater purge and treatment system. Had money not been set aside in this fund, the County would have to fund it from the General Fund or some other County fund.

In addition, as part of the financing plan for the new West Olive and Grand Haven facilities, these funds will be contributing \$2.5 million for the construction of the facilities, allowing us to lower debt service costs.

Financial Benefits:

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

Infrastructure Fund (2444)

Year Established: 1999

Fund Purpose:

This fund was established to provide financial assistance to local units of government for water, sewer, road, and bridge projects that are especially unique, non-routine, and out-of-the ordinary.

To date, the fund has made loans to municipalities totaling \$2,155,000, with an additional \$371,000 anticipated for Jamestown Township before the end of 2007. As part of the financing plan for the new West Olive and Grand Haven facilities, this fund will also be contributing approximately \$125,000 per year for the anticipated principal and interest payments associated with the bond issue.

Financial Benefits:

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

Public Improvement Fund (2450)

Year Established: 1981

Fund Purpose:

This fund is used to account for monies set aside for public improvements. The fund's goal is to provide sufficient dollars to fund the County's major capital projects. In addition, as part of the financing plan for the new West Olive and Grand Haven facilities, this fund will be contributing approximately \$175,000 per year for the anticipated principal and interest payments associated with the bond issue.

Financial Benefits:

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

Stabilization Fund (2570)

Year Established: 1981

Fund Purpose:

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

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

Financial Benefits:

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

Compensated Absences (2980)

Year Established: 1986

Fund Purpose:

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

Financial Benefits:

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

Delinquent Tax Revolving Fund (5160)

Year Established: 1974

Fund Purpose:

The Delinquent Tax Revolving Fund is used to pay each local government unit, including the County, the respective amount of taxes not collected as of March 1 of each year. After many years of waiting for this fund to mature, the treasurer now avoids costly issuances of Delinquent Tax Anticipation Notes (now referred to as General Obligation Limited Tax Notes) and pays schools, local units and the County in a timely fashion. An annual evaluation is made to determine if it is beneficial for the County to issue general obligation limited tax notes versus using cash on hand. As a financing tool, money had been transferred each year to the General Fund. The 1996 transfer was \$750,000. The County discontinued a transfer to the General Fund in 1997 when the third bond issue was designated to be paid for from this fund. Beginning in 2000, the County had experienced the full impact of proposal A and had started the transfer of funds to the General Fund again. However, with the issuance of a fourth bond issue to be paid from this fund, the transfers have once again been discontinued.

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

Financial Benefits:

- 1) Operating Transfers to the General Fund.
- 2) Principal and Interest Payments on four bond issues totaling \$2.6 million in 2008.
- 3) Ability to avoid bond issue costs to pay off annual delinquency.
- 4) Contributes to a positive Bond rating.
- 5) Cash flow management.

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

Year Established:

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

Fund Purposes:

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

Revenues are received from user departments to cover expenses incurred in providing the telephone service as well as future capital improvements.

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

In addition, as part of the financing plan for the new West Olive and Grand Haven facilities, these funds will be contributing \$4.1 million for the construction of the facilities and approximately \$150,000 per year for the anticipated principal and interest payments associated with the bond issue.

Financial Benefits:

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

Overall Benefits of the Financing Tools

- 1) Take financial pressure off the General Fund.

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

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

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

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

The avoidance of debt payments is very important to the General Fund. Unlike other funding decisions of the General Fund, debt payments are mandatory, regardless of the revenue picture. Effectively, then, debt payments are an

Overall Benefits of the Financing Tools (continued)

immediate subtraction from property tax revenues, taking away from other County programs. Thus, the debt payments avoided by the Public Improvement

Fund and funded by the Delinquent Tax Revolving Fund alleviate pressure on the General Fund, freeing up dollars for other County programs.

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

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

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

The Duplicating, Telecommunications, and Equipment Pool Funds provide capital for equipment acquisition and replacement. If the County did not have the dollars to pay for the equipment, they would have to lease from an outside vendor or do without. Not purchasing equipment would result in an inefficient use of personnel and reduced service levels, particularly given our population growth levels. Another alternative to equipment purchases would be to just add more staff which are ongoing operational costs as opposed to one-time equipment costs.

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

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

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

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

Overall Benefits of the Financing Tools (continued)

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

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

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

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

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

Additional Benefits:

1) Sufficient Equity Level.

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

2) Indicative of Long-Term Planning.

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

3) Contributes to a Positive Bond Rating.

The County has obtained a AAA bond rating from Fitch on General Obligation Limited Tax Bonds. Moody's Bond Rating is Aa1 for General Obligation Unlimited and Limited Tax Bonds. The County itself receives only a small part of the benefit of our high rating.

Overall Benefits of the Financing Tools (continued)

Most of our debt is for water and sewer projects which are paid by municipalities and individuals through assessments. It is the local municipalities and the individual taxpayers that receive the greatest benefit of our high rating.

4) Reduced Interest Rates on Bond Issues.

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

5) Low Millage Rate.

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

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

Historical/Projected Summary

	2000 – 2006 Historical Savings to <u>General Fund</u>	2007 – 2013 Projected Savings to <u>General Fund</u>
Solid Waste Clean-up Fund (2271)	\$1,612,277	\$3,206,997
Average Annual Savings	\$230,325	\$458,142
Average Annual Millage Savings	0.0316	0.0449
Public Improvement Fund (2450)	\$11,037,270	\$25,077,723
Average Annual Savings	\$2,112,639	\$3,516,063
Average Annual Millage Savings	0.2954	0.209
Stabilization Fund (2570)	\$2,342,239	\$3,028,381
Average Annual Savings	\$334,606	\$432,626
Average Annual Millage Savings	0.0466	0.0395
Delinquent Tax Revolving Fund (5160)	\$17,431,181	\$17,490,878
Average Annual Savings	\$2,490,169	\$2,498,697
Average Annual Millage Savings	0.3528	0.2302
Duplicating, Telecommunications, and Equipment Pool (6450, 6550, 6641)	\$8,933,321	\$11,073,416
Average Annual Savings	\$1,276,189	\$1,581,916
Average Annual Millage Savings	0.1737	0.1429
Grand Total	\$41,356,288	\$59,877,395
Total Average Annual Savings	\$6,443,928	\$8,487,444
Total Average Annual Millage Savings	0.9001	0.66650

Objective: Identify and develop a plan for funding legacy costs

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

Measure: Commissioners approve a plan to address OPEB liabilities

ACTION PLAN: During 2007, the County formulated different scenarios to determine the impact of benefit adjustments on the liability. Based on the actuary results, the Board is ending the health insurance implicit subsidy for retirees over age 65 and for any new hires after 1/1/08. In addition, the monthly credit for health insurance based on years of service will be eliminated for any new hires after 1/1/08. These three actions reduced the County's liability from \$31 million down to \$9 million. The 2008 budget includes just under \$1 million to cover the annual required contribution as determined by the actuary.

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

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

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

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

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

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

ACTION PLAN: The budget continues to include funds for a lobbyist to strengthen the County's voice in the legislature. The 2008 budget for the lobbyist is \$44,000.

Objective: Maintain or improve bond ratings

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

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

ACTION PLAN: The County's bond rating has been maintained with the 2007 bond issues. In addition, the 2008 budget maintains the target General Fund fund balance range of 10-15% of prior year's audited expenditures

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

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

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

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

ACTION PLAN: The 2008 budget includes funds for a citizen survey to measure the impact of the County's communications.

Objective: Consider and implement new methods of communication

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

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

ACTION PLAN: The 2008 budget includes funds for a citizen survey. In addition, \$230,000 has been included in the Information Technology budget to maintain and expand the website (see also the transmittal letter).

Objective: Continue and improve departmental annual report process to clearly identify goals, issues, future plans, and performance measures

- Revise annual report requirements and schedule

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

Objective: Identify and implement methods of communicating with employee groups

- Conduct focus groups with Group T employees

- Continue using the Front Page and all-staff e-mails to communicate important information to employees
- Establish Labor-Management Cooperation Committee
- Continue and improve employee-edited newsletter

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

ACTION PLAN: The 2007 employee survey did show increased employee satisfaction with administration. To maintain the improvement, funds are included in the 2008 budget to cover any expenditures of the Labor-Management Cooperation Committee that might be incurred. The Front Page is used frequently to communicate information to the employees. A committee was formed for the new employee newsletter and it is now being sent via email to all employees.

Objective: Strengthen role in state and national professional organizations

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

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

ACTION PLAN: Funds are included in the Commissioners budget for any additional expenditures that might be incurred due to Commissioner appointments to the National Association of Counties and other organizations.

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

Objective: Investigate opportunities to impact the consequences of development

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

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

ACTION PLAN: The Planning and Grants department (General Fund, department 7211) will be completing an ordinance and program structure for the purchase of development rights that was recommended by the Board of Commissioners in 2007.

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

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

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

ACTION PLAN: The Planning and Grants department will also be completing a County-wide build out analysis for local units of government during 2008. This report will outline the current economic development retention and attraction activities and options to improve coordination of economic development services.

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

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

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

ACTION PLAN: During 2007, the County hosted the second water quality forum that was well attended and well received. Included in the objectives of Cooperative Extension (General Fund 1010, Department 2570) is to provide assistance to homeowners regarding the proper application of fertilizer to turf and landscaping. The department also plans to monitor phosphorus levels as well.

Objective: Assist in completion of a groundwater resources inventory

- Continue to work with local units of government to investigate funding opportunities for completing a groundwater resources inventory

Measure: A county groundwater resources inventory is completed

ACTION PLAN: The Planning and Grants department will coordinate a water resources study during 2008.

Objective: Discuss and act upon road policy issues as appropriate

- Conduct a work session to review pending legislation and Road Commission structure options
- Continue advocacy on US-31 and other major projects at the state level

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

Objective: Provide quality County facilities throughout the county

- Commissioners approve a financing plan for the Grand Haven/Fillmore project and turn project over to Building Authority
- Complete Holland District Court construction

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

ACTION PLAN: Construction is complete on the Holland District Court facility. During 2007, the Board approved the revised financing plan for the Fillmore Complex expansion and Grand Haven Courthouse. Bonds were issued in October of 2007, and payments will begin in 2008. The 2008 budget reflects construction in the Capital Projects fund and debt service costs in the funds identified as funding sources. The debt service budget reflects the principal and interest payments.

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

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

- Conduct organizational efficiency and structure reviews, including Clerk/Register, Board of Public Works, Equalization/GIS/PDM, GIS/IT
- Review service contracts to determine if it is more cost-effective to complete work in-house
- Evaluate drug courts
- Evaluate employee insurance plan
- Evaluate animal control contract
- Maximize relationships with organizations such as MSU Extension to ensure services are not duplicated
- Continue the work of the Jail Mental Health Task Force
- Complete implementation of the Plante & Moran IT Study

Measure: Commissioners consider the combination of the offices of Clerk and Register of Deeds; Commissioners receive a thorough evaluation of the drug court pilot projects; Commissioners consider the creation of a Board of Public Works; Commissioners receive a thorough evaluation of the

provision of animal control services; services covered by contract are provided in the most cost-effective manner; Commissioners consider the location of GIS services in the County organization; IT study implementation is complete and operating effectively

ACTION PLANS: Organizational reviews were completed for Mental Health, the County Clerk, and the Prosecutor's office. The 2008 budget includes an additional \$60,000 in the Human Resources budget for management studies of selected departments to highlight opportunities to improve efficiency and structure. The 2008 budget also reflects savings from the reorganization of GIS, Equalization, Property Description & Mapping, Administrative Services, and the Soldier's and Sailors Relief Fund.

Continuing work in 2008 includes consideration of the combination of the Clerk and Register of Deeds offices and the creation of a Board of Public Works. In addition, administration will continue to evaluate and implement a health management plan.

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

- Evaluate options for offering services to local units of government

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

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

Objective: Prioritize discretionary services

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

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

ACTION PLAN: The Commissioners list the second ranking of discretionary services among their goals for 2008 (General Fund 1010, Department 1010).

Objective: Continue implementation of outcome-based performance measurement system

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

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

ACTION PLAN: During 2006, the County used a consultant to provide training to department heads on goals, objectives, and performance measures. Though still a work in progress, the County has seen a major improvement in tying goals and objectives to performance measures and in developing sound outcome measures. The 2008 budget includes the continuation of outcome based performance measures and program evaluations.

Objective: Establish better employee-management communications

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

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

ACTION PLAN: During 2006, focus groups were conducted with employees and a Labor-Management Cooperation Committee was established. Funds are included in the 2008 budget to cover expenditures the committee might incur. The Front Page is used frequently to communicate information to the employees. A committee was formed for the new employee newsletter and it is now being sent via email to all employees.

Objective: Ensure the security and recoverability of paper and electronic records

- Develop a records backup/disaster recovery plan for all records
- Develop a policy and procedures for record storage controls
- Investigate a potential archive/record center
- Evaluate compliance with record retention and storage mandates

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

ACTION PLAN: The Commissioners list the development of disaster records recovery plan among their goals for 2008 (General Fund 1010, department 1010).

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

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

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

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

Objective: Complete labor negotiations with employee groups

- Engage appropriate employee groups in labor negotiations

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

ACTION PLAN: Currently, all eight County bargaining units have contracts in place through December 31, 2008. Human Resources (1010-2260) addresses labor negotiations in the department's goals and objectives.

COUNTY OF OTTAWA
SUMMARY OF 2008 BUDGET AND ESTIMATED FUND BALANCE
ALL BUDGETED FUNDS

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Permanent Fund	Total
Revenues:						
Taxes	\$40,831,115	\$3,067,370				\$43,898,485
Intergovernmental Revenue	4,342,734	52,470,043				56,812,777
Charges for Services	10,094,827	2,916,714				13,011,541
Fines and Forfeits	1,047,600	6,500				1,054,100
Interest on Investments	1,700,000	1,463,432	\$5,300	\$60,000	\$236	3,228,968
Rental	2,930,343	956,778	3,525,923			7,413,044
Licenses and Permits	274,025	494,840				768,865
Other Revenue	441,757	1,429,322				1,871,079
	<u>61,662,401</u>	<u>62,804,999</u>	<u>3,531,223</u>	<u>60,000</u>	<u>236</u>	<u>128,058,859</u>
Expenditures:						
Legislative	605,507					605,507
Judicial	9,920,100	4,564,514				14,484,614
General Government	17,135,792	967,298				18,103,090
Public Safety	23,194,538	5,080,118				28,274,656
Public Works	142,300	2,193,302				2,335,602
Health & Welfare	766,648	57,782,051				58,548,699
Culture & Recreation		8,661,331				8,661,331
Community & Economic Development	664,414	121,427				785,841
Other	760,500					760,500
Debt Service			3,525,923			3,525,923
Capital Projects				12,831,971		12,831,971
	<u>53,189,799</u>	<u>79,370,041</u>	<u>3,525,923</u>	<u>12,831,971</u>		<u>148,917,734</u>
Revenue Over (Under)						
Expenditures	8,472,602	(16,565,042)	5,300	(12,771,971)	236	(20,858,875)
Operating Transfers In (Out)	(12,321,124)	9,414,288		8,827,327		5,920,491
Bond Proceeds						
Revenue & Other Sources Over (Under)						
Expenditures & Other Use:	(3,848,522)	(7,150,754)	5,300	(3,944,644)	236	(14,938,384)
Fund Balance, Beginning of Year	<u>21,437,310</u>	<u>55,247,236</u>	<u>11,021</u>	<u>3,944,644</u>	<u>6,006</u>	<u>80,646,217</u>
Projected Fund Balance, End of Budget Year	<u><u>\$17,588,788</u></u>	<u><u>\$48,096,482</u></u>	<u><u>\$16,321</u></u>	<u><u>None</u></u>	<u><u>\$6,242</u></u>	<u><u>\$65,707,833</u></u>

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2008

<u>All Budgeted Funds</u>	Prior Year Actual 12/31/2006	Current Year Estimated 12/31/2007	Adopted Budget 2008
Revenues:			
Taxes	\$49,182,314	\$41,720,722	\$43,898,485
Intergovernmental Revenue	51,452,447	57,370,172	56,812,777
Charges for Services	9,646,695	12,759,010	13,011,541
Fines and Forfeits	1,054,192	1,056,870	1,054,100
Interest on Investments	3,184,509	3,343,472	3,228,968
Rental	5,998,857	6,758,389	7,413,044
Licenses and Permits	674,810	702,165	768,865
Other Revenue	1,832,591	1,650,728	1,871,079
Total Revenues	123,026,415	125,361,528	128,058,859
Expenditures:			
Legislative	524,438	620,247	605,507
Judicial	12,723,585	13,531,485	14,484,614
General Government	12,813,286	15,625,056	18,103,090
Public Safety	24,634,567	27,259,361	28,274,656
Public Works	825,687	1,678,390	2,335,602
Health & Welfare	55,231,261	58,931,366	58,048,699
Community & Economic Development	605,318	682,156	785,841
Culture & Recreation	3,591,522	6,781,462	8,661,331
Other	163,642	147,251	760,500
Debt Service	2,453,395	2,977,797	3,525,923
Capital Projects	2,251,029	6,221,356	12,831,971
Total Expenditures	115,817,730	134,455,927	148,417,734
Revenue Over (Under) Expenditures	7,208,685	(9,094,399)	(20,358,875)
Operating Transfers In (Out)	(436,833)	35,012	5,420,491
Bond Proceeds		10,000,000	
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$6,771,852</u>		
Budgeted Net Revenues (Expenditures)			(14,938,384)
Current Estimated Revenues Over (Under) Expenditures		940,613	
Fund Balance, Beginning of Year		79,705,604	80,646,217
Projected Fund Balance, End of Year		<u>\$80,646,217</u>	<u>\$65,707,833</u>

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2008

<u>General Fund (1010)</u>	Prior Year Actual 12/31/2006	Current Year Estimated 12/31/2007	Adopted Budget 2008
Revenues:			
Taxes	\$37,095,829	\$38,823,071	\$40,831,115
Intergovernmental Revenue	4,637,820	4,834,855	4,342,734
Charges for Services	6,650,680	9,789,260	10,094,827
Fines and Forfeits	1,047,692	1,050,370	1,047,600
Interest on Investments	1,717,019	1,750,000	1,700,000
Rental	2,511,754	2,765,333	2,930,343
Licenses and Permits	289,351	273,025	274,025
Other Revenue	362,827	397,194	441,757
Total Revenues	<u>54,312,972</u>	<u>59,683,108</u>	<u>61,662,401</u>
Expenditures:			
Legislative	524,438	620,247	605,507
Judicial	8,754,182	9,284,026	9,920,100
General Government	11,367,177	14,853,775	17,135,792
Public Safety	20,869,732	22,321,533	23,194,538
Public Works	59,187	201,750	142,300
Health & Welfare	602,634	622,879	766,648
Community & Economic Development	566,182	611,087	664,414
Other	163,642	147,251	760,500
Total Expenditures	<u>42,907,174</u>	<u>48,662,548</u>	<u>53,189,799</u>
Revenue Over (Under) Expenditures	11,405,798	11,020,560	8,472,602
Operating Transfers In (Out)	<u>(9,427,763)</u>	<u>(9,446,876)</u>	<u>(12,321,124)</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$1,978,035</u>		
Budgeted Net Revenues (Expenditures)			(3,848,522) ²
Current Estimated Revenues Over (Under) Expenditures		1,573,684 ¹	
Fund Balance, Beginning of Year		<u>19,863,626</u>	<u>21,437,310</u>
Projected Fund Balance, End of Year		<u>\$21,437,310</u>	<u>\$17,588,788</u>

¹ The 2007 estimate for General Fund includes net fund balance designation use of \$135,684, mostly for the Mental Health management study by Plante Moran. The estimated revenue over expenditures after applying this is \$1,709,368.

² The budgeted change in fund balance for 2008 is a decrease of \$3,848,522. \$2.9 million of this amount is for an operating transfer to the Building Authority of designated fund balance. The budgeted undesignated fund balance use is \$864,014. However, based on historical activity, the County is unlikely to require any fund balance use for operations in 2008. In fact, the undesignated fund balance is still projected to be well above the minimum level required by the County's financial policies (10% of the General Fund's actual expenditures for the most recently completed audit).

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Parks & Recreation (2081)</u>	Actual	Estimated	Budget
	<u>12/31/2006</u>	<u>12/31/2007</u>	<u>2008</u>
Revenues:			
Taxes	\$2,720,185	\$2,882,651	\$3,052,370
Intergovernmental Revenue	210,522	589,370	2,384,370
Charges for Services	251,008	457,600	368,400
Fines and Forfeits			
Interest on Investments	285,583	180,000	150,000
Rental	21,584	39,000	39,000
Licenses and Permits			
Other Revenue	506,806	203,100	581,000
Total Revenues	<u>3,995,688</u>	<u>4,351,721</u>	<u>6,575,140</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation	3,591,522	6,781,462	8,661,331
Other			
Total Expenditures	<u>3,591,522</u>	<u>6,781,462</u>	<u>8,661,331</u>
Revenue Over (Under) Expenditures	404,166	(2,429,741)	(2,086,191)
Operating Transfers In (Out)	530,000	530,000	530,000
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$934,166</u>		
Budgeted Net Revenues (Expenditures)			(1,556,191)
Current Estimated Revenues Over (Under) Expenditures		(1,899,741)	
Fund Balance, Beginning of Year		6,769,135	4,869,394
Projected Fund Balance, End of Year		<u>\$4,869,394</u>	<u>\$3,313,203</u>

Changes in fund balance in this fund can vary substantially from year to year depending on the land acquisition and capital improvement projects planned for the year. 2007 projects a significant fund balance use related to capital improvement projects. The continuation of these projects is anticipated in 2008.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Friend of the Court (2160)</u>	Actual	Estimated	Budget
	<u>9/30/2006</u>	<u>9/30/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue	\$1,796,517	\$2,030,524	\$1,724,487
Charges for Services	245,204	241,265	234,522
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>2,041,721</u>	<u>2,271,789</u>	<u>1,959,009</u>
Expenditures:			
Judicial	2,638,760	2,858,264	3,014,320
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>2,638,760</u>	<u>2,858,264</u>	<u>3,014,320</u>
Revenue Over (Under) Expenditures	(597,039)	(586,475)	(1,055,311)
Operating Transfers In (Out)	<u>597,039</u>	<u>761,992</u>	<u>879,794</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			(175,517)
Current Estimated Revenues Over (Under) Expenditures		175,517	
Fund Balance, Beginning of Year		<u>175,517</u>	
Projected Fund Balance, End of Year		<u>\$175,517</u>	<u>None</u>

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>9/30 Judicial Grants (2170)</u>	Actual	Estimated	Budget
	<u>9/30/2006</u>	<u>9/30/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue	\$173,609	\$280,050	\$299,584
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>173,609</u>	<u>280,050</u>	<u>299,584</u>
Expenditures:			
Judicial	207,250	319,620	384,948
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>207,250</u>	<u>319,620</u>	<u>384,948</u>
Revenue Over (Under) Expenditures	(33,641)	(39,570)	(85,364)
Operating Transfers In (Out)	<u>33,641</u>	<u>39,570</u>	<u>85,364</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u><u> </u></u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u> </u>	<u> </u>
Projected Fund Balance, End of Year		<u>None</u>	<u>None</u>

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Health (2210)</u>	Actual	Estimated	Budget
	<u>9/30/2006</u>	<u>9/30/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue	\$3,247,492	\$3,680,806	\$3,585,442
Charges for Services	833,085	840,335	878,914
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits	385,459	429,140	494,840
Other Revenue	<u>181,924</u>	<u>239,850</u>	<u>200,233</u>
Total Revenues	4,647,960	5,190,131	5,159,429
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	10,232,844	10,852,478	11,786,137
Culture & Recreation			
Other			
Total Expenditures	<u>10,232,844</u>	<u>10,852,478</u>	<u>11,786,137</u>
Revenue Over (Under) Expenditures	(5,584,884)	(5,662,347)	(6,626,708)
Operating Transfers In (Out)	<u>5,646,605</u>	<u>5,926,607</u>	<u>6,221,708</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$61,721</u>		
Budgeted Net Revenues (Expenditures)			(405,000)
Current Estimated Revenues Over (Under) Expenditures		264,260	
Fund Balance, Beginning of Year		<u>1,673,337</u>	<u>1,937,597</u>
Projected Fund Balance, End of Year		<u>\$1,937,597</u>	<u>\$1,532,597</u>

Based on the financial results of the two previous years, the operating transfer from the General Fund was decreased to better reflect the local support needed for Public Health programs. In addition, the department plans to purchase software in the amount of \$305,000.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Mental Health (2220)</u>	Actual	Estimated	Budget
	9/30/2006	9/30/2007	2008
Revenues:			
Intergovernmental Revenue	\$28,033,326	\$29,697,313	\$30,220,164
Charges for Services	547,468	371,583	381,313
Fines and Forfeits			
Interest on Investments	45,933	54,584	92,000
Rental	147,593	157,398	160,948
Licenses and Permits			
Other Revenue	72,864	92,365	42,375
Total Revenues	28,847,184	30,373,243	30,896,800
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	29,741,073	30,932,412	31,386,819
Culture & Recreation			
Other			
Total Expenditures	29,741,073	30,932,412	31,386,819
Revenue Over (Under) Expenditures	(893,889)	(559,169)	(490,019)
Operating Transfers In (Out)	476,500	476,500	583,631
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$417,389)		
Budgeted Net Revenues (Expenditures)			93,612
Current Estimated Revenues Over (Under) Expenditures		(82,669)	
Fund Balance, Beginning of Year		1,122,178	1,039,509
Projected Fund Balance, End of Year		\$1,039,509	\$1,133,121

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

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Solid Waste Clean - Up (2271)</u>	Actual	Estimated	Budget
Revenues:	12/31/2006	12/31/2007	2008
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	335,869	\$301,114	\$247,162
Rental			
Licenses and Permits			
Other Revenue	5,803		
Total Revenues	341,672	301,114	247,162
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works	280,719	896,815	1,536,182
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	280,719	896,815	1,536,182
Revenue Over (Under) Expenditures	60,953	(595,701)	(1,289,020)
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$60,953		
Budgeted Net Revenues (Expenditures)			(1,289,020)
Current Estimated Revenues Over (Under) Expenditures		(595,701)	
Fund Balance, Beginning of Year		7,865,050	7,269,349
Projected Fund Balance, End of Year		\$7,269,349	\$5,980,329

The 2008 budget reflects the completion of upgrades to the water and purge system at the landfill. These upgrades were started during 2006.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Landfill Tipping Fees (2272)</u>	Actual	Estimated	Budget
	12/31/2006	12/31/2007	2008
Revenues:			
Intergovernmental Revenue			
Charges for Services	\$434,626	\$380,000	\$380,000
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	16,084	13,806	13,806
Total Revenues	450,710	393,806	393,806
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works	347,427	441,471	499,551
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	347,427	441,471	499,551
Revenue Over (Under) Expenditures	103,283	(47,665)	(105,745)
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	\$103,283		
Budgeted Net Revenues (Expenditures)			(105,745)
Current Estimated Revenues Over (Under) Expenditures		(47,665)	
Fund Balance, Beginning of Year		1,157,486	1,109,821
Projected Fund Balance, End of Year		\$1,109,821	\$1,004,076

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

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2008

Special Revenue	Prior Year	Current Year	Adopted
Transportation System (2320)	Actual	Estimated	Budget
	9/30/2006	9/30/2007	2008
Revenues:			
Intergovernmental Revenue	\$138,354	\$138,354	\$157,569
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	138,354	138,354	157,569
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works	138,354	138,354	157,569
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	138,354	138,354	157,569
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		25,787	25,787
Projected Fund Balance, End of Year		\$25,787	\$25,787

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2008

Special Revenue	Prior Year	Current Year	Adopted
Planning Commission (2420)	Actual	Estimated	Budget
	12/31/2006	12/31/2007	2008
Revenues:			
Intergovernmental Revenue	\$5,697	\$4,250	\$17,000
Charges for Services			
Interest on Investments			
Rental			
Other Revenue		30	30
Total Revenues	5,697	4,280	17,030
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Community and Economic Development	39,136	71,069	121,427
Culture & Recreation			
Other			
Total Expenditures	39,136	71,069	121,427
Revenue Over (Under) Expenditures	(33,439)	(66,789)	(104,397)
Operating Transfers In (Out)	31,782	49,789	55,237
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$1,657)		
Budgeted Net Revenues (Expenditures)			(49,160)
Current Estimated Revenues Over (Under) Expenditures		(17,000)	
Fund Balance, Beginning of Year		164,757	147,757
Projected Fund Balance, End of Year		\$147,757	\$98,597

The 2008 fund balance use reflects the completion of the urban growth study.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Infrastructure (2444)</u>	Actual	Estimated	Budget
Revenues:	<u>12/31/2006</u>	<u>12/31/2007</u>	<u>2008</u>
Intergovernmental Revenue			
Charges for Services	\$31,133	\$29,836	\$28,539
Fines and Forfeits			
Interest on Investments	94,706	82,560	97,816
Rental			
Other Revenue			
Total Revenues	<u>125,839</u>	<u>112,396</u>	<u>126,355</u>
Expenditures:			
Judicial			
General Government	600,000	34,500	125,000
Public Safety			
Public Works			
Health & Welfare			
Capital Projects			
Total Expenditures	<u>600,000</u>	<u>34,500</u>	<u>125,000</u>
Revenue Over (Under) Expenditures	(474,161)	77,896	1,355
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>(\$474,161)</u>		
Budgeted Net Revenues (Expenditures)			1,355
Current Estimated Revenues Over (Under) Expenditures		77,896	
Fund Balance, Beginning of Year		<u>2,470,201</u>	<u>2,548,097</u>
Projected Fund Balance, End of Year		<u>\$2,548,097</u>	<u>\$2,549,452</u>

The purpose of this fund is to loan money to municipalities within Ottawa County for infrastructure projects. These loans are recorded as assets. 2006 expenditures were for a contribution to the City of Holland for the River Avenue bridge. 2007 and 2008 expenditures reflect the fund's share of anticipated debt service payments on the West Olive/Grand Haven project.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Public Improvement (2450)</u>	Actual	Estimated	Budget
	12/31/2006	12/31/2007	2008
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$231,670	\$242,432	\$276,929
Rental	878,423	818,861	756,830
Licenses and Permits			
Other Revenue			
Total Revenues	1,110,093	1,061,293	1,033,759
Expenditures:			
Judicial			
General Government	477,009	192,567	300,000
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Capital Projects			
Total Expenditures	477,009	192,567	300,000
Revenue Over (Under) Expenditures	633,084	868,726	733,759
Operating Transfers In (Out)	(68,161)	162,775	
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	\$564,923		
Budgeted Net Revenues (Expenditures)			733,759
Current Estimated Revenues Over (Under) Expenditures		1,031,501	
Fund Balance, Beginning of Year		5,740,998	6,772,499
Projected Fund Balance, End of Year		\$6,772,499	\$7,506,258

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

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Homestead Property Tax (2550)</u>	Actual	Estimated	Budget
	<u>12/31/2006</u>	<u>12/31/2007</u>	<u>2008</u>
Revenues:			
Taxes	\$12,127	\$15,000	\$15,000
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments		4,500	6,000
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>12,127</u>	<u>19,500</u>	<u>21,000</u>
Expenditures:			
Judicial			
General Government	500	530	560
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Capital Projects			
Total Expenditures	<u>500</u>	<u>530</u>	<u>560</u>
Revenue Over (Under) Expenditures	11,627	18,970	20,440
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>\$11,627</u>		
Budgeted Net Revenues (Expenditures)			20,440
Current Estimated Revenues Over (Under) Expenditures		18,970	
Fund Balance, Beginning of Year		<u>108,486</u>	<u>127,456</u>
Projected Fund Balance, End of Year		<u>\$127,456</u>	<u>\$147,896</u>

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2008

Special Revenue	Prior Year	Current Year	Adopted
Register of Deeds	Actual	Estimated	Budget
<u>Automation Fund (2560)</u>	<u>12/31/2006</u>	<u>12/31/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services	\$268,845	\$280,000	\$280,000
Fines and Forfeits			
Interest on Investments	8,199	11,755	13,025
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>\$277,044</u>	<u>291,755</u>	<u>293,025</u>
Expenditures:			
Judicial			
General Government	147,884	246,610	277,082
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>\$147,884</u>	<u>246,610</u>	<u>277,082</u>
Revenue Over (Under) Expenditures	129,160	45,145	15,943
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$129,160</u>		
Budgeted Net Revenues (Expenditures)			15,943
Current Estimated Revenues Over (Under) Expenditures		45,145	
Fund Balance, Beginning of Year		<u>238,038</u>	<u>283,183</u>
Projected Fund Balance, End of Year		<u><u>\$283,183</u></u>	<u><u>\$299,126</u></u>

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Stabilization (2570)</u>	Actual	Estimated	Budget
	<u>12/31/2006</u>	<u>12/31/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues			
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures			
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)	\$268,790	\$359,719	
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$268,790		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		359,719	
Fund Balance, Beginning of Year		7,872,350	8,232,069
Projected Fund Balance, End of Year		\$8,232,069	\$8,232,069

Based on the excellent financial results of 2006, funds were transferred to the fund during 2007 to put the fund at its legal maximum.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Prosecuting Attorney Grants (2601)</u>	Actual	Estimated	Budget
	<u>9/30/2006</u>	<u>9/30/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue	\$139,000	\$140,400	\$140,400
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	302	425	360
Total Revenues	<u>139,302</u>	<u>140,825</u>	<u>140,760</u>
Expenditures:			
Judicial			
General Government	177,525	190,330	206,804
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>177,525</u>	<u>190,330</u>	<u>206,804</u>
Revenue Over (Under) Expenditures	(38,223)	(49,505)	(66,044)
Operating Transfers In (Out)	<u>38,223</u>	<u>49,505</u>	<u>66,044</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u> </u>	<u> </u>	<u> </u>
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u>25,092</u>	<u>25,092</u>
Projected Fund Balance, End of Year		<u><u>\$25,092</u></u>	<u><u>\$25,092</u></u>

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Sheriff Grant Programs (2609)</u>	Actual 9/30/2006	Estimated 9/30/2007	Budget 2008
Revenues:			
Intergovernmental Revenue	\$379,837	\$966,499	\$121,368
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	379,837	966,499	121,368
Expenditures:			
Judicial			
General Government			
Public Safety	381,831	963,936	139,650
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	381,831	963,936	139,650
Revenue Over (Under) Expenditures	(1,994)	2,563	(18,282)
Operating Transfers In (Out)	1,994	41	15,678
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(1,994)	2,604	(18,282)
Budgeted Net Revenues (Expenditures)			(2,604)
Current Estimated Revenues Over (Under) Expenditures		2,604	
Fund Balance, Beginning of Year		2,604	2,604
Projected Fund Balance, End of Year		\$2,604	None

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Sheriff Contracts (2610)</u>	Actual	Estimated	Budget
	<u>9/30/2006</u>	<u>9/30/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue	\$1,414,883	\$2,555,124	\$4,254,259
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	533		
Total Revenues	<u>1,415,416</u>	<u>2,555,124</u>	<u>4,254,259</u>
Expenditures:			
Judicial			
General Government			
Public Safety	1,620,208	2,800,835	4,508,447
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>1,620,208</u>	<u>2,800,835</u>	<u>4,508,447</u>
Revenue Over (Under) Expenditures	(204,792)	(245,711)	(254,188)
Operating Transfers In (Out)	<u>205,093</u>	<u>245,711</u>	<u>254,188</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$301</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u>500</u>	<u>500</u>
Projected Fund Balance, End of Year		<u>\$500</u>	<u>\$500</u>

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>EMT Holland - Park (2640)</u>	Actual	Estimated	Budget
	<u>12/31/2006</u>	<u>12/31/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue	\$768,903		
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>768,903</u>		
Expenditures:			
Judicial			
General Government			
Public Safety	768,903		
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>768,903</u>		
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		<u>None</u>	<u>None</u>

Activity in this fund has been combined with the Sheriff Contracts Fund (2610).

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>EMT Georgetown (2650)</u>	Actual	Estimated	Budget
	<u>12/31/2006</u>	<u>12/31/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue	\$658,011	\$777,747	
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>658,011</u>	<u>777,747</u>	
Expenditures:			
Judicial			
General Government			
Public Safety	658,011	777,747	
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>658,011</u>	<u>777,747</u>	
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		<u>None</u>	<u>None</u>

Activity in this fund has been combined with the Sheriff Contracts Fund (2610).

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Sheriff Road Patrol (2661)</u>	Actual	Estimated	Budget
	9/30/2006	9/30/2007	2008
Revenues:			
Intergovernmental Revenue	\$253,631	\$263,166	\$234,561
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	253,631	263,166	234,561
Expenditures:			
Judicial			
General Government			
Public Safety	277,234	305,096	338,409
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	277,234	305,096	338,409
Revenue Over (Under) Expenditures	(23,603)	(41,930)	(103,848)
Operating Transfers In (Out)	23,603	41,930	103,848
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		None	None

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Law Library (2690)</u>	Actual	Estimated	Budget
	<u>12/31/2006</u>	<u>12/31/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits	\$6,500	\$6,500	\$6,500
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>6,500</u>	<u>6,500</u>	<u>6,500</u>
Expenditures:			
Judicial	26,708	33,000	35,000
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>26,708</u>	<u>33,000</u>	<u>35,000</u>
Revenue Over (Under) Expenditures	(20,208)	(26,500)	(28,500)
Operating Transfers In (Out)	<u>33,125</u>	<u>26,500</u>	<u>28,500</u>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>\$12,917</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u>51,581</u>	<u>51,581</u>
Projected Fund Balance, End of Year		<u>\$51,581</u>	<u>\$51,581</u>

County of Ottawa
Budget Summary
Budget Year Ending June 30, 2008

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>Administration (2740)</u>	<u>6/30/2006</u>	<u>6/30/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue	\$160,151	\$195,045	\$236,625
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>160,151</u>	<u>195,045</u>	<u>236,625</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	160,151	195,045	236,625
Culture & Recreation			
Other			
Total Expenditures	<u>160,151</u>	<u>195,045</u>	<u>236,625</u>
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u>948</u>	<u>948</u>
Projected Fund Balance, End of Year		<u><u>\$948</u></u>	<u><u>\$948</u></u>

County of Ottawa

Budget Summary

Budget Year Ending June 30, 2008

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>Youth (2741)</u>	<u>6/30/2006</u>	<u>6/30/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue	\$615,420	\$775,738	\$635,578
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	615,420	775,738	635,578
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	615,420	775,738	635,578
Culture & Recreation			
Other			
Total Expenditures	615,420	775,738	635,578
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		None	None

County of Ottawa

Budget Summary

Budget Year Ending June 30, 2008

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act - Adult (2742)	Actual 6/30/2006	Estimated 6/30/2007	Budget 2008
	<hr/>	<hr/>	<hr/>
Revenues:			
Intergovernmental Revenue	\$425,048	\$605,045	\$407,272
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	530		
	<hr/>	<hr/>	<hr/>
Total Revenues	425,578	605,045	407,272
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	435,083	605,045	407,272
Culture & Recreation			
Other			
	<hr/>	<hr/>	<hr/>
Total Expenditures	435,083	605,045	407,272
Revenue Over (Under) Expenditures	(9,505)		
Operating Transfers In (Out)	<hr/>	<hr/>	<hr/>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$9,505)</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		511	511
		<hr/>	<hr/>
Projected Fund Balance, End of Year		<u>\$511</u>	<u>\$511</u>

County of Ottawa

Budget Summary

Budget Year Ending June 30, 2008

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act - 6/30 Grant Programs (2743)	Actual 6/30/2006	Estimated 6/30/2007	Budget 2008
Revenues:			
Intergovernmental Revenue	\$1,676,005	\$2,005,192	\$1,597,554
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			3,013
Total Revenues	1,676,005	2,005,192	1,600,567
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	1,687,749	2,005,192	1,600,567
Culture & Recreation			
Other			
Total Expenditures	1,687,749	2,005,192	1,600,567
Revenue Over (Under) Expenditures	(11,744)		
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$11,744)		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		122,465	122,465
Projected Fund Balance, End of Year		\$122,465	\$122,465

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2008

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>12/31 Grant Programs (2744)</u>	<u>12/31/2006</u>	<u>12/31/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue	\$54,531	\$611,167	\$337,906
Charges for Services	15,188		
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	68,689		
	<hr/>	<hr/>	<hr/>
Total Revenues	138,408	611,167	337,906
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	202,557	611,167	337,906
Culture & Recreation			
Other			
	<hr/>	<hr/>	<hr/>
Total Expenditures	202,557	611,167	337,906
Revenue Over (Under) Expenditures	(64,149)		
Operating Transfers In (Out)	55,742		
	<hr/>	<hr/>	<hr/>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	(\$8,407)		
	<hr/> <hr/>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		45,500	45,500
		<hr/>	<hr/>
Projected Fund Balance, End of Year		\$45,500	\$45,500
		<hr/> <hr/>	<hr/> <hr/>

County of Ottawa

Budget Summary

Budget Year Ending September 30, 2008

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>9/30 Grant Programs (2748)</u>	<u>9/30/2006</u>	<u>9/30/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue	\$1,299,846	\$1,393,894	\$769,268
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	1,299,846	1,393,894	769,268
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	1,328,334	1,393,894	769,268
Culture & Recreation			
Other			
Total Expenditures	1,328,334	1,393,894	769,268
Revenue Over (Under) Expenditures	(28,488)		
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	(\$28,488)		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		27,651	27,651
Projected Fund Balance, End of Year		\$27,651	\$27,651

County of Ottawa

Budget Summary

Budget Year Ending March 31, 2008

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>3/31 Grant Programs (2749)</u>	<u>3/31/2006</u>	<u>3/31/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue	\$39,847	\$26,378	\$16,780
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	39,847	26,378	16,780
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	39,847	26,378	16,780
Culture & Recreation			
Other			
Total Expenditures	39,847	26,378	16,780
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		None	None

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Grant Programs - Pass Thru (2750)</u>	Actual	Estimated	Budget
	9/30/2006	9/30/2007	2008
Revenues:			
Intergovernmental Revenue	\$135,978	\$60,137	\$62,403
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	135,978	60,137	62,403
Expenditures:			
Judicial	100,000		
General Government			
Public Safety	58,648	90,214	93,612
Public Works			
Health & Welfare			
Culture & Recreation			
Community & Economic Development			
Other			
Total Expenditures	158,648	90,214	93,612
Revenue Over (Under) Expenditures	(22,670)	(30,077)	(31,209)
Operating Transfers In (Out)	22,670	30,077	31,209
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(22,670)	(30,077)	(31,209)
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		None	None
Projected Fund Balance, End of Year		None	None

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Emergency Feeding (2800)</u>	Actual	Estimated	Budget
	<u>9/30/2006</u>	<u>9/30/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue	\$197,292	\$154,000	\$170,464
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>197,292</u>	<u>154,000</u>	<u>170,464</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	179,630	154,000	170,464
Culture & Recreation			
Other			
Total Expenditures	<u>179,630</u>	<u>154,000</u>	<u>170,464</u>
Revenue Over (Under) Expenditures	17,662		
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>\$17,662</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u>17,662</u>	<u>17,662</u>
Projected Fund Balance, End of Year		<u>\$17,662</u>	<u>\$17,662</u>

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2008

Special Revenue	Prior Year	Current Year	Adopted
Federal Emergency	Actual	Estimated	Budget
<u>Management Agency (2810)</u>	<u>9/30/2006</u>	<u>9/30/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue	\$20,000	\$20,000	
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	20,000	20,000	
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	20,000	20,000	
Culture & Recreation			
Other			
Total Expenditures	20,000	20,000	
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		None	None

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2008

Special Revenue	Prior Year	Current Year	Adopted
Community	Actual	Estimated	Budget
<u>Corrections Program (2850)</u>	<u>9/30/2006</u>	<u>9/30/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue	\$299,325	\$324,025	\$324,025
Charges for Services	209,519	179,075	173,500
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	12,643	10,000	9,936
Total Revenues	<u>521,487</u>	<u>513,100</u>	<u>507,461</u>
Expenditures:			
Judicial	996,685	1,036,575	1,130,246
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>996,685</u>	<u>1,036,575</u>	<u>1,130,246</u>
Revenue Over (Under) Expenditures	(475,198)	(523,475)	(622,785)
Operating Transfers In (Out)	<u>458,726</u>	<u>432,089</u>	<u>522,785</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$16,472)</u>		
Budgeted Net Revenues (Expenditures)			(100,000)
Current Estimated Revenues Over (Under) Expenditures		(91,386)	
Fund Balance, Beginning of Year		<u>295,066</u>	<u>203,680</u>
Projected Fund Balance, End of Year		<u>\$203,680</u>	<u>\$103,680</u>

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

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2008

Special Revenue	Prior Year	Current Year	Adopted
Revenue Sharing	Actual	Estimated	Budget
<u>Reserve Fund (2855)</u>	<u>12/31/2006</u>	<u>12/31/2007</u>	<u>2008</u>
Revenues:			
Taxes	\$9,354,173		
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	232,547	\$445,000	\$371,000
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>9,586,720</u>	<u>445,000</u>	<u>371,000</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures			
Revenue Over (Under) Expenditures	9,586,720	445,000	371,000
Operating Transfers In (Out)	<u>(4,239,536)</u>	<u>(4,379,441)</u>	<u>(4,510,800)</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$5,347,184</u>		
Budgeted Net Revenues (Expenditures)			(4,139,800)
Current Estimated Revenues Over (Under) Expenditures		(3,934,441)	
Fund Balance, Beginning of Year		<u>17,420,577</u>	<u>13,486,136</u>
Projected Fund Balance, End of Year		<u>\$13,486,136</u>	<u>\$9,346,336</u>

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

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Community Action Agency (2870)</u>	Actual	Estimated	Budget
	9/30/2006	9/30/2007	2008
Revenues:			
Intergovernmental Revenue	\$477,256	\$642,372	\$437,976
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	36,917	37,126	20,000
Total Revenues	514,173	679,498	457,976
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	506,601	708,498	486,976
Culture & Recreation			
Other			
Total Expenditures	506,601	708,498	486,976
Revenue Over (Under) Expenditures	7,572	(29,000)	(29,000)
Operating Transfers In (Out)	(26,742)	29,000	29,000
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$19,170)		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		92,724	92,724
Projected Fund Balance, End of Year		\$92,724	\$92,724

County of Ottawa

Budget Summary

Budget Year Ending March 31, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Weatherization (2890)</u>	Actual	Estimated	Budget
	<u>3/31/2006</u>	<u>3/31/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue	\$306,793	\$268,980	\$175,180
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>306,793</u>	<u>268,980</u>	<u>175,180</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	306,793	268,980	175,180
Culture & Recreation			
Other			
Total Expenditures	<u>306,793</u>	<u>268,980</u>	<u>175,180</u>
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u>168</u>	<u>168</u>
Projected Fund Balance, End of Year		<u><u>\$168</u></u>	<u><u>\$168</u></u>

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2008

Special Revenue	Prior Year	Current Year	Adopted
Department of Human	Actual	Estimated	Budget
<u>Services (2900)</u>	<u>12/31/2006</u>	<u>12/31/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue	\$196,035	\$240,000	\$240,000
Charges for Services	44,856	39,060	36,000
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	565	832	
Total Revenues	<u>241,456</u>	<u>279,892</u>	<u>276,000</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	897,653	1,008,101	554,862
Culture & Recreation			
Other			
Total Expenditures	<u>897,653</u>	<u>1,008,101</u>	<u>554,862</u>
Revenue Over (Under) Expenditures	(656,197)	(728,209)	(278,862)
Operating Transfers In (Out)	<u>731,564</u>	<u>729,070</u>	<u>(221,138)</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$75,367</u>		
Budgeted Net Revenues (Expenditures)			(500,000)
Current Estimated Revenues Over (Under) Expenditures		861	
Fund Balance, Beginning of Year		<u>666,288</u>	<u>667,149</u>
Projected Fund Balance, End of Year		<u>\$667,149</u>	<u>\$167,149</u>

The Board of Commissioners approved the transfer of \$500,000 of this fund for the West Olive Expansion/ Grand Haven building project.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Child Care-Circuit Court (2920)</u>	Actual 9/30/2006	Estimated 9/30/2007	Budget 2008
Revenues:			
Intergovernmental Revenue	\$3,648,195	\$4,043,922	\$3,886,336
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	566,104	656,000	558,569
Total Revenues	4,214,299	4,699,922	4,444,905
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	8,109,375	8,644,365	8,603,020
Culture & Recreation			
Other			
Total Expenditures	8,109,375	8,644,365	8,603,020
Revenue Over (Under) Expenditures	(3,895,076)	(3,944,443)	(4,158,115)
Operating Transfers In (Out)	3,974,892	4,077,104	4,158,115
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$79,816		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		132,661	
Fund Balance, Beginning of Year		1,568,213	1,700,874
Projected Fund Balance, End of Year		\$1,700,874	\$1,700,874

The County's juvenile detention center, accounted for in this fund, has been able to rent out a greater number of beds to other Michigan counties.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Child Care-Social Services (2921)</u>	Actual	Estimated	Budget
	<u>9/30/2006</u>	<u>9/30/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue	\$21,450	\$21,125	\$21,125
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>21,450</u>	<u>21,125</u>	<u>21,125</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	42,900	47,500	42,250
Culture & Recreation			
Other			
Total Expenditures	<u>42,900</u>	<u>47,500</u>	<u>42,250</u>
Revenue Over (Under) Expenditures	(21,450)	(26,375)	(21,125)
Operating Transfers In (Out)	<u>26,500</u>	<u>21,125</u>	<u>21,125</u>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>\$5,050</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		(5,250)	
Fund Balance, Beginning of Year		<u>74,326</u>	<u>69,076</u>
Projected Fund Balance, End of Year		<u>\$69,076</u>	<u>\$69,076</u>

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2008

Special Revenue	Prior Year	Current Year	Adopted
Soldiers & Sailors	Actual	Estimated	Budget
<u>Relief (2930)</u>	<u>12/31/2006</u>	<u>12/31/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues			
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	\$100,719	\$35,000	\$60,000
Culture & Recreation			
Other			
Total Expenditures	100,719	35,000	60,000
Revenue Over (Under) Expenditures	(100,719)	(35,000)	(60,000)
Operating Transfers In (Out)	100,719	35,000	60,000
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		None	None

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2008

	Prior Year Actual 12/31/2006	Current Year Estimated 12/31/2007	Adopted Budget 2008
Special Revenue			
<u>Veteran's Trust (2940)</u>			
Revenues:			
Intergovernmental Revenue	\$21,673	\$24,694	\$12,347
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	21,673	24,694	12,347
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	21,898	24,694	12,347
Culture & Recreation			
Other			
Total Expenditures	21,898	24,694	12,347
Revenue Over (Under) Expenditures	(225)		
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$225)		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		661	661
Projected Fund Balance, End of Year		\$661	\$661

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2008

Special Revenue	Prior Year	Current Year	Adopted
<u>Compensated Absences (2980)</u>	Actual 12/31/2006	Estimated 12/31/2007	Budget 2008
Revenues:			
Intergovernmental Revenue			
Charges for Services	\$115,083	\$150,996	\$155,526
Fines and Forfeits			
Interest on Investments	162,777	195,591	209,500
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	277,860	346,587	365,026
Expenditures:			
Judicial			
General Government	42,623	106,744	57,852
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	42,623	106,744	57,852
Revenue Over (Under) Expenditures	235,237	239,843	307,174
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$235,237		
Budgeted Net Revenues (Expenditures)			307,174
Current Estimated Revenues Over (Under) Expenditures		239,843	
Fund Balance, Beginning of Year		3,954,376	4,194,219
Projected Fund Balance, End of Year		\$4,194,219	\$4,501,393

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

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2008

Debt Service	Prior Year	Current Year	Adopted
Ottawa County Building	Actual	Estimated	Budget
<u>Authority (5690-5695)</u>	<u>12/31/2006</u>	<u>12/31/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$7,539	\$640	\$5,300
Rental	2,439,503	2,977,797	3,525,923
Licenses and Permits			
Other Revenue			
Total Revenues	2,447,042	2,978,437	3,531,223
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Debt Service	2,453,395	2,977,797	3,525,923
Total Expenditures	2,453,395	2,977,797	3,525,923
Revenue Over (Under) Expenditures	(6,353)	640	5,300
Operating Transfers In (Out)			
Proceeds from Refunding Bonds			
Premium on Bonds Issued			
Payment to Bond Escrow Agent			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	(\$6,353)		
Budgeted Net Revenues (Expenditures)			5,300
Current Estimated Revenues Over (Under) Expenditures		640	
Fund Balance, Beginning of Year		10,381	11,021
Projected Fund Balance, End of Year		\$11,021	\$16,321

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2008

Capital Projects	Prior Year	Current Year	Adopted
Ottawa County Building	Actual	Estimated	Budget
<u>Authority (5690-5695)</u>	<u>12/31/2006</u>	<u>12/31/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue			
Interest on Investments	\$62,430	\$75,060	\$60,000
Rental			
Other Revenue			
Total Revenues	62,430	75,060	60,000
Expenditures:			
Capital Projects	2,251,029	6,221,356	12,831,971
Total Expenditures	2,251,029	6,221,356	12,831,971
Revenue Over (Under) Expenditures	(2,188,599)	(6,146,296)	(12,771,971)
Proceeds from Bond Issuance		10,000,000	
Operating Transfers In (Out)	68,161	(162,775)	8,827,327
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	(2,120,438)		
Budgeted Net Revenues (Expenditures)			(3,944,644)
Current Estimated Revenues Over (Under) Expenditures		3,690,929	
Fund Balance, Beginning of Year		253,715	3,944,644
Projected Fund Balance, End of Year		\$3,944,644	None

In 2007, the County anticipates bond proceeds for the construction of the addition at the West Olive campus and the new Grand Haven facility.

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2008

Permanent Fund	Prior Year	Current Year	Adopted
<u>Cemetery Trust (1500)</u>	Actual	Estimated	Budget
	<u>12/31/2006</u>	<u>12/31/2007</u>	<u>2008</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$237	\$236	\$236
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	237	236	236
Expenditures:			
Judicial			
General Government	568		
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Total Expenditures	568		
Revenue Over (Under) Expenditures	(331)	236	236
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	(\$331)		
Budgeted Net Revenues (Expenditures)			236
Current Estimated Revenues Over (Under) Expenditures		236	
Fund Balance, Beginning of Year		5,770	6,006
Projected Fund Balance, End of Year		\$6,006	\$6,242

COUNTY OF OTTAWA
2008 BUDGET SUMMARY
OTHER FUNDS

FUND NUMBER	FUND NAME	2007 PROJECTED RETAINED EARNINGS	2008 REVENUE/ OPERATING TRANSFERS	2008 EXPENSES/ OPERATING TRANSFERS	2008 PROJECTED RETAINED EARNINGS
5160	Delinquent Tax Revolving Fund	\$24,084,366	\$2,283,260	\$2,688,781	23,678,845
6360	Information Technology	2,197,715	2,655,742	2,670,018	2,183,439
6450	Duplicating	728,188	157,177	163,060	722,305
6550	Telecommunications	5,140,972	909,000	3,285,442	2,764,530
6641	Equipment Pool	5,838,350	1,537,000	2,714,150	4,661,200
6770	Protected Self-Funded Programs	2,827,727	630,713	565,927	2,892,513
6771	Protected Self-Funded Employee Insurance	2,693,859	12,393,000	12,613,352	2,473,507
6772	Protected Self-Funded Unemployment Insurance	888,166	285,501	285,501	888,166
6775	Long Term Disability Insurance	98,849	219,191	265,864	52,176
6780	Ottawa County, Michigan Insurance Authority Fund	8,592,975	2,150,000	1,361,295	9,381,680
6782	Protected Self-Funded Insurance - Mental Health	1,941,524	70,000	65,971	1,945,553
TOTAL OTHER FUNDS		<u>\$55,032,691</u>	<u>\$23,290,584</u>	<u>\$26,679,361</u>	<u>\$51,643,914</u>

COUNTY OF OTTAWA
COMPONENT UNITS BUDGET SUMMARY

FOR THE YEAR ENDED DECEMBER 31, 2008 ¹

	Ottawa County Road Commission (2010)	Ottawa County Central Dispatch Authority (2350)	Ottawa County Drain Commission	Ottawa County Public Utilities System	2008 Total Component Units
Revenues:					
Intergovernmental revenues	\$29,545,000	\$4,466,920		\$20,450,000	\$54,461,920
Charges for services			\$1,634,562	8,500,000	10,134,562
Interest on investments	128,000	400,000	40,700	250,000	818,700
Other	225,000	48,360		500,000	773,360
Total revenues	29,898,000	4,915,280	1,675,262	29,700,000	66,188,542
Expenditures:					
Current operations:					
General government					
Public safety		3,667,235			3,667,235
Public works	30,452,000		1,540,000	29,217,000	61,209,000
Capital Projects					
Debt service:					
Principal			38,367	7,442,000	7,480,367
Interest and fiscal charges			21,163	4,541,000	4,562,163
Total expenditures	30,452,000	3,667,235	1,599,530	41,200,000	76,918,765
Revenues over (under) expenditures	(554,000)	1,248,045	75,732	(11,500,000)	(10,730,223)
Other financing sources (uses):					
General obligation bond proceeds					
Public Act 143 Note Proceeds					
Loan Proceeds					
Contributions from Property Owners					
Total other financing sources (uses)					
Revenues and other financing sources over (under) expenditures and other financing uses	(554,000)	1,248,045	75,732	(11,500,000)	(10,730,223)
Estimated fund balances, beginning of year,	5,035,000	8,112,648	1,234,240	22,700,000	37,081,888
Estimated fund balances, end of year	\$4,481,000	\$9,360,693	\$1,309,972	\$11,200,000	\$26,351,665

¹ The budget for the Ottawa County Road Commission is based on its fiscal year of September 30, 2008.

Revenue Source Descriptions

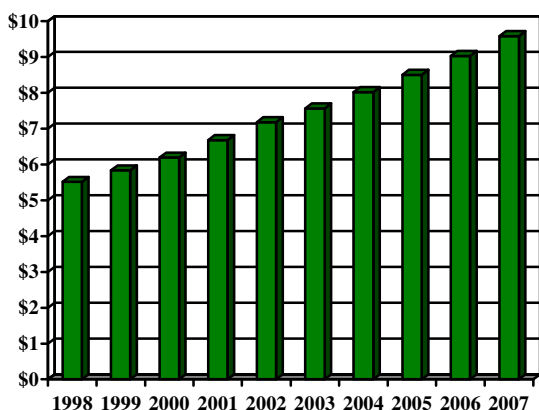
Primary Government

Property Taxes

Property Taxes are levied against the taxable assessed valuation of real and personal property in the county. The tax rates are expressed in "mills" per one dollar of the assessed taxable valuation of the property; one mill of taxation is equal to one dollar on each one thousand dollars of assessed valuation. Reductions, due to various legislative acts to provide exemptions, are based on historical trends. In addition to the operating levy, in August, 1989, Ottawa County residents voted a 20 year millage at the rate of .5 mill to fund the county's lease obligation to the Ottawa County Building Authority and the cost of operating the E-911 Central Dispatch system. In November 1996, a 10-year .33 mill was approved for Park Expansion, Development and Maintenance. The Parks levy was reaffirmed by the voters during 2007. The property tax levies conform with the Headlee constitutional tax limitation amendment as well as P.A. 5 of 1982, Truth in Taxation requirements.

Ottawa County Taxable Value (in billions)

Billions

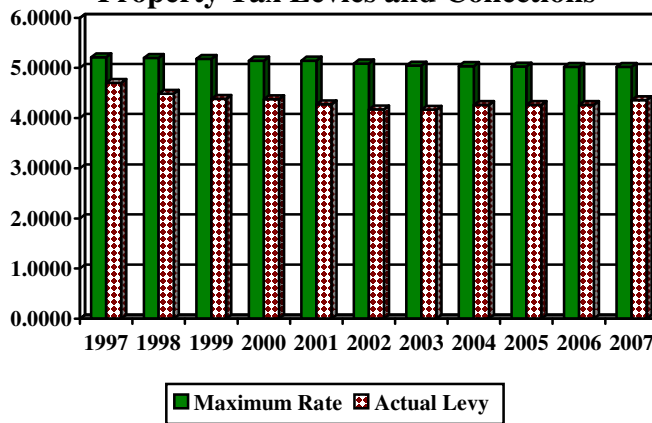


The graph to the left reports the taxable value for Ottawa County for the last ten years. Between 1998 and 2007, the taxable value for the County grew by almost 74 percent. This remarkable growth in taxable value has allowed the County to levy far less than its maximum allowed by law.

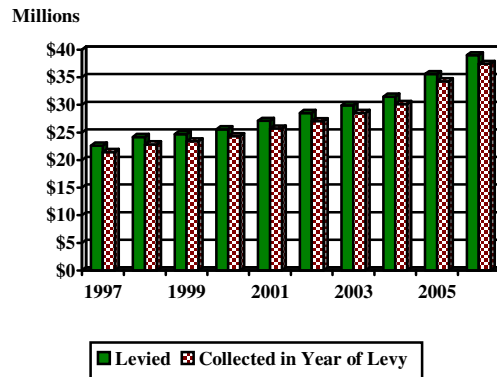
Ottawa County Millage Rates (in mills)

The graph to the right shows the lower millage rates County residents are enjoying. In 1996, the total levy was 4.899 mills; in 2006, the levy has dropped to 4.2572 mills. This is a decrease of 13 percent. For the last eleven years, the County has levied less than its maximum for operations. For the 2007 operating levy, the current maximum is 4.2650 mills; the County is levying 3.6 mills. Consequently, the County has a substantial "cushion" available for funding operations that equates to approximately \$6.4 million. The 2008 operating levy is expected to remain at 3.6 mills, so the "cushion" is expected to increase in proportion to taxable value.

Property Tax Levies and Collections



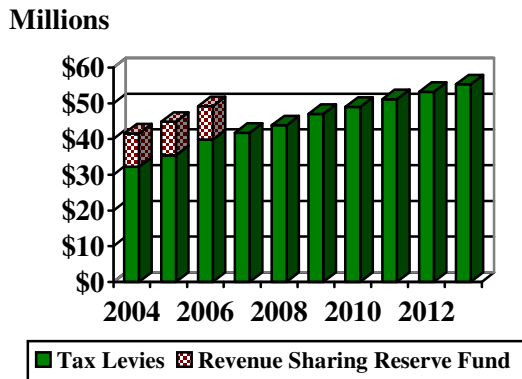
Like any municipality, Ottawa County is concerned with its tax collection rate. The County's collection rate today is slightly higher than it was in the late nineties. The graph to the right provides a ten-year history of collections for the County. The collection rate for the year the levy was made was 94.89% in 1997; in 2006, 95.97%.



New Legislation Affecting Property Tax Collection for Counties

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

Ottawa County Total Tax Revenue



The graph to the left shows the total tax dollars received and projected for 2004 – 2013 with the Revenue Sharing Reserve levies separated from the Operating, E-911 and Parks levies. The graph shows that tax revenue for operational purposes will continue to rise steadily as a result of rising taxable values. It should be clear that steady growth in the taxable valuation can be anticipated for the future, making property tax a reliable and important revenue source.

Intergovernmental Revenue

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

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

State Court Fund Distribution

Revenue received from the State under Public Act 374 of 1996 for reimbursement of allowable costs of court operations, pursuant to a formula. The budget is based on information received from the State of Michigan. The 2008 budget for this revenue source is \$1.1 million.

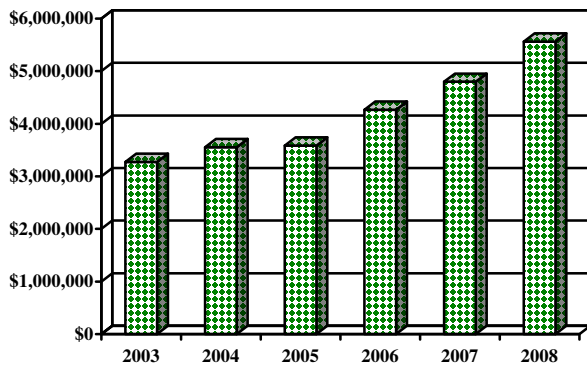
Convention Facility Liquor Tax

County share of distribution of revenues generated from tri-county convention facilities tax levied under Public Act 106 and 4% liquor tax levied under Public Act 107 of 1985, when these revenues exceed the debt service requirements for convention facilities. The Public Act mandates 50% allocation for substance abuse programs and 50% for general County operations. Previously, the County Board would also direct the other 50% to be used for substance abuse. However, the 2007 budget is using the other 50% for general operations. The 2008 budget of \$880,000 is based on information received from the State of Michigan.

Contributions from Local Units

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

Contributions from Local Units – All Funds



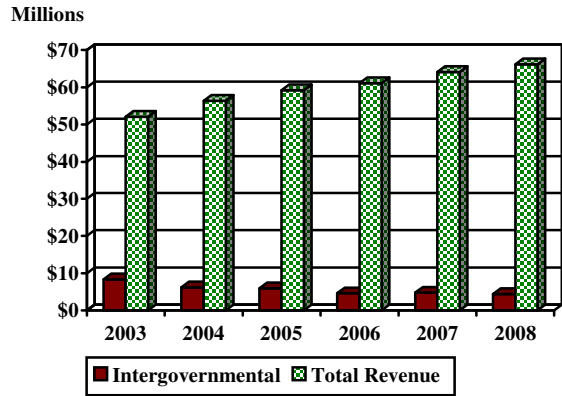
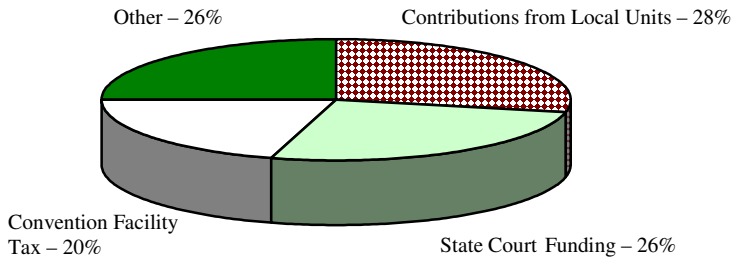
As communities have realized the value of Community Policing programs, the demand for these services has increased. The graph to the left shows the increasing dollars the County is receiving for these services. Many of these programs began with federal funding under the COPS Universal grant programs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

revenue source to increase steadily over the next few years in tandem with public safety expenditures.

The graphs that follow summarize both the components of intergovernmental revenue and its importance to the General Fund. With the end of State Revenue Sharing, Intergovernmental revenues as a percentage of total General Fund revenue has decreased from 18% in 2002 to 7% in 2008.

General Fund Intergovernmental Revenue and Total Revenue

General Fund Intergovernmental Revenue



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

Parks and Recreation

The Parks and Recreation department receives funds from the State of Michigan for land purchases and capital improvements at County parks. Obviously, the revenue source can and does vary greatly from one year to the next depending on both the applications submitted and the ranking and availability of State funding for the projects. In 2008, the Parks and Recreation department is anticipating a \$2 million grant from the Michigan Natural Resources Trust Fund for the Olive Shores property acquisition and a \$360,000 federal transportation enhancement grant for the Upper Macatawa property.

Co-op Reimbursement

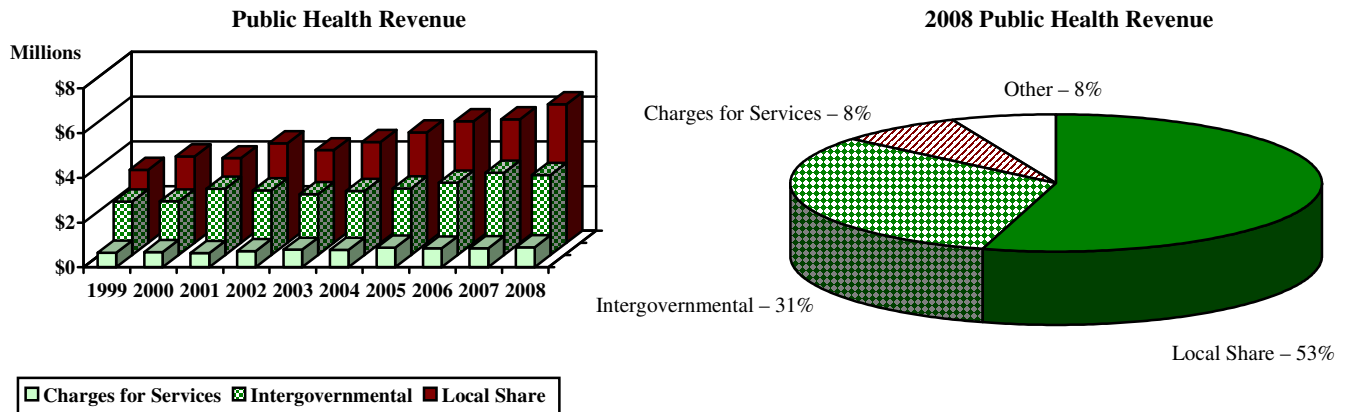
This revenue represents funds received from the state for IV-D child support enforcement. The program is a federal, state and county cooperative effort to collect child care support from parents who are legally obligated to pay. This is accomplished through services provided to establish paternity, locate absent parents, establish and enforce child support orders and collect child support payments. Increases are anticipated to partially accommodate inflation, but no funds are anticipated for program expansion. The budget is based on preliminary contract amounts from the State of Michigan. The 2008 budget reflects a proposed change in the funding formula that would require counties to subtract out federal incentive payments they receive before calculating the IV-D revenue. The result of this proposed change is a decrease in projected revenue between 2007 and 2008 of nearly \$209,000.

Health Fund

Intergovernmental revenue in the Health fund includes various state grants, Medicaid reimbursements, and state cost sharing established by the Public Health code. Nine services identified by the state are reimbursed at a cost sharing level of 50%. This reflects increased

emphasis on select Health programs from the Michigan Department of Health. Medicaid fees are likely to increase from the increased caseload and population. Unfortunately, state grants and cost sharing reimbursements have not kept pace with expenditures. Some of the difference has been made up in fees charged to the clients, but much of the difference is funded by local dollars.

The graphs that follow show that in 1999, Intergovernmental revenue funded 35% the Health fund's expenditures. In 2008, Intergovernmental revenue is funding 30% of expenditures.



Mental Health

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

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

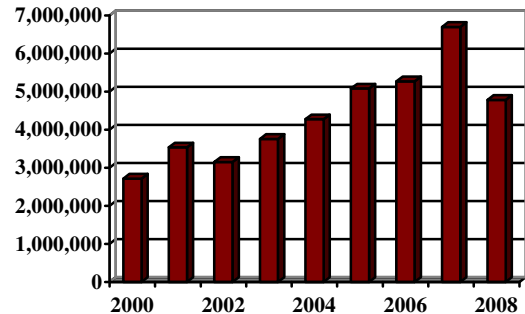
COPS Universal/Sheriff Contracts

Beginning in 1997, the Federal government provided grants to townships that contract with the County to provide community policing services in order to enhance local law enforcement in their area. The grants were intended as "seed money" to start the community policing projects, and they typically lasted three years. All of these grants have expired, but in most cases, the programs were continued with contributions from local units discussed previously.

Workforce Investment Act Funds

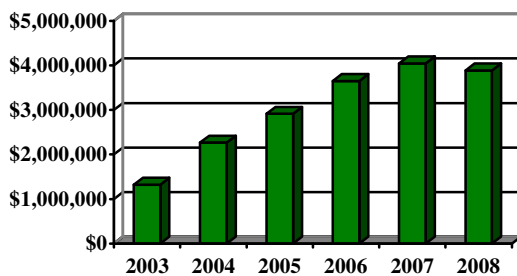
Workforce Investment Act (WIA) are federal funds received for training and employment programs for underemployed and economically disadvantaged citizens. The 2008 budget amount shows only the estimated revenues to be received from the State. Conservative budgeting requires us to not budget carryover dollars until approved by the State. Consequently, 2008 revenues indicate a significant decrease. However, this decrease is unlikely to materialize since the County typically receives additional grants during the year in addition to the carryover dollars from the previous years.

Workforce Investment Act Funds - Intergovernmental Revenue



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

Child Care Fund Intergovernmental Revenue



Child Care

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

recently as 2002, the County's share of Juvenile programs was 71.5% of total expenditures. With the 2008 budget, that funding percentage is dropping to 48.3% of total expenditures. In the future, revenues in this fund are expected to rise in tandem with expenditures.

Charges for Services

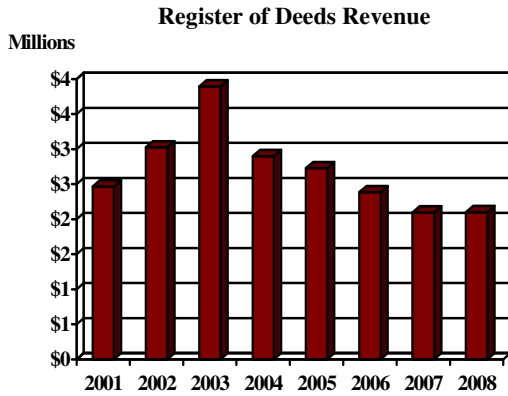
General Fund: In the General Fund, there are three main sources of charges for services. Court Costs, Indirect Cost Allocation, and Register of Deeds revenue.

Court Costs

Court Costs are costs assessed for criminal cases and traffic violations. The majority of these revenues are collected in the District and Circuit court. The County anticipates moderate increases as population and thus caseload increases. In addition, as more deputies are added

through grants and township funding, revenue from traffic violations are also likely to increase due to enhanced patrols.

Register of Deeds Revenue

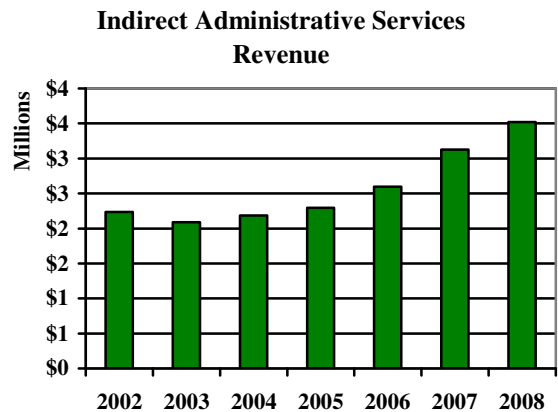


The Register of Deeds office collects fees for property services and transfer taxes. Under Public Act 134 of 1966, a fee of \$.55 for each \$500 of value of property transferred is assessed. In addition, new legislation enacted 10/1/03 allows the Register of Deeds to collect \$5 for each deed recorded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

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

Indirect Administrative Services

This revenue represents reimbursement for indirect costs incurred by the County in the administration of grants and other contractual programs. A cost allocation plan is prepared annually by consultants to identify the costs. The revenue received in the General Fund is dependent on both the actual administrative costs and where the costs are allocated to since the County does not charge all departments. The graph to the right shows increasing revenue as a result of increasing administrative expenditures, and, beginning in 2007, increasing allocations to the District Court in connection with the expanded Hudsonville facility. The District Court allocation is increasing again in 2008 with the opening of the much larger Holland District Court building. This revenue will likely increase over the next few years due to building projects. In addition, as the Grand Haven facility is rebuilt, a larger portion of the building will be allocated to judicial functions. Since these programs are charged indirect administrative expenditures, the revenue will increase. In fact, the expansion of the Grand Haven facility may bring in more grant dollars from the Friend of the Court grant.



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

Parks and Recreation

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

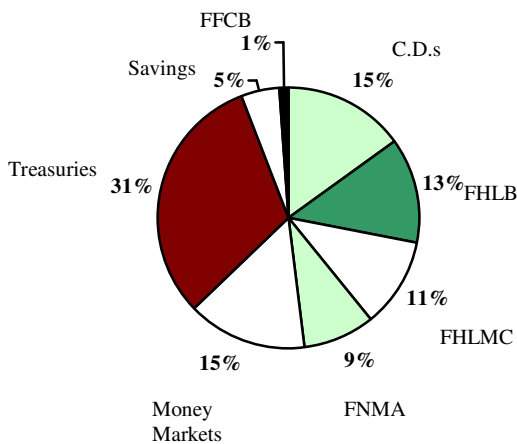
Health and Mental Health

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

Landfill Tipping Fees

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

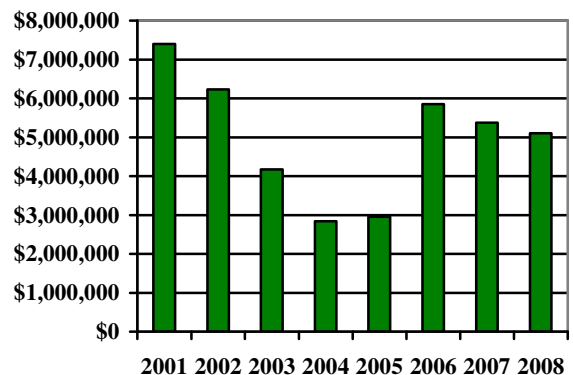
Interest on Investments



This revenue source represents both the interest earned on the investments of County funds as well as the changes in the market value of those investments. Allowable investments are set by state statutes. The treasurer employs a laddered approach that results in the continuing maturity of investments in order to have the correct balance between liquidity and return. The graph to the left shows the components of the County's investment pool as of 6/30/07. Additional information on the County's investment policy can be found in the User's Reference Guide section of this document.

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

Investment Earnings



been somewhat volatile, investment income has been fluctuating.

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

Rent

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

Component Units

Road Commission

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

Drains

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

Chapter 6 Drains - Projects petitioned for by individuals

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

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

Public Utilities System

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

Ottawa County Central Dispatch Authority (OCCDA)

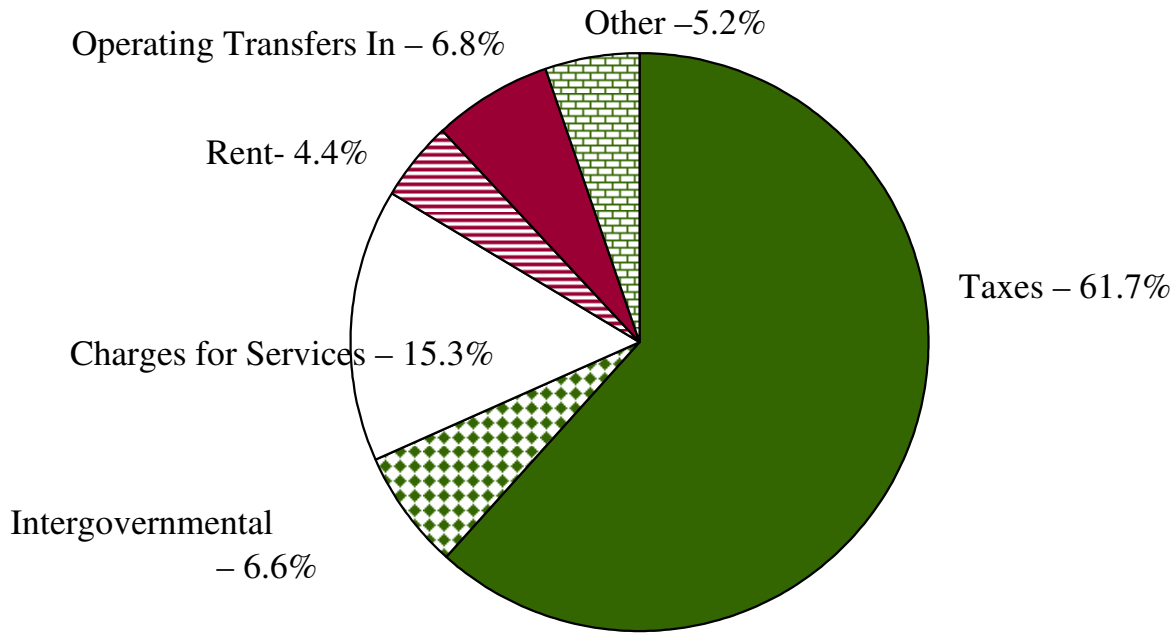
In addition to the property tax levy in Ottawa County, OCCDA receives property taxes from Allegan County for the portion of the City of Holland that is in Allegan County.

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

2008 General Fund

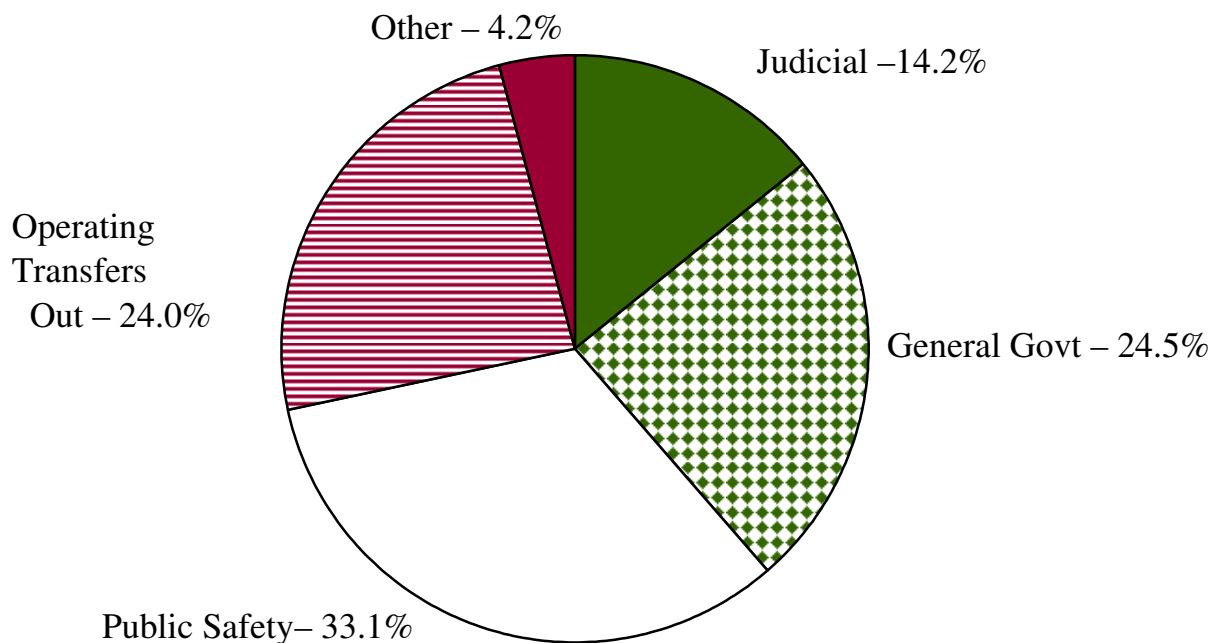
The General Fund is used to account for all revenues and expenditures applicable to the general operations of the County except for those required or determined to be more appropriately accounted for in another fund (e.g., Special Revenue fund.) Revenues are derived primarily from property tax, intergovernmental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

2008 General Fund Revenue



Source	2007 Amended Budget	2008 Adopted Budget	2008 % of Total	% of Change
Taxes	\$38,845,227	\$40,831,115	61.7%	5.11%
Intergovernmental	4,968,150	4,342,734	6.6%	-12.59%
Charges for Services	9,678,929	10,094,827	15.3%	4.30%
Fines and Forfeits	1,039,100	1,047,600	1.5%	0.82%
Interest on Investments	1,750,000	1,700,000	2.6%	-2.86%
Rental	2,802,863	2,930,343	4.4%	4.55%
Licenses and Permits	298,825	274,025	0.4%	-8.30%
Other Revenue	417,276	441,757	0.7%	5.87%
Operating Transfers In	4,391,495	4,510,800	6.8%	2.72%
	<u>\$64,191,865</u>	<u>\$66,173,201</u>	<u>100.0%</u>	<u>3.09%</u>

2008 General Fund Expenditures



Use	2007 Amended Budget	2008 Adopted Budget	2008 % of Total	% of Change
Legislative	\$712,368	\$605,507	0.9%	-15.00%
Judicial	9,294,791	9,920,100	14.2%	6.73%
General Government	15,430,497	17,135,792	24.5%	11.05%
Health and Welfare	664,889	766,648	1.1%	15.30%
Public Safety	23,003,701	23,194,538	33.1%	0.83%
Public Works	201,750	142,300	0.2%	-29.47%
Community & Economic Development	638,829	664,414	0.9%	4.00%
Other	813,186	760,500	1.1%	-6.48%
Operating Transfers Out	13,596,441	16,831,924	24.0%	23.80%
	<u>\$64,356,452</u>	<u>\$70,021,723</u>	<u>100.0%</u>	<u>8.80%</u>

**COUNTY OF OTTAWA
GENERAL FUND
COMPARATIVE ANALYSIS
ACTUAL 2005 & 2006
BUDGET 2007 & 2008**

REVENUES

DEPT	DEPARTMENT NAME	ACTUAL 2005	ACTUAL 2006	CURRENT	AMENDED BUDGET 2007	2008 ADOPTED BY BOARD	\$ CHANGE 2007 TO BOARD	% CHANGE 2007 TO BOARD
				YEAR 2007 ESTIMATED				
1310	Circuit Court	\$179,911	\$213,889	\$227,870	\$199,000	\$201,500	\$2,500	1.26%
1360	District Court	\$2,906,946	\$3,022,596	\$3,029,964	\$3,035,464	\$3,023,000	-\$12,464	-0.41%
1361	District Court SCAO Drug Court Grant	\$104,257	\$5,933	\$1,188	\$1,188	\$0	-\$1,188	-100.00%
1370	Drug Court Planning	\$7,888	\$0	\$0	\$0	\$0	\$0	N/A
1371	SCAO Adult Drug Court Grant	\$25,379	\$4,621	\$0	\$0	\$0	\$0	N/A
1380	Circuit Court Strategic Planning Initiative	\$0	\$22,500	\$0	\$0	\$0	\$0	N/A
1480	Probate Court	\$64,529	\$62,463	\$69,000	\$62,100	\$62,600	\$500	0.81%
1490	Family Court - Juvenile Services	\$154,774	\$132,469	\$121,571	\$119,645	\$122,880	\$3,235	2.70%
1491	Byrne Juvenile Drug Court Grant	\$49,414	\$0	\$0	\$0	\$0	\$0	N/A
1492	Juvenile Accountability Incentive Block Grant	\$51,255	\$16,824	\$18,519	\$18,519	\$14,456	-\$4,063	-21.94%
1660	Family Counseling	\$28,003	\$27,721	\$28,000	\$28,000	\$27,000	-\$1,000	-3.57%
1910	Elections	\$27,059	\$13,218	\$17,000	\$17,000	\$11,500	-\$5,500	-32.35%
1920	Canvassing Board	\$1,355	\$245	\$1,500	\$1,500	\$1,150	-\$350	-23.33%
2010	Fiscal Services	\$2,440,463	\$3,180,927	\$3,914,599	\$3,570,816	\$7,157,104	\$3,586,288	100.43%
2120	Budget	\$373,939	\$0	\$0	\$0	\$0	\$0	N/A
2150	County Clerk	\$562,146	\$610,298	\$687,000	\$589,600	\$674,500	\$84,900	14.40%
2250	Equalization	\$136	\$140	\$100	\$100	\$200	\$100	100.00%
2290	Prosecuting Attorney	\$136,318	\$167,093	\$159,209	\$177,300	\$169,732	-\$7,568	-4.27%
2330	Administrative Services	\$10,925	\$10,836	\$11,700	\$11,700	\$0	-\$11,700	-100.00%
2360	Register of Deeds	\$2,729,411	\$2,386,475	\$2,095,000	\$2,139,360	\$2,100,360	-\$39,000	-1.82%
2430	Property Description & Mapping	\$8,724	\$122	\$100	\$100	\$0	-\$100	-100.00%
2450	Survey & Remonumentation	\$213,869	\$84,196	\$158,919	\$158,919	\$120,000	-\$38,919	-24.49%
2530	County Treasurer	\$32,162,354	\$37,041,703	\$38,837,210	\$38,870,710	\$40,457,349	\$1,586,639	4.08%
2570	Co-Op Extension	\$54,058	\$51,847	\$52,660	\$56,740	\$57,796	\$1,056	1.86%
2590	Geographic Information Systems	\$158,655	\$89,665	\$83,000	\$118,000	\$108,000	-\$10,000	-8.47%
2651	Facilities Maintce - Hudsonville Human Serv	\$57,407	\$49,516	\$67,225	\$76,123	\$76,750	\$627	0.82%
2652	Facilities Maintce - Holland Human Serv	\$187,925	\$197,222	\$216,211	\$221,854	\$226,855	\$5,001	2.25%
2653	Facilities Maintce - Fulton Street	\$50,397	\$65,295	\$74,248	\$86,157	\$85,428	-\$729	-0.85%
2655	Facilities Maintce - Holland Health Facility	\$170,320	\$189,627	\$201,986	\$216,481	\$236,275	\$19,794	9.14%
2658	Facilities Maintce - Grand Haven Health	\$133,291	\$131,024	\$144,176	\$143,057	\$144,875	\$1,818	1.27%
2659	Facilities Maintce - CMH Facility	\$187,030	\$224,391	\$250,920	\$257,620	\$255,661	-\$1,959	-0.76%
2660	Facilities Maintce - Coopersville	\$27,290	\$23,897	\$30,168	\$37,470	\$31,526	-\$5,944	-15.86%

**COUNTY OF OTTAWA
GENERAL FUND
COMPARATIVE ANALYSIS
ACTUAL 2005 & 2006
BUDGET 2007 & 2008**

REVENUES

DEPT	DEPARTMENT NAME	ACTUAL 2005	ACTUAL 2006	CURRENT	AMENDED BUDGET 2007	2008 ADOPTED BY BOARD	\$ CHANGE 2007 TO BOARD	% CHANGE 2007 TO BOARD
				YEAR 2007 ESTIMATED				
2665	Facilities Maintce - Juvenile Serv Complex	\$1,325,120	\$1,351,024	\$1,479,420	\$1,459,821	\$1,539,726	\$79,905	5.47%
2667	Facilities Maintce - Administrative Annex	\$57,887	\$57,108	\$62,682	\$62,624	\$65,696	\$3,072	4.91%
2668	Facilities Maintce - FIA	\$207,948	\$228,421	\$244,297	\$248,656	\$273,551	\$24,895	10.01%
2750	Drain Commission	\$225,198	\$206,814	\$69,000	\$96,000	\$69,000	-\$27,000	-28.13%
3020	Sheriff	\$203,069	\$177,577	\$179,680	\$182,680	\$174,500	-\$8,180	-4.48%
3100	West Mi Enforcement Team - Operations	\$3,895	\$25,854	\$10,350	\$10,350	\$10,350	\$0	0.00%
3112	COPS Allendale/Jenison	\$348,662	\$351,630	\$283,475	\$412,647	\$0	-\$412,647	-100.00%
3113	COPS Holland/West Ottawa	\$50,949	\$50,715	\$64,856	\$67,483	\$69,234	\$1,751	2.59%
3119	City of Coopersville	\$453,510	\$469,681	\$495,761	\$493,882	\$497,515	\$3,633	0.74%
3120	City of Hudsonville	\$0	\$248,238	\$472,812	\$457,413	\$582,402	\$124,989	27.33%
3130	Zoning Enforcement-Holland Twosp	\$167,572	\$173,132	\$0	\$0	\$0	\$0	N/A
3160	Sheriff Curb Auto Theft (SCAT)	\$55,406	\$59,719	\$69,024	\$69,024	\$0	-\$69,024	-100.00%
3170	Blendon/Holland/Robinson/Zeeland (CITE)	\$35,146	\$37,178	\$40,198	\$40,282	\$41,873	\$1,591	3.95%
3200	Sheriff Training	\$15,309	\$27,169	\$27,500	\$27,500	\$27,500	\$0	0.00%
3250	Central Dispatch	\$3,613,436	\$3,787,704	\$4,010,500	\$4,017,656	\$4,253,466	\$235,810	5.87%
3310	Marine Safety	\$75,250	\$85,839	\$84,000	\$84,070	\$68,000	-\$16,070	-19.12%
3510	Jail	\$675,976	\$621,905	\$698,026	\$666,199	\$653,000	-\$13,199	-1.98%
3540	Local Corrections Academy Grant	\$3,937	\$6,413	\$0	\$4,625	\$0	-\$4,625	-100.00%
3550	Excelling - Corr Env Grant	\$0	\$0	\$0	\$13,465	\$0	-\$13,465	-100.00%
4260	Emergency Services	\$30,205	\$39,741	\$30,000	\$30,000	\$30,000	\$0	0.00%
4262	Solution Area Planner Grant	\$15,881	\$0	\$0	\$0	\$0	\$0	N/A
4263	Haz Mat Response Team	\$26,382	\$34,121	\$42,753	\$42,753	\$36,319	-\$6,434	-15.05%
4264	Training Grant	\$129,476	\$0	\$0	\$0	\$0	\$0	N/A
4265	Homeland Security Equipment Grant	\$1,169,611	\$17,677	\$60,393	\$60,393	\$0	-\$60,393	-100.00%
6300	Substance Abuse	\$729,581	\$790,813	\$880,669	\$880,669	\$880,280	-\$389	-0.04%
6480	Medical Examiners	\$1,595	\$2,234	\$10,000	\$11,700	\$8,000	-\$3,700	-31.62%
7211	Planner - Grants	\$3,396	\$10,691	\$4,353	\$4,353	\$0	-\$4,353	-100.00%
7212	Road Salt Management	\$35,202	\$14,764	\$0	\$0	\$0	\$0	N/A
9300	Transfers In Control	\$6,323,127	\$4,239,536	\$4,408,441	\$4,391,495	\$4,510,800	\$119,305	2.72%
TOTAL REVENUE		\$59,248,154	\$61,142,451	\$64,227,233	\$64,050,263	\$69,157,709	\$5,107,446	7.97%

**COUNTY OF OTTAWA
GENERAL FUND
COMPARATIVE ANALYSIS
ACTUAL 2005 & 2006
BUDGET 2007 & 2008**

EXPENDITURES

DEPT	DEPARTMENT NAME	ACTUAL 2005	ACTUAL 2006	ADOPTED BUDGET 2007	CURRENT	AMENDED BUDGET 2007	2008 BUDGET ADOPTED BY BOARD	\$ CHANGE 2007 BUDGET TO BOARD	% CHANGE 2007 BUDGET TO BOARD
					YEAR 2007 ESTIMATED				
1010	Commissioners	\$549,011	\$523,688	\$630,765	\$618,417	\$698,038	\$603,677	-\$94,361	-13.52%
1290	Tax Allocation Board	\$662	\$750	\$1,830	\$1,830	\$1,830	\$1,830	\$0	0.00%
1310	Circuit Court	\$1,716,790	\$1,859,303	\$1,985,070	\$2,002,392	\$1,985,670	\$2,101,314	\$115,644	5.82%
1360	District Court	\$4,443,318	\$4,950,835	\$5,385,813	\$5,375,692	\$5,427,450	\$5,865,640	\$438,190	8.07%
1361	District Court SCAO Drug Court Grant	\$108,148	\$9,182	\$0	\$0	\$0	\$0	\$0	N/A
1370	Drug Court Planning	\$7,888	\$0	\$0	\$0	\$0	\$0	\$0	N/A
1371	SCAO Adult Drug Court Grant	\$25,379	\$7,518	\$0	\$0	\$0	\$0	\$0	N/A
1380	Circuit Court Strategic Planning Initiative	\$0	\$27,000	\$0	\$0	\$0	\$0	\$0	N/A
1480	Probate Court	\$739,696	\$754,832	\$794,549	\$798,793	\$794,549	\$831,066	\$36,517	4.60%
1490	Family Court - Juvenile Services	\$1,260,127	\$955,111	\$903,665	\$926,033	\$903,665	\$932,217	\$28,552	3.16%
1491	Byrne Juvenile Drug Court Grant	\$49,413	-\$1,536	\$0	\$0	\$0	\$0	\$0	N/A
1492	Juvenile Accountability Block Grant	\$56,116	\$18,687	\$17,190	\$20,089	\$20,579	\$16,062	-\$4,517	-21.95%
1520	Adult Probation	\$102,627	\$120,862	\$117,481	\$117,481	\$117,481	\$120,727	\$3,246	2.76%
1660	Family Counseling	\$39,599	\$48,065	\$39,461	\$37,981	\$39,461	\$42,099	\$2,638	6.69%
1670	Jury Board	\$5,576	\$4,323	\$5,565	\$5,565	\$5,565	\$10,975	\$5,410	97.21%
1910	Elections	\$79,718	\$325,508	\$169,828	\$170,419	\$168,328	\$432,224	\$263,896	156.77%
1920	Canvassing Board	\$1,361	\$4,164	\$2,550	\$2,550	\$2,550	\$4,212	\$1,662	65.18%
2010	Fiscal Services	\$804,902	\$885,316	\$961,377	\$947,364	\$961,377	\$1,196,998	\$235,621	24.51%
2020	Auditing	\$18,035	\$0	\$0	\$0	\$0	\$0	\$0	N/A
2100	Corporate Counsel	\$179,967	\$185,488	\$195,383	\$195,849	\$195,167	\$203,031	\$7,864	4.03%
2120	Budget	\$21,866	\$0	\$0	\$0	\$0	\$0	\$0	N/A
2150	County Clerk	\$1,205,112	\$1,279,930	\$1,404,788	\$1,389,183	\$1,407,088	\$1,585,858	\$178,770	12.70%
2230	Administrator	\$327,812	\$351,869	\$419,654	\$422,165	\$420,087	\$460,952	\$40,865	9.73%
2250	Equalization	\$661,942	\$614,288	\$709,668	\$656,029	\$711,562	\$1,061,073	\$349,511	49.12%
2260	Human Resources	\$573,820	\$485,970	\$577,800	\$514,252	\$579,450	\$665,014	\$85,564	14.77%
2290	Prosecuting Attorney	\$2,672,707	\$2,891,697	\$3,143,879	\$3,042,204	\$3,111,953	\$3,204,430	\$92,477	2.97%
2330	Administrative Services	\$178,800	\$174,963	\$210,721	\$179,312	\$210,721	\$0	-\$210,721	-100.00%
2360	Register of Deeds	\$669,141	\$682,283	\$730,175	\$701,252	\$730,175	\$748,975	\$18,800	2.57%
2430	Property Description & Mapping	\$323,406	\$330,940	\$366,588	\$315,246	\$366,588	\$0	-\$366,588	-100.00%
2450	Survey & Remonumentation	\$272,850	\$15,363	\$291,594	\$291,594	\$291,594	\$814,190	\$522,596	179.22%
2470	Plat Board	\$3,304	\$3,214	\$3,963	\$3,963	\$3,963	\$3,963	\$0	0.00%
2530	County Treasurer	\$712,674	\$753,895	\$822,086	\$787,165	\$809,796	\$856,061	\$46,265	5.71%

**COUNTY OF OTTAWA
GENERAL FUND
COMPARATIVE ANALYSIS
ACTUAL 2005 & 2006
BUDGET 2007 & 2008**

EXPENDITURES

DEPT	DEPARTMENT NAME	ACTUAL 2005	ACTUAL 2006	ADOPTED BUDGET 2007	CURRENT		2008 BUDGET ADOPTED BY BOARD	\$ CHANGE 2007 BUDGET TO BOARD	% CHANGE 2007 BUDGET TO BOARD
					YEAR 2007 ESTIMATED	AMENDED BUDGET 2007			
2570	Co-Op Extension	\$490,274	\$513,844	\$537,093	\$541,995	\$537,093	\$568,603	\$31,510	5.87%
2590	Geographic Information System	\$442,761	\$421,722	\$493,776	\$435,846	\$496,275	\$622,844	\$126,569	25.50%
2610	Building Authority	\$3,043	\$1,738	\$3,467	\$3,467	\$3,467	\$3,467	\$0	0.00%
2651	Facilities Maintce - Hudsonville Human Ser	\$160,263	\$167,579	\$200,314	\$172,979	\$200,314	\$194,544	-\$5,770	-2.88%
2652	Facilities Maintce - Holland Human Serv	\$166,970	\$173,024	\$195,131	\$189,235	\$195,131	\$200,522	\$5,391	2.76%
2653	Facilities Maintce - Fulton Street	\$63,939	\$60,039	\$77,923	\$65,908	\$77,923	\$77,354	-\$569	-0.73%
2654	Facilities Maintce - Grand Haven	\$424,623	\$508,450	\$548,717	\$531,828	\$548,717	\$632,423	\$83,706	15.25%
2655	Facilities Maintce - Holland Health Facility	\$178,181	\$196,145	\$216,481	\$201,986	\$216,481	\$311,931	\$95,450	44.09%
2656	Facilities Maintce - Holland District Court	\$72,054	\$155,932	\$219,901	\$229,498	\$255,542	\$248,847	-\$6,695	-2.62%
2657	Facilities Maintce - Jail	\$106,125	\$53,389	\$86,128	\$51,028	\$86,128	\$0	-\$86,128	-100.00%
2658	Facilities Maintce - Grand Haven Health	\$61,551	\$60,035	\$69,186	\$70,208	\$69,186	\$71,159	\$1,973	2.85%
2659	Facilities Maintce - CMH Facility	\$163,464	\$174,520	\$201,856	\$195,156	\$201,856	\$201,934	\$78	0.04%
2660	Facilities Maintce - Coopersville	\$50,220	\$44,370	\$67,362	\$54,162	\$67,362	\$52,533	-\$14,829	-22.01%
2661	Facilities Maintce - Emergency Services	\$3,506	\$2,587	\$5,150	\$5,150	\$5,150	\$7,350	\$2,200	42.72%
2662	Facilities Maintce - Community Haven	\$867	\$189	\$1,100	\$1,100	\$1,100	\$0	-\$1,100	-100.00%
2664	Facilities Maintce - 4th & Clinton	\$27,973	\$26,839	\$35,714	\$33,830	\$35,714	\$37,021	\$1,307	3.66%
2665	Facilities Maintce - Juvenile Serv Complex	\$779,438	\$785,834	\$846,367	\$865,167	\$846,367	\$922,122	\$75,755	8.95%
2666	Facilities Maintce - 434 Franklin	\$1,036	\$1,132	\$1,377	\$1,377	\$1,377	\$0	-\$1,377	-100.00%
2667	Facilities Maintce - Administrative Annex	\$627,697	\$641,984	\$665,312	\$677,714	\$665,312	\$718,181	\$52,869	7.95%
2668	Facilities Maintce - FIA	\$266,998	\$290,652	\$308,900	\$303,098	\$308,900	\$339,393	\$30,493	9.87%
2750	Drain Commission	\$627,198	\$668,936	\$613,937	\$577,730	\$613,937	\$655,817	\$41,880	6.82%
2800	Ottawa Soil & Water Conservation Dist.	\$19,539	\$23,290	\$19,266	\$26,766	\$26,766	\$32,766	\$6,000	22.42%
3020	Sheriff	\$6,488,140	\$7,060,875	\$7,926,265	\$7,590,075	\$7,926,265	\$8,063,674	\$137,409	1.73%
3100	West Mi Enforcement Team - Operations	\$519,357	\$557,734	\$585,863	\$581,087	\$585,863	\$599,466	\$13,603	2.32%
3112	COPS Allendale/Jenison	\$348,666	\$351,630	\$412,188	\$283,475	\$412,188	\$0	-\$412,188	-100.00%
3113	COPS Holland/West Ottawa	\$76,042	\$75,695	\$101,235	\$97,293	\$101,235	\$103,334	\$2,099	2.07%
3119	City of Coopersville	\$453,511	\$469,680	\$486,505	\$495,761	\$493,882	\$497,515	\$3,633	0.74%
3120	City of Hudsonville	\$0	\$248,238	\$437,557	\$472,812	\$456,767	\$582,402	\$125,635	27.51%
3130	Zoning Enforcement-Holland Twncsp	\$167,573	\$173,132	\$198,333	\$0	\$0	\$0	\$0	N/A
3160	Sheriff Curb Auto Theft (SCAT)	\$76,618	\$82,071	\$96,107	\$95,592	\$96,107	\$0	-\$96,107	-100.00%
3170	Blendon/Holland/Robinson/Zeeland (CITE)	\$71,753	\$75,903	\$82,408	\$82,335	\$82,408	\$85,231	\$2,823	3.43%
3200	Sheriff Training	\$15,309	\$27,169	\$27,500	\$27,500	\$27,500	\$27,500	\$0	0.00%

**COUNTY OF OTTAWA
GENERAL FUND
COMPARATIVE ANALYSIS
ACTUAL 2005 & 2006
BUDGET 2007 & 2008**

EXPENDITURES

DEPT	DEPARTMENT NAME	ACTUAL 2005	ACTUAL 2006	ADOPTED BUDGET 2007	CURRENT	AMENDED BUDGET 2007	2008 BUDGET ADOPTED BY BOARD	\$ CHANGE 2007 BUDGET TO BOARD	% CHANGE 2007 BUDGET TO BOARD
					YEAR 2007 ESTIMATED				
3250	Central Dispatch	\$3,611,058	\$3,776,967	\$4,013,656	\$3,997,183	\$4,013,656	\$4,253,466	\$239,810	5.97%
3310	Marine Safety	\$193,828	\$228,055	\$214,990	\$242,348	\$230,990	\$264,650	\$33,660	14.57%
3510	Jail	\$6,631,126	\$7,088,965	\$7,661,936	\$7,539,141	\$7,671,611	\$7,916,996	\$245,385	3.20%
3540	Local Corrections Academy Grant	\$4,737	\$2,141	\$0	\$0	\$4,625	\$0	-\$4,625	-100.00%
3550	Excelling - Corr Env Grant	\$0	\$0	\$0	\$0	\$13,465	\$0	-\$13,465	-100.00%
4260	Emergency Services	\$210,435	\$220,841	\$309,425	\$309,298	\$309,425	\$331,722	\$22,297	7.21%
4262	Solution Area Planner Grant	\$14,094	-\$183	\$0	\$0	\$0	\$0	\$0	N/A
4263	Haz Mat Response Team	\$46,325	\$63,755	\$85,611	\$74,894	\$85,611	\$72,904	-\$12,707	-14.84%
4264	Training Grant	\$131,907	\$0	\$0	\$0	\$0	\$0	\$0	N/A
4265	Homeland Security Equipment Grant	\$1,174,495	\$39,221	\$0	\$60,393	\$60,393	\$0	-\$60,393	-100.00%
4300	Animal Control	\$348,629	\$327,860	\$376,710	\$372,346	\$376,710	\$395,678	\$18,968	5.04%
4450	Drain Assessments	\$15,816	\$59,187	\$201,750	\$201,750	\$201,750	\$142,300	-\$59,450	-29.47%
4490	Road Commission	\$12,250	\$0	\$0	\$0	\$0	\$0	\$0	N/A
6300	Substance Abuse	\$259,190	\$285,593	\$303,301	\$303,301	\$333,701	\$440,140	\$106,439	31.90%
6480	Medical Examiners	\$242,425	\$245,519	\$265,128	\$254,578	\$264,188	\$259,508	-\$4,680	-1.77%
6810	Veterans Burial	\$53,100	\$69,355	\$67,000	\$65,000	\$67,000	\$67,000	\$0	0.00%
6890	Soldiers & Sailors	\$193	\$2,167	\$5,825	\$0	\$0	\$0	\$0	N/A
7210	Planning - Transportation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	N/A
7211	Planner - Grants	\$536,301	\$564,297	\$631,476	\$608,087	\$635,829	\$648,105	\$12,276	1.93%
7212	Road Salt Management	\$5,099	\$1,885	\$3,000	\$3,000	\$3,000	\$16,309	\$13,309	443.63%
8650	Insurance	\$119,565	\$163,642	\$174,100	\$147,251	\$174,100	\$144,755	-\$29,345	-16.86%
8900	Contingency	\$0	\$0	\$553,236	\$0	\$553,236	\$565,745	\$12,509	2.26%
9010	Equipment Pool	\$0	\$0	\$100,000	\$0	\$98,350	\$50,000	-\$48,350	-49.16%
9650	Operating Transfers Out	\$14,287,835	\$13,667,299	\$13,560,616	\$13,855,317	\$13,596,441	\$16,831,924	\$3,235,483	23.80%
TOTAL EXPENDITURES		\$58,664,864	\$59,164,431	\$64,187,622	\$62,517,865	\$64,301,081	\$70,021,723	\$5,720,642	8.90%
TOTAL REVENUE		\$59,248,154	\$61,142,451	\$63,262,576	\$64,227,233	\$64,050,263	\$69,157,709		
FUND BALANCE (USE)		\$583,290	\$1,978,020	-\$925,046	\$1,709,368	-\$250,818	-\$864,014		

Based on historical activity, the County does not anticipate actually having to use the -\$864,014 of fund balance. Please see the transmittal letter for more information.



**2008 General Fund Budget
Legislative Expenditures \$605,507**








Function Statement

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

Mission Statement

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

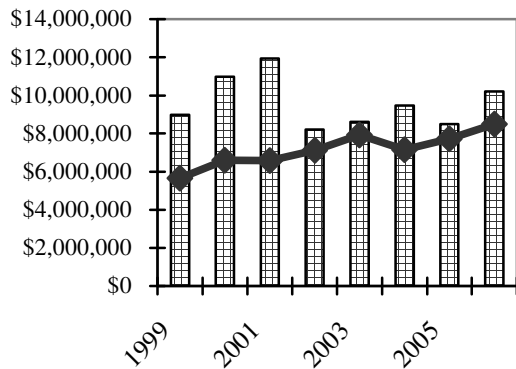
-  **Goal:** To maintain and improve the strong financial position of the County
- Objective:** Identify and develop strategies to address potential financial threats
Measure: Continue implementation of the 2004 budget balancing plan
Measure: Fund balance will be maintained at 10-15% of the prior years audited expenditures
- Objective:** Identify and develop a plan for funding legacy costs
Measure: Fund the actuarial estimate of other post employment benefits (OPEB)
- Objective:** Maintain or improve bond ratings
Measure: The bond rating will be maintained or improved
- Objective:** Prioritize discretionary services to provide a basis for budget reductions in the future should they be necessary
Measure: Discretionary services will be prioritized by 12/31/08
- Objective:** Citizens will be satisfied with the value of the services provided by the County for their tax dollar
Measure: The citizen survey will report that less than 30% of respondents believe taxes are too high
-  **Goal:** Maintain and enhance communication with citizens, employees, and other stakeholders
- Objective:** Continue to implement new interactive features on miOttawa.org
Measure: By 12/31/08, five new services will be available on the website
- Objective:** Identify and implement methods of communicating with employee groups
Measure: % increase in employee satisfaction with communication from Administration will be no less than 20%
-  **Goal:** Contribute to a healthy physical, economic, & community environment
- Objective:** Investigate opportunities to impact the consequences of development
Measure: Consider recommendations of the Purchase of Development Rights (PDR) Subcommittee at the Board level
- Objective:** Examine water quality policies and develop a research-based water quality action plan
Measure: A plan of action with measurable results will be developed
- Objective:** Assist in completion of a groundwater resources inventory
Measure: Completion of groundwater resources inventory
-  **Goal:** Continually improve the County's organization and services
- Objective:** Ensure the security and recoverability of paper and electronic records
Measure: A County-wide disaster records recovery plan will be developed
- Objective:** Establish better employee-management communications
Measure: 100% of Labor-Management Cooperation Committee members report improved sense of communication between labor and management
Measure: 100% of Labor-Management Cooperation Committee members report greater understanding of issues facing the County
Measure: 20% increase in employee satisfaction with "climate of trust"
- Objective:** Citizens will be satisfied with County services
Measure: The citizen survey will report that at least 75% of respondents will rate the County as "positive" or "excellent"
Measure: The citizen survey will report that of the 15 service areas, no service areas will have more than 50% of the respondents reporting that "more should be done"

 Denotes Strategic Plan directive

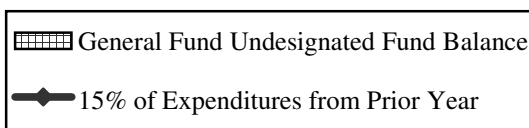
Measures	2005	2006	2007 Estimated	2008 Projected
Output:				
Progress made on the 2004 budget balancing plan (Yes/No)	Yes	Yes	Yes	Yes
Acquire/Refine actuary estimate of OPEB liability	N/A	Acquire	Refine	Fund
Discretionary programs prioritized (Yes/No)	N/A	N/A	Yes	Yes
Consideration of PDRs at the Board level (Yes/No)	N/A	N/A	Yes	N/A
Develop ordinance and program structure for PDRs	N/A	N/A	N/A	Yes
Approval of a County-wide disaster records recovery plan	N/A	N/A	N/A	Yes
A water quality plan of action will be developed	N/A	N/A	N/A	Yes
Completion of groundwater resources inventory	N/A	N/A	N/A	Yes
Efficiency:				
# of new services available on the County website	N/A	12	10	5
% of Labor-Management Cooperation Committee members report improved sense of communication between labor and management	N/A	N/A	N/A	100%
% of Labor-Management Cooperation Committee members report greater understanding of issues facing the County	N/A	N/A	N/A	100%
% increase in employee satisfaction with "climate of trust"	N/A	N/A	12%	N/A*
Outcome:				
General Fund fund balance as a % of prior year expenditures	16.5%	16.8%	21.1%	15%
Bond Ratings Maintained/Improved (Yes/No)	Yes	Yes	Yes	Yes
% of citizen survey respondents reporting that "taxes are too high"	N/A	27%	N/A*	<25%
% increase in employee satisfaction with communication from Administration	N/A	N/A	20%	N/A*
% of citizen survey respondents who rate the County as "positive"	N/A	79%	N/A	>75%
# of service areas for which more than 50% of citizen survey respondents feel "more should be done"	N/A	2	N/A	0

* The next citizen survey is scheduled for 2008, and the next employee survey is scheduled for 2009.

General Fund Undesignated Fund Balance Analysis



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



Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Commissioners	11.000	11.000	11.000	\$112,756

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
<i>Expenditures</i>					
Personnel Services	\$237,024	\$255,746	\$271,951	\$285,370	\$294,437
Supplies	\$13,108	\$48,124	\$12,225	\$23,600	\$19,760
Other Services & Charges	\$212,096	\$245,141	\$239,512	\$309,447	\$289,480
Capital Outlay					
Total Expenditures	<u>\$462,228</u>	<u>\$549,011</u>	<u>\$523,688</u>	<u>\$618,417</u>	<u>\$603,677</u>

Budget Highlights:

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

Resources

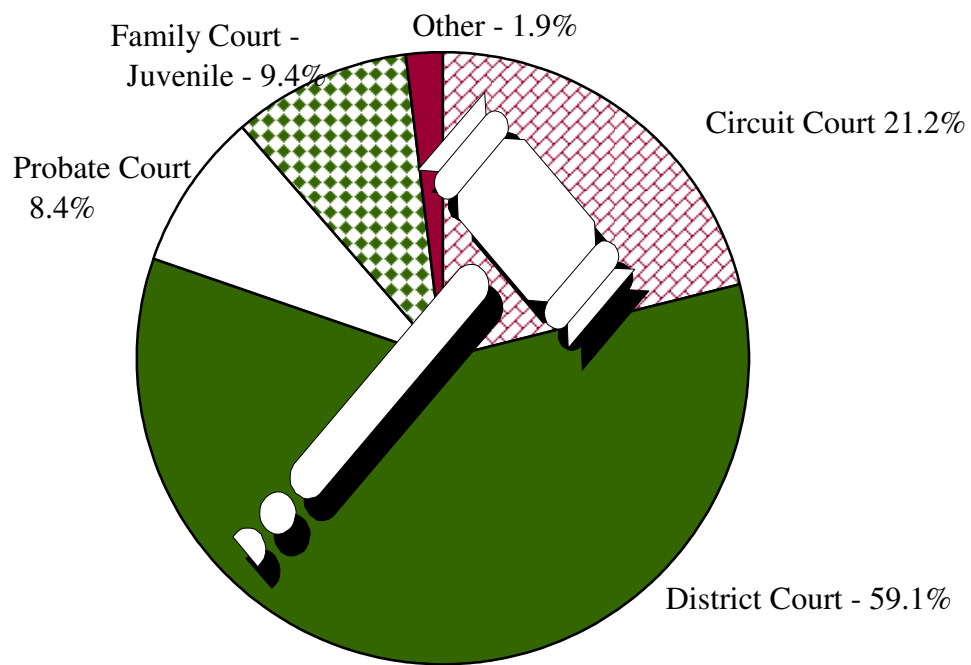
Personnel

No permanent personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Expenditures					
Personnel Services	\$154	\$99	\$105	\$225	\$225
Supplies					
Other Services & Charges	\$835	\$563	\$645	\$1,605	\$1,605
Capital Outlay					
Total Expenditures	<u>\$989</u>	<u>\$662</u>	<u>\$750</u>	<u>\$1,830</u>	<u>\$1,830</u>

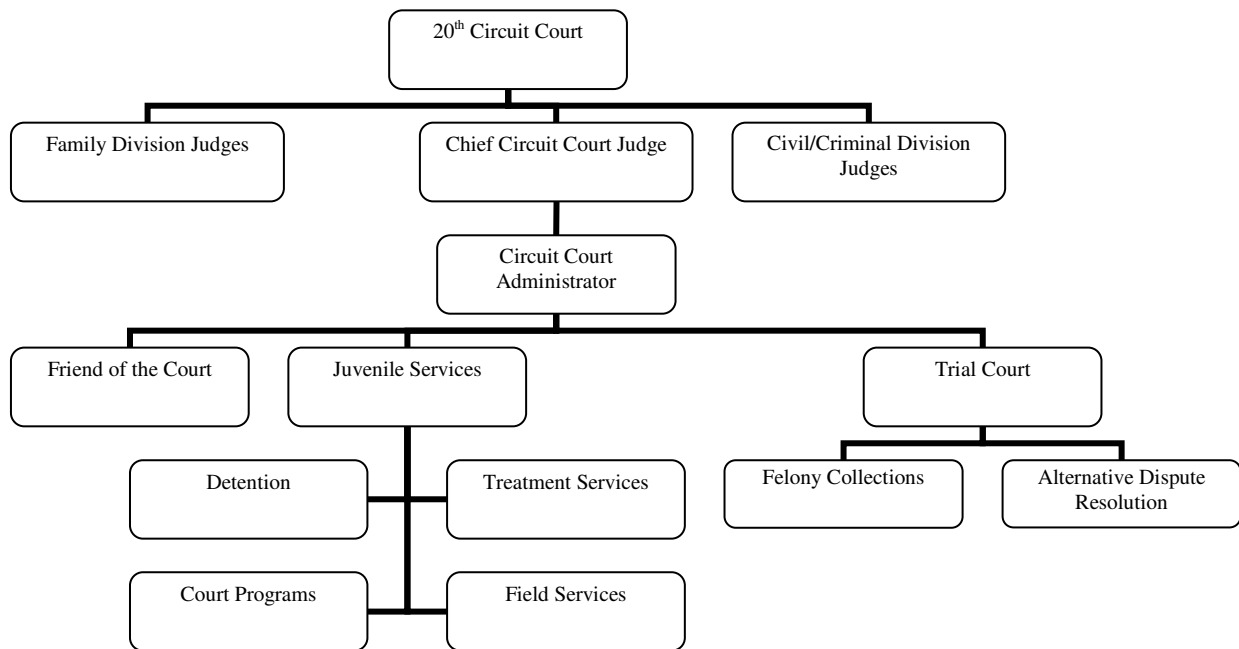
2008 General Fund Judicial Expenditures \$9,920,100



Function Statement

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

The Circuit Court administers the Family Court.



Mission Statement

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

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

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

Measure: Track case processing time.

Measure: Compliance with SCAO court case management guidelines.

Objective: Increase staff training and professional development.

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

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

Measure: Monitor attendance at conferences/trainings.

Measure: Hire Administrative Assistant for Court Administrator

Measure: Hire Chief Deputy Assignment Clerk.

Measure: Hire Assistant Felony Collections Clerk.

Measure: Solicit and submit a monthly work-related article for the Court Communicator for an employee or Judge.

Measure: Using the Nation Center for State Court, CourTools, Measure #9, conduct a Court Employee Satisfaction Survey and submit results to the Leadership Team for review and Court Communicator publication.

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

Measure: Track office supply purchases/usage.

Measure: Monitor printing and postage

Measure: Monitor administrative costs

Goal: To provide legally required services for parties.

Objective: Provide resources to maintain necessary services.

Measure: Maintain/track attorney appointments.

Measure: Maintain/track juror fees.

Measure: Maintain/track visiting judge costs.

Measure: Maintain/track interpreters.

Measure: Maintain/track mediation services.

Measure: Install Audio/video system in Referee Hearing Room – to comply with Court Rule.

Goal: To provide exceptional facilities for all court users.

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

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

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

Measure: Comply with ADA Regulations re: physical access to court buildings

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

Measure: Identify outdated equipment for replacement, determine needs.

Measure: Submit equipment needs as appropriate in budget process.

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

Objective: Increase regular maintenance of facility.

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

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

Measure: Submit maintenance requests and track until completed.

Objective: Create self-help centers for court clients.

Measure: Provide space for public research.

Measure: Provide access to Supreme Court web site.

Objective: Install directory and comprehensive signage in all court buildings.

Goal: Increase and improve Felony Collections

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

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

Measure: Expand collections of fines/costs/restitution to include on-line payments.

Measure: Create court-wide collections program.

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

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

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

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

Objective: Provide Internship positions/training through local colleges and universities.

Measure: Collaboration with local colleges and universities.

Measure: Hiring of Interns after completion of education.

Goal: Create self-help centers for court clients

Objective: To provide exceptional facilities/tools for self-represented litigants.

Measure: Provide space for public research.

Measure: Provide access to law library materials.

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Comply with SCAO court case management Guidelines</i>	N/A	Continuous	Continuous	Continuous
<i>The Court Training Committee will provide 4 trainings for professional staff development reflecting the needs of staff</i>	N/A	N/A	In progress	Completion
<i>Facilitate and/or support the Court's Strategic Plan to successfully implement a centralized Training Committee for the Courts</i>	N/A	N/A	Completion	Completion
<i>Monitor attendance at conferences/trainings</i>	N/A	Completion	In progress	Completion
<i>Maintain/track attorney appointments</i>	N/A	Completion	Completion	Completion
<i>Maintain/track juror fees</i>	N/A	Completion	Completion	Completion
<i>Maintain/track visiting judge costs</i>	N/A	Completion	Completion	Completion
<i>Monitor and increase monies due and owing to the court</i>	N/A	Completion	On going	Completion
<i>Collaborate with partners in submission of Federal Grant Application</i>	N/A	On going	On going	On going
<i>Conduct at least 2 Bench/Bar education programs</i>	N/A	N/A	Completion	Completion
<i>Maintain/track interpreters</i>	N/A	Completion	Completion	Completion
<i>Track case processing time</i>	N/A	Continuous	Continuous	Continuous
<i>Create Self-help centers for court users</i>	N/A	Research	Planning	Planning
<i>Install directory and comprehensive signage in all court buildings</i>	N/A	Planning	Installed in Grand Haven Building	Install in other court buildings
<i>Comply with ADA Regulations re: physical access to court buildings</i>	N/A	Planning	Installed in Grand Haven Building	Install in other court buildings
<i>Expand Collections of financial obligations to include on-line payments</i>	N/A	Planning/presentation to Admin Services	Presentation to Admin Services	Presentation to Admin Services
<i>Create Safe Haven's Program</i>	N/A	Planning	Implementation	Monitor use
<i>Maintain/track mediation services</i>	N/A	Planning	Grant Application submitted	Implementation/monitoring
<i>Track equipment repair/replacement to ensure responses are quick/appropriate</i>	N/A	Completion	Completion	Completion
<i>Review safety issues and incident reports quarterly, by the Safety Committee to ensure follow through</i>	N/A	Completion	Completion	Completion
<i>Identify outdated equipment for replacement, determine need</i>		Completion	March 1, 2007	March, 2008
<i>Implementation and/or completion of Master Technology Plan</i>	N/A	On going	On going	On going
<i>Identify maintenance projects</i>	N/A	Completion	Completion	Completion
<i>Create a monthly maintenance schedule</i>	N/A	Completion	Completion	Completion
<i>Submit maintenance requests and track until completed</i>	N/A	Completion	Completion	Completion
<i>Track office supply purchases/usage</i>	N/A	Monthly	Monthly	Monthly
<i>Monitor printing/postage</i>	N/A	Quarterly	Quarterly	Quarterly
<i>Monitor administrative costs</i>	N/A	Monthly	Monthly	Monthly
<i>Install Audio/Video system in Referee Hearing Room</i>	N/A	Planning	Planning	Completion
<i>Identify Gaps and overlaps/needs assessment with all Circuit/Probate Court Budgets</i>	N/A	N/A	Completion	Combine budgets where appropriate/continue to monitor needs and gaps.

ACCOMPLISHMENTS

- Implementation of Strategic Plan Goals
- Continue to hold Court hearings/referee hearings to include Monday evenings
- Developed an amended Circuit Court Trial Division Personnel Policy and Procedures Manual
- Implemented mandatory trial division personnel training/continuous education standards
- Expanded web-site information
- Executed joint policy and procedures with the Prosecutor and Clerk's offices regarding Civil Judgments
- Expanded services to non-English speaking clients to include court forms and instructions in Spanish
- Created tracking system of all cases without a next action date via AS/400
- Created tracking system of all monies collected but not yet distributed to restitution victims
- Creased "Z" codes in order to monitor adjournments in all Trial Division cases
- Created new Case Preparation Order/scheduling policies in order to comply with SCAO standards
- Purchased amplifier for Court Room #3
- Submitted Grant Application for Safe Haven's Program
- Created space in new Courthouse for self-help center
- Installed color-coded directory in GH County Building

Resources				
Personnel	2006	2007	2008	2008
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary
Judge - Circuit Court	4.000	4.000	4.000	\$182,896
Trial Court Director	1.000	1.000	1.000	\$58,548
Senior Law Clerk	1.000	1.000	1.000	\$56,697
Deputy Assignment Clerk	4.750	4.750	4.750	\$168,327
Mediation Assign/Collections Clerk	1.000	1.000	1.000	\$40,381
Court Reporter	2.000	2.000	2.000	\$113,394
Law Clerk/Bailiff	1.000	1.000	1.000	\$41,521
	14.750	14.750	14.750	\$661,764

Funding	2004	2005	2006	2007 Current	2008
	Actual	Actual	Actual	Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue			\$704		
Charges for Services	\$139,950	\$136,444	\$164,065	\$161,000	\$151,000
Fines and Forfeitures	\$17,045	\$20,282	\$21,140	\$28,370	\$19,500
Other Revenue	\$30,955	\$23,185	\$27,980	\$38,500	\$31,000
Total Revenues	\$187,950	\$179,911	\$213,889	\$227,870	\$201,500
Expenditures					
Personnel Services	\$729,816	\$867,642	\$901,677	\$978,963	\$1,017,517
Supplies	\$32,672	\$44,232	\$57,126	\$39,300	\$60,500
Other Services & Charges	\$810,412	\$804,916	\$900,500	\$984,129	\$1,023,297
Total Expenditures	\$1,572,900	\$1,716,790	\$1,859,303	\$2,002,392	\$2,101,314

Budget Highlights:

Effective 1/1/05, a fourth Circuit Court opened. Consequently, expenditures increased overall. The 2008 supplies budget include court recording equipment.

Function Statement

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

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

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

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

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

Mission Statement

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

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

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

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

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

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

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

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

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

Objective: Maintain trials held on the first date scheduled

Measure: % of cases adjourned past their first trial date

Objective: Process cases in a cost efficient manner.

Measure: The cost per case by case type

Goal: Improve the collection of fines and costs.

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

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

Goal : Improve employee satisfaction.

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

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

Goal: Ensure probationer compliance of probation order.

Objective: Increase the number of home checks by 10%

Measure: % increase in home checks

Objective: Increase the number of drug tests.

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

Goal: Divert substance abuse offenders from jail.

Objective: Increase the use of jail alternative programs

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

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Efficiency:</i>				
<i>% of surveyed court users rating the service of the District Court favorably</i>	N/A	N/A	N/P*	N/P
<i>Case clearance rate (should be 100% or more)</i>	N/A	99%	100%	N/P
<i>% of cases where the time guideline is met for the case type</i>	N/A	N/P	N/P	N/P
<i>% of cases adjourned past their first trial date</i>	N/A	N/P	N/P	N/P
<i>Establish a base cost per case type (Yes/No)</i>	N/A	No		
<i>% of cases for which fines and costs have been collected at time of sentencing.</i>	N/A	N/P	N/P	N/P
<i>% of employees satisfied with court employment</i>	N/A	N/P	N/P	N/P
<i>% increase in probationer home checks</i>	N/A	N/P	N/P	N/P
<i>% increase in probationer drug tests</i>	N/A	N/P	N/P	N/P
<i>% increase in number of people ordered to a jail alternative program</i>	N/A	N/P	N/P	N/P
<i>* N/P – information not provided by department</i>				

Resources

Personnel	2006	2007	2008	2008
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary
Judge - District Court	4.000	4.000	4.000	\$182,896
Court Administrator	1.000	1.000	1.000	\$81,094
Director of Probation Services	0.100	0.100	0.100	\$7,398
Assistant Director of Probation Services	0.700	0.750	0.750	\$45,299
Chief Deputy Court Clerk	3.000	3.000	3.000	\$153,684
Assignment Clerk	3.000	3.000	3.000	\$111,147
Administrative Assistant	1.000	1.000	1.000	\$39,012
Deputy Court Clerk II	9.000	9.000	9.000	\$333,022
Deputy Court Clerk I	11.750	10.750	10.750	\$328,894
Traffic Clerk	1.000	1.000	1.000	\$34,295
Court Recorder	4.000	4.000	4.000	\$154,143
Court Officer	0.875	0.875	0.875	\$32,418
Case Manager	0.000	1.000	1.000	\$34,295
Probation-Treatment Specialist	8.000	8.400	8.500	\$433,879
Probation Secretary	0.700	0.700	0.700	\$23,885
Probation Assistant	1.000	1.000	1.000	\$37,845
Bailiff	0.700	0.700	0.700	\$17,882
Magistrate	1.000	1.000	1.000	\$56,697
	50.825	51.275	51.375	\$2,107,785

Funding	2004	2005	2006	2007 Current	2008
	Actual	Actual	Actual	Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$40,819	\$51,589	\$54,003	\$74,964	\$65,000
Charges for Services	\$1,629,945	\$1,798,803	\$1,934,686	\$1,932,000	\$1,922,000
Fines and Forfeitures	\$1,007,041	\$1,043,487	\$1,020,473	\$1,016,000	\$1,022,000
Other Revenue	\$10,772	\$13,067	\$13,434	\$7,000	\$14,000
Total Revenues	\$2,688,577	\$2,906,946	\$3,022,596	\$3,029,964	\$3,023,000
Expenditures					
Personnel Services	\$2,561,278	\$2,669,284	\$2,880,600	\$3,017,540	\$3,169,409
Supplies	\$180,158	\$200,381	\$232,046	\$182,875	\$215,945
Other Services & Charges	\$1,490,162	\$1,573,653	\$1,838,189	\$2,175,277	\$2,480,286
Total Expenditures	\$4,231,598	\$4,443,318	\$4,950,835	\$5,375,692	\$5,865,640

Budget Highlights:

2008 Other Services & Charges include increases in indirect administrative expense in connection with the renovation and expansion of the Hudsonville facility. In addition, data processing charges are increasing with the implementation of the imaging system.

Resources

Personnel

No permanent personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$47,590	\$186,938	\$10,554	\$1,188	
Other Revenue	\$28,837		\$22,500		
Total Revenues	\$76,427	\$186,938	\$33,054	\$1,188	
Expenditures					
Personnel Services	\$20,890	\$141,274	\$2,703		
Supplies	\$2,957	\$19,413	\$1,991		
Other Services & Charges	\$59,209	\$30,141	\$37,470		
Capital Outlay					
Total Expenditures	\$83,056	\$190,828	\$42,164		

Budget Highlights:

Effective with the 2007 budget, these grants are recorded in Special Revenue fund 2170.

Function Statement

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

Mission Statement

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

To assist in achieving the Mission of the Court, employees will use the 10 "CourTools", developed by the National Center for State Courts, which are used to measure success/progress. For 2008 the Ottawa County Probate Court intends to adopt several of those tools. The tools under consideration for implementation during FY 2008 are as follows:

Goal: Provide the citizens of Ottawa County with a well functioning Probate Court

Objective: Enhance the accessibility and fairness of the Probate Court system

The Probate Court will survey all Court users about their experience in the courthouse. Comparison of results by location, type of customer, and across courts can inform and improve court management practices. The Court User Survey completed in September, 2006 (with funding from the State Justice Institute) will be used as a baseline. The survey questions were organized in 5 Court Performance Categories: Accessibility, Fairness, Timeliness, Effectiveness & Quality, and External Relations (attorneys only). The Probate Court was included in the "Fillmore Courthouse" responses. It will be determined by the strategic planning group as to how often the survey will be conducted, or whether Probate Court should conduct its own survey.

Measure: The average score each question of the court survey will be at least 4.0

Scale: 6 = strongly agree; 1 = strongly disagree

Measures	2005	2006 *	2007 Estimated	2008 Projected
Outcome/Accessibility:				
All survey respondents	N/A	4.6	N/A	N/A
Court business users	N/A	4.8	N/A	N/A
Court hearing users	N/A	4.4	N/A	N/A
Attorneys	N/A	4.8	N/A	N/A
Outcome/Fairness:				
All survey respondents	N/A	4.8	N/A	N/A
Court business users	N/A	4.9	N/A	N/A
Court hearing users	N/A	4.7	N/A	N/A
Attorneys	N/A	5.1	N/A	N/A
Outcome/Timeliness:				
All survey respondents	N/A	4.5	N/A	N/A
Court business users	N/A	4.8	N/A	N/A
Court hearing users	N/A	4.1	N/A	N/A
Attorneys	N/A	4.6	N/A	N/A
Outcome/Effectiveness/Quality:				
All survey respondents	N/A	4.9	N/A	N/A
Court business users	N/A	5.1	N/A	N/A
Court hearing users	N/A	4.8	N/A	N/A
Attorneys	N/A	4.6	N/A	N/A

<i>Measures</i>	2005	2006 *	2007 Estimated	2008 Projected
<i>Outcome/External Relations:</i>				
<i>All survey respondents</i>	N/A	N/A	N/A	N/A
<i>Court business users</i>	N/A	N/A	N/A	N/A
<i>Court hearing users</i>	N/A	N/A	N/A	N/A
<i>Attorneys</i>	N/A	4.4	N/A	N/A

- The Court survey is not completed annually. The last survey was conducted in September of 2006, and the next survey is not yet scheduled.

Objective: Maintain a reasonable caseload

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

Measure: Establish a baseline clearance rate

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>Baseline established for clearance rates (Yes/No)</i>	N/A	N/A	N/A	Yes
<i>Outcome/Efficiency:</i>				
<i>Guardianship clearance rate</i>	N/A	N/A	N/A	TBD
<i>Decedent's Estate clearance rate</i>	N/A	N/A	N/A	TBD
<i>Mental Health case clearance rate</i>	N/A	N/A	N/A	TBD

Objective: Cases will be processed in a timely manner

The time to disposition assesses the length of time it takes the Court to process cases. The Case Age Detail Report indicates the number of days from filing to disposition. By monitoring time to disposition, the Court can act on case delays and anticipate/prevent unnecessary negative experiences for litigants and attorneys. In addition, the age of active pending cases, defined as the number of days from filing until the time of measurement, is also an important measure because it identifies cases drawing near to the Court's processing standards.

Measure: 75% of Estate, Trust, Guardianship and Conservator proceedings will be adjudicated within 182 days

Measure: 90% of Estate, Trust, Guardianship and Conservator proceedings will be adjudicated within 273 days

Measure: 100% of Estate, Trust, Guardianship and Conservator proceedings will be adjudicated within 364 days

Measure: 90% of Mental Illness, Judicial Admission proceedings will be adjudicated within 14 days

Measure: 100% of Mental Illness, Judicial Admission proceedings will be adjudicated within 28 days

Measure: 75% of Civil proceedings will be adjudicated within 364 days

Measure: 95% of Civil proceedings will be adjudicated within 546 days

Measure: 100% of Civil proceedings will be adjudicated within 728 days

Measure: 100% of Miscellaneous proceedings will be adjudicated within 35 days

Measures	2005	2006	2007 Estimated	2008 Projected
<i>Outcome/Annual Case Age Summary Report:</i>				
<i>Estate, Trust, Guardianship & Conservator Proc.</i>				
<i>75% of contested matters adjudicated within 182 days from filing</i>	N/A	75%	75%	75%
<i>90% of contested matters adjudicated within 273 days from filing</i>	N/A	86%	88%	90%
<i>100% of contested matters adjudicated within 364 days from filing</i>	N/A	86%	88%	95%
<i>Mental Illness Proceedings, Judicial Admission Proceedings</i>				
<i>90% of petitions adjudicated within 14 days from filing</i>	N/A	99%	90%	90%
<i>100% of petitions adjudicated within 28 days from filing</i>	N/A	100%	100%	100%
<i>Civil Proceedings</i>				
<i>75% adjudicated within 364 days from filing</i>	N/A	67%	70%	75%
<i>95% adjudicated within 546 days from filing</i>	N/A	100%	100%	100%
<i>100% adjudicated within 728 days from filing</i>	N/A	100%	100%	100%
<i>Miscellaneous Proceedings</i>				
<i>100% of petitions adjudicated within 35 days from filing</i>	N/A	100%	100%	100%

Objective: Case Documentation in the files will be reliable, complete and accessible

This measure deals with the percentage of files that can be retrieved within established time standards and that meet standards for completeness and accuracy of contents.

Considering the recent investment in imaging systems and staff training, we can use imaging to accomplish this measure. The immediate ability to retrieve documents on the AS-400 and e-mail them to clients, copy them for faxing, etc. is a tremendous staff time-saver. We can take a sampling (25 to 50 files) and track how long it takes to retrieve documents from the system and review them for the standards listed below:

Measure: Each entry will have a document

Measure: Each document will have an entry

Measure: Each paper document matches the imaged document

Measure: Each file will be date stamped

Measure: Each file will have a hearing date stamp

Measure: The % of files found within 15 minutes will be at least 40%

Measure: The % of files found within 16- 30 minutes will be at least 55%

Measure: The % of files found within 31- 60 minutes will be no more than 4%

Measure: The % of files found within 31- 60 minutes will be no more than 1%

Measure: The % of files not found within will be 0%

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
Content Reliability:				
<i>Each entry has a document (Yes/No)</i>	N/A	N/A	N/A	Yes
<i>Each document has an entry (Yes/No)</i>				Yes
<i>Each paper document matches the imaged document (Yes/No)</i>	N/A	N/A	N/A	Yes
File Organization:				
<i>Date stamped (Yes/No)</i>	N/A	N/A	N/A	Yes
<i>Hearing recording stamp (Yes/No)</i>	N/A	N/A	N/A	Yes
Efficiency/Outcome - Time Required to Locate Paper File:				
<i>0-15 minutes</i>	N/A	N/A	N/A	40%
<i>16-30 minutes</i>	N/A	N/A	N/A	55%
<i>31-60 minutes</i>	N/A	N/A	N/A	4%
<i>61+ minutes</i>	N/A	N/A	N/A	1%
<i>Not Found</i>	N/A	N/A	N/A	0%

Objective: Court Employees will find their work and work environment satisfying

Committed and loyal employees have a direct impact on a Court's performance and this tool will help survey staff motivation, direction, sense of mission, commitment to do quality work, etc.

Measure: 75% of court employees will report they are satisfied or better with their job on the court employee survey

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
Outcome/Efficiency:				
<i>% of employees reporting they are satisfied with their job</i>	N/A	N/A	N/A	75%

* Court employee surveys are not completed each year. The next survey is anticipated for 2008.

Objective: Cases will be adjudicated at a reasonable cost

To date, the Court has not tracked cost per case. For 2008, the Court will create a spreadsheet to track various Court costs and select a sample of 25 to 50 cases (it is too labor intensive to track for all of cases). Different case designations will be in the sample so that the County can compare the costs of certain types of cases (for instance we know that guardianship files cost more than trust files to process through the system).

Measure: Establish baseline cost per case in each category

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>Establish baseline costs per case (Yes/No)</i>	N/A	N/A	N/A	Yes
Efficiency Outcome/Average cost per case				
<i>Guardianships - Minors</i>	N/A	N/A	N/A	N/A
<i>Guardianships - Adults</i>	N/A	N/A	N/A	N/A
<i>Conservatorships - Minors</i>	N/A	N/A	N/A	N/A
<i>Conservatorships - Adults</i>	N/A	N/A	N/A	N/A
<i>Decedent Estates - Informal/Formal</i>	N/A	N/A	N/A	N/A
<i>Decedent Estates - Supervised</i>	N/A	N/A	N/A	N/A
<i>Mentally ill</i>	N/A	N/A	N/A	N/A

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Judge - Probate Court	1.000	1.000	1.000	\$139,919
Probate Register	1.000	1.000	1.000	\$56,697
Chief Deputy Probate Register	1.000	1.000	1.000	\$38,620
Deputy Probate Register	1.000	1.000	1.000	\$36,060
Judicial Clerk I	2.000	2.000	2.000	\$58,571
	6.000	6.000	6.000	\$329,867

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Charges for Services	\$47,342	\$50,089	\$48,566	\$54,000	\$50,000
Fines and Forfeitures		\$50			\$100
Other Revenue	\$14,184	\$14,390	\$13,897	\$15,000	\$12,500
Total Revenues	\$61,526	\$64,529	\$62,463	\$69,000	\$62,600
Expenditures					
Personnel Services	\$417,525	\$445,454	\$467,319	\$468,329	\$470,253
Supplies	\$20,681	\$26,941	\$27,601	\$26,465	\$22,394
Other Services & Charges	\$218,413	\$267,301	\$259,912	\$303,999	\$338,419
Total Expenditures	\$656,619	\$739,696	\$754,832	\$798,793	\$831,066

Function Statement

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

Mission Statement

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

Goal: To reduce juvenile delinquency

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

Measure: Track case processing time

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

Goal: To provide quality resources for all Court users

Objective: Provide resources to maintain level of Court professionalism

Measure: Maintain and track membership dues in professional organizations

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

Measure: Track training and professional meetings attended

Goal: To provide exceptional facilities for all Court users

Objective: Respond to equipment repair/replacement and safety issues

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

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

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

Measure: Identify outdated equipment for replacement, determine need

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

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

Objective: Increase regular, maintenance of facility

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

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

Measure: Submit maintenance requests and track until completed

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>Track case processing time</i>	N/A	Completed -	Per SCAO mandate	Per SCAO mandate
<i>Comply with State Court Administrative Office (SCAO) and Court case management guidelines</i>	N/A	No*	In compliance	In compliance
<i>Maintain and track membership dues in professional organizations</i>	N/A	Completed	Ongoing per budget	Ongoing per budget
<i>Maintain and track the solicitation of price-competitive service contracts and services</i>	N/A	Completed	Procedure for annual reviews will continue	Procedure for annual review
<i>Track training and professional meetings attended</i>	N/A	Completed	On-Going	On-Going
<i>Track equipment repair/replacement to ensure responses are quick and appropriate.</i>	N/A	Completed	On-Going	On-Going
<i>Review safety issues and incident reports quarterly, by the Safety Committee ensure follow-through</i>	N/A	Completed .	On-Going	On-Going
<i>Identify outdated equipment for replacement, determine need</i>	N/A	Completed	On-Going	On-Going
<i>Implementation and/or development completion of Master Technology Plan</i>	N/A	Completed	On-Going	Completion or revision per Strategic Plan
<i>Implementation and/or development of the Phase III Circuit Court Case Management System (CCCMS-web-based system)</i>	N/A	Completed	On-Going	Completion or continued enhancements per budget
<i>Identify maintenance projects, e.g. painting of walls, replacement of carpeting in worn areas, replacement of soiled tiles, etc. quarterly</i>	N/A	Completed	On-Going	On-Going
<i>Create a monthly maintenance schedule to determine maintenance needs</i>	N/A	Completed	On-Going	On-Going
<i>Submit maintenance requests and track until completed</i>	N/A	Completed	On-Going	On-Going
* In compliance within all categories except two, which may be errors in data input and may not be in the Court's control.				

2007 Accomplishments

Support Services

- Implemented technological advancement and efficiencies through participation on Imaging project, Circuit Court Case Management System (CCCMS), Implementation of Technology Master Plan, Justice Users Committee and implementation of credit card technology.
- Facilitated transition of 6 offices from standard furniture to modular
- Trained staff in “Non-violent Crisis Intervention”
- Trained staff in “Legal Advice vs. Access to Courts”
- Completed “Positive Group Process” survey
- Provided leadership and participation on the Customer Satisfaction Survey initiative

- Successfully achieved timelines for processing of cases under new Case Management Guidelines.

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Circuit Court Administrator	1.000	1.000	1.000	\$104,858
Juvenile Services Director	1.000	1.000	1.000	\$90,253
Juvenile Court Referee	1.000	1.000	0.875	\$67,438
Casework Services Supervisor	0.250	0.000	0.000	\$0
Asst Director - Juvenile Svcs	0.250	0.125	0.125	\$9,248
Judicial Clerk Juvenile	1.000	1.000	1.000	\$30,011
Senior Case Worker	0.250	0.000	0.000	\$0
Caseworkers	3.000	0.000	0.000	\$0
Juvenile Register	1.000	1.000	1.000	\$49,984
Reimbursement Specialist	1.000	1.000	1.000	\$33,944
Assistant Juvenile Register	1.000	0.000	0.000	\$0
	10.750	6.125	6.000	\$385,736

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$82,024	\$93,705	\$78,592	\$78,760	\$78,616
Charges for Services	\$47,222	\$45,853	\$35,380	\$42,811	\$44,264
Other Revenue		\$15,216	\$18,497		
Total Revenues	\$129,246	\$154,774	\$132,469	\$121,571	\$122,880
Expenditures					
Personnel Services	\$1,025,397	\$699,425	\$498,956	\$537,726	\$553,532
Supplies	\$83,727	\$55,700	\$64,308	\$13,836	\$18,266
Other Services & Charges	\$562,131	\$505,002	\$391,847	\$374,471	\$360,419
Capital Outlay					
Total Expenditures	\$1,671,255	\$1,260,127	\$955,111	\$926,033	\$932,217

Budget Highlights:

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

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

Function Statement

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

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$50,530	\$51,255	\$16,824	\$18,519	\$14,456
Total Revenues	\$50,530	\$51,255	\$16,824	\$18,519	\$14,456
Expenditures					
Personnel Services					
Supplies	\$9,491	\$3,828	\$781	\$180	
Other Services & Charges	\$32,666	\$52,288	\$17,906	\$19,909	\$16,062
Capital Outlay	\$14,820				
Total Expenditures	\$56,977	\$56,116	\$18,687	\$20,089	\$16,062

Function Statement

The Adult Probation department has two primary functions. First, Adult Probation completes pre-sentence investigations for the Circuit Court. These investigations are required by statutes and totaled 903 for 2006 at an average of 75 per month.. Second, Adult Probation supervises offenders who are placed on probation by the Circuit Court and those released on parole from prison. There are approximately 1,030 offenders on felony-level community supervision in Ottawa County. In addition to the traditional types of supervision, we have agents who supervise offenders on the electronic monitoring system and through the newly established Drug Court. Workload averages have remained relatively stable over the past few years.

The Adult Probation department has representatives in three locations: Grand Haven, Holland, and Hudsonville. The 22 employees in the Adult Probation department are employees of the Michigan Department of Corrections. Ottawa County provides office space, supplies, and other operating necessities.

Mission Statement

To protect the public from crime by enforcing conditions ordered by the courts and the Parole Board and developing investigative reports including appropriate sentencing recommendations to the courts.

PROTECTION OF THE PUBLIC

Goal: Offenders to successfully discharge from probation supervision.

Objective: Develop supervision plans for all offenders to successfully discharge from probation.

Measure: % of offenders successfully discharged from probation will be at least 70%

Objective: Increase the percentage of those paid in full at discharge.

Measure: % of offenders paid in full at discharge/revocation will be at least 80%

Measures	2005	2006	2007 Estimated	2008 Projected
<i>Efficiency:</i>				
<i>% of Offenders Successfully Discharged from Probation</i>	N/A	63%	65%	70%
<i>% of offenders paid in full at discharge/revocation</i>	N/A	79%	80%	80%

INVESTIGATIVE REPORTS

Goal: Providing courts with appropriate recommendations for sentencing.

Objective: Develop sentencing recommendations based on sentencing guidelines.

Measure: % of departures due to recommended sentencing guidelines.

Measure: Prison commitment rate.

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

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

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

Measures	2005	2006	2007 Estimated	2008 Projected
<i>Efficiency:</i>				
<i>% of departures completed.</i>	N/A	3%	3%	<5%
<i>% of reports submitted within three business days</i>	N/A	95%	95%	95%
<i>Outcome:</i>				
<i>Prison commitment rate</i>	N/A	9.8%	10%	<10%

Fund: (1010) General Fund

Department: (1520) Adult Probation

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Expenditures					
Supplies	\$17,344	\$21,017	\$12,404	\$13,450	\$19,050
Other Services & Charges	\$103,184	\$81,610	\$108,458	\$104,031	\$101,677
Total Expenditures	\$120,528	\$102,627	\$120,862	\$117,481	\$120,727

Fund: (1010) General Fund

Department: (1660) Family Counseling

Function Statement

This department is a result of Public Act 155 of 1964 (as amended by Public Act 16 of 1980) which establishes that a portion of the fees charged for marriage licenses be allocated to the Circuit Court for family counseling services such as domestic violence and child abuse. Funds not expended by year end are required to be reserved for future counseling services.

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Licenses and Permits	\$25,043	\$28,003	\$27,721	\$28,000	\$27,000
Total Revenues	\$25,043	\$28,003	\$27,721	\$28,000	\$27,000
Expenditures					
Other Services & Charges	\$31,894	\$39,599	\$48,065	\$37,981	\$42,099
Total Expenditures	\$31,894	\$39,599	\$48,065	\$37,981	\$42,099

Function Statement

The Jury Board is a statutory board appointed by the Governor for the purpose of selecting a pool jurors for the County Court System.

Resources

Personnel

No personnel has been allocated to this department.

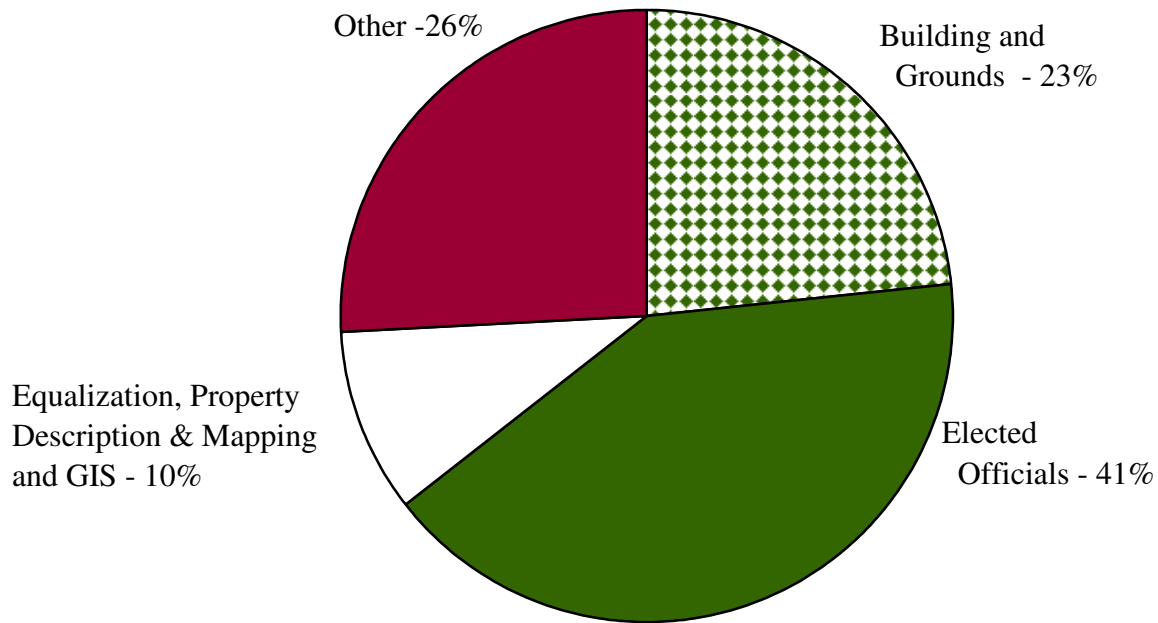
Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Expenditures					
Supplies	\$1,552	\$2,564	\$2,277	\$3,025	\$8,325
Other Services & Charges	\$1,890	\$3,012	\$2,046	\$2,540	\$2,650
Total Expenditures	<u>\$3,442</u>	<u>\$5,576</u>	<u>\$4,323</u>	<u>\$5,565</u>	<u>\$10,975</u>

Budget Highlights:

The 2008 budgt includes funds for printing new jury questionnaires.

2008 General Fund General Government Expenditures \$17,135,792



Function Statement

The Elections department conducts and/or oversee all elections in Ottawa County; sets dates for special elections upon request; assists in providing information and direction in the elections process including but not limited to administration, management, petition drives, recounts, and recalls; provides a County-wide voter registration process; and assists in the registration of voters throughout the County.

Mission Statement

The purpose of this division is to conduct and/or oversee all elections in Ottawa County; to serve the public accurately, efficiently and effectively; and to follow the Michigan Constitution, statutes, and other directives along with pertinent Federal laws and regulations.

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

Objective: Provide vote tabulating equipment in each precinct

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

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

Goal: Provide timely and accurate information to voters and candidates about upcoming elections

Objective: Election and filing date information to candidates at least 10 days prior to their respective dates

Objective: Notice of campaign finance reports sent out 10 days prior to due date

Objective: Notice of last day of registration is published in local papers at least 10 days prior to the last day to register

Objective: Notice of Election Day is published in local papers at least 10 days prior to elections

Goal: Ensure capable, qualified election officials.

Objective: Train Inspectors and other election officials to provide voters assistance with voting procedures, proper use of ballots, and operation of voting machines as appropriate during elections

Objective: Disseminate candidate names to clerks no more than 10 days after the filing deadline

Objective: Provide ballots to clerks at least 45 days prior to Federal and State elections and at least 20 days prior to local elections

Objective: Inspectors follow voting procedures as reported on by clerks

Objective: Ensure the accuracy of ballot information

Goal: Respond to requests from the public regarding election law

Objective: Customer ratings of satisfaction with information provided. (Survey to be completed in 2007)

Objective: Requests responded to within five working days of receipt of request

Objective: Customer ratings of satisfaction with total elapsed time between requesting and receiving desired information.

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

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

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

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>% of candidates receiving election and filing date information at least 10 days prior to the respective date</i>	100%	98%	100%	100%
<i>% campaign finance reports sent out 10 days prior to due date</i>	100%	100%	98%	100%
<i>% of time the notice of election day is published in local papers at least 10 days prior to elections</i>	99%	99%	100%	100%
<i>Training sessions are offered to inspectors and other election officials (Yes/No)</i>	Yes-approx. 20 classes	Yes-27 classes	Yes-3 classes	Yes-30 classes
<i>% of time candidate names are disseminated to clerks no more than 10 days after the filing deadline</i>	100%	100%	100%	100%
<i>Ballots provided to clerks at least 45 days prior to Federal and State elections and at least 20 days prior to local elections (Yes/No)</i>	Yes -100%	Yes -75%	Yes -100%	Yes -100%
<i>Efficiency:</i>				
<i>Customer satisfaction with information provided per survey</i>	N/A	95%	98%	99%
<i>% of requests responded to within five working days of receipt of request</i>	N/A	92%	93%	95%
<i>Customer satisfaction with speed of service</i>	N/A	N/A	100%	100%
<i>Customer satisfaction with Elections services</i>	N/A	N/A	100%	98%

Resources

Personnel	2006	2007	2008	2008
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary
Elections Assistant	1.000	1.000	1.000	\$41,091
Records Processing Clerk III	1.000	1.000	1.000	\$30,454
Records Processing Clerk II	1.000	1.000	1.000	\$28,755
	3.000	3.000	3.000	\$100,300

Funding	2004	2005	2006	2007 Current	2008
	Actual	Actual	Actual	Year Estimated	Adopted by Board
Revenues					
Charges for Services	\$13,149	\$6,158	\$10,800	\$14,000	\$10,000
Other Revenue	\$111	\$20,901	\$2,418	\$3,000	\$1,500
Total Revenues	\$13,260	\$27,059	\$13,218	\$17,000	\$11,500
Expenditures					
Personnel Services	\$63,735	\$52,950	\$136,383	\$146,894	\$162,964
Supplies	\$104,781	\$12,373	\$155,659	\$12,300	\$214,400
Other Services & Charges	\$42,546	\$14,395	\$33,466	\$11,225	\$54,860
Capital Outlay	\$5,375				
Total Expenditures	\$216,437	\$79,718	\$325,508	\$170,419	\$432,224

Budget Highlights:

2008 is an election year for the County; consequently, expenditures for Supplies and Other Services & Charges show a large increase in 2008.

Function Statement

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

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Other Revenue	\$1,111	\$1,355	\$245	\$1,500	\$1,150
Total Revenues	\$1,111	\$1,355	\$245	\$1,500	\$1,150
Expenditures					
Personnel Services					
Supplies					
Other Services & Charges	\$2,788	\$1,361	\$4,164	\$2,550	\$4,212
Total Expenditures	\$2,788	\$1,361	\$4,164	\$2,550	\$4,212

Budget Highlights:

2008 is an election year, so expenditures are higher.

Function Statement

The Fiscal Services Department records all financial activity within the County and provides timely financial reports to the Elected Officials and Department Heads. The primary functions of the department include payroll processing, accounts payable, general ledger, grant reporting, maintaining the fixed asset listing, and invoice receivables related to inmates, jail and Sheriff functions, Community Corrections, Register of Deeds, Probate Court, Prosecuting Attorney, and Geographic Information Systems. The Fiscal Services Administration also supervises the insurance and Medicaid billings for Community Mental Health receivables, Health receivables, and provides fiscal services personnel support for the Health and Mental Health Departments.

In addition, the Fiscal Services department is responsible for the preparation of the Comprehensive Annual Financial Report (CAFR) and the Schedule of Federal Financial Assistance (single audit). The Department is also responsible for monitoring the financial/accounting systems and financial policy development to ensure integrity and compliance with State and Federal laws as well as Governmental Accounting Standards Board (GASB) statements. The Ottawa County CAFR has been a recipient of the Government Finance Officers Association' Certificate of Achievement for Excellence in Financial Reporting for the past nineteen years. The CAFR is distributed to various County departments, the State of Michigan, and outside organizations such as financial institutions and rating agencies that use the document to assess the County's financial stability and for rating bonds for Ottawa County.

Last, the Fiscal Services department is responsible the preparation of the annual budget. This includes providing departments with information necessary to complete their portion of the budget, reviewing, analyzing, and summarizing the information for the Finance Committee and the Board of Commissioners. Special emphasis is given to long-term planning (via the Financing Tools) and capital improvement projects. In addition, it is the responsibility of the Fiscal Services Department to ensure compliance with all State (P.A. 621) and Federal laws, as well as Governmental Accounting Standards Board statements. Budgeting responsibilities also include reviewing all County budgets and recommends corrective action when necessary and/or prudent to the achievement of long-term County goals.

Mission Statement

To administer an efficient financial management system that facilitates sound fiscal planning, accurate and timely reporting, and reliable service to board members, administrators, employees, vendors, and citizens.

AUDIT/BUDGET

Goal: Continue to improve the County's financial stability and maintain financial integrity by adhering to standards and practices set by Generally Accepted Accounting Principals (GAAP), the Governmental Accounting Standards Board (GASB), the Financial Accounting Standards Board (FASB), and the Government Finance Officers Association (GFOA).

Objective: Complete the Comprehensive Annual Financial Report by June 15 of each year.

Measure: Completed report by deadline.

Objective: Complete the single audit by July 31 of each year.


Measure: Completed report by deadline.

Objective: File the State of Michigan F-65 Report by June 30 of each year.

Measure: Completed report by deadline.

Objective: Present the Budget to the Board of Commissioners for approval in October of each year.

Measure: Completed by deadline.

 **Objective:** Strive to maintain or improve the County's current bond ratings with credit agencies.

Measure: Bond rating maintained or improved.

Objective: Provide accurate and timely information to Administrative staff, the Board, and other decision makers regarding the financial status of the County

Measure: Adjusting for variances caused by new grants received during the year, revenues and expenditures in the General Fund will be within 5 percent of the adopted budget


Measure: Audit adjustments generated by the external auditors will not exceed 5 per year

Measure: Complete general ledger month end close within three working days

Objective: Assure financial integrity and provide proper stewardship of County funds

Measure: Receive zero audit comments from external auditors

Measure: No grant expenditures will be disallowed

 Denotes strategic plan directive

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>Complete the CAFR by June 15 of each year</i>	Yes	Yes	Yes	Yes
<i>Complete the single audit by July 31 of each year</i>	Yes	Yes	Yes	Yes
<i>Complete the F-65 Report by June 30 of each year</i>	Before 6/30/05	Yes	Yes	Yes
<i>Present the Budget by October of each year</i>	10/11/06	10/9/07	10/14/08	10/13/09
<i>Outcome/Efficiency:</i>				
<i>Bond rating maintained or improved</i>	Maintained	Maintained	Maintained	Maintained
<i>Variance between adopted budget and actual revenues (adjusting for grants)</i>	-2.5%	1.8%	-1.4%	<2%
<i>Variance between adopted budget and actual expenditures (adjusting for grants) *</i>	-5.7%	6.7%	1.4%	<2%
<i># of audit adjustments</i>	3	5	3	3
<i>% of time general ledger monthly close is within 3 working days</i>	100%	100%	100%	100%
<i># of audit comments from auditors</i>	1	1	0	0
<i>\$ of disallowed costs from grants</i>	\$0	\$0	\$0	\$0

* Two of the main reasons the General Fund has been under budget is due to unused contingency and health insurance opt outs. The 2008 budget includes a reduction in the contingency amount and an adjustment to reflect insurance opt outs.

PAYROLL

Goal: Prepare and report bi-weekly payrolls in accordance with federal and state statutes, County policies, and collective bargaining unit agreements.

Objective: Issue payroll checks bi-weekly and error free.

Measure: % of checks issued without error.

Objective: Prepare and report tax deposits bi-weekly and error free.

Measure: Completed by deadline with no IRS notices

Objective: Prepare and report wage and tax reports quarterly and error free.

Measure: Completed by deadline with no IRS notices

Objective: Provide W-2 forms to employees by January 31 and to the IRS and State by February 28.

Measure: Completed by deadline.

Measure	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i># of checks/direct deposits issued</i>	28,206	28,381	28,351	28,351
<i>Provide W-2 forms to employees, IRS, & State by deadline (met/not met)</i>	Met	Met	Met	Met
<i>Efficiency:</i>				
<i>% of payroll checks issued w/o error</i>	99.99%	99.99%	99.99%	99.99%
<i>% of bi-weekly tax deposits w/o error</i>	100%	100%	100%	100%
<i>% of quarterly wage and tax reports w/o error</i>	100%	100%	100%	100%

ACCOUNTS PAYABLE

Goal: Process accounts payable disbursements to meet the financial obligations of the County according to IRS guidelines and County policies.

Objective: Pay all invoices within three weeks of receipt and 99.0% error free

Measure: % of checks issued without error

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

Objective: Provide 1099 forms to vendors by January 31 and submit to the IRS, State, and cities by February 28

Measure: Deadline met

Measure: % of 1099 forms sent without error

Measure	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i># of invoices processed</i>	48,513	36,436	48,994	49,062
<i># of 1099 forms produced</i>	1,056	1,058	1,100	1,125
<i># of 1099 B forms issued</i>	16	19	11	12
<i>Provide 1099 forms to vendors, IRS, State, and cities by deadline(met/not met)</i>	Met	Met	N/A	N/A
<i>Efficiency:</i>				
<i>% of checks issued w/o error</i>	N/A	99.9%	99.8%	99.9%
<i>% of 1099 forms issued without error</i>	98.5%	98.8%	98.8%	98.8%
<i># voided checks due to A/P error</i>	N/A	36	50	49
<i># of complaints regarding timeliness</i>	N/A	24	24	24

ACCOUNTS RECEIVABLE

Goal: Prepare invoices for all accounts receivable to facilitate prompt reimbursement.

Objective: Invoice 100% of billable services within 15 days of the end of the billing cycle.

Measure: % of invoices produced by the end of the billing cycle.

Objective: Report 100% of eligible expenditures for grant funding reimbursement by the due date of each grant contract.

Measure: % of grants reported by the due date.

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

Measure	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>Number of invoices processed</i>	10,222	10,799	11,100	11,800
<i>Number of grant reports and cash requests produced</i>	1,395	1,555	1,500	1,500
<i>Outcome/Efficiency:</i>				
<i>% of billable services invoiced w/ in 15 days</i>	N/A	97%	98%	98%
<i>% of grant reports processed by due date</i>	N/A	93%	94%	95%
<i>% of Intergovernmental revenue outstanding at year end</i>	15.5%	8.1%	<15%	<15%

Resources				
Personnel	2006	2007	2008	2008
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary
Fiscal Services Director	0.500	0.500	0.500	\$52,429
Budget/Audit Manager	0.600	0.600	0.600	\$40,490
Senior Accountant	0.800	0.800	0.800	\$48,835
Financial Analyst	0.000	0.000	0.500	\$26,368
Accountant II	3.900	3.900	3.900	\$194,575
Administrative Assistant	0.000	0.000	0.750	\$35,048
Payroll Specialist	1.000	1.000	1.000	\$46,731
Account Clerk II	2.500	2.500	3.500	\$112,856
Accountant I	0.500	0.500	0.500	\$23,365
Account Clerk I	2.000	2.000	1.000	\$33,461
Records Processing Clerk III	0.000	0.000	1.000	\$28,654
	11.800	11.800	14.050	\$642,812

Funding

	2004	2005	2006	2007	2008
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$22,000	\$16,000	\$20,400	\$24,800	\$21,600
Charges for Services	\$535,629	\$2,421,778	\$3,151,241	\$3,745,614	\$4,142,495
Other Revenue	\$1,605	\$2,685	\$9,286	\$8,501	\$8,501
Total Revenues	\$559,234	\$2,440,463	\$3,180,927	\$3,778,915	\$4,172,596
Expenditures					
Personnel Services	\$475,254	\$619,190	\$708,209	\$770,753	\$965,552
Supplies	\$28,979	\$58,030	\$49,955	\$44,318	\$57,391
Other Services & Charges	\$47,177	\$127,682	\$127,152	\$132,293	\$174,055
Capital Outlay					
Total Expenditures	\$551,410	\$804,902	\$885,316	\$947,364	\$1,196,998

Budget Highlights:

During 2007, the Administrative Services and Fiscal Services departments were combined. The position and budgetary figures above reflect the consolidation. Revenue from the Indirect Administrative cost study are recorded in this department. Amounts can vary depending on the total cost allocated and the distribution of those costs determined by the study.

Function Statement

The office of Corporate Counsel represents the County, its Board of Commissioners, and constituent departments and agencies in all legal matters. The office is responsible for preparing formal and informal legal opinions, drafting and reviewing contracts, policies, and resolutions, and representing the County in civil litigation and proceedings. Establishment of the office of Corporate Counsel is authorized by MCLA 49.71; MSA 5.824

Mission Statement

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

Goal: Respond to growing demand for legal services

Objective: Shorten response time on requests for legal services.

Measure: Institute tracking system to record receipt and response dates for requests for legal services

Goal: Revisions of Board Policies and Procedures

Objective: Finish revisions written Board Policies and Procedures during budget year

Measure: Completion by December 31, 2008

Goal: Assure Freedom of Information Act (FOIA) Compliance

Objective: Provide Freedom of Information Act Training for County Departments

Measure: Provide at least 2 FOIA training sessions by December 31, 2008

Goal: Assure Health Insurance Portability and Accountability (HIPAA) Compliance

Objective: Provide HIPAA Compliance training for all affected departments

Measure: Provide at least 2 HIPAA training sessions by December 31, 2008

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>Institute tracking system to record receipt and response Dates for requests for legal services</i>	N/A	N/A	N/A	Implementation
<i>Completion of revisions to written board policies</i>	N/A	N/A	N/A	Completion
<i>Provide Freedom of Information Act training for County Departments</i>	N/A	N/A	2	2
<i>Provide HIPAA Compliance training for all affected departments</i>	N/A	N/A	1	2

Resources

Personnel	2006	2007	2008	2008
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary
Corporate Counsel	0.950	0.950	0.950	\$99,615
Administrative Secretary	0.625	0.625	0.625	\$26,643
	1.575	1.575	1.575	\$126,258

Funding	2004	2005	2006	2007 Current	2008
Expenditures	Actual	Actual	Actual	Year Estimated	Adopted by Board
Personnel Services	\$138,878	\$158,292	\$161,261	\$171,845	\$177,656
Supplies	\$8,243	\$11,237	\$8,980	\$8,550	\$8,625
Other Services & Charges	\$11,140	\$10,438	\$15,247	\$15,454	\$16,750
Total Expenditures	\$158,261	\$179,967	\$185,488	\$195,849	\$203,031

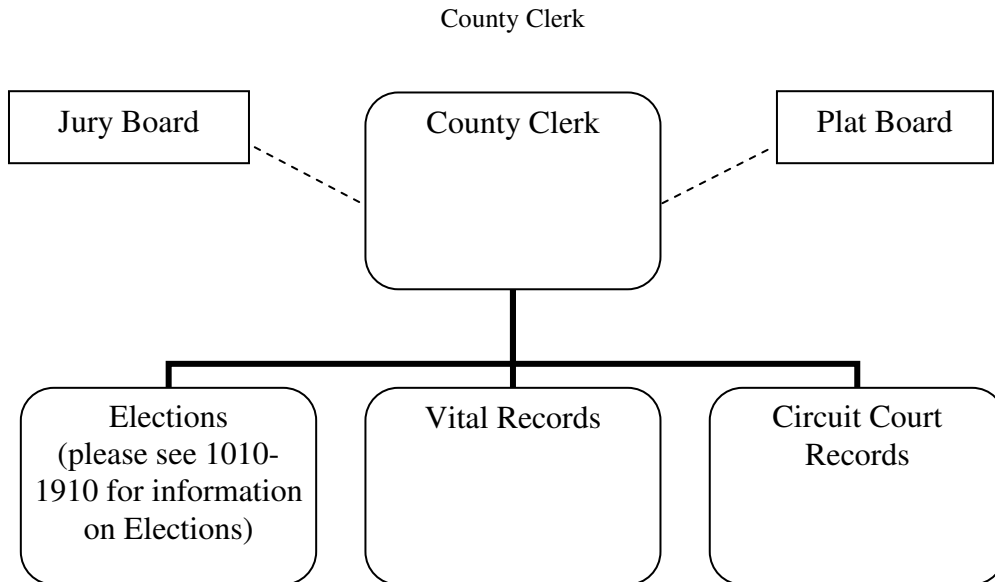
Function Statement

The office of the County Clerk is one of the major service offices in the County. It is responsible for maintaining vital records such as births, deaths, marriages, concealed weapons (CCW's), assumed names and plats as well as providing access to those records by the general public. We issue a large number of passports every year and provide services to the public. By maintaining satellite offices in the Holland and Hudsonville areas, we are able to provide these services more conveniently for the public.

Along with the vital records, records of the proceedings of the Board of Commissioners and their committees are kept. We also maintain the proceedings of the Plat Board, Concealed Weapons Board, Elections Commission, Canvass Board, and many other County committees.

The County Clerk's office is also responsible for the oversight of all elections held in the County, for development and printing of ballots, and the ordering of all election supplies for all State and Federal elections. The County Clerk's office is also responsible for running all school board and special elections as mandated under the Election Consolidation Act of 2003. The office is also responsible for training election workers for those elections and for the dissemination of campaign finance information as well as filing all local campaign finance committees and their reports. After every election, the County Clerk's office also reviews all election returns and assists the Board of Canvassers in finalization of the election results.

Circuit Court Records, a division of the County Clerk's office, commences and maintains all files for the Circuit Court by recording all hearings and pleadings, attesting and certifying court orders, and preparing commitments to jail and prison. Other duties include 1) preparing 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.



Mission Statement

To serve the public in an accurate, efficient, and effective manner and to follow the Michigan Constitutional Statutes and other directives along with pertinent Federal laws and regulations.

VITAL RECORDS

Goal: Ensure the integrity of marriage, birth and death records.

Objective: Process records accurately.

Measure: No more than 5% returned from the State for correction.

Objective: Process in a timely fashion.

Measure: Meet State and Federal mandated filing requirements 95% of the time. (Birth, death and marriage certificates must be filed with Lansing by the 4th of each month).

Objective: Distribute accurate information (e.g. copies of certificate).

Measure: No more than 5% returned from customers because of mistakes.

Goal: Ensure the integrity of other vital records including business registrations, concealed weapons permits, military discharges, notary public commissioners, corporate agreements, traffic signs, missing persons, and county contract.

Objective: Process records accurately.

Measure: No more than 5% discovered to have errors.

Objective: Process records timely.

Measure: No more than 5% returned from State for correction (CCW's and Notaries).

Objective: Distribute accurate information.

Measure: No more than 5% of copies sent out returned because of mistakes.

Goal: Provide high quality customer service.

Objective: Staff is friendly to customers.

Measure: % of "poor" and "fair" ratings in this category on customer satisfaction cards will be no more than 5% (*This study will again be done in 2008.)

Objective: Staff responds to customer needs accurately.

Measure: % of "poor" and "fair" ratings in this category on customer satisfaction cards will be no more than 5% (*This study will again be done in 2008.)

Objective: Respond timely to requests for forms, procedures, information to Federal, State and County Offices.

Measure: Process all requests within 3 business days.

Goal: To follow Federal and State statutes and guidelines regarding the security of all vital records and the protection of specific information on those records from unauthorized public access.

Objective: The new Fillmore Clerk's Office meets all Federal and State guidelines for security of vital records.

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Efficiency:</i>				
<i>% of marriage, birth and death records returned from State for correction</i>	N/A	2%	0%	0%
<i>% of time marriage, birth and death records meet State and Federal filing requirements</i>	N/A	97%	100%	100%
<i>% of marriage, birth and death records returned by customers for correction</i>	N/A	2%	0%	0%
<i>% of other vital records with errors</i>	N/A	.5%	0%	0%
<i>% of time CCW's and notaries are returned from State for correction</i>	N/A	0%	0%	0%
<i>% of other vital records returned by customers for correction</i>	N/A	.5%	0%	0%
<i>% of customer satisfaction cards rating the friendliness of staff as "poor" or "fair"</i>	N/A	0%	0%	0%
<i>% of customer satisfaction cards rating the responsiveness of staff as "poor" or "fair"</i>	N/A	0%	0%	0%
<i>% of staff cross trained</i>	N/A	100%	100%	100%
<i>% of requests processed within 3 business days</i>	N/A	80%	100% (*changed to 3 days)	100%

CIRCUIT COURT RECORDS

Goal: To follow Federal and State statutes and guidelines regarding the security of all public records and the protection of specific information on those records from unauthorized public access.

Objective: The new building meets all Federal and State guidelines.

Goal: Eliminate use of paper in Circuit Court Records and develop the utilization of electronic processes for storage and dissemination of records.

Objective: Implement a digitized imaging system and train staff on the utilization of such system.

Goal: Ensure the integrity of all files for the Circuit Court by recording all hearings and pleadings, attesting and certifying court orders, and preparing commitments to jail and prison.

Objective: Process records accurately and timely.

Measure: No more than 5% discovered to have errors.

Objective: Distribute accurate information.

Measure: No more than 5% of copies sent out returned because of mistakes.

Goal: Provide high quality customer service.

Objective: Staff is friendly to customers.

Measure: Number of “poor” and “fair” ratings in this category on customer satisfaction cards. (*This study will again be done in 2008.)

Objective: Staff responds to customer needs accurately.

Measure: Number of “poor” and “fair” ratings in this category on customer satisfaction cards. (*This study will again be done in 2008.)

Objective: Have several staff cross-trained.

Measure: Continue to have staff cross-trained in two or more areas.

Objective: Respond timely to requests for forms, procedures, information to Federal, State and County Offices.

Measure: Process all requests within 2 business days.

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>Records meet State and Federal guidelines for security (Yes/No)</i>	N/A	Yes- existing bldg.	Yes- working with architect on new bldg.	Yes – continue working with architect.
<i>Implement and train staff on digitized imaging system (Yes/No)</i>	N/A	Yes-ongoing	Yes – implementing workflows.	Yes
<i>Efficiency:</i>				
<i>% of Circuit Court records with errors</i>	N/A	15%	10%	5%
<i>% of copies of Circuit Court records returned due to error</i>	N/A	20%	10%	5%
<i>% of customer satisfaction cards rating the friendliness of staff as “poor” or “fair”</i>	N/A	NA	.5%	0%
<i>% of customer satisfaction cards rating the responsiveness of staff as “poor” or “fair”</i>	N/A	NA	.5%	0%
<i>% of staff cross trained</i>	N/A	75%	100%	100%
<i>% of requests processed within 2 business days</i>	N/A	65%	90%	100%

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
County Clerk	1.000	1.000	1.000	\$77,888
Chief Deputy County Clerk	1.000	1.000	1.000	\$57,207
Assistant Chief Deputy County Clerk	1.000	1.000	1.000	\$45,046
Vital Records Supervisor	1.000	1.000	1.000	\$42,628
Case Records Specialist	1.000	1.000	1.000	\$40,380
Account Clerk I	0.000	0.000	1.000	\$28,973
Case Records Processor I	0.000	0.000	8.000	\$212,897
Case Records Processor II	0.000	0.000	3.000	\$112,761
Records Processing Clerk I	4.000	4.000	1.000	\$23,716
Records Processing Clerk II	8.600	8.600	2.600	\$80,251
Records Processing Clerk III	3.000	3.000	1.000	\$28,017
Records Processing Clerk IV	1.000	1.000	0.000	\$0
	21.600	21.600	21.600	\$749,764

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Licenses and Permits	\$32,867	\$31,354	\$24,657	\$23,000	\$25,000
Charges for Services	\$515,382	\$528,826	\$570,402	\$640,000	\$630,000
Other Revenue	\$180	\$1,966	\$15,239	\$24,000	\$19,500
Total Revenues	\$548,429	\$562,146	\$610,298	\$687,000	\$674,500
Expenditures					
Personnel Services	\$890,145	\$969,084	\$950,844	\$1,081,395	\$1,196,049
Supplies	\$58,195	\$73,993	\$107,223	\$101,500	\$103,583
Other Services & Charges	\$136,906	\$162,035	\$221,863	\$206,288	\$286,226
Capital Outlay					
Total Expenditures	\$1,085,246	\$1,205,112	\$1,279,930	\$1,389,183	\$1,585,858

Budget Highlights:

2008 data processing fees, included in Other Services & Charges, is increasing by \$88,000 in connection with the imaging system.

Function Statement

The Administrator is responsible for the execution of policies and procedures as directed by the Board of Commissioners and the supervision of all non-elected Department Heads.

The Administrator is responsible for the day-to-day administration of the County.




The Administrator supervises the operation and performance of all County departments and heads of departments except elected officials and their officers; and, appoints and removes all heads of departments other than elected officials 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.

Department Goals and Objectives
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Goal: Strategic Planning, Organizational Development, and Business Service Improvement

-  **Objective:** Implement 2008 Strategic Plan (update objectives in Strategic Plan)
- Objective:** Lead 2008 Business Plan development
- Objective:** Complete Prosecutor's Office Study
- Objective:** Conclude and present the Clerk-Register Combination Study
-  **Objective:** Continue the development and use of an outcome-based performance measurement system to justify and measure the impact of new personnel, significant operating and capital and equipment budget requests so that it would become a more meaningful and important part of the annual budget process
- Objective:** Review phone system performance
- Objective:** Improve team use and sophistication (Six Sigma)
- Objective:** Evaluate selected administrative policies and procedures including identification and codification of unwritten policies and procedures
-  **Objective:** Continue implementation of *miOttawa.org* interactive website
- Objective:** Expand annual performance review to Parks Director and Community Mental Health Director

 **Goal: Maintain and Improve County Financial Health**

- Objective:** Maintain or improve bond ratings
- Objective:** Continue plan to eliminate operating budget deficit in 5 years
- Objective:** Fund financing tools to the extent possible
- Objective:** Complete financial forecasting model
- Objective:** Complete Board ranking of spending priorities

 **Goal: Continue and Improve Communication Plan**

- Objective:** Continual improvement of communication at all levels including the Board of Commissioners, citizens, employees, department heads, elected officials, and judiciary, Road Commission, local units of government, and other County stakeholders
- Objective:** Develop critical communicator network
- Objective:** Continue to improve Lansing-based activity with Michigan Association of Counties (MAC), Governmental Consultant Services, Inc. (GCSI), and Ottawa legislative delegation
- Objective:** Continue to improve media relations
- Objective:** Implement improved grass roots legislative communication on state and federal issues
- Objective:** Continue to implement local unit newsletter and semi-annual quadrant meetings

Objective: Continue quarterly department director meetings, monthly meetings with elected officials, and quarterly meetings with Road Commission officials

 **Goal: Improve Relations with County Employees**

Objective: Continue to work with Group T, Ottawa County Employee's Association (OCEA) and Friend of the Court (FOC) employees to foster a non-union environment

Objective: Continue and enhance brown-bag lunches

Objective: Continue Labor-Management Cooperation Committee meetings to enhance communication and cooperation between management and employees.

Objective: Continue overseeing the production of the Ottawa County employee newsletter, *County Connections*, by an employee-established editorial board

Accomplishments

- Completed analysis of Animal Control options
- Implemented Veteran's Affairs Committee and continue modernization efforts of the Veteran's Affairs Board
- Implemented the Ottawa County Public Housing Commission
- Completed Clerk's Office Study
- Completed hiring process of Human Resources Director
- Finalized the Equalization/Property Description and Mapping Department Study
- Conducted Labor-Management Cooperation Committee meetings to improve communication and cooperation between management and employees
- Received and responded to recommendations from the Employee Survey Work Team and Employee Recognition Team
- Continued evaluation of issues raised in Group T Focus Groups
- Began construction and issued bonds for facilities in Grand Haven and at the Fillmore Street Complex
- Bond ratings from Fitch Ratings, Standard & Poors & Moody's maintained
- Successful continued implementation of five-year budget deficit plan
- Worked with Fiscal Services on implementation of the new performance measurement system
- Completed initial ranking of discretionary services
- Held 2nd Water Quality Forum to present relevant research to the community
- Continued work with Governmental Consultant Services, Inc. (GCSI) and legislators on bills and issues of concern
- Participated in West Michigan Strategic Alliance meetings
- Several new programs launched on miOttawa.org
- Continued quarterly department director meetings, monthly meetings with elected officials, quarterly meetings with Road Commission officials, quarterly quadrant meetings with local unit officials, and brown bag lunches with employees at different County facilities
- Presented 3rd State of the County Address and 3rd Countywide Annual Report
- Financing Tools fully funded
- Completed implementation of executive performance evaluation system for administrative department heads
- Continued review and update of all County policies



Denotes Strategic Plan directive

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Administrator	0.840	0.840	0.840	\$117,738
Assistant County Administrator	0.000	1.000	1.000	\$87,779
Business Improvement/ Communications Coordinator	1.000	0.000	0.000	\$0
Financial Analyst	0.000	0.000	0.500	\$26,368
Administrative Assistant	1.000	1.000	1.000	\$44,195
	2.840	2.840	3.340	\$276,080

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Expenditures					
Personnel Services	\$205,217	\$279,143	\$284,640	\$344,415	\$392,126
Supplies	\$16,008	\$7,346	\$16,092	\$16,301	\$20,175
Other Services & Charges	\$21,554	\$41,323	\$51,137	\$61,449	\$48,651
Total Expenditures	\$242,779	\$327,812	\$351,869	\$422,165	\$460,952

Budget Highlights:

With the reorganization of the Administrative Services department, certain personnel changes were made. Included in the 2008 budget for this department is a .5 full time equivalent financial analyst which was added with the reorganization.

Function Statement

The Equalization Department is statutorily mandated to administer the real and personal property tax system at the County level and to conduct valuation studies in order to determine the total assessed value of each classification of property in each township and city. The department also makes all of the tax limitation and “Truth in Taxation” calculations, provides advice and assistance to local unit assessors, school districts and other tax levying authorities.

In addition, the department maintains the parcel and related layers in the County Geographic Information System (GIS) (109,000+ parcels), including changes in property (splits, combinations, plats), and keeping the legal descriptions, owner names and addresses, and current values updated. Maintains through hand entry and data importing, local unit assessment roll data for all 23 local units. Data is used by county departments, local units and the public through the county website. The department also gives out property information to the public by phone.

Mission Statement

To assist the County Board of Commissioners by examining the assessment rolls of the 23 townships and cities and ascertain whether the real and personal property in the townships or cities have been equally and uniformly assessed at 50% of true cash value and to update and maintain property records in the County GIS system and the BS&A Assessing system in order to provide information to county departments, local units and the public.

Goal: To examine the assessment rolls of the 23 townships and cities and ascertain whether the real and personal property has been equally and uniformly assessed.

Objective: To complete 100% of the appraisal studies required each year to determine the true cash value of all real property classes (except those done by sales study) for all 23 local units of government by Dec 1 for their review.

Measure: % of the appraisal studies completed by December 1

Objective: To complete 100% of the sales studies required each year to determine the true cash value of the all real property class (except those done by appraisal study) in all units of government by August 15 for their review.

Measure: % of the sales studies completed for local review by August 15

Objective: To complete Personal Property audits in each of the 23 local units of Government to determine the true cash value of personal property in each local unit by December 15 for their review.

Measure: % of 23 Personal Property studies completed by December 15

Objective: To complete the 4018's, Analysis for Equalized Value, for each unit, and send them to the Michigan State Tax Commission by December 31 with all local units being in agreement as to the True Cash Value for all classes in their unit.

Measure: % of Local units sent to State Tax Commission by December 31.

Objective: To audit the completed Assessment Rolls of the 23 local units to ascertain if they have been equally and uniformly assessed at true cash value and present to Commissioners at April session.

Measure: Presentation of audit of completed assessment rolls to the Board of Commissioners by the second Board meeting in April

Goal: Prepare documents recorded in the Register of Deeds Office for further processing in the Assessing System and viewing on the County's web site.

Objective: Read recorded documents and determine correct parcel number or numbers and if it is a split by either mapping out the description or comparing it to a tax description.

Measure: # of recorded documents received from the Register of deeds Office processed

Objective: In a timely fashion, process export from Register of Deeds system for each local unit and pass on the completed project for further processing.

Measure: Establish base line for time needed to process Register of Deeds export

Objective: Import majority of deeds into the Equalizer system and have imported data available on the County web site soon after completion of Register of Deeds recording process.

Measure: Establish base line for time needed to process deeds

Goal: To provide assistance to all local assessing officers in the performance of their duties.

Objective: To provide training classes in assessment related matters.

Measure: At least 85% in attendance will find the training useful

Objective: To provide other assistance to local assessors as requested.

Measure: At least 85% of assessors surveyed feel the Equalization Department met their needs

Goal: To perform administrative and other related functions as required by the County board of Commissioners, and State statutes.

Objective: To perform an annual audit of the Principle Residence Exemption.

Measure: % of units with Principle Residence Exemptions audited

Measure: Number of denials issued

Measure: % of Principle Residence Exemptions denied that were uncontested or upheld upon appeal

Objective: Represent the County in the tax appeal process

Measure: 100 % of 116 separate Equalization studies will be completed without appeal

Measure: No more than 10% of principal residence exemption denials will be appealed

Measure: 90% of the time, the Michigan Tax Tribunal (MTT) will side with the County in tax appeals

Measure: Measurable cost to County for principal residence exemptions will not exceed \$1,000

Measure: No more than 10 % of personal property audits will be appealed to STC/MTT from filing of 211.154 petitions to change personal property assessments

Measure: 90% of time, the STC/MTT will side with the County in tax appeals

Measure: Measurable cost to County will not exceed \$3,000 (does not include full tribunal appeals)

Objective: To perform all duties related to annual apportionment report.

Measure: The apportionment report will be presented to the Board of Commissioners no later than their second meeting in October

Measure	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
# of Appraisals completed for studies	1,344	1,392	1,300	1,300
Equalization Report completed for Commissioners second board meeting in April (Yes/No)	Yes	Yes	Yes	Yes
# of Principal Residence Exemptions denied	90	82	70	70
Provide Apportionment to Board of Commissioners in October (Yes/No)	Yes	Yes	Yes	Yes
# of recorded documents processed	N/A	11,856	11,500	11,200
Establish base line for time needed to process export of deeds (Yes/No)	N/A	N/A	N/A	Completion
Establish base line for time needed to import deeds (Yes/No)	N/A	N/A	N/A	Completion
<i>Efficiency:</i>				
% of real property appraisal studies completed by December 1	100%	100%	100%	100%
% of sales studies completed for local review by August 15	100%	100%	100%	100%
% of 23 personal property audits completed by December 15	100%	100%	100%	100%
% of local unit 4018 forms sent to State Tax Commission by December 31	100%	100%	100%	100%
% of 116 separate Equalization studies completed without appeal	100%	100%	100%	100%
% of training participates who found the training useful	N/A	N/A	90%	85%
<i>Efficiency:</i>				
% of local assessors who felt County Equalization department met their needs	N/A	N/A	85%	85%
% of units with Principle Residence	100%	100%	100%	100%

Measure	2005	2006	2007 Estimated	2008 Projected
<i>Exemptions audited</i>				
<i>% of Principle Residence Exemptions denied that were uncontested or upheld upon appeal</i>	N/A	100%	95%	95%
<i>% of time MTT sides w/ County on appeals</i>	N/A	100%	90%	90%
<i>Cost to County for appeals</i>	N/A	\$980	\$1,000	\$1,000
<i>% of personal property audit appeals – 211.154 petitions</i>	N/A	1%	5%	5%
<i>% of time MTT/STC sides w/ County on 211.154 tax appeals</i>	N/A	97%	75%	75%
<i>Cost to County for appeals – 211.154 tax appeals</i>	N/A	\$2,379	\$3,000	\$3,000

Goal: Maintain the integrity of Ottawa County property tax parcel maps and descriptions by ensuring they reflect current property boundaries, subdivisions, condominiums, right of ways, etc.

Objective: Assign new parcel numbers, entering same into both the County BS&A system and the split history system by the first Monday in March for splits requested by local assessors prior to February 1.

Measure: % of requests by local assessors completed prior to first Monday in March

Objective: New parcels will be digitally mapped for the current year assessment roll by the first Monday in April.

Measure: % of new parcels digitally mapped by first Monday in April

Objective: Tax descriptions for new parcels will be created and entered into the BS&A Assessing system for the current year assessment roll by the first Monday in April.

Measure: % of new tax descriptions completed by first Monday in April

Objective: Return changes to local unit assessor within an average of two weeks with the new parcel numbers, maps showing the new boundaries and the new descriptions.

Measure: % of requests for boundary changes returned within an average of two weeks

Goal: Maintain comprehensive, county wide property records with current data as provided by the local units for various County departments use and to be available on the County's web site to the general public.

Objective: Process name and address exports from local units, and encourage exports monthly or at least prior to county mailings.

Measure: % of units with either an export sent or contact with the assessor prior to mailings.

Objective: Import data into the county Assessing system within one week of receiving data.

Measure: % of import data that is updated within one week of receiving.

Property Description & Mapping

Goal: Serve as a resource for local unit staff and other County departments with questions about descriptions, mapping or assessing procedures.

Objective: Provide training to county and local unit staff on reading legal descriptions.

Measure: # of staff attending training sessions

Measure: % of training attendees who found it useful

Measure	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i># of parcels numbered and processed prior to 1st Monday in March</i>	3,343	3,217	3,200	3,200
<i>% of units with either an export sent or contact with the assessor prior to mailings</i>	N/A	75%	80%	90%
<i># of staff attending training</i>	N/A	N/A	10	10
<i>Efficiency:</i>				
<i>% of parcels numbered and processed prior to 1st Monday in March</i>	100%	100%	100%	100%

Measure	2005	2006	2007 Estimated	2008 Projected
% of parcels digitally mapped prior to 1 st Monday in April	100%	100%	100%	100%
% of new tax descriptions completed by 1st Monday in April	100%	100%	100%	100%
% of requests for boundary changes returned within average of two weeks	N/A	N/A	90%	100%
% of import data that is updated within one week of receiving	N/A	68%	90%	90%
% of staff who found the training useful	N/A	N/A	80%	90%

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Equalization Director	1.000	1.000	1.000	\$88,896
Deputy Equalization Director	1.000	1.000	1.000	\$67,483
Personal Property Auditor	1.000	1.000	1.000	\$52,980
Appraiser III	4.000	3.000	3.000	\$141,774
Appraiser II	0.000	1.000	0.000	\$0
Appraiser I	0.000	0.000	1.000	\$33,260
Property Description Coordinator	1.000	1.000	1.000	\$51,228
Description & Mapping Specialist	2.500	2.500	2.000	\$80,762
Records Processing Clerk IV	0.000	0.000	1.000	\$36,060
Records Processing Clerk II	4.000	4.000	2.500	\$80,295
	14.500	14.500	13.500	\$632,738

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Charges for Services	\$8,674	\$8,860	\$262	\$200	\$200
Total Revenues	\$8,674	\$8,860	\$262	\$200	\$200
Expenditures					
Personnel Services	\$775,134	\$846,393	\$825,881	\$837,763	\$917,808
Supplies	\$24,260	\$46,596	\$25,692	\$18,704	\$31,147
Other Services & Charges	\$111,258	\$92,359	\$93,655	\$114,808	\$112,118
Capital Outlay					
Total Expenditures	\$910,652	\$985,348	\$945,228	\$971,275	\$1,061,073

Function Statement

The Human Resources Department represents a full-service personnel operation for the various departments that make up Ottawa County. Department operations include programs in the areas of personnel management, benefits administration, labor relations, classification maintenance, and training.

Among the diverse responsibilities are recruitment, selection, interviews (exit interviews), promotion, training, contract negotiations, grievance resolution, disciplinary process, employee compensation, administration of benefits, and employee wellness activities.

The department creates and enforces County policies and procedures approved by the Board for the administration of Human Resource functions.

Also included in the department's responsibilities is the function of labor relations, which includes representation for the County in contract negotiations with eight (8) bargaining units. The department is responsible for contract negotiations with several organized unions that include not only negotiations but also contract administration and review sessions with the Board of Commissioners. Additional responsibilities associated with labor relations are the handling of grievances and representation in processes such as mediation, fact finding, and both grievance and interest arbitration.

Training opportunities are also the responsibility of the department for the development of personnel throughout the organization. This is accomplished by offering a variety of in-house training, ranging from customer service skills to the development of skills for supervisors.

The department is engaged in a collaborative effort to provide employee wellness activities and educational opportunities. Employees are encouraged to participate in utilization of the on-site exercise facilities. The program is based on the premise that healthier County employees equate to limitations/reductions in the County's cost of its health plan.

In an effort to develop a program of employee retention, the department conducts exit interviews with all employees upon receiving notice of resignation. Also included in this retention program is an annual Service Awards Program designed to recognize the employee's duration of employment with Ottawa County. Special recognition is given to each employee every five years.

Mission Statement

Provide employment related programs and services to County departments, employees and citizens that help enable the provision of quality services to the public through a diverse and qualified workforce.

RECRUITMENT

Goal: Assist departments to recruit, hire and retain a qualified, ethnically diverse workforce in an efficient manner.

Objective: Attract qualified, diverse internal and external candidates for County employment and promotion through up-to-date advertising methods.

Measure: # of employment applications received in response to posted positions

Objective: Assist departments in selecting qualified applicants for open positions in a timely manner through effective applicant screening, testing and interviewing.

Measure: 100% of departments will receive screened applicant pool within four weeks of posting vacant position.

Measure: The average number of interviews per open position will be less than 4

Measure: The employee turnover rate will be less than 10%.

Objective: Educate Department Heads and Elected Officials and other hiring managers with regard to their responsibilities in hiring a diverse workforce.

Measure: Minority representation in the County's workforce will be equal to or above the ratio in the Relevant Labor Market Area (10.32% - 2000 census).

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i># of employment applications received/processed</i>	4,290	3,375	3,250	3,000
<i># of positions filled</i>	206	192	150	140
<i># of new hires</i>	133	141	90	80
<i>Personnel policies are in compliance with the law and EEOC guidelines (Yes/No)</i>	Yes	Yes	Yes	Yes
<i>Efficiency:</i>				
<i>Average # of interviews per posted position</i>	2.2	2.26	2.25	2.25
<i>% of time departments received screened applicant pool within four weeks</i>	N/A	100%	100%	100%
<i>Outcome</i>				
<i>Turnover ration less than 10%</i>	7.07%	6.88%	6.5%	6.5%
<i>% of minority representation in Ottawa County workforce</i>	N/A	7.36%	7.17%	≥10.32%

EMPLOYEE RETENTION

Goal: Provide compensation that will allow the County to retain quality employees

Objective: Conduct a compensation study every three years that ensures compensation is competitive with the local labor market and identified comparable counties

Measure: Ottawa County employee turnover ratio will be less than 10%

Goal: To provide employee benefit programs designed to attract and retain high quality employees in a manner that meets legal compliance, and ensure employees are aware of the benefits available to them.



Objective: Provide and administer a quality array of benefits to employees at a fair and reasonable cost to the County and employees.

Measure: % of employees who report satisfaction with the health plan will be more than 75%

Objective: Effectively communicate/educate employees about their benefits, and promote benefits that may have a significant impact on employees at a low cost to the County

Measure: 30% of permanent employees will participate in the County's flexible spending (Section 125) plan

Measure: Representatives of the County's Deferred Compensation program will provide onsite visitation no less than twice per year

Measure: 75% of permanent employees will participate in the County's Deferred Compensation plan.

Measure: The % of employees utilizing no cost counseling services to employees through the Employee Assistance Center will approximate the national average of 5%

Measure: The County will maintain the employee recognition program

Objective: Provide education and training programs to enhance the skills and abilities of the County's workforce.

Measure: Number of training opportunities offered to employees will be at least 6

Measure: The County will offer tuition reimbursement for eligible course work

Measure: The % of employees who report satisfaction with the training opportunities offered by the County will be more than 85%

RECORDKEEPING/LEGAL COMPLIANCE

Goal: Provide and maintain an efficient employee recordkeeping system that is in compliance with applicable laws.

Objective: Collect, protect the privacy of, maintain and retain employment records (electronic and hard copy) for all active and terminated employees and maintain 100% compliance with State and Federal laws, local affiliations, and accreditations.

Measure: % of personnel files in compliance with guidelines.

Objective: Assure compliance with applicable employment laws and control costs associated with these laws

Measure: 100 % of leaves of absence will be processed in compliance with the Family and Medical Leave Act (FMLA)

Measure: 100% of worker's compensation (W/C) claims will be processed in compliance with worker compensation laws

Measure: % of worker's compensation claims resulting in lost time will be less than 20%

Objective: The County will contest unemployment claims it believes are ineligible

Measure: % of contested unemployment claims settled in favor of the County will be at least 50%

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
# of employees	960	954	950	950
% of employees participating in flexible spending	28%	33.5%	33%	33%
% of employees participating in deferred compensation	55%	57.5%	60%	60%
Employee Recognition Program maintained (Yes/No)	Yes	Yes	Yes	Yes
# employee training opportunities offered by H/R	6	6	4	12
Tuition Reimbursement program offered (Yes/No)	Yes	Yes	Yes	Yes
<i>Efficiency:</i>				
% of personnel files in compliance with guidelines	100%	100%	100%	100%
% of accreditation audits passed (4)	N/A	100%	100%	100%
% of W/C claims with lost time	18.2%	15.8%	17%	17%
% of unemployment claims contested	N/A	15.3%	25%	25%
<i>Outcome</i>				
Employment turnover ratio	7.07%	6.88%	7%	7%
% of employees satisfied with benefit package	N/A	N/A	85%	N/A%
% of employees utilizing no cost counseling	N/A	5.2%	5%	5%
% of employee fairly well satisfied or better with training opportunities offered	N/A	N/A	72%	N/A
% of contested unemployment claims settled in favor of the County	N/A	N/A	33%	50%
* The next employee survey will be done in 2009				

LABOR RELATIONS

Goal: Provide professional labor relations services to the County Board of Commissioners, employees and departments.

Objective: Negotiate fair, timely, and affordable collective bargaining agreements on behalf of the County Board of Commissioners with all existing labor unions.



Measure: New collective bargaining agreements will be successfully negotiated on behalf of the Board of Commissioners within in six months of the expiration of the existing contract

Measure: 100% of the collectively bargained contracts are within the economic parameters established by the Board of Commissioners.

Objective: Provide support and enforcement of all existing collective bargaining agreements, personnel policies and employee benefit manuals in a timely fashion

Measure: Human Resources will respond to grievances forwarded to them within the time frames specified in employment contracts 100% of the time

Measure: % of written grievances resolved prior to arbitration will be at least 80%

Objective: Respond to complaints filed with the Human Resources department within the guidelines established by the Problem Resolution Policy

Measure: Human Resources will respond to complaints forwarded to them within the time frames specified by the Problem Resolution Policy 100% of the time

Objective: Provide answers to contract interpretation questions in a timely fashion.

Measure: Questions on contract interpretation are answered within 2 business days.

Objective: Counsel department managers on employee discipline matters to promote fair treatment and compliance with employment laws

Measure: The number of wrongful termination cases lost by the County will be 0.

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
# of bargaining units	8	8	8	8
<i>Efficiency:</i>				
% of collective bargaining agreements negotiated within 6 months of expiration	N/A	100%	100%	100%
% of collective bargaining agreements negotiated within Board's economic parameters	N/A	100%	100%	100%
% of time grievances are responded to within contractually specified time frame	100%	100%	100%	100%
% of time complaints are responded to within time frames established by the Problem Resolution Policy	100%	100%	100%	100%
% of time contract interpretation questions are answered within 2 business days	100%	100%	100%	100%
<i>Outcome</i>				
% of written grievances resolved before arbitration	N/A	87.5%	87.5%	87.5%
# of wrongful termination cases lost	0	0	0	0

 Denotes Strategic Plan directive

Resources

Personnel	2006	2007	2008	2008
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary
Human Resources Director	0.750	0.750	0.600	\$52,444
Personnel Specialist	0.400	0.400	0.400	\$26,993
Personnel Benefits Specialist	0.100	0.100	0.100	\$5,123
Trainer	0.000	0.500	0.500	\$15,277
Administrative Secretary I	1.000	0.000	0.000	\$0
Administrative Secretary II	1.000	1.000	1.000	\$46,730
Interviewer	1.000	1.000	1.000	\$51,228
Administrative Clerk	0.000	1.000	1.000	\$36,932
Records Processing Clerk I	1.000	0.000	0.000	\$0
	5.250	4.750	4.600	\$234,727

Funding	2004	2005	2006	2007 Current	2008
	Actual	Actual	Actual	Year Estimated	Adopted by Board
Expenditures					
Personnel Services	\$326,008	\$313,368	\$316,865	\$310,627	\$350,275
Supplies	\$30,512	\$22,273	\$17,453	\$17,479	\$21,758
Other Services & Charges	\$150,157	\$238,179	\$151,652	\$186,146	\$292,981
Total Expenditures	\$506,677	\$573,820	\$485,970	\$514,252	\$665,014

Budget Highlights:

Bargaining unit contracts expire 12/31/2008. The 2008 budget includes funds for compensation studies and additional legal counsel in connection with negotiations.

Function Statement

The Prosecuting Attorney is the chief law enforcement officer of the County, charged with the duty to see that the laws are faithfully executed and enforced to maintain the rule of law. The Prosecutor is responsible for the authorization of criminal warrants and the prosecution of criminal cases on behalf of the People of the State of Michigan. The Prosecutor also provides legal advice to the various police agencies in the County concerning criminal matters. While the principal office is located in the County building in Grand Haven, the Prosecuting Attorney staffs a satellite office in the Holland District Court Building and West Olive Administrative Complex.

The Prosecuting Attorney is an elected constitutional officer whose duties and powers are prescribed by the legislature. The Prosecuting Attorney is charged with the fair and impartial administration of justice. The Prosecuting Attorney acts as the chief administrator of criminal justice for the County and establishes departmental policies and procedures. The Prosecuting Attorney and staff provide legal advice and representation on behalf of the People of the State of Michigan at all stages of prosecution, from the initial investigation through trial and appeal. The Prosecuting Attorney and staff similarly provide advice and representation in Family Court abuse and neglect, delinquency, and mental commitment proceedings.

Mission Statement

The mission of the Ottawa County Prosecutor's Office is to preserve and improve the quality of life for Ottawa County residents by promoting lawful conduct and enhancing safety and security through diligent efforts to detect, investigate, and prosecute criminal offenses in Ottawa County.

CRIMINAL DIVISION

Goal: Deliver the highest quality legal services on behalf of the People of the State of Michigan despite significant growth in caseloads in some areas.

Objective: Increase the amount and quality of training and education in prosecution skills.

Measure: Five attorneys will attend a national conference each year

Objective: Retain experienced career prosecutors.

Goal: Provide leadership, along with other criminal justice system leaders, in devising and implementing strategies to reduce crime and victimization and thereby improve the quality of life in our community

Objective: Participate with community organizations, local law enforcement, and service providers in collaborative efforts to address issues effecting crime and victimization

Measure: # of organizations for which the Prosecutor serves on the board

Goal: Maintain a high conviction rate and rigid plea negotiation standards

Objective: Maintain a staffing level which affords Assistant Prosecutors adequate case preparation

Objective: Increase the annual number of felony and misdemeanor cases with a "quality plea" disposition. A quality plea being an admission of guilt to the highest charge (based on penalty)

Measure: The % of felony dispositions with a quality please will be at least 60%

Measure: Track misdemeanor dispositions and establish baseline measure

Goal: Solve high visibility crimes which remain open investigations

Objective: Maintain an adequate staff level to enable the assignment of Assistant Prosecutors to the Cold Case Teams formed in Ottawa County

Measure: Prosecutor staff will contribute to cold case teams (yes/no)

Goal: Review and respond to requests for warrants within 48 hours of receipt

Objective: Establish a tracking method for recording review and processing time for warrant requests

Measure: To be established after baseline data gathered.

Measures	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
# of felony cases filed	1,414	1,366	1,434	1,505
# of misdemeanor cases filed	8,275	8,740	9,177	9,635
# of organizations the Prosecutor serves on	N/A	N/A	12	12
Track felony dispositions and establish baseline measure (Yes/No)	N/A	N/A	Yes	N/A
Track misdemeanor dispositions and establish baseline measure. (Yes/No)	N/A	No	Activation *1	Yes
Staff will contribute to cold case teams (Yes/No)	Yes	Yes	Yes	Yes
Establish a method to track warrant request processing time and establish a baseline measure (Yes/No)	N/A	No	Activation*2	Yes
<i>Outcome/Efficiency:</i>				
% of felony cases with plea to highest charge	56%	61%	60% or higher	60 % or higher
% of misdemeanor cases with plea to highest charge	N/A	No	*1	Yes
% of Warrant requests processed within 48 hours	N/A	N/A	*2	Yes
Progress Notes: *1) Smeadlink database actively recording misdemeanor case dispositions levels, however report extraction needs further programming to capture various aspects of cases and dispositions (i.e. warrants and tickets, outcomes of plea to highest charge, jury verdict, and admission of responsibility to ticket) *2) Onbase (imaging software purchased by the County) is being programmed to electronically process warrant requests through a workflow. Once this workflow process is released to "go live," we will work with County I.T. to develop a reporting method to capture the processing time data.				

CHILD SUPPORT DIVISION

Goal: Assist in securing adequate financial support for Ottawa County children from the responsible parties

Objective: Obtain orders of support for child support cases

Measure: An order of support will be obtained on at least 80% of child support cases

Objective: Establish paternity on child support cases

Measure: Paternity will be established in at least 80% of child support cases

Objective: Establish a policy and procedure for closing cases on the State Michigan Child Support Enforcement System (MiCSES) where it has been determined a respondent is not the biological father of the child

Measure: Establishment of a closing policy for non biological fathers

Measures	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
# of Paternity Cases Filed	193	188	197	206
# of Non-Support Cases Filed	381	364	382	401
Establish closing policy for non biological fathers (Yes/No)	N/A	N/A	N/A	Yes
<i>Efficiency/Outcome:</i>				
Support order performance level	79.79%	83.5%	≥ 80%	≥ 80%
Paternity establishment level	92.98%	99.1%	≥ 80%	≥ 80%

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Prosecuting Attorney	1.000	1.000	1.000	\$123,580
Division Chief	3.000	3.000	3.000	\$276,710
Chief Prosecuting Attorney	1.000	1.000	1.000	\$104,858
Assistant Prosecuting Attorney III	8.000	7.000	7.000	\$602,920
Office Administrator	1.000	1.000	1.000	\$58,682
Senior Secretary	8.500	8.500	8.500	\$295,293
Records Processing Clerk II	0.000	1.000	1.000	\$26,955
Child Support Specialist	1.600	1.600	1.600	\$74,770
Domestic Violence Intervention Officer	2.000	2.000	1.000	\$43,173
Assistant Prosecuting Attorney I	0.000	1.000	1.000	\$65,222
Assistant Prosecuting Attorney II	1.000	1.000	1.000	\$73,977
	27.100	28.100	27.100	\$1,746,140

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$116,316	\$107,617	\$133,973	\$133,000	\$127,068
Charges for Services	\$18,576	\$21,403	\$23,732	\$19,609	\$22,454
Other Revenue	\$4,813	\$7,298	\$9,388	\$6,600	\$20,210
Total Revenues	\$139,705	\$136,318	\$167,093	\$159,209	\$169,732
Expenditures					
Personnel Services	\$1,991,130	\$2,145,564	\$2,273,178	\$2,384,917	\$2,489,093
Supplies	\$96,727	\$79,537	\$99,463	\$107,609	\$112,597
Other Services & Charges	\$444,285	\$447,606	\$519,056	\$549,678	\$602,740
Capital Outlay					
Total Expenditures	\$2,532,142	\$2,672,707	\$2,891,697	\$3,042,204	\$3,204,430

Budget Highlights:

During 2007, a violence intervention officer was moved to District Court as a probation officer to reflect the work performed. Other Services & Charges are increasing with further implementation of the imaging system.

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Administrative Services Director	0.540	0.540	0.000	\$0
Administrative Secretary II	0.750	0.750	0.000	\$0
Records Processing Clerk II	1.000	1.000	0.000	\$0
	2.290	2.290	0.000	\$0

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Charges for Services	\$11,875	\$10,925	\$10,836	\$11,700	
Total Revenues	\$11,875	\$10,925	\$10,836	\$11,700	
Expenditures					
Personnel Services	\$138,023	\$139,895	\$143,819	\$133,247	
Supplies	\$5,408	\$18,274	\$5,169	\$10,446	
Other Services & Charges	\$37,381	\$20,631	\$25,975	\$35,619	
Total Expenditures	\$180,812	\$178,800	\$174,963	\$179,312	

Budget Highlights:

During 2007, this department was combined with the Fiscal Services department as part of an administrative reorganization.

Function Statement

The Register of Deeds Office records, maintains and makes public land records for all real estate located in Ottawa County. Creditors, purchasers and others with an interest in the property can locate these instruments and notices concerning ownership of, and encumbrances against, real property.

The recording process includes the following activities:

- Determining if an instrument is acceptable for recordation
- Tax certification
- Mailing back unrecorded, incomplete documents
- Collection of recording fees
- Collection of State and County real estate tax
- Date and time stamping
- Liber and page numbering
- Imaging
- Computer data entry, including indexing and verification of indexing processes
- Archiving the documents in microfilm
- Certifying the day (this is an audit to confirm the # of documents we said we receipted is the same # scanned and indexed.)
- Returning the document to the sender
- Customer Service on data retrieval

Recorded information is retrievable on computer terminals in the Register of Deeds office and via the internet by referencing the grantor, grantee, property description, or any partial entry combinations thereof.

Mission Statement

To put into public record all land related documents to safeguard ownership and monetary obligations.

Goal: To provide timely recording of documents, as mandated by various statutes (over 180). The goal is to record 100% of all recordable documents each day.

Objective: Provide education training for all staff to increase the efficiency of the workflow.

Measure: The Register of Deeds and Chief Deputy will receive training on state statutes, legislation and office standardization. Minimum 38 hours per year, per person

Measure: Team leaders will receive training on state statutes, organizational skills, dealing with employees and motivational, team building techniques for team building. Minimum 12 hours per year, per person

Measure: Line staff will receive training on office morale, productivity and skill improvements. Minimum 6 hours customer service training per year, per person.

Objective: Offer training to title companies & banks on how to prepare recordable documents.

Measure: Conduct at least 2 training programs per year

Measure: Provide at least 10 training offers per year

Measure: At least 50% of training participants will report they are better able to prepare recordable documents after training session

Objective: Educate & encourage companies to electronically file documents.

Measure: Maintain or increase the # of companies e-filing

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Input/Output:</i>				
<i># of hours of Training, Register of Deeds/Chief Deputy</i>	N/A	72	76	76
<i># of hours of Training, Team Leaders</i>	N/A	6	24	24
<i># of hours of Training, Line Staff</i>	N/A	10	42	42
<i># of training programs conducted</i>	1	1	3	3
<i># of training offers sent out</i>	N/A	1	5	10
<i>Outcome/Efficiency:</i>				
<i>% of recordable documents, recorded each day</i>	N/A	98	99	99
<i>% of training participants better able to prepare recordable documents after training</i>	N/A	N/A	N/A	50%
<i># of companies e-filing</i>	14	24	30	30

Goal: Provide a quality index system for all documents with easy access and retrieval of documents on the internet and in our office, as mandated by State law

Objective: Provide an accurate index of recordable documents in searchable fields. Errors in indexing would be 5% or less.

Measure: % of errors when indexing documents

Objective: Make document copies available to the public, provide copies to the public, and provide for examination & inspection of records by the public, as mandated.

Objective: Survey our users bi-annually to assure we are providing quality service on the internet and in our office.

Measure: % of complaints from users will be less than 5%

Measure: At least 50 surveys will be distributed each year

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>Number of surveys distributed bi-annually</i>	0	0	50	50
<i>Outcome/Efficiency:</i>				
<i>% of errors indexing documents</i>	N/A	N/A	N/A	TBD
<i>Percent of complaints from users</i>	N/A	5%	<5%	<5%
<i>TBD: To be determined once new software is in place</i>				

Goal: Make all useable records (deeds, miscellaneous, etc.) electronic for use by staff, in the vault and on the internet as mandated by State law

Objective: Staff will back index deed books back to 1942. Merge images with the index for full display when searching in the office, vault or online.

Objective: Contract services to convert paper deed books into electronic format for use in the office.

Objective: Contract services to convert paper miscellaneous books into electronic format for use in the office.

Objective: Contract services to back index liber & page of deed books from 1941 back to 1836. Merge image with liber & page index for quick reference in the database for vault or internet use. More indexes can be added, for enhanced searching, once the record has been initially preserved as an image and quick reference.

Objective: Contract services to back index liber & page of miscellaneous books from 1968 back to 1836. Merge image with liber & page index for quick reference in the database for vault or internet use. More indexes can be added, for enhanced searching, once the record has been initially preserved as an image and quick reference. Quality check all imaged documents to insure readability. Have vendor rework bad images until they are acceptable quality for readability.

Measure: % completion of above projects/number of documents back indexed

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>Staff indexing of Deed Books to 1942 (incomplete)</i>	N/A	5%	10%	15%
<i>Contract indexing of Deed Books to 1836 (incomplete)</i>	N/A	0	0	100%
<i>Convert paper deed books to electronic DVD (incomplete)</i>	N/A	0	80%	20%
<i>Convert miscellaneous books to electronic DVD (incomplete)</i>	N/A	0	80%	20%
<i>Back index liber & page of deed books from 1941 back to 1836 (incomplete)</i>	N/A	0	6,000	10,000

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Register of Deeds	1.000	1.000	1.000	\$77,946
Chief Deputy Register of Deeds	1.000	1.000	1.000	\$58,682
Records Processing Clerk II	7.000	7.000	7.000	\$212,285
Records Processing Clerk III	0.000	0.000	0.000	\$0
Records Processing Clerk IV	2.000	2.000	2.000	\$72,120
	11.000	11.000	11.000	\$421,033

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Charges for Services	\$2,900,338	\$2,729,411	\$2,386,475	\$2,095,000	\$2,100,360
Total Revenues	\$2,900,338	\$2,729,411	\$2,386,475	\$2,095,000	\$2,100,360
Expenditures					
Personnel Services	\$551,076	\$553,876	\$582,089	\$612,083	\$656,882
Supplies	\$39,665	\$30,796	\$25,334	\$29,884	\$35,064
Other Services & Charges	\$63,576	\$84,469	\$74,860	\$59,285	\$57,029
Capital Outlay					
Total Expenditures	\$654,317	\$669,141	\$682,283	\$701,252	\$748,975

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Equalization Director	0.100	0.100	0.000	\$0
Property Description Coordinator	1.000	1.000	0.000	\$0
Description & Mapping Specialist	2.500	2.500	0.000	\$0
Records Processing Clerk II	2.000	2.000	0.000	\$0
Records Processing Clerk I	0.000	0.000	0.000	\$0
	5.600	5.600	0.000	\$0

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Charges for Services	\$8,570	\$8,724	\$122	\$100	
Total Revenues	\$8,570	\$8,724	\$122	\$100	
Expenditures					
Personnel Services	\$239,931	\$287,909	\$289,890	\$275,061	
Supplies	\$6,887	\$7,839	\$15,506	\$5,510	
Other Services & Charges	\$24,390	\$27,658	\$25,544	\$34,675	
Capital Outlay					
Total Expenditures	\$271,208	\$323,406	\$330,940	\$315,246	

Budget Highlights:

Effective with the 2008 budget, this department is combined with Equalization (1010-2250).

Function Statement

The Department oversees the remonumentation and setting of Global Positioning System (GPS) coordinates of property-controlling, government corners pursuant to Act 345 of 1990 and the County Remonumentation Plan.

Mission Statement

Facilitate the Remonumentation and GPS coordinates of all County corners by December 31, 2011

Goal: Oversee the County Remonumentation Plan for public land survey corners pursuant to Act 345 of 1990

Objective: Check 145 corners (per year) for damage and to verify they remain as originally established as a part of the Maintenance Phase of the Remonumentation Program

Measure: 100% of 145 corners verified per year (maintenance phase will not begin until 2011)

Objective: Establish GPS coordinates on 860 of the 2,876 Remonumentation Corners in Ottawa County

Measure: Number of corners with three-dimensional coordinates determined

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>100% of 145 corners verified (Yes/No)</i>	N/A	N/A	Yes	Yes
<i># of corners with three-dimensional coordinates determined</i>	0	0	296	860

Resources

Personnel	2006		2007	2008	2008
	# of	# of	# of	# of	Budgeted
Position Name	Positions	Positions	Positions	Positions	Salary
Planner/Grants Director	0.050	0.050	0.050	0.050	\$4,055
Funding				2007	2008
	2004	2005	2006	Current	2008
	Actual	Actual	Actual	Year	Adopted
				Estimated	by Board
Revenues					
Intergovernmental Revenue	\$158,360	\$213,869	\$84,196	\$158,919	\$120,000
Total Revenues	\$158,360	\$213,869	\$84,196	\$158,919	\$120,000
Expenditures					
Personnel Services	\$4,463	\$5,165	\$4,934	\$5,448	\$5,624
Supplies	\$1,086	\$81	\$1,032	\$980	\$1,648
Other Services & Charges	\$221,920	\$125,784	\$9,397	\$285,166	\$806,918
Capital Outlay		\$141,820			
Total Expenditures	\$227,469	\$272,850	\$15,363	\$291,594	\$814,190

Budget Highlights:

Due to a disagreement with the State of Michigan, a contract for survey and remonumentation services was not signed until the last quarter of 2006. Consequently, 2006 expenditures are low. This dispute has been resolved, and the County anticipates accelerating the setting of the geographic positioning coordinates in 2008 and 2009.

Function Statement

The Plat Board is a statutory board charged with the review of all plats proposed within the County to determine some extent of validity and accuracy before being sent on to a state agency.

Resources

Personnel

No permanent personnel has been allocated to this department.

Funding

	2004	2005	2006	2007	2008
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Expenditures					
Personnel Services	\$3,587	\$3,304	\$3,214	\$3,963	\$3,963
Supplies					
Other Services & Charges					
Total Expenditures	<u>\$3,587</u>	<u>\$3,304</u>	<u>\$3,214</u>	<u>\$3,963</u>	<u>\$3,963</u>

Function Statement

The primary functions of the County Treasurer's office are 1) revenue accounting; 2) custodian of all County funds; 3) Collect delinquent property taxes and tax foreclosure; 4) custodian of all property tax rolls; 5) property tax certification; 6) public information center; and 7) dog licenses. The County Treasurer is a member of the County Elections Commission, Apportionment Committee, County Plat Board, County Tax allocation Board, Ottawa County Economic Development Corporation, and the Ottawa County, Michigan Insurance Authority.

Mission Statement

Develop and implement systems to invest and protect cash assets of the county; to protect the rights of property owners; and to provide accurate information relative to the treasurer's operation on a timely basis.

CUSTODIAN OF COUNTY FUNDS

Goal: To develop strategy to ensure safety and liquidity of public funds

Objective: Diversify investments

Measure: % of investments in compliance with Investment Policy

Objective: Ladder investments to meet cash flow needs with a maximum duration of three years

Measure: Portfolio weighted average maturity at December 31

Measure: # of months the portfolio exceeded maturity policy

Objective: Evaluate creditworthiness of financial institutions holding county funds in deposit form

Measure: # of annual evaluations of financial institutions

Measure: # of mid year evaluations of financial institutions

Objective: Protect invested principal

Measure: Invested principal lost during the year

Measure: % of negotiable investments held in third-party safekeeping

Goal: To maximize return on investment

Objective: Shorten the time frame between revenue received and invested cash

Measure: % of dollars collected through electronic deposits to increase by 25% over 5 years

Measure: # of days between the receipt of money and its investment

Objective: Investments General Pool to be in fixed income instruments at competitive rates

Measure: Average monthly balance – Pooled Funds

Measure: Ottawa County fixed income total rate of return – Pooled Funds

Measure: Consumer Price Index (CPI)

Measure: Lehman 1-5 year Maturity Govt Index

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>% of investments in compliance with Investment Policy</i>	100%	100%	100%	100%
<i># of annual evaluations of financial institutions</i>	19	20	20	20
<i># of mid year evaluations of financial institutions</i>	19	17	20	20
<i>% of negotiable investments held in third-party safekeeping</i>	100%	100%	100%	100%
<i># of days between the receipt of money and its investment.</i>	4	2-3	1-2	1-2
<i>Average monthly balance – Pooled Fund (in millions)</i>	\$104.7	\$109	\$109	\$99
<i>Efficiency:</i>				
<i>Portfolio weighted average maturity at December 31</i>	1.8 years	1.3 years	2 years	2 years

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i># of months the portfolio exceeded maturity policy</i>	0	0	0	0
<i>% of dollars collected through electronic deposits</i>	N/A	29%	33%	35%
<i>Outcome:</i>				
<i>Invested principal lost during the year</i>	\$0	\$0	\$0	\$0
<i>Ottawa County fixed income total rate of return – Pooled Funds</i>	2.15%	4.37%	4.5%	4.25%
<i>Outcome Benchmarks:::</i>				
<i>Consumer Price Index (CPI)</i>	2.82%	1.98%	2.5%	3.0%
<i>Lehman 1-5 year Maturity Govt Index</i>	1.48%	4.25%	4.0%	4.0%

PROPERTY TAX FORFEITURE AND FORECLOSURE

Goal: Provide persons with property interest information and assistance to keep their property from forfeiture and foreclosure

Objective: Send notices 4 times in the first year of delinquency

Measure: Number of properties returned delinquent

Measure: Number of 1st class notices mailed

Objective: Send two certified notices before foreclosure

Measure: Number of certified notices mailed

Measure: % of properties forfeited

Objective: Make personal contact with occupied residential and business property owners

Measure: Number of properties delinquent 90 days before foreclosure

Measure: % of persons with delinquent properties contacted within 90 days of foreclosure

Measure: % of properties foreclosed of those properties previously forfeited

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i># of properties returned delinquent</i>	6,814	6,349	7,025	8,000
<i># of 1st class notices mailed</i>	9,231	10,000	14,000	16,500
<i># of certified notices mailed</i>	1,305	2,200	1,812	2,500
<i>% of properties forfeited</i>	6.1%	6.7%	9.2%	9.5%
<i># of properties delinquent 90 days before foreclosure</i>	62	115	140	150
<i>Efficiency:</i>				
<i>% of persons contacted within 90 days of foreclosure</i>	40%	50%	99%	99%
<i>% of properties foreclosed of properties forfeited</i>	1.4%	2.5%	1.7%	2%

ADMINISTRATIVE

Goal: Develop operating policies and procedures to provide service to the public in a cost-effective manner

Objective: Increase the number of electronic transactions from manual transactions by 20% over the next three years

Measure: % of tax searches processed on the Internet

Measure: % of dog license renewals processed on the Internet

Objective: Provide staff education to increase service opportunities

Measure: Number of internal and external training hours in the department

Measure: % of staff who have received 4 hours of external training with in the past year

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i># of internal and external training hours in the department</i>	N/A	127	90	90
<i>% of staff who have received 4 hrs of external training/year</i>	N/A	75%	75%	75%
<i>Efficiency:</i>				
<i>% of tax searches processed on the Internet</i>	0%	23%	65%	75%
<i>% of dog license renewals processed on the Internet</i>	0%	0%	4%	7%

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
County Treasurer	0.950	0.950	0.950	\$83,257
Chief Deputy Treasurer	1.000	1.000	1.000	\$58,682
Deputy Treasurer	1.000	1.000	1.000	\$51,228
Cashier Supervisor	1.000	1.000	1.000	\$46,731
Delinquent Property Tax Specialist	1.000	1.000	1.000	\$40,381
Account Technician	1.000	1.000	1.000	\$37,587
Records Processing Clerk II	2.000	2.000	2.000	\$64,236
Records Processing Clerk IV	1.000	1.000	1.000	\$36,060
	8.950	8.950	8.950	\$418,162

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Taxes	\$26,324,807	\$29,244,839	\$33,308,125	\$34,812,571	\$36,577,649
Licenses and Permits	\$156,905	\$156,879	\$157,903	\$158,025	\$158,025
Intergovernmental Revenue	\$3,470,957	\$1,733,047	\$1,685,393	\$1,718,764	\$1,672,871
Charges for Services	\$23,316	\$19,663	\$24,292	\$179,800	\$113,754
Fines and Forfeitures	\$2,711	\$6,130	\$6,079	\$6,000	\$6,000
Interest and Rents	\$1,558,554	\$1,817,092	\$1,594,213	\$1,750,000	\$1,700,000
Other Revenue	(\$585,331)	(\$815,296)	\$265,698	\$212,050	\$229,050
Total Revenues	\$30,951,919	\$32,162,354	\$37,041,703	\$38,837,210	\$40,457,349
Expenditures					
Personnel Services	\$485,604	\$509,995	\$558,554	\$584,829	\$618,311
Supplies	\$63,934	\$57,502	\$50,304	\$49,660	\$77,208
Other Services & Charges	\$175,673	\$145,177	\$145,037	\$152,676	\$160,542
Total Expenditures	\$725,211	\$712,674	\$753,895	\$787,165	\$856,061

Budget Highlights:

The 2008 tax revenue budget represents 3.6000 mills (the approved levy) out of the estimated 4.2650 mills allowable for 2008. This rate is identical to the 2007 levy. Supplies are increasing with the replacement of several personal computers.

Function Statement

The basic function of Ottawa County Michigan State University Extension (MSUE) is to disseminate and encourage the application of research-generated knowledge and leadership techniques to individuals, families, youth, and communities. Extension responds to local needs through a unique partnership of County, State, and Federal resources. Information is extended to all Ottawa County residents through MSU's non-formal education system, which assists people to make better decisions about issues that affect their lives.

Ottawa County MSU Extension offers educational programs in the following general program areas:

The **Agriculture Program** uses research-based information to help retain competitiveness and profitability for the varied agricultural industries of Ottawa County.

The **Natural Resources Program** provides information about management and conservation of our County's economically valuable resources. Technical information is provided to decision-makers to help them form and implement sound public policies for land, forest, water, and wildlife issues. Through **Sea Grant**, research is brought to bear on Great Lakes issues.

The **Horticulture Program** offers information and assistance to commercial horticulture industries; fruit, vegetable, greenhouse and nursery producers, enabling them to efficiently grow and market quality products and services. The Horticulture Program provides homeowners scientific information to properly manage their home environments. The **Master Gardener Program** provides in-depth horticultural knowledge, and through volunteer service, extends this information throughout the community.

The **Children, Youth, and Family Program** offers families valuable, timely and practical research-based information to help them manage their resources to meet needs for food, clothing, shelter, money management, energy, parenting, health, and human development. Through our **Family Nutrition Program** (FNP), nutrition is taught to food stamp recipients. FNP works with low-income families referred to us by local agencies, to become more efficient and effective users of resources in planning and preparing meals.

The **4-H Youth Development Program** helps young people become self-directing, productive and contributing members of society through hands-on learning experiences, which help them to develop their potential. Children can become involved in 4-H by joining volunteer driven 4-H clubs, school enrichment programs and special interest groups. 4-H serves urban, suburban, and rural youth. The **Journey 4-H Youth Mentoring** program is a collaborative effort between MSU Extension and Ottawa County Family Court/Juvenile Services, was inaugurated in 1995. This youth mentoring initiative focuses on high-risk youth, with priority given to those involved in the court system. The program recruits, selects and intensively trains volunteer mentors. These volunteers then work one-on-one with a youth. The program aims to reduce the frequency and severity of delinquent behavior.

The **Community and Economic Development Program** enhances human and economic well-being and quality of life by providing educational and technical assistance to business, government, and community organizations.

Mission Statement

Helping the citizens of Ottawa County improve their lives through an educational process that applies knowledge to critical needs and opportunities

JOURNEY 4-H YOUTH MENTORING

Goal: Youth are exposed to dangerous life styles and need healthy families that exhibit positive role-models and life experiences which will lead to success. Ottawa/MSUE will increase access to and involvement of youth and families in available reinforcing programs.

Objective: Provide a mentoring program to serve the Ottawa County Family Court Juvenile Services division.

Measure: % of mentoring clients who do not commit offenses while in the mentoring program

Measure: % of mentoring clients who have reduced the frequency and severity of offenses while in the mentoring program. (70 % each year projected; 78% in 2007)

Objective: Provide technical assistance and training to staff, volunteers and communities who provide programming to at-risk youth and families

Measure: # new mentors will be trained each year.

Measure: #of community mentoring programs provided training and support. (project 10 each year; 16 in 2007)

Objective: Expand youth mentoring through collaboration with the Ottawa County Mentoring Collaborative

Measure: # of mentors recruited for partner agencies (project 100 in 2008, 120 in 2009)

Objective: Maintain or expand involvement in 4-H youth programs

Measure: At least 6,000 Ottawa County youth between the ages of 5 and 18 involved in 4-H

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i># of new Journey mentors trained</i>	N/A	32	28	25
<i>#of community mentoring programs provided training and support.</i>	N/A	N/A	16	10
<i># of Ottawa County youth between the ages of 5 and 18 involved in 4-H</i>	N/A	6,837	6,000	6,000
<i>Efficiency:</i>				
<i># of mentors recruited for partner agencies</i>	N/A	N/A	N/A	100
<i>Outcome:</i>				
<i>% of mentoring clients who do not commit offenses while in the mentoring</i>	54%	N/A	53%	50%
<i>% of mentoring clients who have reduced the frequency and severity of offenses while in the mentoring program.</i>	76%	N/A	78%	70%
<i>% of mentoring clients in program more than three months who reduced frequency of offences</i>	76%	N/A	65%	65%

Agricultural & Natural Resources Business Management and Economic Viability

Goal: Ensure Ottawa County maintains and enhances its diverse economy by increasing awareness and providing opportunities for the agriculture industry to create new products and/or reach new markets.

Objective: Identify critical issues and offer educational programs essential to the continued growth and profitability of agriculture.

Measure: # of Ottawa County farms/Producers reached through MSUE programs.

Objective: Assist the Agricultural & Natural Resources industry in the development and education of marketing opportunities.

Measure: # of farms/producers consulted on Business Management, Enterprises, Marketing through one-on-one consultation and educational programs.

Goal: Provide youth and adults with opportunities for agricultural career exploration and development of skills that result in job preparedness as well as enhanced employability

Objective: Conduct an Integrative Pest Management (IPM) Scout training course for our blueberry growers and Hispanic workforce

Measure: % of IPM training participants who establish competence as blueberry insect scouts

Objective: Introduce young children to the importance of the Food and Fiber industry through the "Ag in the Classroom" school program.

Measure: # of "Ag in the Classroom" programs provided annually

Measure: # of students contacted through the "Ag in the Classroom" program annually

Goal: The cost of energy greatly impacts the cost of agricultural production. Through research, education and demonstration projects promote the use of conservation and alternative sources of energy including anaerobic digestion, wind energy, gasification and direct combustion of biomass

Objective: Communicate to the Agricultural and Natural Resources industry the opportunities available for energy conservation, energy efficiency, and alternative energy production and usage.

Measure: # contacts made through educational programs and energy audits.

Objective: Agriculture will utilize alternative forms of energy to fuel agricultural production and generate renewable energy for other uses

Measure: # of farms incorporating alternative energy production

Measure: Establishment of a regional anaerobic digestion facility (planned for 2009)

Measure: 3-year average of those passing the pesticide training program exam.

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
# of farms/Producers served	850	850	800	800
# of farms/producers consulted on Business Management, Enterprises, Marketing through one-on-one consultation and educational programs.	N/A	N/A	N/A	TBD*
# of "Ag in the Classroom" programs provided annually	N/A	N/A	N/A	TBD*
# of students contacted through the "Ag in the Classroom" program annually	N/A	N/A	N/A	TBD*
# contacts made through educational programs and energy audits	N/A	N/A	N/A	TBD*
# of agricultural energy audits conducted	N/A	0	5	N/A
<i>Efficiency:</i>				
% of IPM participants who demonstrate competency	N/A	73%	75%	75%
Average blueberry pesticide savings per acre	N/A	\$60	\$70	\$70
3-year average of those passing the pesticide training program exam.	N/A	N/A	N/A	TBD*
<i>Outcome:</i>				
of IPM training participants who establish competence as blueberry insect scouts	N/A	N/A	N/A	TBD*
# of farms incorporating alternative energy production	N/A	0	2	6
# of new/expanded Value Added enterprises	N/A	1	1	4

WATER QUALITY

Goal: Increase the capability of Ottawa County landowners to minimize their impact on water quality.

Objective: Provide assistance to farmers to minimize the environmental impact of manure application and maximize the nutrient value of manure generated on their farms.

Measure: # of contacts made through programs and consultations

Objective: Provide assistance to residential property owners on the proper application of fertilizers to turf and other plant materials.

Measure: # of homeowner submitted soil tests

Measure: # of pounds of zero phosphorus fertilizer purchased by Ottawa County home owners based on survey (baseline to be determined in 2007).

Objective: Enhance awareness and reduce conflict between agriculture and residents by educating decision makers and citizens about the environmental stewardship role of agriculture.

Measure: Decrease in the number of Michigan Department of Agriculture/Michigan Department of Environmental Quality agriculture-related water quality complaints

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
# of producers contacted through programs and consultations	N/A	N/A	N/A	TBD*
# of producers who implement new practices	N/A	N/A	200	215
# of homeowner submitted soil tests	N/A	117	125	130
# MDEQ/MDA complaints (decrease)	N/A	3	2	2
<i>Outcome:</i>				
Reduction in the number of tons of Nutrients applied/acre	N/A	N/A	10,000	12,000

Children Youth and Families

Goal: Promote the positive growth and development of people across the life cycle by providing educational programs that target issues related to children, adults and seniors: i.e. parenting education, financial management, general nutrition education, etc.

Objective: Through youth, parenting and senior education programs, provide research based information on topics such as discipline, nutrition, budgeting and human development.

Measure: # of youth, parents and seniors who attend educational programs.

Measure: # of youth, parents and seniors who report learning new information after an educational program.

Measure: # of youth, parents and seniors who report an intended behavioral change, based upon increased knowledge from educational program.

Objective: Through the Family Nutrition Program (FNP), promote positive nutrition and food security with income eligible youth, parents and seniors through general nutrition education that includes food safety and meal planning.

Measure: # of participants in the FNP who complete an educational series.

Measure: # of participants who report improved food and nutrition skills.

Objective: Through Project FRESH and Senior Project FRESH, promote the utilization of locally grown produce.

Measure: # of WIC clientele and seniors that participate in the program.

Measure: % of coupons redeemed by WIC clientele and seniors.

Goal: Provide public education on topics that effect people across the lifespan.

Objective: Provide research based education to a diverse audience through mass media efforts that include: newsletters (distributed by mail and email), radio and television programs, on-line resources and press releases.

Measure: # of human development/life skills inquiries received by constituents that require researched responses.

Measure: # of the population reached through print and electronic mass media outlets.

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i># of referrals to the FNP program</i>	137	55	65	75
<i># of WIC clientele completing Project Fresh training</i>	172	190	200	210
<i># of senior citizens reached</i>	143	264	220	225
<i># of adults/seniors who participate in educational programs</i>	1080	1273	710	600
<i># of youth who participate in educational programs</i>	235	709	9	200
<i># of human development/life skills inquiries received by constituents.</i>	160	199	221	250
<i># of the population reached through print & electronic mass media outlets</i>	101,759	105,548	104,020	50,000
<i>Outcome:</i>				
<i>% of participants reporting improved food and nutrition skills (four behaviors)</i>	N/A	30%	30%	30%
<i># of children, adults and seniors surveyed who report increased knowledge and or intended behavior change</i>	N/A	N/A	N/A	TBD*
<i>% of food coupons redeemed by senior citizens</i>	N/A	77.84%	80%	85%

*TBD – To be determined. The MSU Extension service is under new management. Information is being analyzed to develop more meaningful goals, objectives, and performance measures.

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Records Processing Clerk II	3.300	3.300	3.300	\$105,990
Records Processing Clerk III	1.000	1.000	1.000	\$34,016
Account Clerk II	0.625	0.625	0.625	\$22,538
	<u>4.925</u>	<u>4.925</u>	<u>4.925</u>	<u>\$162,544</u>

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue					
Charges for Services	\$2,951	\$5,321	\$4,254	\$4,000	\$4,000
Other Revenue	\$43,451	\$48,737	\$47,593	\$48,660	\$53,796
Total Revenues	<u>\$46,402</u>	<u>\$54,058</u>	<u>\$51,847</u>	<u>\$52,660</u>	<u>\$57,796</u>
Expenditures					
Personnel Services	\$188,144	\$198,175	\$216,370	\$234,961	\$245,988
Supplies	\$32,163	\$39,318	\$32,490	\$35,500	\$41,800
Other Services & Charges	\$252,054	\$252,781	\$264,984	\$271,534	\$280,815
Capital Outlay					
Total Expenditures	<u>\$472,361</u>	<u>\$490,274</u>	<u>\$513,844</u>	<u>\$541,995</u>	<u>\$568,603</u>

Function Statement

Geographic Information Systems (GIS) is an expanding department started in the fourth quarter of 1999. GIS provides better access to Ottawa County's information using the latest in information technology to improve the delivery and quality of government services, while experiencing improved efficiencies, productivity, and cost effective service. The advances in technology and the requirements of a more informed citizenry have increased the need for development of an enhanced access / informational delivery system. Our goal is to enable county-wide accessibility to GIS technology, data and procedures to support the County Departmental business functions. In addition, to maximize the ability of the County's GIS staff, while working to educate other County Departments, external agencies and Local Units of Government, on how to use GIS as a tool to make their existing tasks and duties more efficient. The efficiencies gained combined with increased capabilities results in better service to the public and economic advantages for the County as a whole.

Mission Statement

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

DATA MANAGEMENT

Goal: Continue stewardship and quality assurance and quality control of GIS data

Objective: Provide relevant data to customers

Measure: Data layers will be updated quarterly

Measure: All requests for layer additions to the Spatial Database Engine (SDE) will be provided within the promised time frame.

Objective: GIS data will be available to our users on demand

Measure: % of time servers will be accessible to users

Objective: Increase accuracy of data

Measure: Based on a sample of 10% of GIS-Edited data, the % of data with errors will be less than 3%

Objective: Provide staff with training and/or conferences to improve knowledge

Measure: # of hours of training provided

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i># of layers of GIS data available</i>	N/A	100	131	150
<i>Quarterly update of data layers (Yes/No)</i>	N/A	Yes	Yes	Yes
<i># of hours of training provided</i>	N/A	220	220	220
<i>Outcome/Efficiency:</i>				
<i>% of SDE layer requested completed within promised time frame</i>	N/A	100%	100%	100%
<i>% servers are available to users</i>	N/A	N/A	99.8%	100%
<i>% of non-parcel data with errors</i>	N/A	N/A	3%	2.5%

GIS INTEGRATION

Goal: Integrate GIS services into the workflow of County departments as recommended by consultant in order to improve efficiency, enhance decision-making capabilities, and provide a valuable service

Objective: Increase data and services used by County departments for projects and daily tasks

Measure: % increase in data requests for County departments will be 5%

Measure: % increase in map requests for County departments will be 10%

Objective: Increase competency of GIS users through internal GIS trainings

Measure: % of training participants who report the training was useful and they will be able to apply it to their jobs will be at least 90%

Goal: Integrate GIS services into the workflow of the Department's partner organizations in order to improve efficiency, enhance decision-making capabilities, and provide cost and labor savings

Objective: Establish partnership with non-participating local units of government

Measure: # of new partners

Objective: Increase efficiency and enhance decision making capability of partner organizations

Measure: Based on the annual survey, % of external users who report that GIS data improves their efficiency will be at least 70%

Measure: Based on the annual survey, % of external users who report that GIS data is used in their decision making process will be at least 70%

Measure: Based on the annual survey, the level of overall satisfaction with the Department of external users will be at least 3.25 out of 4

Objective: Increase data and services used by partner organizations for projects and daily tasks

Measure: % increase of data and services used by local units for daily tasks

Measure: % increase in data requests for local units will be 5%

Measure: % increase in map requests for local units will be 10%

Objective: Increase competency of GIS users in partner organizations through GIS trainings

Measure: % of training participants who report the training was useful and they will be able to apply it to their jobs will be at least 90%

Measures	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
# of new partners	5	1	1	1
# of data requests from county departments / % increase	N/A	35	40 / 14%	50 / 25%
# of map requests from county departments / % increase	N/A	38	40 / 5%	50 / 25%
# of data requests from local units / % increase	N/A	80	80 / 0%	84 / 5%
# of map requests from local units / % increase	N/A	48	60 / 25%	70 / 17%
<i>Outcome:</i>				
% of internal users who report that GIS data is used in their decision making process	N/A	N/A	50%	60%
% of external users who report that GIS data is used in their decision making process	N/A	N/A	50%	60%
The level of overall satisfaction of external users	3.37	3.49	3.60	3.65

ACCESS TO GIS DATA AND SERVICES

Goal: Enhance value as a public service by providing useful web services

Objective: Increase use of GIS web site and web services

Measure: Annual visits to web site will increase by 5%

Measure: Average daily unique visitors will increase by 5%

Measure: Average pages viewed per visit will increase by 5%

Goal: Earn revenue by offering cost-effective products and services

Objective: Re-evaluate/adjust product and service pricing schedule

Measure: Pricing schedules will be reviewed for appropriateness

Objective: Increase revenue generated from new data and services

Measure: Amount of revenue generated from data and services developed during 2007 will be no less than \$5,000

Goal: Deliver data and maps to customers in a timely fashion

Objective: Complete requests for available in a maximum of two days

Measure: % of requests completed within two days

Measures	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
% increase in annual visits to website	N/A	N/A	5%	5%
% increase in average daily unique visitors	N/A	N/A	5%	5%
% increase in average # of pages viewed per visit	N/A	N/A	5%	5%
Pricing schedules reviewed (Yes/No)	N/A	No	Yes	No

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Amount of revenue generated by new products</i>	N/A	\$4,083	\$5,000	\$5,000
<i>Efficiency:</i>				
<i>% increase in profit margin</i>	N/A	N/A	N/A	5%
<i>% increase in revenue after pricing change</i>	N/A	N/A	5%	5%
<i>% of requests completed within 2 days</i>	N/A	100%	100%	100%

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Records Processing Clerk II	3.300	3.300	3.300	\$105,990
Records Processing Clerk III	1.000	1.000	1.000	\$34,016
Account Clerk II	0.625	0.625	0.625	\$22,538
	4.925	4.925	4.925	\$162,544

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue					
Charges for Services	\$2,951	\$5,321	\$4,254	\$4,000	\$4,000
Other Revenue	\$43,451	\$48,737	\$47,593	\$48,660	\$53,796
Total Revenues	<u>\$46,402</u>	<u>\$54,058</u>	<u>\$51,847</u>	<u>\$52,660</u>	<u>\$57,796</u>
Expenditures					
Personnel Services	\$188,144	\$198,175	\$216,370	\$234,961	\$245,988
Supplies	\$32,163	\$39,318	\$32,490	\$35,500	\$41,800
Other Services & Charges	\$252,054	\$252,781	\$264,984	\$271,534	\$280,815
Capital Outlay					
Total Expenditures	<u>\$472,361</u>	<u>\$490,274</u>	<u>\$513,844</u>	<u>\$541,995</u>	<u>\$568,603</u>

Function Statement

The Ottawa County Building Authority was established by the Ottawa County Board of Commissioners in August 1984 pursuant to Public Act 31 of 1948. The three-member Authority, appointed for three-year terms by the Commissioners, are selected from the general public (Ottawa County only) based on their expertise in bonding, construction, and operation of capital improvements.

The Authority functions according to established by-laws and their Articles of Incorporation to complete and manage specific projects as requested by resolution of the Ottawa County Board of Commissioners.

The Authority has been assigned the following projects since inception:

Project	Funding Level	Financing
• Health Department and Human Services Administration	\$2,390,000	Local Funds (1989)
• Coopersville Human Services	\$ 651,000	Local Funds (1989)
• Life Consultation Center for Community Mental Health	\$1,400,000	20-Year Bond Issue (1985) (1)
• Ottawa County Central Dispatch Authority	\$4,420,000	20-Year Bond Issue (1990) (1) (3)
• Probate Court, Juvenile Services/Detention And Adult Barracks Facility	\$6,000,000	19-Year Bond Issue (1992) (2)
• Fillmore Street Sheriff Administration, Jail Expansion, and Administrative Annex	\$15,800,000	20-Year Bond Issue (1997) (3) Grant Funding
• Addition to the Fillmore Street Jail	\$7,500,000	20-Year Bond Issue (1997) (3)
• Holland District Court	\$8,000,000	20-Year Bond Issue (2005)
• Grand Haven/West Olive	\$30,000,000	20-Year Bond Issue (2007)

(1) In the fall of 1993, these two issues were refunded, saving the County approximately \$344,000.

(2) In August of 1997, this issue was refunded, saving the County approximately \$260,000.

(3) In August of 2005, these issues were refunded, saving the County approximately \$553,000.

This budget covers expenditures associated with the administration of the Building Authority such as per diem fees and mileage for Board members.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004	2005	2006	2007 Current Year Estimated	2008 Adopted by Board
Expenditures	Actual	Actual	Actual	Estimated	by Board
Supplies		\$473		\$185	\$185
Other Services & Charges	\$2,429	\$2,570	\$1,738	\$3,282	\$3,282
Total Expenditures	\$2,429	\$3,043	\$1,738	\$3,467	\$3,467

Function Statement

The Ottawa County Facilities Maintenance Department is responsible for maintaining and protecting County-wide assets including all facilities, grounds, and related equipment. In addition, the department assures we operate in compliance with all federal, state, and local building codes. The Facilities Maintenance Department takes pride in maintaining a safe, clean, and comfortable environment for all employees, clients, and visitors.

Mission Statement

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

Goal: Perform preventative maintenance

Objective: Perform daily inspection of all County facilities and related systems

Measure: % of work days when all required inspections were made

Measure: # of times significant deficiencies require a dispatch of personnel to correct

Objective: Check climate control system no less than two times a day

Measure: % of work days when climate controls were checked twice

Objective: Follow Federal, State, and Local codes with no violations

Measure: # of building code violations

Measure: # of reported accidents in buildings or on grounds

Goal: Provide a timely response to identified building issues

Objective: Complete 95% of work orders in scheduled time

Measure: % of work orders not completed on schedule

Objective: When preventative maintenance is not able to correct problems before they occur, outside contractors will correct the problem promptly

Measure: # of significant deficiencies requiring more than four (4) hours to correct

Measure: # of hours of building "down" time

Goal: Maintain and operate buildings in a cost efficient manner

Objective: The maintenance and operation cost per square foot will not increase more than the consumer price index for fuel and utilities

Measure: Target average maintenance and operation cost per square foot for 2008 for all County facilities is \$6.50 per square foot

Measure	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
Total Square Footage – all buildings*	520,725	562,500	582,000	573,500
# work orders processed	35,569	38,000	41,000	43,000
% of work days that all daily inspections were made	N/A	N/A	100%	100%
# of times significant deficiencies require dispatch of personnel to correct	N/A	N/A	96/yr	90/yr
% of work days when climate controls were checked twice	N/A	N/A	100%	100%
<i>Efficiency:</i>				
% of work orders completed on schedule	N/A	N/A	97.9%	98.0%
# of significant deficiencies requiring more than four (4) hours to correct	N/A	N/A	8	7
Average maintenance cost per square foot	\$6.06	\$5.94	\$6.27	\$6.87

Fund: (1010) General

Department (2651-2668): Facilities Maintenance

Measure	2005	2006	2007 Estimated	2008 Projected
% increase	15.8%	(2.0%)	8%	9%
CPI for Fuel and Utilities	10.6%	8.8%	N/A	N/A
<i>Outcome:</i>				
# of building code violations	N/A	N/A	3	2
# of reported accidents in buildings or on grounds	N/A	N/A	10	5
# of hours of building "down" time	0	N/A	3	3
<i>* Does not reflect the Fillmore addition currently under construction</i>				

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Facilities Maintenance Director	0.000	0.000	1.000	\$81,101
Facilities Maintenance Superintendent	1.000	1.000	0.000	\$0
Building & Grounds Supervisor	1.000	1.000	1.000	\$56,161
Custodial/Maintenance Supervisor	1.000	1.000	1.000	\$46,736
Administrative Services Director	0.310	0.310	0.000	\$0
Custodian II	5.000	5.000	5.000	\$146,663
Maintenance Worker	10.000	10.000	11.000	\$401,199
Housekeeper	5.250	5.250	5.250	\$122,635
Secretary	1.000	1.000	1.000	\$34,025
Records Processing Clerk I	0.600	0.600	0.600	\$17,082
	25.160	25.160	25.850	\$905,602

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Charges for Services					
Rents	\$2,225,581	\$2,397,103	\$2,511,754	\$2,765,333	\$2,930,343
Other Revenue	\$7,021	\$7,512	\$5,771	\$6,000	\$6,000
Total Revenues	\$2,232,602	\$2,404,615	\$2,517,525	\$2,771,333	\$2,936,343
Expenditures					
Personnel Services	\$982,844	\$1,129,849	\$1,226,904	\$1,357,862	\$1,429,349
Supplies	\$152,802	\$174,975	\$182,108	\$187,310	\$195,100
Other Services & Charges	\$1,589,854	\$1,850,081	\$1,933,688	\$2,104,252	\$2,315,865
Capital Outlay					\$75,000
Total Expenditures	\$2,725,500	\$3,154,905	\$3,342,700	\$3,649,424	\$4,015,314

Budget Highlights:

The 2008 budget reflects a partial year of anticipated increases in expenditures for the West Olive expansion and Grand Haven building project. In addition, a new roof is planned for the Holland Health Clinic.

Function Statement

The Drain Commissioner provides direction to private land owners and units of government through organization of projects as petitioned or as maintained, to insure proper storm water drainage. Funding is arranged for all projects through drain assessments as warranted. The office keeps records and accounts for all legally established County drains. Storm water management guidelines are provided for land development with the County. The Drain Commissioner oversees storm water quality, in particular, as it relates to the Soil Erosion and Sedimentation Control Act, P.A. 347 and Phase II of the Federal Clean Water Act.

Mission Statement

Minimize damage caused by flooding thru proper stormwater management for the citizens of Ottawa County and protect surface waters through the development review process, soil erosion control and water quality educational programs.

Drain Code Administration

Goal: Provide leadership in stormwater management and facilitate establishment and maintenance of County Drains to provide, drainage, flood prevention and stream protection to urban and agricultural lands

Objective: Respond to petition requests to create or maintain drains within 5 days of request

Measure: % of petitions prepared within 5 days of request

Objective: Hold public hearing within 90 days of receipt of petition

Measure: % of public hearings held within 90 days of receipt of petition

Objective: Prepare plans and bid documents within 180 days of determination of necessity

Measure: % of plans & bid documents completed within 180 days of determination of necessity for petition

Objective: Respond to drainage complaints/maintenance requests within 48 hours

Measure: % of drainage complaints responded to within 48 hours of receipt of complaint

Objective: Resolve drainage complaints within 30 days which are Drain Commissioner responsibility

Measure: % of complaints resolved within 30 days of receipt of complaint

Objective: Secure 100% of financing necessary for drain projects before project begins.

Measure: % of projects where financing was secured prior to commencement of project

Objective: Provide research and general drainage information to citizens of Ottawa County

Measure: % of citizen requests that are provided assistance

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Outcome/Efficiency:</i>				
<i>% of petition requests completed within 5 days</i>	N/A	100%	100%	100%
<i>% of public hearings held within 90 days of receipt of petition</i>	N/A	50%	50%	75%
<i>% of plans & bid documents completed within 180 days of determination of necessity for petition</i>	N/A	100%	90%	100%
<i>% of drainage complaints responded to within 48 hours of receipt of complaint</i>	N/A	90%	90%	100%
<i>% of drainage complaints under Drain Commissioner jurisdiction requiring maintenance that are resolved within 30 days</i>	N/A	85%	90%	100%
<i>% of drain projects where financing was secured prior to commencement of project</i>	100%	100%	100%	100%
<i>% of citizen requests that are provided assistance</i>	100%	100%	100%	100%

Development Review

Michigan Subdivision Control Act (Act 591, PA of 1996)

Goal: Review and approve stormwater management systems within all plats

Objective: Issue preliminary site plan approval within 30 days of receipt of application, plans and fee

Measure: % of preliminary plat site plans approved within 30 days of receipt of required information

Objective: Issue construction plan approval within 30 days of receipt of construction plans and fee

Measure: % of plat construction plans approved with 30 days of receipt of required information

Objective Three: Issue final site plan approval within 10 days of receipt of required documentation

Measure: % of plat mylars signed (given final approval) within 10 days of receipt of required documentation

Goal: Provide a legal mechanism for platted developments to allow for future maintenance of the drainage infrastructure

Objective: Establish stormwater infrastructure within all new plats as a County Drain

Measure: % of County Drains established in new plats

Goal: Require design criteria in the Drain Commissioners Stormwater Control Policy to reduce the probability of flooding of both the property within a development and adjacent to a development.

Objective: Review and/or update the Drain Commissioner’s Stormwater Control Policy annually

Measure: Completion of review and/or update

Mobile Home Commission Act 96 of 1987 as Amended

Goal: Review and approve stormwater management systems within all mobile home parks

Objective: Issue drainage approval within 30 days of receipt of application, plans and fee

Measure: Percent of Mobile Home Park site plans approved within 30 days of receipt of required information

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>Completion of annual review and/or update of Stormwater Control Policy (Yes/No)</i>	N/A	Yes	Yes	Yes
<i>Outcome/Efficiency:</i>				
<i>% of plat preliminary site plans approved within 30 days of receipt of required information</i>	N/A	100%	100%	100%
<i>% of plat construction plans approved within 30 days of receipt of required information</i>	N/A	100%	100%	100%
<i>% of Plats given final approval within 10 days of receipt of required documentation</i>	N/A	100%	100%	100%
<i>% of drains established in plats reviewed and approved by the Drain Commissioner</i>	100%	100%	100%	100%
<i>% of Mobile Home Park site plans approved within 30 days of receipt of required information</i>	N/A	N/A	100%	100%

Inland Lake Level Act – Part 307, PA 451 of 1994

Goal: Facilitate establishment of Inland Lake Levels

Objective: Provide information and petition forms within 5 days of request to establish a lake level

Measure: % of petition forms distributed within 5 days of request

Objective: Review petitions received for accuracy and compliance within 30 days of receipt

Measure: % of petitions reviewed within 30 days of receipt

Objective: Formally submit completed petitions to Circuit Court to establish a lake level

Measure: % of petitions submitted to Circuit Court

Goal: Ensure all legally established Inland lake Levels are functioning as designed to maintain proper water level

Objective: Respond to complaints/maintenance requests within 48 hours

Measure: % of complaints/maintenance requests responded to within 48 hours of receipt

Objective: Conduct inspections and complete reports of said inspections for all established lake levels every three years

Measure: % of inspections made and reports completed as required

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Outcome/Efficiency:</i>				
<i>% of petition forms distributed within 5 days of request</i>	N/A	N/A	100%	100%
<i>% of petitions reviewed with 30 days of receipt</i>	N/A	N/A	100%	100%
<i>% of completed petitions submitted to Circuit Court to establish a lake level</i>	N/A	N/A	100%	100%
<i>% of complaints/maintenance requests that were responded to within 48 hours of receipt</i>	N/A	N/A	100%	100%
<i>% of inspections made and reports completed every three years for all legally established lake levels</i>	N/A	N/A	100%	N/A

Soil Erosion & Sedimentation Control

Goal: Effectively prevent erosion and control sedimentation resulting from construction related activities to improve and protect the quality of the surface waters of the State

Objective: Review permit application & plan submitted and make initial site inspection within 30 days of submittal

Measure: % of applications and plans reviewed within 30 days

Measure: % of initial site inspections made within 30 days

Objective: Issue permits for all earth changing activities within 500 feet of a lake, stream or County Drain or that disturb one or more acres within 2 days of completion of the plan review and site inspection

Measure: % of permits issued within 2 days of plan review and site inspection

Objection: Inspect all permitted sites during construction on a regular basis to ensure permit compliance

Measure: % of site inspections made

Objective: Follow thru on all areas of non-compliance to minimize erosion and off-site sedimentation within 24 hours of inspection

Measure: % of violations that receive follow up within 24 hours of inspection/discovery

Objective: Review and/or update the County Soil Erosion & Sedimentation Control Ordinance annually

Measure: Completion of review and/or update

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>Completion of annual review and/or update of the County Ordinance(Yes/No)</i>	N/A	Yes	Yes	Yes
<i>Outcome/Efficiency:</i>				
<i>% of permit applications & plans reviewed and site inspections made within 30 days of submittal</i>	N/A	100%	100%	100%
<i>% of permits issued within 2 days of completion of plan review & site inspection</i>	N/A	100%	100%	100%
<i>% of permitted sites inspected on a regular basis</i>	N/A	70%	80%	90%
<i>% of violations that received follow up within 24 hours of inspection/discovery</i>	N/A	90%	100%	100%

Federal Clean Water Act, Phase II Stormwater Regulations

Goal: Develop and implement a program thru a cooperative, coordinated effort that will aid in the improvement of our surface water quality and will create public awareness of the effects of stormwater pollution on the surface waters of the State.

Objective: Obtain Certificate of Coverage (every five (5) years) as required by law to discharge stormwater from County Drains to waters of the State

Measure: Receipt of Certificate of Coverage

Objective: Create and begin implementation of an Illicit Discharge & Elimination Plan (IDEP) by 2/01/04 for both the Macatawa Watershed and the Lower Grand River Watershed

Measure: Completion of Illicit Discharge & Elimination plan for the Macatawa Watershed

Measure: Completion of Illicit Discharge & Elimination plan for the Lower Grand River Watershed

Objective: Perform inspection of all stormwater outfalls as identified in the IDEP to determine if there are pollutants being discharged from County Drains into waters of the State by 12/31/05 and re-inspect every 5 years

Measure: % of required outfalls inspected

Measure: % of outfalls requiring a second inspection be made due to **suspicion** of an illicit discharge

Objective: Eliminate 100% of illicit stormwater connections within 2 years of discovery

Measure: % of illicit connections eliminated within 2 years of discovery

Objective: Create a Public Education Plan (PEP) that will reach diverse audiences to gain community support by educating the public about the importance of water quality initiatives and the resulting benefits to the community in the Macatawa Watershed and the Lower Grand River Watershed by 2/01/04 and update every 5 years thereafter

Measure: Completion of PEP for the Macatawa Watershed

Measure: Completion of PEP for the Lower Grand River Watershed

Objective: Develop a StormWater Pollution Prevention Initiative (SWPPI) to implement and enforce a comprehensive stormwater management program for post-construction controls for areas of new development and significant redevelopment and create a method for assessing progress made in stormwater pollution prevention in the Macatawa Watershed and the Lower Grand River Watershed by 5/01/06 and update every 5 years thereafter

Measure: Completion of the SWPPI for the Macatawa Watershed

Measure: Completion of the SWPPI for the Lower Grand River Watershed

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>Valid Certificate of Coverage obtained from MDEQ (Yes/No)</i>	N/A	N/A	N/A	Yes
<i>Completion of preparation of IDEPs</i>	N/A	N/A	N/A	Yes
<i>Completion of preparation of PEP</i>	N/A	N/A	N/A	Yes
<i>Completion of development of SWPPI</i>	N/A	Yes	N/A	N/A
<i>Outcome/Efficiency:</i>				
<i>% of stormwater outfalls inspected that required a 2nd inspection due to discovery of an illicit discharge</i>	100%	100%	100%	N/A
<i>% of illicit connections eliminated within 2 years of discovery</i>	N/A	N/A	50%	100%

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Drain Commissioner	1.000	1.000	1.000	\$76,859
Deputy Drain Commissioner	1.000	1.000	1.000	\$58,682
Soil Erosion Control Agent	1.000	1.000	1.000	\$46,539
Soil Erosion Control Inspector	1.000	1.000	1.000	\$38,074
Records Processing Clerk II	1.000	1.000	1.000	\$32,118
Records Processing Clerk I	0.000	0.000	0.000	0.000
Development Coordinator	1.000	1.000	1.000	\$39,700
Construction Inspector	1.000	1.000	1.000	\$43,245
	7.000	7.000	7.000	\$335,217

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Licenses	\$96,679	\$83,592	\$79,070	\$64,000	\$64,000
Intergovernmental Revenue		\$129,556	\$120,444		
Charges for Services	\$12,650	\$12,050	\$7,300	\$5,000	\$5,000
Other Revenue					
Total Revenues	\$109,329	\$225,198	\$206,814	\$69,000	\$69,000

Expenditures

Personnel Services	\$357,853	\$386,358	\$429,604	\$446,929	\$510,319
Supplies	\$12,916	\$16,908	\$13,161	\$14,825	\$16,475
Other Services & Charges	\$104,654	\$223,932	\$226,171	\$115,976	\$129,023
Total Expenditures	\$475,423	\$627,198	\$668,936	\$577,730	\$655,817

Budget Highlights:

2006 reflects the completion of a \$250,000 FEMA to update floodplain elevations for incorporation into the Digital Flood Insurance Rate map.

Function Statement

The Ottawa Soil and Water Conservation District is a locally controlled resource management agency, created by concerned landowners, and administered by a publicly elected Board of Directors. The District provides local coordination for many State and Federal land and water management programs, and works with local governmental units to positively influence private land management decisions. Assistance and education is offered to landowners, educators, businesses, and organized groups in wise management of their natural resources.

Department Goals and Objectives
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Goal: Expand the effectiveness of the District

Goal: Promote the use of positive land use management practices

Goal: Facilitate the protection of ground and surface water quality

Resources

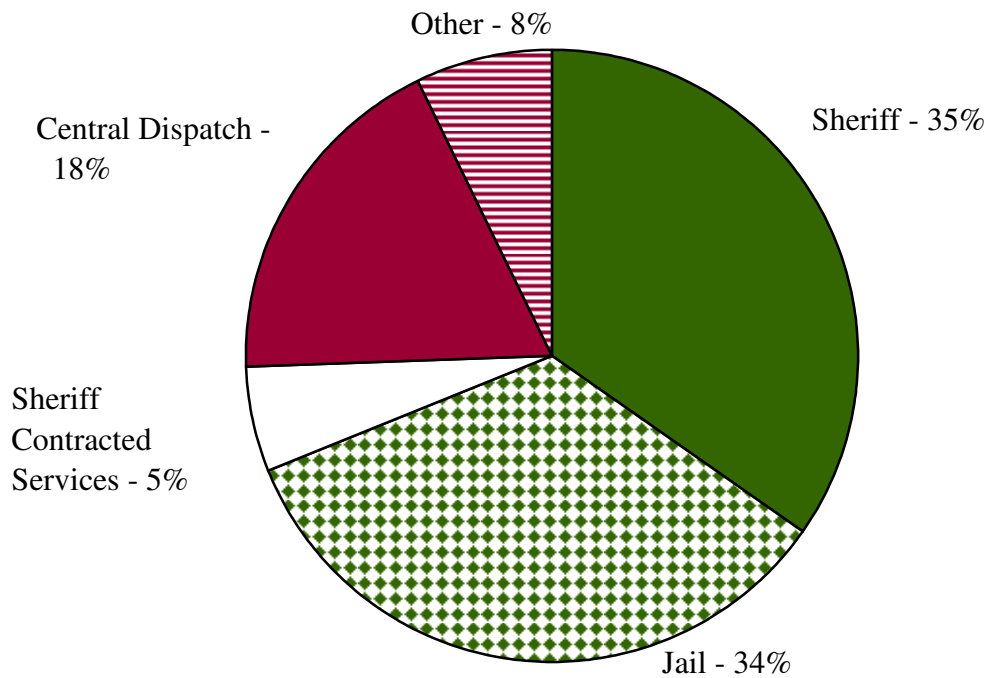
Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Expenditures					
Other Services & Charges	\$17,829	\$19,539	\$23,290	\$26,766	\$32,766
Total Expenditures	\$17,829	\$19,539	\$23,290	\$26,766	\$32,766

2008 General Fund Public Safety Expenditures \$23,194,538



Function Statement

Administrative Division

The function of the Administrative Division is to set objectives for the department; make plans; develop procedures; organize and reorganize; provide for staffing and equipping the department; adopt rules and regulations for the administration; discipline; equipment and uniforms of the members and officers of the department; affixing powers and duties, prescribing penalties for violations of any such rules and regulations, and providing for enforcement thereof, inspect and recommend promotion of personnel; coordinate efforts and relationships; establish policies; report on departmental activities and/or accomplishments; maintain good public and official relations; present the department budget; provide general administration to the department; and to provide adequate training of department personnel.

In addition to our main office in West Olive, our Law Enforcement Division Operations and Services operates out of small satellite offices in Grand Haven, Holland, Spring Lake and Marne to more efficiently service those areas of the County.

Various indicators are used to discern the effectiveness of department programs. It is important to note that the Sheriff's department does not control these indicators, but rather has an influence on them. Consequently, these measures do not tell whether or not the Sheriff's department is doing a good job, but will indicate if programs additions or changes are necessary.

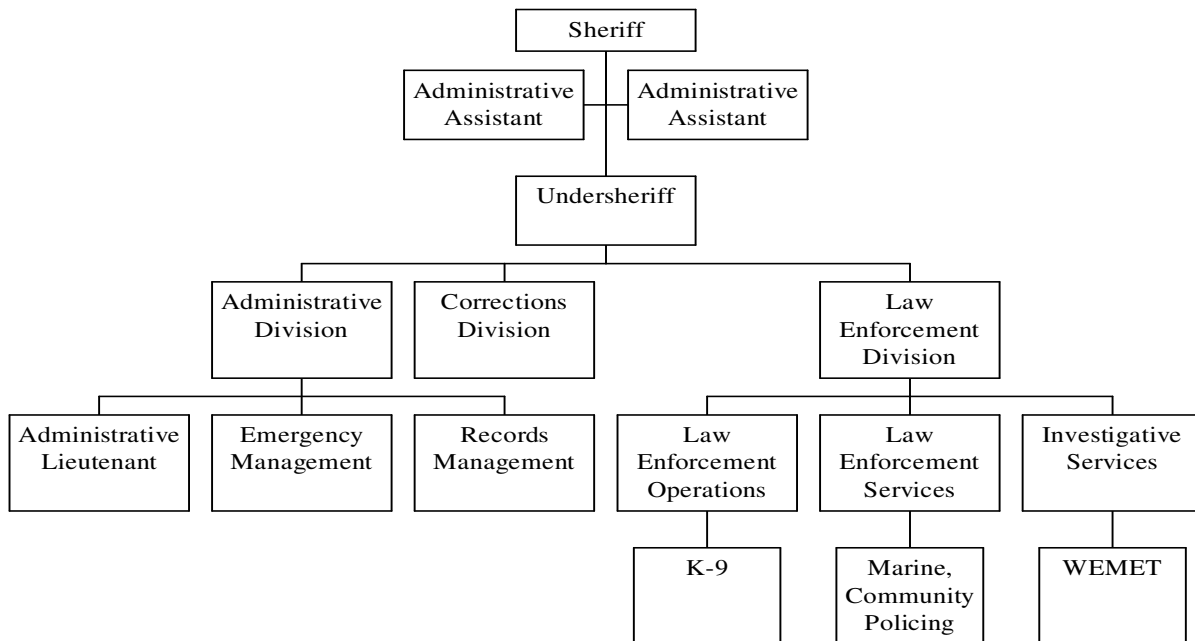
Records Unit

The function of the Records Unit is to maintain a centralization of records; to provide timely, accurate, and complete information to administrative and operational components of the department and provide maintenance of warrants; to document all civil process and subpoenas and expedite the timely service of said documents within the time prescribed by law.

Investigative Unit

The function of the Investigative Unit is to coordinate criminal investigations and investigate as necessary all criminal offenses and situations which may become criminal in nature for the purpose of apprehending, interrogating and prosecuting offenders, and recovering stolen property; interrogate arrested persons referred by Uniformed Services or Operations; investigate or arrest persons wanted for criminal offenses by other jurisdictions, and maintain investigative liaisons with other police agencies; to supply information necessary for effective operations on matters of inter-divisional interest; coordinate incoming extraditions.

Ottawa County Sheriff's Department



Mission Statement

The mission of the Ottawa County Sheriff's Office is to protect and preserve the general safety and welfare of the county residents through effective law enforcement.

ADMINISTRATIVE DIVISION

Goal: To provide programs and services that minimize crime in order to assure a high quality of life for the citizens of Ottawa County.

Objective: Violent (Index) crimes will be below 18 per 1,000 residents

Objective: Non violent (Non-Index) crimes will be below 70 per 1,000 residents

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Outcome</i>				
<i>Violent crimes per 1,000 residents</i>	13	14	16	18
<i>Non-violent crimes per 1,000 residents</i>	61	63	66	69
<i>% of residents who feel safe in their neighborhood during the day *</i>	N/A	N/A	N/A	N/A
<i>% of residents who feel safe in their neighborhood at night *</i>	N/A	N/A	N/A	N/A

* Information will be gathered on 2008 citizen survey

RECORDS DIVISION

Goal: To provide quality records management services for the criminal justice system and residents of Ottawa County.

Objective: Enter warrants in the Michigan Law Enforcement Information Network (LEIN) within 1 day of receipt

Objective: Enter personal protection orders (PPO) in the Michigan Law Enforcement Information Network (LEIN) within 1 day of receipt

Objective: Provide police reports within 2 days of request

Objective: Transcribe officer reports within 2 days of receipt

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i># of documents transcribed</i>	15,386	15,563	15,874	16,191
<i># of original and supplemental reports</i>	23,910	20,309	20,715	21,219
<i>Outcome/Efficiency:</i>				
<i>% of time warrants are entered in to the LEIN within 1 day of receipt</i>	N/A	90%	100%	100%
<i>% of time PPOs are entered in to the LEIN within 1 days of receipt</i>	N/A	94%	96%	97%
<i>% of time police reports are provided within 2 days of request</i>	N/A	90%	92%	92%
<i>% of time officer reports are transcribed within 2 days of receipt</i>	N/A	80%	85%	90%

INVESTIGATIVE DIVISION

Goal: To provide closure to citizens of Ottawa County who have been the victims of crime and hold offenders accountable for their actions.

Objective: To attain a clearance rate on violent (Index) crimes of no less than 90%

Measure: % of violent crimes cleared

Objective: To attain a clearance rate on non-violent (Non-Index) crimes of no less than 90%

Measure: % of non-violent crimes cleared

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i># of cases assigned</i>	1,364	1,684	1,717	1,752
<i># of criminal arrests</i>	311	321	327	333
<i>Efficiency:</i>				
<i># cases per detective</i>	114	140	146	152
<i>Outcome:</i>				
<i>% of violent crimes cleared</i>	91%	92%	94%	95%
<i>% of non-violent crimes cleared</i>	90%	93%	93%	94%

PATROL DIVISION

Goal: To enhance public safety through the use of road patrol officers to deter and respond timely to traffic violations and crashes

Objective: Minimize traffic crashes

Measure: The number of traffic crashes per 1,000 citizens will be below 55

Measure: The number of fatal traffic crashes per 1,000 citizens will be below .15

Measure: The number of alcohol related crashes per 1,000 citizens will be below 3

Objective: To provide timely assistance to citizen calls for service

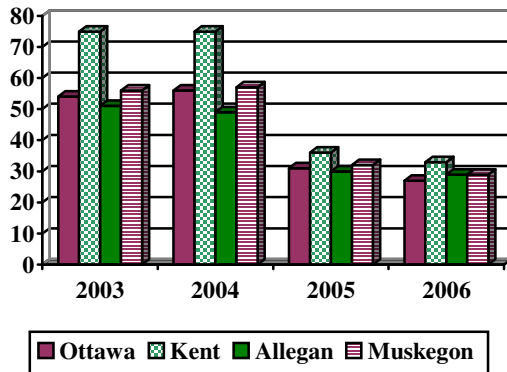
Measure: The average County-wide response time for calls will be less than 10 minutes

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i># of calls for service</i>	71,737	73,523	74,993	76,493
<i># of traffic accidents investigated</i>	6,184	5,468	5,610	5,985
<i>Efficiency:</i>				
<i># citizens per deputy</i>	2,970	2,970	2,999	3,029
<i>Outcome:</i>				
<i># of traffic crashes per 1,000 citizens *</i>	31	27	23	25
<i># of fatal traffic crashes per 1,000 citizens *</i>	.11	.10	.12	.13
<i># of alcohol related crashes per 1,000 citizens *</i>	1.24	1.17	1.0	1.1
<i>Average # of minutes to respond to call</i>	N/A	6.8	<10	<10

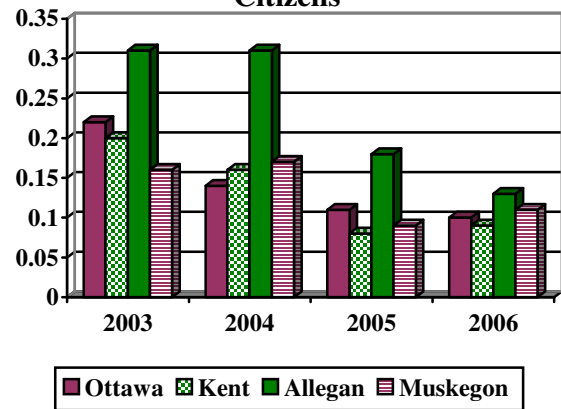
* Figures represent the total crashes for the entire County, whether reported by the Ottawa County Sheriff's Department or the police department of a city within Ottawa County.

<i>Outcome Benchmarks:</i>	2003	2004	2005	2006
# of traffic crashes per 1,000 citizens - Ottawa	54	56	31	27
# of traffic crashes per 1,000 citizens - Kent	75	75	36	32
# of traffic crashes per 1,000 citizens - Allegan	51	49	30	29
# of traffic crashes per 1,000 citizens - Muskegon	56	56	32	29
# of fatal traffic crashes per 1,000 citizens - Ottawa	.22	.14	.11	.10
# of fatal traffic crashes per 1,000 citizens - Kent	.20	.16	.08	.09
# of fatal traffic crashes per 1,000 citizens - Allegan	.31	.31	.18	.13
# of fatal traffic crashes per 1,000 citizens - Muskegon	.16	.17	.09	.11
# of alcohol related crashes per 1,000 citizens - Ottawa	1.67	2.0	1.24	1.17
# of alcohol related crashes per 1,000 citizens - Kent	2.83	2.93	1.73	1.57
# of alcohol related crashes per 1,000 citizens - Allegan	2.41	2.21	1.54	1.47
# of alcohol related crashes per 1,000 citizens - Muskegon	1.86	2.15	1.35	1.34

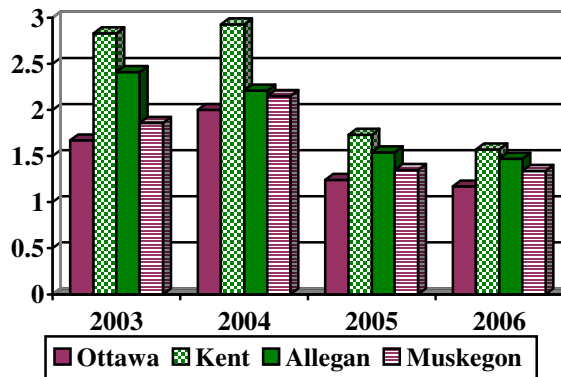
Traffic Crashes per 1,000 Citizens



Fatal Traffic Crashes per 1,000 Citizens



Alcohol Related Crashes per 1,000 Citizens



The graphs above show that crash rates in Ottawa County compare favorably with adjacent counties.

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Sheriff	1.000	1.000	1.000	\$107,235
Undersheriff	1.000	1.000	1.000	\$88,524
Administrative Management Director	0.000	0.000	0.000	\$0
Records Management Director	1.000	1.000	1.000	\$61,560
Sergeant	8.950	8.950	8.950	\$569,554
Lieutenant	4.000	4.000	4.000	\$286,640
Evidence Technician	1.000	1.000	1.000	\$56,418
Road Patrol Deputy	29.000	29.000	29.000	\$1,609,412
Detective	12.000	12.000	12.000	\$719,679
Administrative Secretary II	2.000	2.000	2.000	\$93,460
Clerk Typist II/Matron	9.000	9.000	9.000	\$290,796
	68.950	68.950	68.950	\$3,883,278

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue			\$6,908		
Charges for Services	\$176,475	\$171,104	\$161,800	\$170,500	\$164,500
Other Revenue	\$7,919	\$31,965	\$8,869	\$9,180	\$10,000
Total Revenues	\$184,394	\$203,069	\$177,577	\$179,680	\$174,500
Expenditures					
Personnel Services	\$5,110,841	\$5,241,439	\$5,621,560	\$6,044,502	\$6,415,536
Supplies	\$211,293	\$241,478	\$300,896	\$282,000	\$294,672
Other Services & Charges	\$1,011,896	\$1,005,223	\$1,138,419	\$1,263,573	\$1,353,466
Capital Outlay	\$33,922				
Total Expenditures	\$6,367,952	\$6,488,140	\$7,060,875	\$7,590,075	\$8,063,674

Budget Highlights:

2008 Other Services & Charges reflect the increased cost associated with the imaging system.

Function Statement

The West Michigan Enforcement Team (WEMET) consists of five deputies and one sergeant assigned to the WEMET Multi-Jurisdictional Drug Enforcement Team (coordinated by the Michigan State Police) to enhance drug enforcement activities.

Mission Statement

Enhance drug enforcement efforts and reduce drug related incidents in the county.

Goal: County law enforcement will be proactive in its efforts to curtail the use and trafficking of illegal drugs.

Objective: Reduce the incidence of drug activity in Ottawa County

Measure: # of drug related complaints will be less than 1.3 per 1,000 residents

Measure: # of drug related deaths will be less than .05 per 1,000 residents

Objective: Identify deterrents to the threat of methamphetamine production in Ottawa County.

Measure: # of methamphetamine related incidents will be no more than .03 per 1,000 residents

Objective: Provide drug education in the schools to reduce juvenile use of drugs

Measure: # of juvenile arrests for drug and narcotic violations will be no more than .6 per 1,000 residents

Measure: % of juveniles reporting they have ever used marijuana will be less than 25%

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i># of Arrests</i>	310	194	199	205
<i># of Narcotic Presentations</i>	20	21	24	26
<i># of Vehicle Seizures</i>	12	17	15	17
<i>\$ of Asset Forfeitures</i>	\$39,976	\$71,988	\$55,482	\$58,256
<i>Outcome:</i>				
<i># of public complaints per 1,000 residents</i>	1.08	1.04	1.06	1.09
<i># of drug related deaths per 1,000 residents</i>	.03	.02	.03	.03
<i># of methamphetamine related incidents per 1,000</i>	<.02	<.02	<.02	<.02
<i># of juvenile arrests for drug/narcotics violations</i>	.50	.50	.49	.47
<i>% of juveniles reporting they have ever used marijuana</i>	26.7%	N/A	N/A	N/A

* The next youth assessment survey is scheduled for 2008.

Resources

Personnel	2006		2007		2008	
	# of Positions	# of Positions	# of Positions	# of Positions	Budgeted Salary	
Position Name						
Sergeant	1.000	1.000	1.000	1.000	\$64,832	
Road Patrol Deputy	5.000	5.000	5.000	5.000	\$281,480	
	6.000	6.000	6.000	6.000	\$346,312	
Funding	2004	2005	2006	2007 Current	2008	
	Actual	Actual	Actual	Year Estimated	Adopted by Board	
Revenues						
Intergovernmental Revenue	\$10,196	\$3,895	\$25,854	\$10,000	\$10,000	
Other Revenue	\$650			\$350	\$350	
Total Revenues	\$10,846	\$3,895	\$25,854	\$10,350	\$10,350	
Expenditures						
Personnel Services	\$454,823	\$462,648	\$498,136	\$520,693	\$534,476	
Supplies	\$6,088	\$5,888	\$5,927	\$12,000	\$6,100	
Other Services & Charges	\$59,937	\$50,821	\$53,671	\$48,394	\$58,890	
Total Expenditures	\$520,848	\$519,357	\$557,734	\$581,087	\$599,466	

Fund: (1010) General Fund

Departments: (3110-3113 and 3130-3180) Community Policing Contracts

Function Statement

This schedule reports the activity in six departments in the General Fund: 3110 - COPS -Georgetown/Jamestown, 3112 - COPS - Allendale/Jenison, 3113 - COPS - Holland/West Ottawa, 3130 - Zoning Enforcement, 3170 - Blendon/Tallmadge/Holland/Zeeland (CITE), and 3180 - COPS - West Ottawa. Each of these departments records a contractual arrangement between the Sheriff's department and a municipality for community policing services.

Several municipalities contract with the Sheriff's Department to provide Community Policing Services. The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole.

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Road Patrol Deputy	8.000	8.000	2.000	\$112,328

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$595,614	\$602,329	\$612,655	\$388,529	\$111,107
Other					
Total Revenues	\$595,614	\$602,329	\$612,655	\$388,529	\$111,107
Expenditures					
Personnel Services	\$576,028	\$575,490	\$599,848	\$391,900	\$169,150
Supplies	\$6,341	\$7,338	\$5,845	\$18,130	\$2,063
Other Services & Charges	\$80,243	\$81,206	\$70,667	\$53,073	\$17,352
Capital Outlay					
Total Expenditures	\$662,612	\$664,034	\$676,360	\$463,103	\$188,565

Budget Highlights:

Certain contractual programs were consolidated with others to streamline accounting and billing. These programs were moved to fund 2610- Sheriff Contracts.

Fund: (1010) General Fund

Department: (3119) City of Coopersville

The City of Coopersville contracts with the Sheriff's Department to provide Community Policing Services. The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole.

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Sergeant	1.000	1.000	1.000	\$63,596
Road Patrol Deputy	4.000	4.000	4.000	\$220,220
	5.000	5.000	5.000	\$283,816

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$383,985	\$453,510	\$469,681	\$495,761	\$497,515
Total Revenues	\$383,985	\$453,510	\$469,681	\$495,761	\$497,515
Expenditures					
Personnel Services	\$330,862	\$401,307	\$412,431	\$436,736	\$442,829
Supplies	\$3,313	\$4,032	\$5,240	\$3,000	\$9,620
Other Services & Charges	\$49,809	\$48,172	\$52,009	\$56,025	\$45,066
Total Expenditures	\$383,984	\$453,511	\$469,680	\$495,761	\$497,515

Fund: (1010) General Fund

Department: (3120) City of Hudsonville

The City of Hudsonville contracts with the Sheriff's Department to provide Community Policing Services. The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole.

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Sergeant	0.000	1.000	1.000	\$64,160
Road Patrol Deputy	0.000	5.000	5.000	\$270,940
	0.000	6.000	6.000	\$335,100

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue			\$248,238	\$472,812	\$582,402
Total Revenues			\$248,238	\$472,812	\$582,402
Expenditures					
Personnel Services			\$199,497	\$405,471	\$517,979
Supplies			\$26,243	\$5,476	\$6,100
Other Services & Charges			\$22,498	\$61,865	\$58,323
Total Expenditures			\$248,238	\$472,812	\$582,402

Budget Highlights:

During 2006, the County finalized an agreement with the City of Hudsonville to provide policing services. 2007 and beyond reflect full year activity.

Function Statement

Public Act 302 of 1982 enables law enforcement agencies to receive 60% of funds generated by certified, full-time, Road Patrol Officers. Training provides and strengthens the opportunity for Officers to gain more expertise in all areas of law enforcement.

Mission Statement

To maintain and improve the expertise of Ottawa County officers.

Goal: Provide quality training to all department law enforcement officers.

Objective: New deputies will receive a nine week training program administered by the Road Patrol Field Training Program

Measure 1: 100% of new deputies will complete the nine-week training program

Objective: Officers will receive adequate training to achieve/maintain certification and expertise.

Measure 1: 100% of County deputies will be certified officers

Measure 2: 90% of all officers will receive 40+ hours of training per year

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i># of hours of training provided</i>	900	931	950	960
<i>% of officers receiving 40 hours of training per year</i>	N/A	85%	90%	90%
<i>% of new deputies completing training course before deployment</i>	100%	100%	100%	100%
<i>% of deputies certified</i>	N/A	100%	100%	100%
<i>Efficiency:</i>				
<i>Average Cost per officer for training sessions</i>	N/A	\$110	\$120	\$130

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$18,714	\$15,309	\$27,169	\$27,500	\$27,500
Total Revenues	<u>\$18,714</u>	<u>\$15,309</u>	<u>\$27,169</u>	<u>\$27,500</u>	<u>\$27,500</u>
Expenditures					
Other Services & Charges	\$18,714	\$15,309	\$27,169	\$27,500	\$27,500
Capital Outlay					
Total Expenditures	<u>\$18,714</u>	<u>\$15,309</u>	<u>\$27,169</u>	<u>\$27,500</u>	<u>\$27,500</u>

Function Statement

This department records the tax revenue collected for the Ottawa County Central Dispatch Authority (OCCDA), a component unit of the County, and the lease payments to cover the principal and interest payments on the bond issue for the E-911 Central Dispatch system.
The last payment on the issue will be in the year 2009.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Taxes	\$3,419,770	\$3,613,436	\$3,787,704	\$4,010,500	\$4,253,466
Total Revenues	<u>\$3,419,770</u>	<u>\$3,613,436</u>	<u>\$3,787,704</u>	<u>\$4,010,500</u>	<u>\$4,253,466</u>
Expenditures					
Other Services & Charges	\$3,436,927	\$3,611,058	\$3,776,967	\$3,997,183	\$4,253,466
Total Expenditures	<u>\$3,436,927</u>	<u>\$3,611,058</u>	<u>\$3,776,967</u>	<u>\$3,997,183</u>	<u>\$4,253,466</u>

Budget Highlights:

The tax levy for the 2008 tax revenue is set at .4407 mills which is identical to the prior year levy.

Function Statement

The function of the Marine Patrol is to enforce State/local ordinances; perform miscellaneous services related to public health and safety; receive and process complaints; arrest offenders; prepare reports and testify in court; investigate water accidents; maintain records and logs of activity; cooperate with the United States Coast Guard, Michigan Department of Natural Resources, and other law enforcement agencies as necessary for the preservation of law and order; furnish assistance and provide control at special events; provide emergency medical aid; assist in the recovery of bodies; assist in the recovery of submerged property.

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

The Dive Team assists in the rescue and/or recovery of water accident victims, the recovery of underwater evidence, standby availability at special water events, and other details as determined by the Dive Team Coordinator and/or Marine Patrol Supervisor.

Mission Statement

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

Goal: Provide Marine Safety to the citizens and visitors of Ottawa County through education and enforcement.

Objective: Provide boater safety classes and seize media opportunities to educate citizens about marine safety

Measure: # of complaints per 1,000 residents will be less than 2

Measure: # of accidents will be less than 28

Measure: # of drownings will be less than 10

Objective: Maintain the Dive Team for needed responses in Ottawa County.

Measure: # of dive calls

Measure: 80% of dive team members will have received training within the last 12 months

Measure: The average number of minutes to respond to a dive call will be less than 10 minutes

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i># of contacts</i>	4,536	3,696	4,100	4,190
<i># of tickets</i>	266	244	270	280
<i># of persons certified in boat safety</i>	843	490	500	550
<i># of Dive Calls</i>	19	23	20	20
<i>% of dive team member trained in last 12 months</i>	100%	100%	100%	100%
<i>Outcome:</i>				
<i># of public complaints per 1,000 residents</i>	1.26	1.03	1.25	1.30
<i># of accidents</i>	12	19	15	17
<i># of drownings</i>	5	2	4	6
<i>Average # of minutes to respond to call</i>	8	8	8	8

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Sergeant	0.750	0.750	0.750	\$48,960

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$67,954	\$74,978	\$85,747	\$84,000	\$68,000
Charges for Services	\$32	\$272	\$92		
Other Revenue					
Total Revenues	\$67,986	\$75,250	\$85,839	\$84,000	\$68,000
Expenditures					
Personnel Services	\$105,925	\$144,691	\$150,360	\$149,349	\$149,727
Supplies	\$7,674	\$6,001	\$13,731	\$15,670	\$30,632
Other Services & Charges	\$42,190	\$43,136	\$52,726	\$61,329	\$84,291
Capital Outlay	\$14,942		\$11,238	\$16,000	
Total Expenditures	\$170,731	\$193,828	\$228,055	\$242,348	\$264,650

Budget Highlights:

In 2004, 2006, and 2007, State funds were provided for boating equipment.

Function Statement

The function of the Sheriff's Correctional Facilities is to provide safe, secure, and clean housing for all inmates within; to insure adequate medical treatment, counseling, guidance, and educational programs; to provide rehabilitative programs to include: Alcoholics Anonymous, Narcotics Anonymous, Sentence Work Abatement Program, and the Work Release Program. Additionally, this division provides court security for all courts and judges in the County as well as transports inmates to and from all courts, prisons, and any other facility as directed by the courts, documenting such movements.

Mission Statement

Protect the public from offenders that pose a danger and provide a safe and humane environment for individuals in custody

DETAINMENT

Goal: Maintain a secure and healthy correctional facility for inmates, staff and the community

Objective: Injuries and illness will be minimized

Measure: The number of jail incidents per average daily population will be no more than 3

Objective: The jail will be maintained in accordance with standards set by the American Corrections Association (ACA)

Measure: % compliance with ACA standards

Goal: Citizens will be safe from inmates

Objective: Provide adequate supervision of inmates to reduce risk of escape

Measure: Incidence of escape or attempted escape from the jail will be zero

Goal: Continue to provide support to the inmate population

Objective: Provide volunteer services designed to equip inmates with the skills necessary to improve financial organization, job interview techniques, and basic health education.

Measure: # of inmates attending programs.

Measure: # of programs offered.

Objective: Provide religious services to interested inmates

Measure: # of inmates attending services

Objective: Provide educational opportunities to inmates in the form of general equivalency programs.

Measure: Number of inmates receiving GED certificates

Objective: Continue to provide training opportunities to reduce liability and increase staff professionalism and skills

Measure: # of inmate grievances upheld will be zero

Measure: 90% of corrections officers will have had 40 hours of training in the last 12 months

TRANSPORT

Goal: Improve the efficiency and effectiveness of the correctional operation

Objective: Use video arraignment technology to limit the number of transports for court arraignments

Measure: Physical transports for arraignments will be less than 10

Goal: Citizens will be safe from inmates during transport to Court proceedings

Objective: Provide adequate supervision of inmates during transport to reduce risk of escape

Measure: Incidence of escape or attempted escape during transport will be zero

COURT HOUSE SECURITY**Goal:** Provide building security at county courthouses.**Objective:** Screen members of the public for weapons/contraband at the entrance to all facilities**Measure:** There will be zero incidences of contraband items found/used in the court room**Objective:** Respond to court panic alarms and respond to medical calls within the facility in a timely fashion.**Measure:** Court panic alarms and medical calls will be responded to within 2 minutes

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>Average daily jail population</i>	329	365	372	380
<i>% compliance with ACA standards</i>	100%	100%	100%	100%
<i># inmate support programs offered</i>	4	5	5	6
<i># of inmates attending support programs</i>	>9,000	>9,000	>9,000	>9,000
<i># of inmates attending religious services</i>	>8,000	>8,000	>8,000	>8,000
<i>% of corrections officers who have received 40 hours of training within the last 12 months</i>	95%	95%	95%	95%
<i># of contraband items found/confiscated by court security staff</i>	3,691	2,322	2,365	2,413
<i># of court panic/medical emergency alarms responded to by court security staff</i>	32	49	53	55
<i>Efficiency:</i>				
<i>Cost per day/inmate</i>	\$55	\$57	\$59	\$60
<i># of inmates physically transported to court</i>	8,997	8,981	8,950	9,000
<i>Outcome:</i>				
<i># of incidents per average daily population</i>	5	5	6	7
<i># inmates receiving GED certificates</i>	145	147	150	154
<i># of inmate escapes/attempted escapes during incarceration and transport</i>	0	0	0	0
<i># of contraband/weapons found at screen</i>	3,472	2,322	2,301	2,298
<i>% of court panic alarms and medical emergencies responded to within 2 minutes</i>	100%	100%	100%	100%

Fund: (1010) General Fund

Department: (3510) Jail, (3540) Local Corrections Academy Grant, (3550) Excelling in the Correctional Environment Grant

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Lieutenant/Jail Administrator	1.000	1.000	1.000	\$66,803
Sergeant	6.000	6.000	6.000	\$354,324
Corrections Officer	51.000	51.000	50.000	\$2,216,591
Transportation Officer	14.000	14.000	15.000	\$708,992
Clerk Typist II/Matron	5.000	5.000	5.000	\$161,619
	77.000	77.000	77.000	\$3,508,329

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$73,421	\$45,870		\$64,500	
Charges for Services	\$617,419	\$623,258	\$614,541	\$621,026	\$642,500
Other Revenue	\$11,824	\$10,785	\$13,777	\$12,500	\$10,500
Total Revenues	\$702,664	\$679,913	\$628,318	\$698,026	\$653,000
Expenditures					
Personnel Services	\$4,115,916	\$4,520,077	\$4,831,317	\$5,131,255	\$5,440,555
Supplies	\$757,448	\$688,472	\$806,534	\$847,500	\$879,500
Other Services & Charges	\$1,280,287	\$1,427,314	\$1,453,255	\$1,560,386	\$1,596,941
Capital Outlay					
Total Expenditures	\$6,153,651	\$6,635,863	\$7,091,106	\$7,539,141	\$7,916,996

Function Statement

The Emergency Services department is the designated agency to coordinate disaster preparedness/response actions and recovery assistance on behalf of Ottawa County. The department performs hazards analysis, makes assessments of the response capabilities available locally and maintains an emergency operations plan to document the organization and functions of key county/local agencies in such situations (These agencies take an active role in updating these plans.) Emergency Services, by the authority of the Board of Commissioners, performs the tasks required in making disaster declarations/assistance requests to state and federal government. The department also routinely seeks ways and means to enhance local capabilities including financial assistance, performs public information/education activities, and recruits citizens for volunteer disaster response groups performing specific tasks (i.e., alternate radio liaison via amateur radio, weather spotting, and more).

Mission Statement

Enhance public safety and promote domestic preparedness through a comprehensive emergency management program that will adequately mitigate, prepare for, respond appropriately to and quickly recover from natural, technological, and terrorist-related emergencies

Goal: Provide sustained activities to eliminate or reduce the long-term risk of property damage and loss of life from hazards and their effects

Objective: Identify locations for temporary shelters

Measure: Percent of County having an identified emergency shelter

Objective: Minimize the occurrence of local emergency declarations

Measure: # of declared emergencies

Measure: # of declared disasters

Goal: Establish authority and responsibility for emergency actions and provide resources to support them

Objective: Through the Local Emergency Planning Committee, develop and maintain emergency response plans for each type of emergency

Measure: Emergency response plans will be written and reviewed regularly

Objective: Communication and activity between response team members will be coordinated through a central location

Measure: The Emergency Operations Center will remain properly equipped to coordinate interagency response

Goal: A response team will be available to respond to emergencies

Objective: The Technical Response team and Hazardous Materials (HAZMAT) team are adequately trained for a variety of emergencies

Measure: 100% of Technical Response Team/HAZMAT members are trained to respond to a variety of emergencies

Objective: Training exercises will be conducted to identify deficiencies and test the community's ability to respond to an emergency

Measure: Number of training exercises conducted

Goal: Response to an emergency will be prompt

Objective: An emergency declaration will be requested within 24 hours of the causal event

Measure: Time between emergency occurrence and formal declaration

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>Local emergency response plans are established and up to date (Yes/No)</i>	Yes	Yes	Yes	Yes
<i>Emergency Operations Center equipped to handle interagency coordination in the event of an emergency (Yes/No)</i>	Yes	Yes	Yes	Yes
<i># of training exercises conducted</i>	5	4	4	3
<i>Outcome:</i>				
<i>% of County with an identified emergency shelter</i>	100%	100%	100%	100%
<i># of emergencies declared</i>	1	0	0	1
<i># of disasters declared</i>	1	0	0	0
<i>% of Technical Response team members trained to Medical First Responder level and five different rescue emergencies</i>	100%	100%	100%	100%
<i>% of Hazardous Material team members trained to HAZAMAT Advanced Technician Level</i>	100%	100%	100%	100%
<i>Time (in hours) between emergency occurrence and formal declaration</i>	<24	<24	<24	<20

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Director of Emergency Management	1.000	1.000	1.000	\$67,483
L.E.P.L.. Coordinator	0.600	0.600	0.600	\$22,553
Records Processing Clerk II	0.500	0.500	0.500	\$14,268
	2.100	2.100	2.100	\$104,304

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$174,241	\$30,172	\$39,741	\$30,000	\$30,000
Charges for Services		\$33			
Other Revenue					
Total Revenues	<u>\$174,241</u>	<u>\$30,205</u>	<u>\$39,741</u>	<u>\$30,000</u>	<u>\$30,000</u>

Expenditures

Personnel Services	\$114,237	\$126,552	\$138,168	\$146,294	\$151,817
Supplies	\$127,480	\$12,912	\$6,505	\$11,000	\$8,150
Other Services & Charges	\$101,064	\$70,971	\$76,168	\$152,004	\$171,755
Capital Outlay					
Total Expenditures	<u>\$342,781</u>	<u>\$210,435</u>	<u>\$220,841</u>	<u>\$309,298</u>	<u>\$331,722</u>

Function Statement

In January of 2004, Ottawa County and municipalities within the County formed the Ottawa County Hazardous Materials Response and Technical Rescue Team. The team was formed to jointly own equipment and establish training for HAZMAT operations. In addition, the HAZMAT team will respond as requested to all hazardous material and technical rescue incidents in the County.

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
LEPC Coordinator	0.400	0.400	0.400	\$15,035

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$14,191	\$17,283	\$33,771	\$42,753	\$36,319
Other Revenue	\$50,563	\$9,099	\$350		
Total Revenues	\$64,754	\$26,382	\$34,121	\$42,753	\$36,319
Expenditures					
Personnel Services	\$13,903	\$16,442	\$20,303	\$22,679	\$23,314
Supplies	\$22,153	\$13,384	\$8,725	\$15,950	\$14,550
Other Services & Charges	\$11,279	\$16,499	\$34,727	\$36,265	\$35,040
Total Expenditures	\$47,335	\$46,325	\$63,755	\$74,894	\$72,904

Budget Highlights:

HAZMAT eliminated the Records Processing Clerk II position (the position had never been filled).

Function Statement

In the aftermath of the 9/11 tragedy, the President created the Department of Homeland Security to address terrorism threats within the country. The department provides grant dollars to local governments to help them address potential weaknesses in security specific to their region.

Resources

Personnel

Position Name	2005 # of Positions	2006 # of Positions	2008 # of Positions	2008 Budgeted Salary
Solution Area Planner	0.500	1.000	0.000	\$0

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$171,089	\$1,314,968	\$17,677	\$60,393	
Other Revenue					
Total Revenues	\$171,089	\$1,314,968	\$17,677	\$60,393	
Expenditures					
Personnel Services	\$51,636	\$68,793	(\$183)	\$54,632	
Supplies	\$59,175	\$851,344	\$39,074	\$1,000	
Other Services & Charges	\$62,900	\$119,253	\$147	\$4,761	
		\$281,106			
Total Expenditures	\$173,711	\$1,320,496	\$39,038	\$60,393	

Budget Highlights:

2007 represents a one-time grant.

Function Statement

The primary function of the Animal Control Program is to investigate, as necessary, all animal-related complaints and enforce all state laws in connection with animal control. This includes issuing summons where appropriate, picking up stray animals, conducting kennel inspections, and providing education services related to animal control issues. In addition, the department is responsible for enforcing dog licensing laws, which entails canvassing a specific area for dog licenses, as well as coordinating and conducting the dog census. The department is also required to investigate all livestock loss complaints.

Mission Statement

Enhance public health and safety by responding to animal-related complaints and addressing the stray animal population

Goal: Educate the public regarding animal control issues and licensing requirements

Objective: Provide educational program to school children through the Be Aware, Kind & Responsible (BARK) program

Measure: # of children educated

Objective: Use media outlets and the annual dog census to promote the licensing of all dogs (in Michigan, dogs must be up-to-date on rabies vaccinations to be licensed)

Measure: # of dogs licensed

Goal: Ensure humane treatment of animals in Ottawa County of Ottawa

Objective: Animal Control officers will respond to animal cruelty complaints within 12 hours

Goal: Address public health concerns related to stray animals

Objective: The County will capture stray animals and transport them to the Harbor Shores Humane Society

Measure: # of stray animal bites will be less than 1 person per 1,000 residents

Measure: Reported incidence of rabies will be zero

Objective: The County will respond promptly to vicious animal complaints

Measure: Vicious animal complaints will be responded to within 10 minutes of receipt

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i># of Animals Retrieved</i>	1,599	1,612	1,636	1,661
<i># of students educated by BARK program</i>	3,225	2,940	3,000	3,050
<i># of licensed dogs</i>	20,180	20,115	20,525	20,944
<i>Efficiency:</i>				
<i>*Average # of hours before responding to animal cruelty complaints</i>	<1	<1	<1	<1
<i>*Average # of minutes before responding to vicious animal call</i>	<10	<10	<10	<10
<i>Outcome:</i>				
<i># of dog bites per 1,000 residents</i>	.79	.62	.74	.75
<i># of reported cases of rabies</i>	0	0	0	0
<i># of animal cruelty complaints</i>	102	90	93	97

* Time depends if Animal Control is on or off duty. During off duty time the road patrol will respond to these calls.

Resources

Personnel

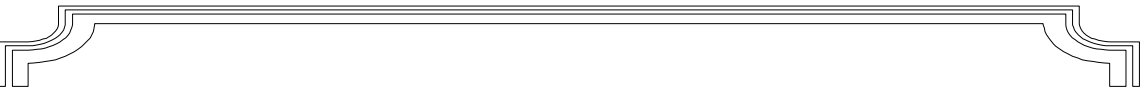
Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Animal Control Officer	3.000	3.000	3.000	\$118,293

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Expenditures					
Personnel Services	\$137,006	\$147,296	\$125,965	\$166,782	\$181,081
Supplies	\$9,821	\$4,819	\$3,799	\$4,251	\$24,540
Other Services & Charges	\$208,068	\$196,514	\$198,096	\$201,313	\$190,057
Capital Outlay					
Total Expenditures	\$354,895	\$348,629	\$327,860	\$372,346	\$395,678

Budget Highlights:

The 2008 budget includes costs associated with three new vehicles. However, the new contract with the Ottawa Shores Humane Society is significantly lower.



**2008 General Fund Budget
Public Works Expenditures \$142,300**



Function Statement

This department records the County's share of drain assessments as determined by the Drain Commissioner's office. The amount can vary significantly by year.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004	2005	2006	2007 Current Year	2008 Adopted
	Actual	Actual	Actual	Estimated	by Board
Expenditures					
Other Services & Charges	\$106,129	\$15,816	\$59,187	\$201,750	\$142,300
Total Expenditures	\$106,129	\$15,816	\$59,187	\$201,750	\$142,300

Budget Highlights:

The County share of drain assessments varies by year depending on the number and scope of projects.

Function Statement

This department records the County's share of the Ottawa County Road Commission's Board of Commissioners salary.

Resources

Personnel

No personnel has been allocated to this department.

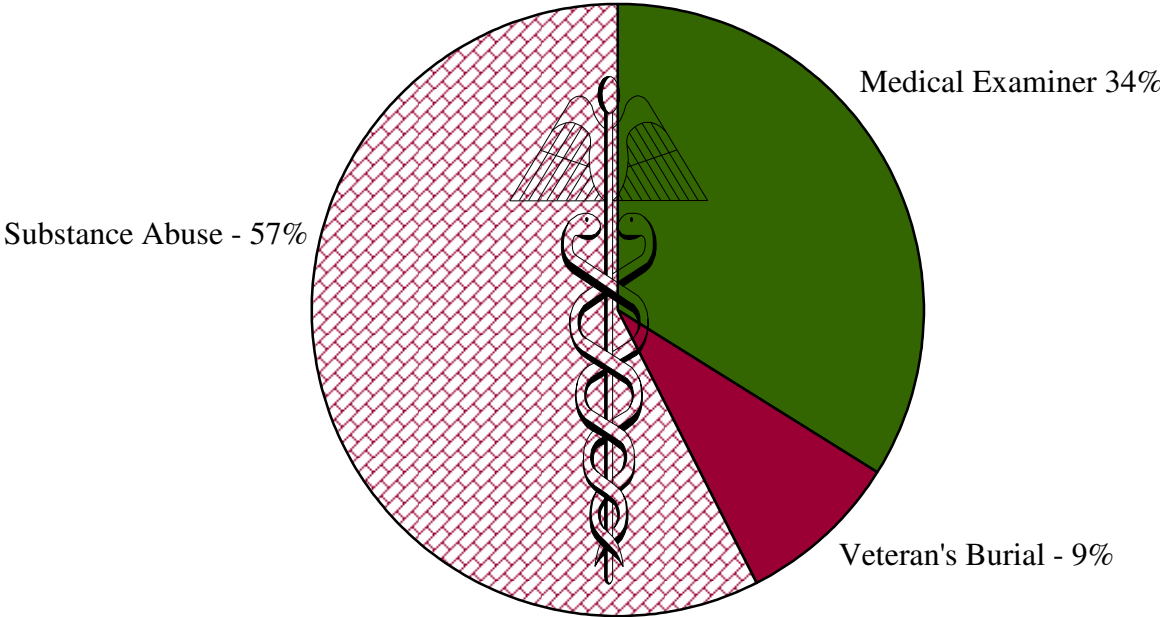
Funding

	2004	2005	2006	2007	2008
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Expenditures					
Other Services & Charges	\$48,250	\$12,250	\$0	\$0	\$0
Total Expenditures	\$48,250	\$12,250	\$0	\$0	\$0

Budget Highlights:

Beginning in 2006, the County no longer funds a portion of the Board of the Ottawa County Road Commission's salary.

2008 General Fund Health & Welfare Expenditures \$766,648



Function Statement

Public Act 2 of 1986 states that at least 50% of the State Convention Facility Tax revenue shall be used for substance abuse programs within the county from which the proceeds originated. It further states that these funds shall be distributed to the coordinating agency designated for that county pursuant to Section 6226 of Act No. 368 of the Public Health Code of 1978. For Ottawa County, that coordinating agency is Lakeshore Coordinating Council (LCC). Ottawa County holds the funds and dispenses them based on contracts, budgets, and expenditure reports approved by LCC. The Council employs the following organizations to meet the substance abuse needs for Ottawa County:

Ottawa Alcoholic Rehabilitation, Inc. (OAR)	Ottawa County Family Independence Agency
Child and Family Services of West Michigan (CFSM)	Salvation Army
Crossroads Family Center/Catholic Social Services (Juvenile Detention)	

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$692,488	\$729,581	\$790,813	\$880,669	\$880,280
Total Revenues	\$692,488	\$729,581	\$790,813	\$880,669	\$880,280
Expenditures					
Personnel Services					
Supplies					
Other Services & Charges	\$253,804	\$259,190	\$285,593	\$303,301	\$440,140
Total Expenditures	\$253,804	\$259,190	\$285,593	\$303,301	\$440,140

Budget Highlights:

Although expenditures in total are not increasing, more of them are being charged through this department.

Function Statement

The Medical Examiners program is responsible to investigate and attempt to establish the cause of all sudden and unexpected deaths within the County. The program in Ottawa County is staffed by a Chief Medical Examiner, ten Deputy Medical Examiners and a clerical support person (part-time). All of the examiner positions are paid on a retainer/per call basis. The Health Officer provides overall supervision and administrative support for the program.

Resources

Personnel

No permanent personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Charges for Services	\$2,028	\$1,595	\$2,234	\$10,000	\$8,000
Total Revenues	\$2,028	\$1,595	\$2,234	\$10,000	\$8,000
Expenditures					
Personnel Services	\$3,567	\$4,709	\$3,895	\$28,548	\$28,548
Supplies	\$854	\$210	\$731	\$1,225	\$1,025
Other Services & Charges	\$200,132	\$237,506	\$240,893	\$224,805	\$229,935
Total Expenditures	\$204,553	\$242,425	\$245,519	\$254,578	\$259,508

Budget Highlights:

The County began billing for cremation permits in 2007.

Function Statement

The Soldiers and Sailors Relief Commission receives burial claims from funeral directors and determines eligibility for the \$300 county burial allowance. Eligibility is determined by the time and length of service during an armed conflict, honorable discharge, and length of residency in Ottawa County. The commission also sees that government headstone markers are ordered and placed if desired by the veteran's spouse or family and that installation and financial restitution be made for the services rendered.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004	2005	2006	2007 Current Year	2008 Adopted
	Actual	Actual	Actual	Estimated	by Board
Expenditures					
Other Services & Charges	\$57,162	\$53,100	\$69,355	\$65,000	\$67,000
Total Expenditures	<u>\$57,162</u>	<u>\$53,100</u>	<u>\$69,355</u>	<u>\$65,000</u>	<u>\$67,000</u>

Function Statement

The Veteran's Affairs Committee, formerly the Soldiers and Sailors Relief Commission, consists of three to five members appointed by the Board of Commissioners of Ottawa County. This department records administrative expenditures of the commission such as mileage and per diem costs.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004	2005	2006	2007	2008
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Expenditures					
Supplies	\$166	\$135	\$443		
Other Services & Charges	\$1,301	\$58	\$1,724		
Total Expenditures	\$1,467	\$193	\$2,167		

Budget Highlights:

This department has been combined with the claims of the Veterans Affairs Committee reported in Special Revenue fund 2930 - Soldier's & Sailors Relief.



2008 General Fund Budget
Community & Economic Development
Expenditures \$664,414



Resources

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue					
Other Revenue					
<hr/>					
Total Revenues					
<hr/> <hr/>					
Expenditures					
Personnel Services	\$641				
Supplies					
Other Services & Charges					
<hr/>					
Total Expenditures	\$641				
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Budget Highlights:

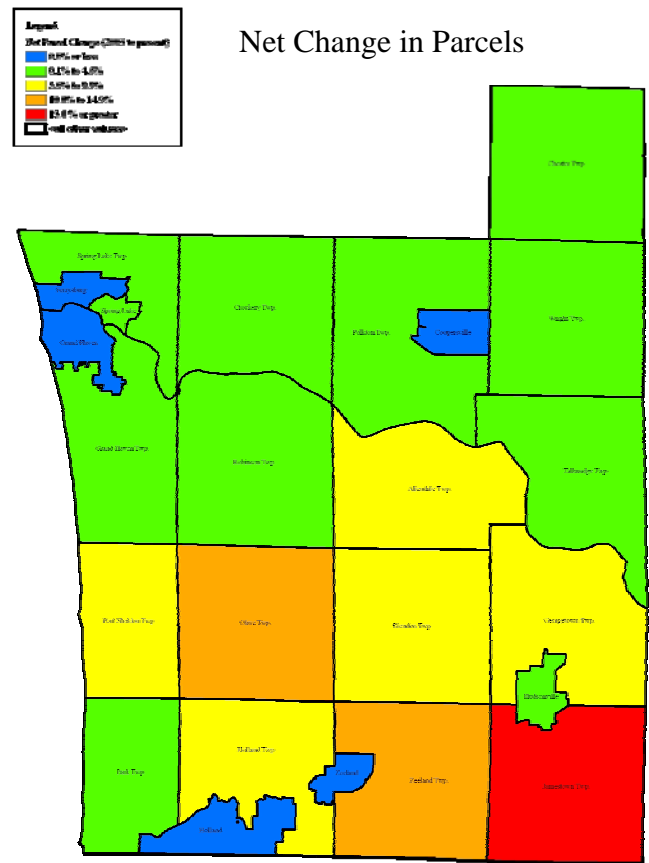
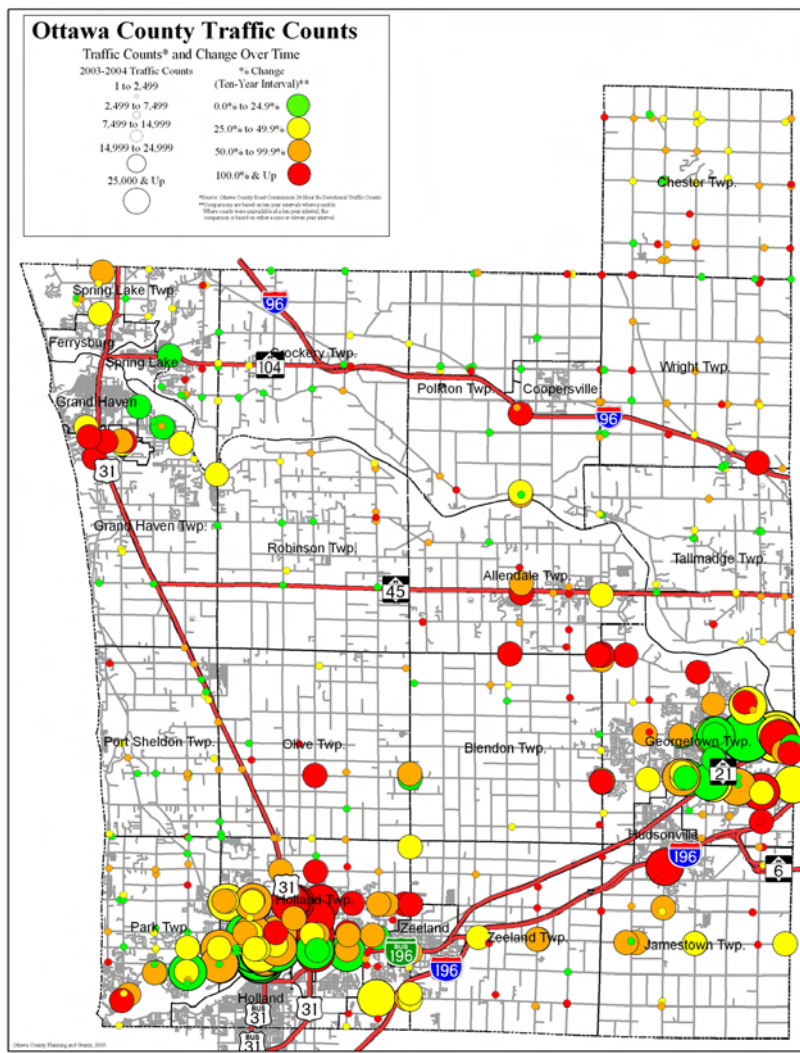
This department accounts for the LinkMichigan technology grant which ended during 2004.

Function Statement

The Department conducts strategic planning for county programs. The strategic planning provides a basis from which to conduct outcome-based performance evaluations. The Department also collects, publishes, and disseminates a variety of facts and data pertaining to Ottawa County. The Department administers grants, conducts legislative analysis, and provides professional level administrative support for miscellaneous county initiatives. Last, the Department oversees the Survey and Remonumentation program and acts as the staff liaison to the Ottawa County Planning Committee.

Mission Statement





Enhance the planning efforts and general effectiveness of county and local government by providing innovative land use planning assistance, effective strategic planning and evaluation services, and administrative support.




The images above highlight the large amount of growth the County has experienced. Consequently, it is imperative that growth is properly managed in order to avoid problems such as the lack of green space and traffic congestion. The Planning and Grants Department exists in part to assist municipalities in properly planning for growth.

LAND USE PLANNING

Goal: Provide planning assistance that can be utilized by local officials to maintain and improve citizens' quality-of-life as it relates to land use, transportation, and environmental issues

-  **Objective:** Complete a new County Development Plan
Measure: Completion of the County Development Plan
- Objective:** Communities preparing a comprehensive update of their master plan or zoning ordinance will reference the new County Development Plan
Measure: 100% of communities that prepare a comprehensive update of their master plan or zoning ordinance reference the County Development Plan
-  **Objective:** Complete Urban Smart Growth Demonstration Project
Measure: Completion of the Urban Smart Growth Demonstration Project
Measure: 90% of community leaders, residents, and business owners support the project and support the project partnership with Ottawa County
Measure: 75% of new downtown development and/or redevelopment utilize the new architectural standards
Measure: 15% increase in new business development in downtown after implementation of the project
- Objective:** Obtain buy-in from four rural townships to adopt planning principles from the Rural Smart Growth Demonstration Project
Measure: 50% of communities receiving a presentation on the Project adopt the Rural Smart Growth principles
- Objective:** Complete Access Management Studies for three corridors identified in the Countywide Corridor Plan and codify the study recommendations in all of the master plans and zoning ordinances of the corridor communities
Measure: 100 % of communities adopting recommendations
-  **Objective:** Provide a minimum of six training seminars that provide practical and useful information related to land-use issues for a minimum of 150 county and local officials
Measure: 85% of attendees learning something they can apply in their communities
- Objective:** Ensure all local master plan amendments and all re-zonings that are submitted to the Planning and Grants Department and occur within 500 feet of an adjoining local unit of government's boundary are compatible with surrounding land uses, adjacent community plans, and County Development Plan
Measure: 75% of communities that submit master plan amendments and/or rezoning requests are compatible with the recommendations included in their statutory review
-  **Objective:** Provide research and facilitation assistance for individual and multi-jurisdictional planning efforts
Measure: 75% of requests to provide research for individual or multi-jurisdictional planning efforts were completed in 7 business days
Measure: 75% of requests received to assist with individual or multi-jurisdictional planning efforts had direct assistance provided
Measure: 75% of local communities will report having benefited from receiving individual or multi-jurisdictional planning assistance

Measures	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
Completion of the County Development Plan (Yes/No)	N/A	No	Yes	N/A
Completion of the Urban Smart Growth Demonstration Project (Yes/No)	N/A	Completed Architectural Guidebook	N/A	Master Plan and Zoning Ordinance
50% of communities receiving a presentation on the Project adopt the Rural Smart Growth principles	N/A	0	50%	50%
75% of requests received to assist with individual or multi-jurisdictional planning efforts had direct assistance provided	N/A	N/A	75%	75%
<i>Efficiency:</i>				
85% of attendees learning something they can apply in their communities	N/A	79%	85%	85%
75% of requests to provide research for individual or multi-jurisdictional planning efforts were completed in 7 business days	N/A	N/A	75%	75%

 Denotes Strategic Plan Directive

<i>Measures, continued</i>	2005	2006	2007 Estimated	2008 Projected
<i>Outcome/Efficiency:</i>				
100% of communities that prepare a comprehensive update of their master plan or zoning ordinance reference the County Development Plan	N/A	N/A	N/A	100%
90% of community leaders, residents, and business owners support the project and support the project partnership with Ottawa County	N/A	87%	90%	90%
75% of new downtown development and/or redevelopment utilize the new architectural standards	N/A	100%	75%	75%
15% increase in new business development in downtown after implementation of the project	N/A	N/A	15%	15%
100% of communities adopting recommendations of Access Management Studies	N/A	N/A	100%	100%
75% of communities that submit master plan amendments and/or rezoning requests are compatible with the recommendations included in their statutory review	N/A	100%	75%	75%
75% of local communities will report having benefited from receiving individual or multi-jurisdictional planning assistance	N/A	N/A	75%	75%

STRATEGIC PLANNING AND PROGRAM EVALUATIONS

Goal: Provide strategic planning and evaluation assistance to ensure county programs are effective

Objective: Ensure strategic plans (strategic outlines, program and dataflow analysis, organizational charts, database designs, and data collection tools) are developed for all targeted programs

Measure: 100% of all targeted county programs have strategic plans and evaluation components

Objective: Evaluate twenty percent of all major county programs every year to ensure that all major programs are evaluated at minimum every five years

Measure: 20% of major county programs have outcome-based evaluations completed

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
100% of all targeted county programs have strategic plans and evaluation components	N/A	100%	100%	100%
20% of major county programs have outcome-based evaluations completed	N/A	100% of those currently identified	20%	20%

ADMINISTRATIVE

Goal: Provide statistical data that can be used by departments, agencies, local leaders, and citizens to assess quality-of-life in the county and to complete grant applications

Objective: Complete and/or update one Databook every year

Measure: A Databook will be completed and/or updated annually

Goal: Ensure grant funding is utilized whenever possible and ensure that grant applications adhere to administrative rule for grants

Objective: Process all county grant applications in a timely fashion

Measure: 100% of county grant applications within 7 business days of receiving a completed application

Measure: Dollar value of all grants processed

Objective: Research grant funding requests will be responded to in a timely and accurate fashion

Measure: 100% of research requests will be completed within 7 days

Measure: Dollar per hour value of the cost to research grant funding and the amount of granting procured

Goal: Provide departments, agencies, and local units of government with assistance for all requests relating to basic/applied research and technical report compilation

Objective: Provide research assistance and administrative requests in a timely fashion

Measure: 100% of major projects/initiatives for which research/administration support is requested are completed by deadline requested by constituent

Goal: Conduct legislative analysis on legislation which impacts the county budgetary authority, administrative authority, revenue sharing, or court functions

Objective: Ensure all legislation impacting Ottawa County that were identified by the Lobbyist/Department prior to a legislative vote have successful outcomes

Measure: 80% of bills reviewed with a potential impact to Ottawa County had successful outcomes as based on the analyses

Measures	2005	2006	2007 Estimated	2008 Projected
Output:				
Update/Complete one Databook (Yes/No)	Yes	No	Yes	Yes
Dollar value of all grants processed	N/A	5.6 million	6 million	6 million
100% of major projects/initiatives for which research/administration support is requested is completed by deadline requested by constituent	N/A	100%	100%	100%
Efficiency:				
100% of county grant applications within 7 business days of receiving a completed application	N/A	90%	90%	90%
100% of research requests will be completed within 7 days	N/A	80%	80%	80%
Outcome:				
Dollar per hour value of the cost to research grant funding and the amount of granting procured	N/A	N/A	100	100
80% of bills reviewed with a potential impact to Ottawa County had successful outcomes as based on the analyses	N/A	85%	80%	80%

Resources

Personnel

Position Name	2005 # of Positions	2006 # of Positions	2008 # of Positions	2008 Budgeted Salary
Planning & Grants Director	0.950	0.950	0.950	\$77,040
Planning & Grants Specialist	2.000	2.000	2.000	\$91,913
Management Planning Analyst	1.000	1.000	1.000	\$61,302
Program & Research Analyst	1.000	1.000	1.000	\$49,545
Transportation Planner	1.000	1.000	1.000	\$45,622
Senior Secretary	0.000	1.000	1.000	\$30,038
Secretary	1.000	0.000	0.000	\$0
	6.950	6.950	6.950	\$355,460

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Other Revenue		\$3,396	\$10,691	\$4,353	
		\$3,396	\$10,691	\$4,353	

Expenditures

Personnel Services	\$375,591	\$390,414	\$410,391	\$470,798	\$510,825
Supplies	\$10,047	\$16,438	\$22,411	\$13,155	\$19,310
Other Services & Charges	\$112,191	\$129,449	\$131,495	\$124,134	\$117,970
Total Expenditures	\$497,829	\$536,301	\$564,297	\$608,087	\$648,105

Function Statement

During 2004, the County began working with area farmers and the Road Commission to form a road salt management plan with the goal of reducing salt application in environmentally sensitive areas. According to farmers, the road salt is causing extensive damage to blueberry bushes close to roads that receive significant salt application.

Resources

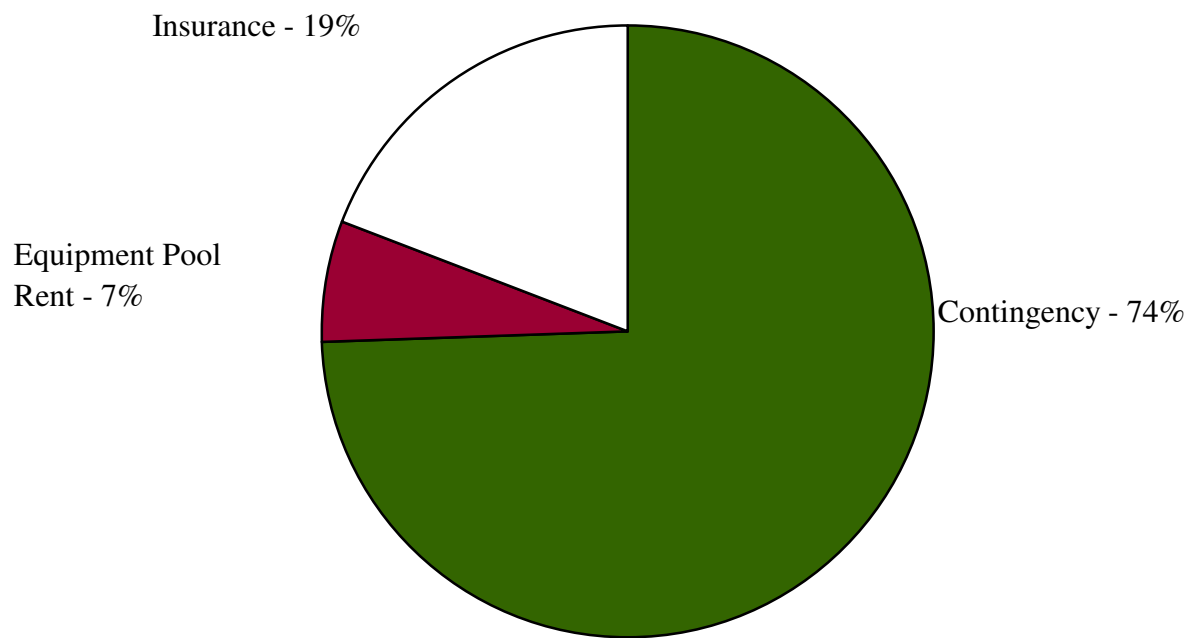
Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue		\$35,202	\$14,764		
Other Revenue					
Total Revenues		\$35,202	\$14,764		
Expenditures					
Personnel Services					
Supplies					
Other Services & Charges	\$6,400	\$5,099	\$1,885	\$3,000	\$16,309
Total Expenditures	\$6,400	\$5,099	\$1,885	\$3,000	\$16,309

2008 General Fund Other Expenditures \$760,500



Function Statement

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

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Expenditures					
Personnel Services			\$7,100		
Other Services & Charges	\$107,577	\$119,565	\$156,542	\$147,251	\$144,755
Total Expenditures	\$107,577	\$119,565	\$163,642	\$147,251	\$144,755

Function Statement

The Contingency budget was established to allow flexibility in the County's budget by providing a source of funds for unanticipated expenditures and/or revenue shortfalls. In order to draw funds from Contingency, approval must be granted from both the Finance and Administration Committee and the Board of Commissioners.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Expenditures					
Debt Service					\$565,745
Total Expenditures					\$565,745

Budget Highlights:

The 2008 budget amount is in compliance with the County's financial policy, approved by the Board in 1995, that recommends annual contingency amounts of 1 to 2% of the General Fund's actual expenditures for the most recently completed audit.

Function Statement

The Equipment Pool budget in the General Fund was established to provide funds for equipment rental not budgeted, purchased from the Equipment Pool fund (6641) after the budget process, or for costs in excess of the planned amount.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Expenditures					
Other Services & Charges					\$50,000
Total Expenditures					\$50,000

Budget Highlights:

Prior year actual totals as well as the current year estimate for this department are generally zero. As funds are needed, the budget is moved to the receiving department.

Function Statement

This budget records the transfers in that the General Fund receives. The majority of the transfer comes from the Revenue Sharing Reserve Fund.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004	2005	2006	2007	2008
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Other Financing Sources	\$6,638,481	\$6,323,127	\$4,239,536	\$4,408,441	\$4,510,800
Total Revenues	<u>\$6,638,481</u>	<u>\$6,323,127</u>	<u>\$4,239,536</u>	<u>\$4,408,441</u>	<u>\$4,510,800</u>

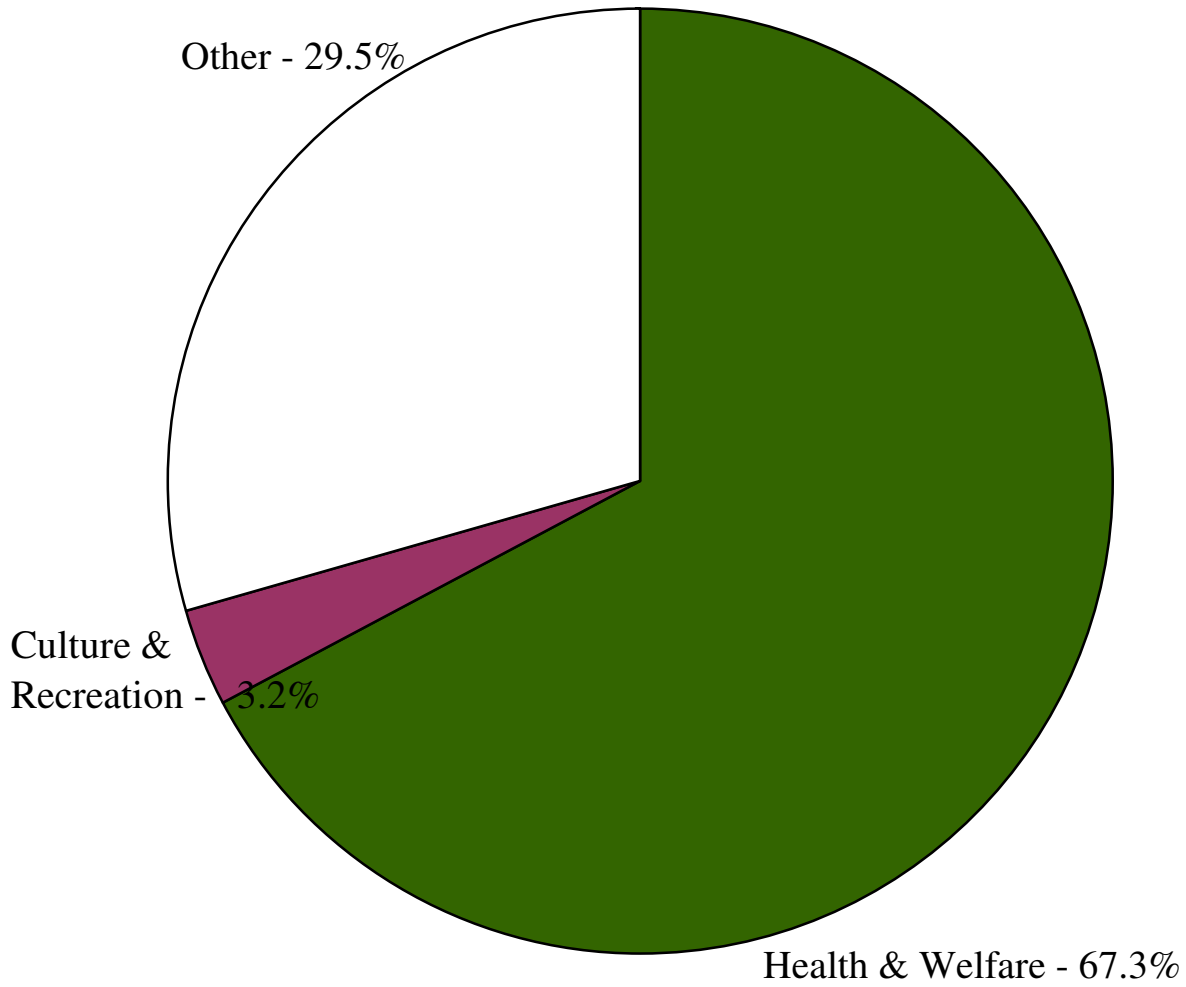
Budget Highlights:

The 2006 budget suspended the transfer from the Insurance Authority and eliminated the transfer from the Delinquent Tax Revolving Fund. Consequently, the only transfer from 2007 on is from the Revenue Sharing Reserve Fund.

Fund: (1010) General Fund

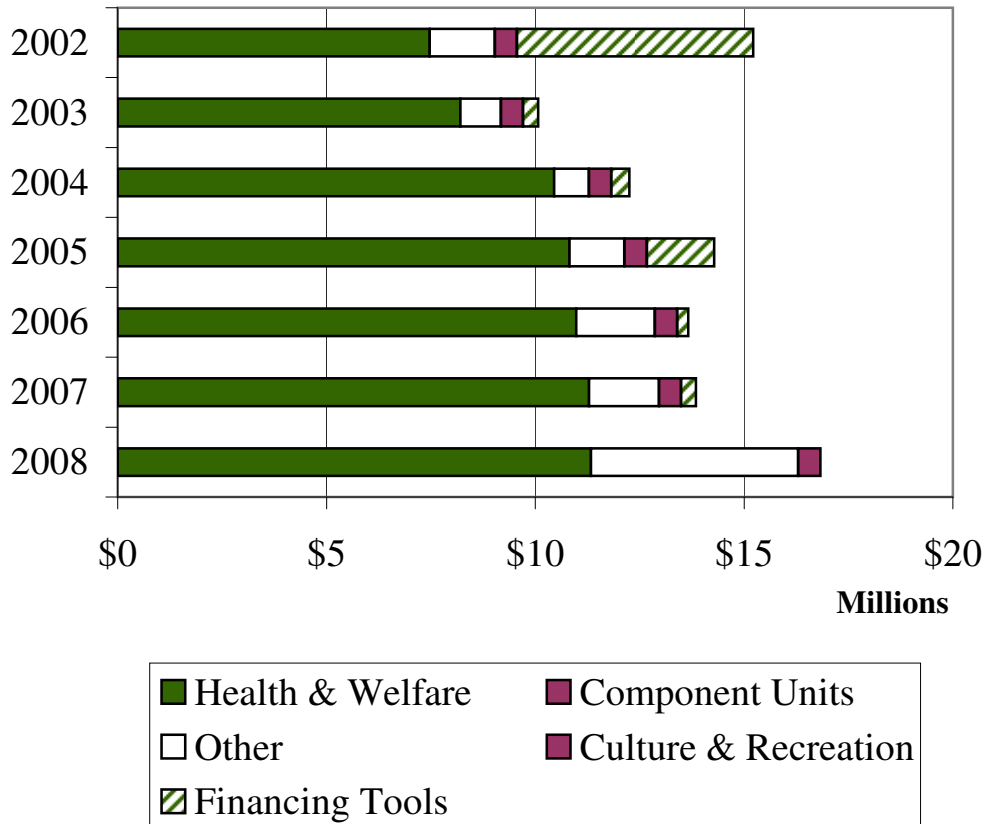
Department: (9650) Operating Transfers Out - Internal

This budget records the operating transfers out to other funds and component units within the County. The amounts can vary significantly by year due to year end allocations to the County's various financing tools. The pie chart below shows the expenditure type of the transfers included in the 2008 budget:



County of Ottawa

Operating Transfers Out 2002 - 2008



The above graph illustrates that the majority of the Operating Transfers are for Health & expenditures. Transfers to Component Units dropped to zero in 2002 to reflect the the implementation of GASB Statement No. 34

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Expenditures					
Parks and Recreation	\$530,000	\$530,000	\$530,000	\$530,000	\$530,000
Friend of the Court	\$110,498	\$560,328	\$597,039	\$761,992	\$879,794
9/30 Judicial Grants			\$33,641	\$39,589	\$85,364
Health	\$4,991,343	\$5,516,930	\$5,506,398	\$5,794,137	\$6,099,424
Cigarette Tax	\$128,992	\$140,207	\$132,469	\$125,284	\$101,793
Mental Health	\$476,500	\$476,500	\$476,500	\$476,500	\$583,631
Planning Commission	\$104,726	\$29,267	\$31,782	\$49,789	\$55,237
Register of Deeds Technology		\$31,033			
Stabilization	\$437,297	\$1,616,118	\$268,790	\$359,719	
Prosecuting Attny Grants	\$17,390	\$25,849	\$38,223	\$49,505	\$66,044
Sheriff Grant Programs	\$6,087	\$14,520	\$1,994	\$41	\$15,678
O/T - Cops Universal	\$176,171	\$199,520	\$205,093	\$246,866	\$254,188
Sheriff Road Patrol	\$2,762	\$4,058	\$23,603	\$41,930	\$103,848
Law Library	\$26,500	\$26,500	\$33,125	\$26,500	\$28,500
Grant Pass Thru	\$18,061	\$20,051	\$22,670	\$30,077	\$31,209
Community Corrections	\$405,241	\$409,352	\$458,726	\$432,089	\$522,785
Community Action Agency	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000
Family Independence Agency	\$683,127	\$702,578	\$731,564	\$729,070	\$278,862
Child Care	\$4,023,408	\$3,846,024	\$3,974,892	\$4,077,104	\$4,158,115
Child Care-FIA	\$23,250	\$20,000	\$26,500	\$21,125	\$21,125
Soldiers & Sailors Relief	\$97,094	\$90,000	\$100,719	\$35,000	\$60,000
OCBA - Grand Haven/West Olive					\$2,927,327
Information Technology			\$444,571		
Total Expenditures	\$12,287,447	\$14,287,835	\$13,667,299	\$13,855,317	\$16,831,924

COUNTY OF OTTAWA
SPECIAL REVENUE FUNDS

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

MAJOR FUNDS:

Parks and Recreation Fund (2081) - This Fund was established for the development, maintenance and operation of the Ottawa County parks. Funding is provided from General Fund appropriations, State grants and user charges. A Millage of .33 mills was re-approved by the County electorate during 2006 for ten years and expires in 2016.

Health Fund (2210) - This Fund is used to account for monies received from Federal, State and local grants and County appropriations. These monies are utilized in providing a variety of health-related services to County residents.

Mental Health Fund (2220) - This Fund is used to account for monies to provide mental health services within the County. Monies are provided by Federal, State and County appropriations, contributions and charges for services.

Public Improvement Fund (2450) - This Fund is used to account for earmarked revenues set aside for public improvements. Funding is provided from General Fund appropriations and building rentals.

Revenue Sharing Reserve Fund (2855) - This Fund is used to account for additional tax revenue received as a result of the acceleration of the millage levy from December to July. An operating transfer of the amount the County would have received in State Revenue Sharing had it not been discontinued is transferred to the General Fund every year until the fund is depleted.

NONMAJOR FUNDS:

Friend of the Court Fund (2160) - This Fund accounts for the operations of the Friend of the Court including the Co-op Reimbursement Grant, Medical Support Enforcement Grant, and the 3% Friend of the Court incentive payments established under Act 297 of 1982, Section 2530.

9/30 Judicial Grants (2170) - This Fund accounts for miscellaneous grant revenue received from the State and other agencies for judicial programs.

COUNTY OF OTTAWA

SPECIAL REVENUE FUNDS (CONTINUED)

Solid Waste Clean-Up Fund (2271) - This Fund was established to account for monies received from settlement of a claim. The monies are to be used exclusively for the clean-up of the Southwest Ottawa Landfill.

Landfill Tipping Fees Fund (2272) - This Fund was established to account for the County's share of the tipping fee surcharge of Ottawa County Farms landfill starting in 1991 in accordance with an agreement between Ottawa County, Sunset Waste System, Inc., and the Township of Polkton. The monies are to be used for implementation of the Solid Waste Management Plan.

Transportation System Fund (2320) - This Fund is used to account for a grant from the Michigan Department of Transportation to provide public transportation in concentrated areas for persons who are handicapped or who are sixty-five years of age or older.

Planning Commission Fund (2420) - This Fund was established by the County Board under MCLA 125. A planning commission was created to prepare and oversee a County Development Plan relative to the economic, social and physical development of the County.

Infrastructure Fund (2444) - This fund was established by the County Board to provide financial assistance to local units of government for water, sewer, road and bridge projects that are especially unique, non-routine, and out-of-the ordinary.

Homestead Property Tax (2550) – This fund was established as a result of the passage of Public Act 105 of 2003 which provides for the denial of homestead status by local governments, counties and/or State of Michigan. The County's share of interest on tax revenue collected under this statute is to be used solely for the administration of this program, and any unused funds remaining after a period of three years will lapse to the county general fund (MCL 211.7cc, as amended).

Register of Deeds Technology Fund (2560) – This Fund was established under Public Act 698 of 2002 to account for newly authorized additional recording fees effective March 31, 2003. The revenue collected is to be spent on technology upgrades.

Stabilization Fund (2570) - This Fund was established to assure the continued solid financial condition of the County in case of an emergency.

Prosecuting Attorney Grants Fund (2601) - This Fund is used to account for monies granted to the County by the State for prosecution against drug offenders.

COUNTY OF OTTAWA

SPECIAL REVENUE FUNDS (CONTINUED)

Sheriff 9/30 Grant Programs Fund (2609) - This Fund accounts for miscellaneous grant revenue received by the Sheriff's department from the State for special purpose programs.

Sheriff Contracts (2610) - This Fund accounts for various contracts the County has with municipalities who contract with the County to improve the long-term ability of local law enforcement agencies public safety through innovative crime prevention, including community policing.

Emergency Medical Technician ("EMT") Holland-Park Township Fund (2640) - This Fund is used to account for monies received under contractual agreements with Holland and Park Townships. Ottawa County agrees to provide police protection and emergency medical services to the Townships on a cost-reimbursement basis. Effective with the 2008 budget, this fund has been combined with other Holland-Park Township programs in fund 2610, Sheriff Contracts.

Emergency Medical Technician ("EMT") Georgetown Township Fund (2650) - This Fund was used to account for monies received under contractual agreement with Georgetown Township. The County agrees to provide police protection and emergency medical services to the Township on a cost-reimbursement basis. Effective with the 2008 budget, this fund has been combined with other Georgetown Township programs in fund 2610, Sheriff Contracts.

Sheriff Road Patrol Fund (2661) - This Fund accounts for monies granted to the County by the State for the purpose of providing additional police supervision of traffic safety and additional patrol of the roads and parks as described in Public Act 416 of 1978.

Law Library Fund (2690) - This Fund is used to account for monies received from the Library Penal Fine Fund in accordance with Public Act 18 of 1982 and appropriations from the County for the purpose of maintaining the County's law library.

Workforce Investment Act Funds (2740, 2741, 2742, 2743, 2744, 2748 and 2749) - These Funds are used to account for Federal funds that are received by the County under the Workforce Investment Act. These Funds are targeted for training and employment programs for the under employed and economically disadvantaged citizens.

Grant Programs - Pass Thru Fund (2750) - This Fund is used to account for monies received from State and Federal grants which are passed on to outside agencies through contractual agreements to carry out the grants intended purpose.

Emergency Feeding Fund (2800) - This Fund is used to account for monies received from the State for the purpose of distributing surplus food to the impoverished residents of the County.

COUNTY OF OTTAWA

SPECIAL REVENUE FUNDS (CONTINUED)

Federal Emergency Management Agency Fund (2810) - This Fund is used to account for monies received through the Emergency Food and Shelter National Board program for utility payments to prevent utility disconnection or heating source loss in households that have exhausted all other resources and do not qualify for other Community Action emergency funds.

Community Corrections Fund (2850) - This Fund is used to account for State monies and fees received to enhance the delivery of adult probation services in the County.

Community Action Agency Fund (2870) - This Fund is used to account for monies received from the State to be applied to various community programs for the impoverished residents of the County.

Weatherization Fund (2890) - This Fund is used to account for monies received through a State grant which aids in weatherizing homes of the disadvantaged, the elderly and people in the poverty zone.

Department of Human Services Fund (2900) - This Fund is used primarily to account for monies from State and local funding sources and to assist with the welfare program which offers aid to disadvantaged individuals of Ottawa County.

Child Care Funds (2920 and 2921) - These Funds are used to account for foster child care in the County. This encompasses the Ottawa County Detention Center, which is a facility that houses juveniles on a short-term basis. The primary funding comes from the State and a County appropriation which is used to aid children who require placement outside of their home.

Soldiers' and Sailors' Relief Fund (2930) - This Fund is used to account for monies earmarked for indigent veterans and is mandated by State Law.

Veterans Trust Fund (2940) - This fund was established under Section 35.607 of the Compiled laws of 1970. It is used to account for monies received by the State and distributed to needy veterans.

Compensated Absences Fund (2980) - This Fund is used to account for future payments of accumulated sick pay of County employees under the sick days/short and long-term disability plan. This fund is also used to accrue vacation pay.

COUNTY OF OTTAWA
2008 BUDGET SUMMARY
SPECIAL REVENUE FUNDS

FUND NUMBER	FUND NAME	2007	2008	2008	2008
		PROJECTED FUND BALANCE	REVENUE/ OPERATING TRANSFERS	EXPENDITURES/ OPERATING TRANSFERS	PROJECTED FUND BALANCE
2081	Parks and Recreation	\$4,869,394	\$7,105,140	\$8,661,331	\$3,313,203
2160	Friend of the Court	175,517	2,838,803	3,014,320	
2170	9/30 Judicial Grants		384,948	384,948	
2210	Health	1,937,597	11,381,137	11,786,137	1,532,597
2220	Mental Health	1,039,509	31,480,431	31,386,819	1,133,121
2271	Solid Waste Clean-Up	7,269,349	247,162	1,536,182	5,980,329
2272	Landfill Tipping Fees	1,109,821	393,806	499,551	1,004,076
2320	Transportation System	25,787	157,569	157,569	25,787
2420	Planning Commission	147,757	72,267	121,427	98,597
2444	Infrastructure	2,548,097	126,355	125,000	2,549,452
2450	Public Improvement	6,772,499	1,033,759	300,000	7,506,258
2550	Homestead Property Tax	127,456	21,000	560	147,896
2560	Register of Deeds Technology	283,183	293,025	277,082	299,126
2570	Stabilization	8,232,069			8,232,069
2601	Prosecuting Attorney Grants	25,092	206,804	206,804	25,092
2609	Sheriff Grant Programs	2,604	137,046	139,650	
2610	Sheriff Contracts	500	4,508,447	4,508,447	500
2661	Sheriff Road Patrol		338,409	338,409	
2690	Law Library	51,581	35,000	35,000	51,581
2740	Workforce Investment Act (WIA)- Administration	948	236,625	236,625	948
2741	WIA - Youth		635,578	635,578	
2742	WIA - Adult	511	407,272	407,272	511
2743	WIA - 6/30 Grant Programs	122,465	1,600,567	1,600,567	122,465
2744	WIA - 12/31 Grant Programs	45,500	337,906	337,906	45,500
2748	WIA - 9/30 Grant Programs	27,651	769,268	769,268	27,651
2749	WIA - 3/31 Grant Programs		16,780	16,780	
2750	Grant Programs - Pass Thru		93,612	93,612	
2800	Emergency Feeding	17,662	170,464	170,464	17,662
2850	Community Corrections Program	203,680	1,030,246	1,130,246	103,680
2855	Revenue Sharing Reserve Fund	13,486,136	371,000	4,510,800	9,346,336
2870	Community Action Agency	92,724	486,976	486,976	92,724
2890	Weatherization	168	175,180	175,180	168
2900	Department of Human Services	667,149	554,862	1,054,862	167,149
2920	Child Care - Circuit Court	1,700,874	8,603,020	8,603,020	1,700,874
2921	Child Care-Social Services	69,076	42,250	42,250	69,076
2930	Soldiers & Sailors Relief		60,000	60,000	
2940	Veterans Trust	661	12,347	12,347	661
2980	Compensated Absences	4,194,219	365,026	57,852	4,501,393
TOTAL SPECIAL REVENUE FUNDS		<u>\$55,247,236</u>	<u>\$76,730,087</u>	<u>\$83,880,841</u>	<u>\$48,096,482</u>

Fund: (2081) Parks and Recreation

Function Statement

The Parks and Recreation Commission oversees acquisition, development, operation and maintenance of fifteen County Parks, several undeveloped park properties, and thirteen Open Space Lands totaling 5,116 acres. The Commission also oversees management of the Musketawa Trail under an agreement with the Michigan Department of Natural Resources. The Commission is continually evaluating long-term park and open space needs and seeking to add lands and facilities to keep pace with population growth and the needs of the public.

Additional services provided by the Parks and Recreation Commission include the sponsorship of outdoor education programs throughout the park system and offering facility reservations at picnic buildings, shelters and other facilities designed for group outings.

Mission Statement

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

Goal: Preserve and manage park and open space lands which protect and enhance significant landscapes and natural communities to benefit both people and wildlife.

Objective: Identify high quality natural resource features in Ottawa County and seek to preserve key parcels and interconnected natural lands through establishment of new parks and open spaces.

Objective: Provide a high level of stewardship for natural lands.

Objective: Advocate for improved water quality levels for all regional waterways and water bodies.

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i># of acres of park and open space land acquired</i>	761	135	350	300
<i># feet of Lake Michigan frontage acquired</i>	0	0	0	538
<i># feet of river front land acquired</i>	9,310	5,605	6,000	5,000
<i># acres of land restored</i>	57	45	53	10
<i>Annual assessment of invasive species in park system.</i>	N/A	N/A	To be completed	To be completed

Goal: Provide high quality natural resource based recreation opportunities for residents and visitors of all levels of ability.

Objective: Provide a wide range of resource-based recreation opportunities and facilities to meet identified needs in the long-range parks and open space plan.

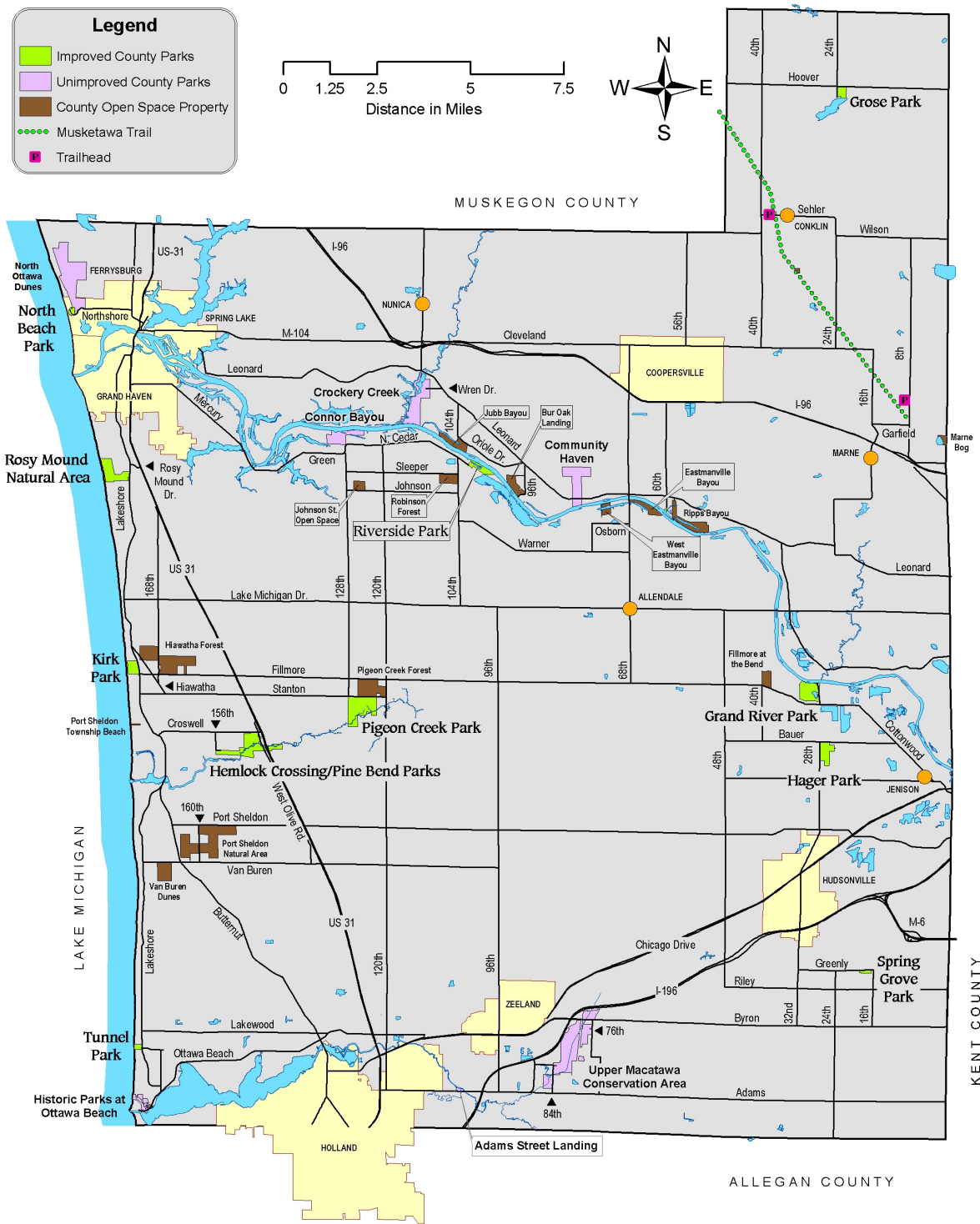
Objective: Identify areas within Ottawa County not adequately served by county park lands and facilities and expand recreation opportunities in these areas where natural resource features suitable for county park development are available.

Objective: Maintain high standards for maintenance and operation of all park and open space lands and facilities.

Objective: Provide lands and facilities which are accessible to individuals of all levels of ability (comply with the Americans with Disabilities Act).

The image that follows shows all County parks and County recreational opportunities available to the citizens of Ottawa County.

OTTAWA COUNTY PARK PROPERTIES



Fund: (2081) Parks and Recreation

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>Number of summer visitors to Lakeshore parks</i>	149,41	150,000	152,000	155,000
<i>Number of people served through park reservations</i>	41,368	48,700	50,000	51,000
<i>Number of park reservations</i>	688	704	720	740
<i>Analysis of "comment cards" received plus other formal compliments and complaints.</i>	Completed	50% positive 18% negative 32% suggestions.	55% positive	60% positive
<i>Park User survey results (undertaken every 5 years).</i>	N/A	N/A	Survey planned for 2007	N/A
<i>% of County Residents satisfied with park facilities and opportunities.</i>	N/A	N/A	N/A	N/A
<i>Reservation group survey (annually)</i>	N/A	N/A	To be completed	To be completed
<i>Selected user group surveys (annually)</i>	N/A	N/A	To be completed	To be completed
<i>% of parks in compliance with ADA</i>	N/A	75%	80%	85%

Goal: Promote understanding and appreciation of the natural and cultural history of Ottawa County and awareness of Commission operated facilities, programs and services.

Objective: Provide a wide range of educational programs and special events for people of all ages and abilities.

Objective: Provide interpretive facilities for both natural and cultural history at park lands and open spaces.

Objective: Promote good stewardship of county park lands and open spaces.

Objective: Promote awareness and use of park and open space system and programs through ongoing public relations campaign.

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i># of participants in programs.</i>	1,445	1,610	1,600	1,600
<i># of programs offered.</i>	90	70	75	75
<i>Satisfaction level of participants in programs measured by program user survey.</i>	N/A	N/A	To be completed	To be completed
<i># of brochures distributed.</i>	8,000	14,000	10,000	12,000
<i># newsletters distributed (per mailing)</i>	2,889	3,086	3,240	3,400
<i># of website hits (parks page views)</i>	N/A	168,810	177,000	186,000

Goal: Develop and maintain a solid, diversified financial base for both short and long-term development, expansion and maintenance of the park system.

Objective: Maximize grant funds to help accomplish the Parks Commission's mission.

Objective: Implement user fees where appropriate and consistent with Parks Commission policies.

Objective: Maximize donations to assist in achieving identified goals.

Objective: Develop partnerships which help achieve identified goals.

Objective: Maintain efficient, cost effective system of maintenance and operations for the county park and open space system.

Objective: Sustain dedicated millage to assist with acquisition, development, and operation of the park system.

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>Park entrance fees collected.</i>	\$202,304	\$199,730	\$200,000	\$200,000
<i>Reservation fees collected (dollars)</i>	\$50,035	\$50,992	\$52,000	\$53,000
<i>Number of grant applications submitted</i>	1	3	2	2
<i>Grant funds received (dollars)</i>	\$5,952,143	\$194,997	\$1,082,370	\$2,374,000

Fund: (2081) Parks and Recreation

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Use of special low cost labor sources (i.e. hours used)</i>	12,633	13,117	13,500	14,000
<i>Donations received (dollars).</i>	753,252	639,740	201,100	\$500,000
<i>Voter support of millage (% of yes votes)</i>	-	67%	-	-

Resources

Personnel	2006	2007	2008	2008
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary
Director of Parks & Recreation	1.000	1.000	1.000	\$81,094
Coordinator of Park Planning & Development	1.000	1.000	1.000	\$60,012
Parks Planner	1.000	1.000	1.000	\$49,831
Parks Manager	1.000	1.000	1.000	\$44,853
Naturalist	1.000	1.000	1.000	\$49,831
Park Operations Superintendent	1.000	1.000	1.000	\$61,560
Park Supervisor	5.000	5.000	5.000	\$227,484
Administrative Clerk	0.000	1.000	1.000	\$36,932
Senior Secretary	1.000	1.000	1.000	\$36,060
	12.000	13.000	13.000	\$647,657

Funding	2004	2005	2006	2007	2008
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Taxes	\$2,463,466	\$2,610,437	\$2,720,185	\$2,882,651	\$3,052,370
Intergovernmental Revenue	\$464,436	\$5,952,143	\$210,522	\$589,370	\$2,384,370
Charges for Services	\$190,330	\$252,634	\$251,008	\$457,600	\$368,400
Interest	\$143,424	\$165,891	\$285,583	\$180,000	\$150,000
Rents	\$42,796	\$45,908	\$21,584	\$39,000	\$39,000
Other Revenue	\$177,966	\$756,552	\$506,806	\$203,100	\$581,000
Other Financing Sources	\$530,000	\$530,000	\$530,000	\$530,000	\$530,000
Total Revenues	\$4,012,418	\$10,313,565	\$4,525,688	\$4,881,721	\$7,105,140
Expenditures					
Personnel Services	\$803,114	\$936,611	\$1,058,957	\$1,236,787	\$1,282,009
Supplies	\$128,539	\$129,045	\$154,747	\$164,706	\$152,150
Other Services & Charges	\$297,483	\$360,569	\$346,619	\$566,229	\$559,563
Capital Outlay	\$1,928,372	\$10,200,741	\$1,949,691	\$4,732,230	\$6,636,100
Debt Service	\$81,508	\$81,508	\$81,508	\$81,510	\$31,509
Total Expenditures	\$3,239,016	\$11,708,474	\$3,591,522	\$6,781,462	\$8,661,331

Budget Highlights:

Intergovernmental Revenue fluctuates based on the capital grant opportunities of the State of Michigan. The 2008 intergovernmental revenue budget reflects an anticipated \$2 million grant from the Michigan Natural Resources Trust Fund for the Olive Shores property. Likewise, capital outlay fluctuates with the land purchases and park improvement projects planned. The 2008 budget includes \$4.3 million for the Olive Shores property acquisition and \$1.5 million for the construction of a nature center.

Function Statement

The Friend of the Court (FOC) has three broad statutory duties: 1) To investigate, report, and make recommendations to the 20th Judicial Circuit Court regarding child custody, parenting time, and child support issues; 2) To monitor and manage collection and disbursement of child support payments by the Michigan State Disbursement Unit (MiSDU); and 3) To enforce child custody, parenting time, and support orders entered by the 20th Judicial Circuit Court.

Mission Statement

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

Goal: Comply with all federal and state regulations regarding the collection and distribution of child support.

Objective: Respond to all (MiSDU) and client inquiries regarding case specific issues

Measure: Decrease in formal grievances filed by FOC clients regarding office employees or operations

Measure: Department of Human Services – Office of Child Support audits of FOC files and Michigan Child Support Enforcement System (MiCSES) show compliance with State and Federal regulations

Objective: Continue to train staff on MiCSES automated functions and accomplish state required system clean up

Measure: Increase in child support collections

Measure: Increase in IV-D caseload percentage

Goal: Continue to utilize bench warrant officer to improve office's effectiveness in collecting support

Objective: Effectively utilize bench warrant officer to coordinate arrests of individuals with civil warrants for non-payment of child support

Measure: Increase in the number of bench warrants resolved

Objective: Reduce the rate of increase of total arrears, including cases qualifying for felony warrants, through cooperation with the Prosecutor's Office

Measure: Increase in child support collections on felony warrant cases

Goal: Effectively enforce support/parenting time court orders

Objective: Maintain historical percentage of enforcement actions relative to caseload

Measure: Maintain or increase show cause motions filed for enforcement purposes

Measure: Increase in child support collections

Objective: Develop parent orientation program

Measure: Complete development of parent orientation program

Objective: Develop non-custodial parent program

Measure: Complete development of non-custodial parent program

Goal: Improve items measured as performance criteria to earn federal incentive dollars

Objective: Decrease outstanding arrears through effective use of bench warrant officer and by closing appropriate cases.

Measure: Increase collection on child support arrears

Measure: Actively close cases meeting closure criteria

Objective: Achieve full compliance with statutory requirements regarding reviews of child support orders

Measure: Number of review/modifications completed

Objective: Increase support order establishment through coordination with Prosecuting Attorney's office and the Department of Human Services (DHS)

Measure: Increase support order establishment percentage with regard to performance incentive factors

Goal: Comply with all federal and state regulations regarding medical support enforcement

Objective: Ensure that FOC clients comply with orders requiring health insurance coverage for their children

Measure: Number of non-compliance notices / show cause hearings generated

Objective: Maintain or increase historical percentage of medical support ordered through FOC enforcement activity

Measure: Number of NMSN notices sent

Fund: (2160) Friend of the Court

Goal: Ensure that custody assessments are completed within 56 days of the date they are ordered by the court

Objective: Comply with Michigan Court Rules requirements regarding completion of custody assessments

Measure: % of assessments timely completed

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>Child Support collections (in millions)</i>	\$28.5	\$33.9	\$34	\$34.2
<i># of bench warrants resolved</i>	1,701	2,075	2,100	2,150
<i>Child support collections on felony warrant cases</i>	N/A	\$77,129	\$100,000	\$125,000
<i># of child support show cause enforcement motions filed</i>	8,023	8,189	8,200	8,250
<i>Development of parent orientation program</i>	N/A	On-going	On-going	On-going
<i>Development of non-custodial parent program</i>	N/A	On-going	On-going	On-going
<i># of cases closed in accordance with case closure criteria</i>	N/A	1,759	500	500
<i># of Review / Modifications completed</i>	N/A	290	350	350
<i># of parenting time show cause enforcement motions filed</i>	102	108	110	110
<i>Outcome/Efficiency:</i>				
<i>Formal grievances filed regarding office employees or operations</i>	17	30	25	25
<i>% of DHS-Office of Child Support audits that show compliance with Federal and State child support regulations</i>	N/A	100%	100%	100%
<i>IV-D Caseload Percentage:</i>	96.9%	98.08 %	98.1%	98.2%
<i>% increase on child support collections on arrears (performance factor for incentives)</i>	69.3%	71.15%	80%	80%
<i>% increase in Support order establishment (performance factor for incentives)</i>	81.6%	83.51%	80%	80%
<i>% increase in current support collection (performance factor for incentives)</i>	70%	71.15%	80%	80%
<i>% of custody assessments completed timely</i>	99.0%	99.0%	100%	100%

Fund: 2160 Friend of the Court

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Friend of the Court	1.000	1.000	1.000	\$96,739
Assistant FOC - Operations	1.000	1.000	1.000	\$66,374
Accounting Manager	1.000	1.000	1.000	\$66,374
Investigators	11.000	10.000	12.000	\$569,408
Family Services Coordinator	1.000	2.000	1.000	\$52,952
Data Processing Specialist	4.000	4.000	4.000	\$132,406
Senior Data Processing Specialist	1.000	1.000	1.000	\$45,786
Location Specialist	1.000	1.000	1.000	\$36,447
Custody Field Investigators	2.000	2.000	2.000	\$105,904
Judicial Clerk II	3.000	3.000	3.000	\$107,720
FOC Accountant	3.000	3.000	3.000	\$109,341
Referee	1.000	1.000	1.125	\$82,887
Judicial Clerk I	4.000	4.000	3.000	\$87,605
Deputy/Road Patrol	1.000	1.000	1.000	\$55,886
Third Party Liability Specialist	1.000	1.000	0.000	\$0
	36.000	36.000	35.125	\$1,615,829

Funding

Budget Summary	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,945,555	\$1,673,931	\$1,796,519	\$2,030,524	\$1,724,487
Charges for Services	\$143,379	\$203,689	\$245,204	\$241,265	\$234,522
Interest					
Other Financing Sources	\$110,498	\$560,328	\$597,039	\$761,992	\$879,794
Total Revenues	\$2,199,432	\$2,437,948	\$2,638,762	\$3,033,781	\$2,838,803
Expenditures					
Personnel Services	\$1,866,577	\$2,014,449	\$2,128,069	\$2,299,058	\$2,389,907
Supplies	\$74,331	\$70,283	\$76,884	\$59,718	\$72,359
Other Services & Charges	\$258,522	\$353,216	\$433,808	\$499,488	\$552,054
Capital Outlay					
Total Expenditures	\$2,199,430	\$2,437,948	\$2,638,761	\$2,858,264	\$3,014,320

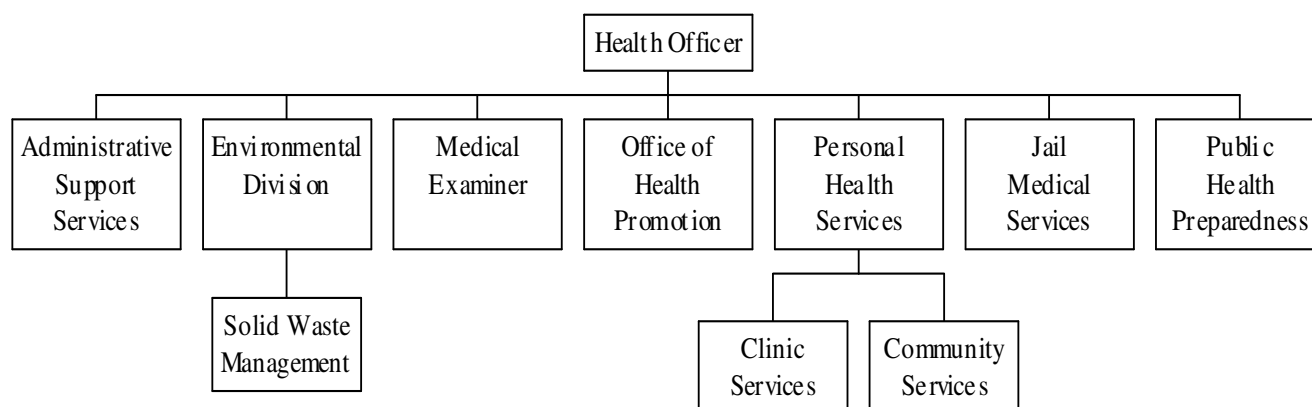
Budget Highlights:

The Intergovernmental Revenue is decreasing due to a change in the Federal Co-Operative Reimbursement funding formula. Correspondingly, the operating transfer (Other Financing Sources) is increasing until a long-term solution can be resolved.

Personnel Services is increasing due to vacancies in 2007, cola and step increases in 2008.

Public Health (2210) Fund Summary

The Ottawa County Health Department provides environmental health services, client health services in both a clinic setting and the field, public health preparedness, and health education services. Services supervised by Health administration but not accounted for in fund 2210 include Landfill Tipping fees (solid waste planning - fund 2272) and Substance Abuse which is recorded in the General Fund (1010-6300).



Budget Summary - Fund 2210

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Licenses & Permits	\$392,928	\$446,122	\$385,459	\$429,140	\$494,840
Intergovernmental Revenue	\$2,870,451	\$2,982,673	\$3,247,491	\$3,680,806	\$3,585,442
Charges for Services	\$765,729	\$871,643	\$833,085	\$840,335	\$878,914
Interest & Rents	\$4,150	\$750			
Other Revenue	\$109,340	\$155,441	\$181,925	\$239,850	\$200,233
Other Financing Sources	\$5,126,235	\$5,645,922	\$5,646,605	\$5,926,607	\$6,221,708
Total Revenues	\$9,268,833	\$10,102,551	\$10,294,565	\$11,116,738	\$11,381,137
Expenditures					
Personnel Services	\$5,792,421	\$6,114,817	\$6,012,194	\$6,444,894	\$6,991,802
Supplies	\$736,240	\$757,769	\$1,313,321	\$1,407,312	\$1,651,757
Other Services & Charges	\$2,184,129	\$2,635,540	\$2,788,217	\$2,993,964	\$2,837,578
Capital Outlay	\$79,293	\$26,653	\$119,118	\$6,308	\$305,000
Other Financing Uses					
Total Expenditures	\$8,792,083	\$9,534,779	\$10,232,850	\$10,852,478	\$11,786,137

Budget Highlights

The State of Michigan revenue is declining while costs continue to increase, the health department is adjusting fees in minor ways to alleviate the loss in revenue while still trying to maintain a healthy community.

The new budget includes \$305,000 for the replacement of QS Patient Care Management System software and hardware. Prior year revenue includes a MACQIC (Michigan Accreditation Continuous Quality Improvement Collaborative) grant to focus on a systemic continuous quality improvement at the local health department level.

Function Statement

The epidemiology division of the Ottawa County Health Department is responsible for defining the causes and distribution of diseases within Ottawa County. This division's activities are directed towards strengthening disease surveillance practices (that enhance disease identification, prevention and control), monitoring the community health status, and providing Ottawa County health data to health providers and the community.

Mission Statement

Analyze the causes and distribution of disease in order to control their course and protect the community.

SERVICES AND ACCOMPLISHMENTS

The Epidemiology Program provides for the collection, and evaluation of local health data in addition to state and national health data. The program also provides guidance to all Health Department programs regarding the collection and processing of data requiring statistical analysis. As a function of Public Health Administration, it is critical that the epidemiologist develops relationships within the department as well as with the external community. The statistical analysis provided by the program is often used to support other departmental goals and objectives. The data reports are also used by other health care providers.

There has been a long-term vacancy in the epidemiologist position. A new epidemiologist is scheduled to begin work at the Health Department in early June 2007. The initial tasks of the epidemiologist will reflect the need to evaluate the current program in full, and to develop an epidemiology work plan for the department that will best ensure the highest quality of public health for Ottawa County.

HEALTH-EPIDEMIOLOGY

Goal: Determine the current health status of Ottawa County residents.

Objective: Collect and analyze Ottawa County data on the 10 leading causes of mortality (national)

Measure: Data collected on 100% of the 10 leading causes of mortality

Objective: Coordinate, analyze and report the Youth Assessment survey

Measure: Youth Assessment survey report complete

Objective: Coordinate, analyze and report the Behavioral Risk Factor Survey (BRFS)

Measure: BRFS report complete

Objective: Coordinate, analyze and develop the report for collected Body Mass Index (BMI) data

Measure: BMI report complete

Objective: Develop a project work plan for the Community Health Profile (to be published in 2009)

Measure: Work plan complete

Objective: Develop process for updating data for the Community Health Profile (to be published in 2009)

Measure: Process complete

Goal: Integrate and enhance existing disease surveillance systems in Ottawa County to detect, monitor, evaluate and report public health threats.

Objective: Promote and evaluate the use of the Michigan Disease Surveillance System (MDSS) by Ottawa County medical providers as a mechanism for disease reporting by March 2008

Measure: Evaluate the number of medical providers using the MDSS system

Measure: Develop plan to increase the use of the MDSS

Objective: Develop plan to promote and evaluate the use of the state influenza sentinel provider program by Ottawa County medical providers

Measure: Plan/study complete

Objective: Collaborate with Medical Director and applicable Department programs in the analysis and modeling of disease and public health threats

Measure: # of program partnerships established

Measure: % of Department programs utilizing epidemiological service

Goal: To improve communication of Ottawa County health data to the human services community for planning and promoting health in the community.

Objective: To use and maintain appropriate statistical analysis technology and methods to interpret and communicate data through October 2008

Measure: Maintain appropriate epidemiological/statistical modeling software

Measure: Review epidemiological data collection sites daily

Measure: Identify local surges in communicable disease within three days

Objective: Provide 100% accessibility of all current Ottawa County health data reports to the human services community and the public

Measure: % of all current year health data reports posted on the website

Measure: # of current year health data reports posted on the website

Objective: Advise health department staff of emerging public health issues

Measure: Develop a communication mechanism to distribute information internally

Objective: Provide analytical and data support to managers and supervisors for program development, integration and quality improvement

Measure: % of all current year health data reports provided to health department managers and supervisors

Measure: Assist with development of department, and program goals and objectives

Objective: Assist in the development of quarterly data watch reports

Measure: Four data watch reports completed

Measure: # Data Watch reports distributed

Objective: Survey recipients of Data Watch for feedback regarding quality and quantity of materials

Measure: Survey tool developed

Measure: % reporting positive response

Objective: Provide data analysis and planning support for Ottawa County Human Services Coordinating Council (OCHSCC), Access to Healthcare Committee

Measure: Report of area health trends related to healthcare access

Measure: Provide research data to committee as requested

Measures:	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>data collected on the 10 leading causes of mortality(yes/no)</i>	N/A	Yes	Yes	Yes
<i># of Ottawa County health data reports posted on the website (current year)</i>	N/A	0	3	4
<i># of health data reports sent to the human services community</i>	N/A	3 (estimate)	0	4
<i>Youth Assessment survey report complete-biannual</i>	Yes	N/A	Yes	N/A
<i>Behavioral Risk Factor report complete-biannual</i>	Yes	N/A	Yes	N/A
<i>BMI data report complete-biannual</i>	Yes	N/A	Yes	N/A
<i># Quarterly Data Watch Reports distributed</i>	350	350	350	350
<i>Community Health Profile database update process complete</i>	N/A	N/A	N/A	Yes
<i>Community Health Profile work plan complete</i>	N/A	N/A	N/A	Yes
<i># Ottawa County health data reports provided to HD staff</i>	N/A	N/A	2	4
<i>MDSS evaluation and plan complete</i>	N/A	N/A	N/A	Yes
<i>Influenza sentinel plan complete</i>	N/A	N/A	N/A	Yes
<i># of HD program partnerships</i>	N/A	N/A	N/A	7
<i>Maintain Epi/stats software</i>	Yes	Yes	Yes	Yes
<i># of monthly health data reports posted to website</i>	N/A	All Historical	1	12
<i>Data Watch survey developed/distributed</i>	N/A	N/A	N/A	Yes
<i>Assist OCHSCC</i>	N/A	N/A	N/A	Yes
Efficiency:				
<i>% Review epi data daily/report monthly</i>	100%	100%	100%	100%

Function Statement

The Ottawa County Health Department (OCHD) Public Health Preparedness program is a state mandated program which serves as the central point of contact for communication with the state and local officials regarding public health emergency planning and response. The Public Health Preparedness (PHP) program develops essential protocols and provides critical training for an emergency response. This program ensures that local health department employees and community stakeholders are knowledgeable and appropriately trained about biological, chemical, radiological and nuclear agents and infectious diseases resulting in public health emergencies assuring rapid and effective public health response to such events.

Mission Statement

Provide a point of contact for state and local officials for use in a public health emergency

SERVICES AND ACCOMPLISHMENTS

The Public Health Preparedness program plays a critical role in planning, public education and risk communication. Funding has allowed the OCHD to enhance our ability to collaborate and communicate with essential stakeholders. Highlighted are a few of the major partnerships and accomplishments the program has been diligently working to achieve.

Pandemic Influenza Coalition

The Public Health Preparedness program has enhanced community collaboration and communication through the development of a Pandemic Influenza Coalition. Throughout 2006 the Coalition has focused on both the medical and socio-economic impact a pandemic could have on our community and workforce. Planning has ranged from identifying local and regional response partners to the beginning stages of developing a “surge capacity” management plan. The goal for the Coalition is to help organizations collectively plan how to prepare and respond for what may be experienced in the event of a pandemic.

Community Outreach and Exercises

On January 25, the OCHD conducted a school closure table top exercise, which provided community and school leaders a forum to discuss the topic of school closing as a potential means to prevent a pandemic influenza outbreak. The community impact of school closures and the responsibilities of private and public school systems were discussed. Over fifty professionals, representing all eleven school districts, law enforcement, public health, and business participated in the exercise. Participants commented on the success of the exercise, its design and the opportunity to discuss potential situations, as well as their outcomes. One participant stated “This was a good opportunity to meet people from other organizations that deal with the same issues I face”.

Medical Reserve Corps

The Public Health Preparedness program was approved by the U.S. Department of Health and Human Services – Office of the Surgeon General to establish a Medical Reserve Corps (MRC) for Ottawa County. The Ottawa County Medical Reserve Corp is one of only twelve in the State of Michigan, with the goal being to enhance the community’s existing healthcare, public health, and emergency response personnel needed to provide medical care and services during a public health emergency. This MRC is recognized as part of the White House’s USA Freedom Corps initiative and the Department of Homeland Security’s Citizen Corps.

STATE/LOCAL CDC BT COOPERATIVE AGREEMENT

The Public Health Preparedness Program functions under the supervision of the Michigan Department of Community Health – Office of Public Health Preparedness Program (MDCH-OPHP). All program goals and objectives are determined by the State of Michigan and the Centers for Disease Control and Prevention and funded under a federal/state mandated grant. Each year the Public Health Preparedness program is provided with a BT Cooperative Agreement Workplan between the OCHD and the State of Michigan with quarterly reporting mechanisms. The agreement includes critical tasks, performance measures and completion time frames for all tasks. The BT Cooperative Agreement is provided to the Public Health Preparedness Program between late July and early September. Therefore, the goals and objectives indicated below are subject to change based on the federal/state mandates. The goals and objectives reflect what the Public Health Preparedness program foresees the mandates requiring from conversations with the state.

Goal: Enhance and maintain preparedness capacity to respond to public health emergencies

Objective: By February 28, 2008, update the Emergency Response Plan (ERP) to result in a 2% grade increase given by MDCH-OPHP

Measure: % given to the ERP by MDCH – OPHP (projected to be received by June 2008)

Objective: By February 28, 2008 update the SNS Plan (Mass Prophylaxis Plan) of the ERP to result in a 2% grade increase given by MDCH- OPHP

Measure: % given to the SNS Plan by MDCH – OPHP (project to be received by June 2008)

Objective: Increase participation in community preparedness by assisting medical partners in the development of plans, procedures, and protocols in regard to surge capacity, mass prophylaxis, and PH emergency planning

Measure: # of community outreach (surge capacity, mass prophylaxis) meetings held
% of positive participation in community outreach planning (surge capacity, mass prophylaxis)

Objective: Public Health Preparedness program will complete quarterly mandated reports (February, May, August, and November) for the Ottawa County Health Department ERP

Measure: % of completed reports submitted to MDCH each quarter

Objective: Establish a Medical Reserve Corps in Ottawa County to enhance the community's existing healthcare, public health, and emergency response personnel needed to provide medical care and services during a public health emergency.

Measure: Develop an operations and recruitment plan

Goal: Enhance disease surveillance capacity in Ottawa County

Objective: Establish/Improve a system for sharing and generating health information

Measure: # of medical providers that receive health information from the Data Watch and Alerts
of Mass Fax Alerts sent within one year

Objective: Increase the usage and levels of surveillance system in Ottawa County

Measure: % of hospitals and infection control departments using state designated surveillance mechanisms for disease tracking

Goal: Improve timeliness and accuracy of communication regarding the threat of public health emergencies

Objective: Implement quarterly testing mechanisms (February, May, August, November) for communication technologies regarding emergency response

Measure: # of tests completed for each communication technology device (aka: HAN 800 MHz)
% of response rate achieved on technology testing

Objective: Establish Public Information Officer (PIO) communication workgroup with community partners regarding methods for communication during a crisis situation.

Measure: # of PIO communication meetings held
% of workgroup members that attend PIO communication workgroup meetings

Objective: By February 28, 2008 update the Crisis Emergency Risk Communication (CERC) section of the ERP to result in a 2% grade increase given by MDCH- OPHP

Measure: % given to the CERC Section of ERP by MDCH – OPHP (projected to be received by June 2008)

Goal: Educate and exercise response to Public Health Emergencies

Objective: Facilitate the development of exercises with state, local, and regional partners to test jurisdictional support and response to Public Health Emergencies

Measure: % of people whose knowledge is increased through the participation in OCHD facilitated exercises
Evaluation of OCHD facilitated exercises
Completion of state mandated reports and corrective action plans (OCHD facilitated)

Objective: Develop and implement an online training utilizing the Lotus Notes system (Front Page)

Measure: Implementation of an online training plan
of trainings established online for Public Health Preparedness
of people trained online

Objective: Facilitate the development of trainings to increase the knowledge of internal and external stakeholders on OCHD emergency policies and procedures

Measure: # of trainings offered to internal and external stakeholders
of people trained
% of people whose knowledge is increased through training on public health preparedness (internal and external stakeholders)

Objective: Develop and Implement a Medical Reserve Corps training to increase awareness and participation in the newly established Ottawa County Medical Reserve Corps (MRC)

Measure: # of trainings held in regard to the Medical Reserve Corps
% of people whose knowledge is increased through the participation in Medical Reserve Corps trainings
of registered members in the Ottawa County MRC

50 registered volunteers in the Ottawa County MRC by January 30, 2008

Objective: Participate in local, regional, and state exercises to test Ottawa County response to emergencies**Measure:** # of exercises participated in by the EPC and CERC positions
Completion of federal and state mandated reports and corrective action plans in regard to exercises participated in (external)**Goal:** Assist in the maintenance of Pandemic Influenza planning in Ottawa County**Objective:** Maintain/Increase community partnerships in regard to the Pandemic Influenza coalition and workgroups**Measure:** # of meetings held by each workgroup in regard to Pandemic Influenza Planning
% of participating community members that attend the Pandemic Influenza meetings**Objective:** Increase community awareness on the threat of a pandemic and the preventative strategies**Measure:** # of website hits on the Influenza webpage at www.miOttawa.org
of events/fairs attended to distribute marketing tools in regard to Pandemic Influenza planning**Objective:** Education of community partners and Ottawa county residents regarding Pandemic Influenza**Measure:** # presentations held (Pandemic Influenza Presentations)

Measures:	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
# of community outreach (surge capacity, mass prophylaxis) meetings held	N/A	4	9	12
# of community outreach attendees	N/A	N/A	N/A	100
Develop operations and recruitment plans	N/A	N/A	N/A	2
# of medical providers that receive health information from the Data Watch and Alerts	N/A	N/A	350	350
# of tests completed for each communication technology device (aka: HAN, 800 MHZ)	1 per quarter per technology device	1 per quarter per technology device	1 per quarter per technology device	1 per quarter per technology device
Completion of state mandated reports and corrective action plans - OCHD facilitated (Yes/No)	Yes	Yes	Yes	Yes
Implementation of an online training plan	N/A	N/A	N/A	1
# of trainings established online for Public Health Preparedness	N/A	N/A	1	2
# of people trained online	N/A	N/A	N/A	25
# of trainings offered to internal and external stakeholders	15	6	5	5
# of people trained	N/A	N/A	N/A	75
# of trainings held in regard to the Medical Reserve Corps(dependant on recruitment #s)	N/A	N/A	N/A	4
# of exercises participated in by the EPC and CERC positions	4	5	6	6
Completion of Federal and State mandated reports and corrective action plans in regard to exercises participated in (external)	2	2	2	2
# of meetings held by each workgroup in regard to Pandemic Influenza Planning	N/A	9	6	6
# of website hits on the Influenza webpage at www.miOttawa.org	N/A	N/A	250 to 300 per month (Sept. – March)	300 per month (Sept – March)
# of events/fairs attended to distribute marketing tools in regard to Pandemic Influenza planning	N/A	20	15	15
# presentations held (Pandemic Influenza Presentations)	3	20	15	15
# of PIO communication meetings held	N/A	N/A	6	4
# of Mass Fax Alerts sent within one year	18	5	5	10 to 15
<i>Efficiency:</i>				
% given to the ERP by MDCH – OPHP (projected to be received by June 2008)	N/A	72%	74%	85%
% given to the SNS Plan by MDCH – OPHP (project to be received by June 2008)	N/A	96%	98%	100%
% of positive participation in community	N/A	N/A	50%	75%

Measures:	2005	2006	2007 Estimated	2008 Projected
<i>outreach planning (surge capacity, mass prophylaxis)</i>				
<i>% of response rate achieved on technology testing</i>	80%	85%	91%	95%
<i>% of members that attend PIO communication workgroup meetings</i>	N/A	N/A	50%	75%
<i>% given to the CERC Section of ERP by MDCH – OPHP (projected to be received by June 2008)</i>	N/A	97%	99%	100%
<i>50 registered members in the Ottawa County MRC by January 30, 2008</i>	N/A	N/A	N/A	50
<i>Evaluation of OCHD facilitated exercise (jurisdictional support)</i>	N/A	N/A	5	5
<i>% of community members that participate in Pandemic Influenza meetings</i>	N/A	75%	50%	75%
<i>% of completed reports submitted to MDCH each quarter</i>	100%	100%	100%	100%
Outcome:				
<i>% of hospitals and infection control departments using surveillance mechanisms for disease tracking</i>	75%	100%	100%	100%
<i>% of people whose knowledge is increased through the participation in OCHD facilitate exercises</i>	N/A	N/A	97%	95%
<i>% of people whose knowledge is increased through training on public health preparedness (internal and external stakeholders)</i>	50%	50%	N/A	50%
<i>% of people whose knowledge is increased through the participation in Medical Reserve Corps trainings</i>	N/A	N/A	N/A	50%
<i># of registered members in the Ottawa County MRC</i>	N/A	N/A	N/A	50

Resources

Personnel	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary	
PH Preparedness Coordinator	1.000	1.000	1.000	\$55,746	
Prog. Coord-Crisis Communication	1.000	1.000			
	2.000	2.000	1.000	\$55,746	
Funding	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$314,871	\$259,271	\$285,931	\$308,492	\$199,032
Total Revenues	\$314,871	\$259,271	\$285,931	\$308,492	\$199,032
Expenditures					
Personnel Services	\$83,584	\$128,563	\$134,519	\$175,365	\$153,296
Supplies	\$87,365	\$39,897	\$31,217	\$9,686	\$7,407
Other Services & Charges	\$35,590	\$40,438	\$95,971	\$94,793	\$22,420
Capital Outlay	\$79,293	\$26,653			
Total Expenditures	\$285,832	\$235,551	\$261,707	\$279,844	\$183,123

Budget Highlights:

2007 includes a \$103,000 grant for Pandemic Flu.

Function Statement

Programs and services of the Environmental Health Division are all aimed at protecting resident and visitor's health through control and prevention of environmental conditions that may endanger human health and safety. We are the defense system and response team. Our business as environmental health professionals is to identify, respond and prevent, or eliminate factors that create risk to human health by taking appropriate action based on professional judgment and accepted standards/methods. Sanitarians routinely inspect restaurants, school kitchens, vending locations, and temporary food service establishments for proper food storage, preparation, and handling to protect the public from food-borne illnesses. Public and private water supplies are regulated, evaluated, and sampled to eliminate the risks of water-borne disease and toxic exposure. Through soil evaluations, issuance of permits and inspections of new on-site sewage disposal systems, the sanitarians protect against illness and health hazards. The safety and sanitation of public swimming pools, spas, and bathing beaches are maintained through inspections and testing of water quality. Potential homebuyers are provided with results of water quality and condition of sewage disposal systems through a unique real estate evaluation program. Sanitarians also inspect and evaluate mobile home parks, campgrounds, child care centers, adult and child foster homes, marinas, schools, new sub-divisions, and general nuisance complaints as well as provide educational and consultative services for the public.

Mission Statement

Environmental Health Services protect public health by assuring risks from exposure to environmental hazards are minimized through prevention, identification, and response. Hazards such as unsafe food, contaminated drinking water, polluted surface water, and hazardous materials seriously threaten the health of Ottawa County residents and visitors. It is the mission of the Environmental Health Services team to address those threats by providing State and locally mandated programs in an efficient and effective manner.

Statements of Fact:

- Improperly functioning septic systems are the second greatest threat to groundwater quality. (US Environmental Protection Agency, 1996)
- Improperly functioning septic systems pollute groundwater with microbial pathogens and chemical contaminants such as nitrate which has been shown in epidemiological studies to contribute to cancer and negative reproductive health effects. (Ward, et al., 2005)
- Globally, there are 1.2 billion annual cases of disease and at least 3 million fatalities caused by contaminated drinking water. 80% of those affected are under the age of five. (World Health Organization, 1996)
- From 1997 to 2002, the U.S. Center for Disease Control reported 87 waterborne disease outbreaks resulting in over 5,000 illnesses and 9 deaths nationwide.
- In a Wisconsin study, septic system density was identified as being a risk factor for sporadic cases of diarrhea. (Borchardt, 2003)
- 5.8 million Michigan residents depend on groundwater wells for their drinking water supply. (Michigan Association for Local Public Health, 2004)
- 85% of waterborne disease outbreaks are directly linked to contaminated groundwater wells. (Centers for Disease Control)
- Local health departments in Michigan respond to an average of 350 violations (contamination) of federal drinking water standards per year at small public supplies. (Michigan Association for Local Public Health, 2004)
- There is a significant correlation between exposure to contaminated swimming water and illness. (US Environmental Protection Agency, 2005)
- Approximately 20,000 people die every year from radon-induced lung cancer. (US Environmental Protection Agency)
- Lead exposure has been found to adversely affect IQ scores, cognitive development, and behavior of young children. (Canfield, et al., 2003; and Lanphear, et al., 2000)

ENVIRONMENTAL HEALTH – ON-SITE

Goal: Protect the safety of on-site drinking water supplies

Objective: Continue to operate private and non-community public water supply protection programs in accordance with State of Michigan and Ottawa County requirements

Measure: Michigan Department of Environmental Quality water supply program evaluations.

Measure: # of groundwater water supply systems inspected prior to real estate transfers

Objective: Monitor and map areas of impaired groundwater quality and quantity

Measure: Areas of impaired groundwater quality and quantity identified and mapped.

Goal : Ensure the safe disposal of sewage from homes and businesses served by on-site wastewater disposal systems

Objective: Continue to meet or exceed the State of Michigan’s minimum program requirements for residential and commercial on-site wastewater disposal

Measure: 100 % compliance with State of Michigan’s program requirements

Measure: # of wastewater disposal systems inspected prior to real estate transfer

Measure: # of complaints received and resolved regarding illegal wastewater disposal

Measure: # of new and repair wastewater disposal systems permits issued.

Goal : Prevent exposure to unsafe surface and/or swimming waters

Objective: Collect water samples at public beaches on a weekly schedule between Memorial Day and Labor Day and issue “No Swim” advisories as needed

Measure: # of water samples collected and tested

Measure: # of times advisories were issued when E. coli levels exceeded acceptable limits.

Measure: # of times advisories were issued due to sewage overflows.

Measure: 100 % of public swimming pools will be inspected annually

Measure: # of closing/correction orders issued to public swimming pools

Goal : Prevent exposure to health hazards in various shelter environments

Objective: Maintain inspection schedule for all permanent and temporary campgrounds, and issue correction orders as needed

Measure: 100% of permanent and temporary campgrounds will be inspected annually.

Measure: # of correction orders for permanent and temporary campgrounds

Objective: Increase testing for residential radon and lead levels

Measure: # of homes investigated for lead

Measure: # of homes tested for radon

Goal: Assess the unmet Environmental Health needs of Ottawa County

Objective: Conduct the Protocol for Assessing Community Excellence in Environmental Health

Measure: Completion of assessment and report

Performance Measures:	2005	2006	2007 Estimated	2008 Projected
Output:				
<i># of Sewage Disposal System Permits issued for new construction</i>	432	291	275	275
<i># of Sewage Disposal System Permits issued for repair/replacements at existing homes</i>	228	196	200	200
<i># of Vacant Property Evaluations completed for future development</i>	311	268	270	275
<i># of New and Replacement Well Permits issued</i>	524	429	425	425
<i># of Wastewater Disposal Systems inspected prior to real estate transfers</i>	912	883	880	880
<i># of Groundwater Supply Systems (wells) inspected prior to real estate transfers</i>	589	465	460	460
<i># of regulated Type II Water Supplies monitored</i>	218	223	225	225
<i># of Public Swimming Pools licensed and inspected</i>	116	129	132	135
<i># of Public Beaches sampled weekly during the Summer</i>	17	17	17	17
<i># of Campgrounds licensed and inspected</i>	19	23	23	23
<i># of homes tested for Radon</i>	103	263	350	400
<i># of Lead Poisoning investigations</i>	10	5	10	10

Performance Measures:	2005	2006	2007 Estimated	2008 Projected
# of Animal specimens submitted for Rabies Testing	25	17	20	20
# of Septage Hauling Vehicles inspected	11	15	16	17
Efficiency:				
% of Water and Wastewater Permits issued in accordance with County and State requirements	100%	100%	100%	100%
% of Type II facilities, Swimming Pools, Beaches, Campgrounds, and Septage Hauling Trucks inspected in accordance with State Requirements	100%	100%	100%	100%
% of Lead Investigations conducted by certified personnel	100%	100%	100%	100%
% of Customers reporting satisfactory experience with Environmental Health Services	N/A	N/A	N/A	90
Outcome:				
# of new Gallons of Wastewater properly handled and disposed of in an environmentally safe system	70,956,000	47,796,750	45,168,750	45,168,750
# of Gallons of Wastewater from existing failing systems which were corrected	37,449,000	32,193,000	32,850,000	32,850,000
# of New Home Owners provided with information about and/or protection from faulty septic systems	912	883	880	880
# of New Home Owners provided with information about and/or protection from unsafe water supplies	589	465	460	460
# of Homes and Businesses provided with safe drinking water	742	652	650	650
# of Reported Injuries or Fatalities at licensed pools or campgrounds resulting from non-compliant Environmental Health factors	0	0	0	0
# of times public was protected from contaminated swimming water at public beaches	6	13	14	14
# of Children protected from further adverse effects of lead poisoning	10	5	10	10

ENVIRONMENTAL HEALTH - FOOD SERVICE SANITATION

Statements of Fact:

- There are 76,000,000 annual cases of foodborne illness in the United States. (Centers for Disease Control)
- There are 325,000 hospitalizations each year in the United States due to foodborne illness. (Centers for Disease Control)
- On average, there are 5,000 deaths each year as a result of foodborne illness. (Centers for Disease Control)
- "The estimated economic cost of foodborne illness in terms of pain and suffering, reduced productivity, and medical expenses is substantial, in the range of \$10-83 billion each year." (Food and Drug Administration, 2004)
- Public health food safety programs create an overall reduction in the number of violations at restaurants. (Jones, et al., 2004)
- Inspections have been demonstrated to prevent foodborne illness. (Allwood, et al., 1999)

Goal: Reduce the risk of food borne illnesses in food service establishments

Objective: Continue to meet or exceed the State of Michigan's minimum program requirements for a local health department food service sanitation program

Measure: 100 % of State of Michigan's minimum program requirements will be met for food sanitation.

Objective: Partner with food service establishments with persistent or emerging problems to offer solutions by way of risk control plans and standard operating procedures

Measure: Risk factors for foodborne illness will be reduced

Goal: Improve the level of food safety knowledge among the food service community

Objective: Provide monthly "Leading the Way to Food Safety" training sessions for food service employees

Measure: 90 % of session participants will report improved understanding of food sanitation on their program evaluations

Objective: Produce and distribute semi-annual "FOOD WRAP" newsletter

Measure: # of FOOD WRAP newsletters distributed

Objective: Create/refine an interactive basic food service sanitation training module on the County website

Measure: # of hits to food service training module

Performance Measures:	2005	2006	2007 Estimated	2008 Projected
Output:				
<i># of Fixed Food Establishment Inspections</i>	1,032	1,121	1,100	1,100
<i># of Vending Machine and STFU Inspections</i>	87	105	80	80
<i># of Temporary Food Establishment Inspections</i>	258	235	215	215
<i># of Reinspections Conducted</i>	709	709	700	700
<i># of Plans Reviewed</i>	48	43	35	35
<i># of Complaints Investigated</i>	84	61	60	60
<i># of Foodborne Illness Investigations</i>	35	15	35	35
<i># of Enforcement Actions Taken</i>	49	119	90	90
<i># of Foodservice Employees Attending "Leading the Way to Food Safety" training</i>	417	644	700	700
<i># of FOOD WRAP letters produced</i>	N/A	2	2	2
<i># of FOOD WRAP letters distributed</i>	N/A	1,100	1,100	1,100
Efficiency:				
<i>% of Facilities receiving required inspections</i>	99%	99%	100%	100%
<i>% of Facilities receiving reinspections</i>	69%	63%	70%	70%
<i>% of Michigan Program Requirements met</i>	100%	100%	100%	100%
<i>% increase in attendance of our free training seminars for food service workers</i>	330%	54%	9%	10%
<i>% change in Enforcement Actions</i>	92%	59%	-32%	0%
<i>% of food training participants successfully passing the test</i>	N/A	N/A	N/A	90%
Outcome:				
<i>% decrease in Overall Critical Violations</i>	N/A	9%	10%	10%
<i>Decrease in # of confirmed Foodborne Illness Outbreaks</i>	43	2	0	0
<i># of satisfied FOOD WRAP readers</i>	N/A	N/A	N/A	500
<i># of Food Service Employees passing the "Leading the Way to Food Safety" test</i>	388	522	480	500

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	# of 2008 # of Positions	Budgeted 2008 Budgeted Salary
Records Processing Clerk II	2.800	2.800	2.800	\$78,247
Records Processing Clerk III	0.500	0.500	0.500	\$16,884
Environmental Health Manager	1.000	0.780	0.780	\$51,452
On Site Program Supervisor	1.000	1.000	0.000	\$0
Team Supervisor/UO	1.000	1.000	2.000	\$121,712
Senior Environmental Health Specialist	1.000	9.000	9.000	\$434,517
Sanitarian II	8.000	0.000	0.000	\$0
	<u>15.300</u>	<u>15.080</u>	<u>15.080</u>	<u>\$702,812</u>

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Licenses and Permits	\$392,928	\$446,122	\$385,459	\$429,140	\$494,840
Intergovernmental Revenue	\$81,254	\$104,724	\$88,581	\$87,975	\$85,430
Charges for Services	\$148,608	\$162,128	\$150,223	\$147,280	\$172,480
Other Revenue	\$11,385	\$15,829	\$15,325	\$40,300	\$41,360
Total Revenues	<u>\$634,175</u>	<u>\$728,803</u>	<u>\$639,588</u>	<u>\$704,695</u>	<u>\$794,110</u>

Expenditures

Personnel Services	\$759,500	\$892,460	\$843,947	\$951,631	\$1,046,028
Supplies	\$36,273	\$42,035	\$29,212	\$37,582	\$43,773
Other Services & Charges	\$188,650	\$186,592	\$188,862	\$201,150	\$192,708
Capital Outlay					
Total Expenditures	<u>\$984,423</u>	<u>\$1,121,087</u>	<u>\$1,062,021</u>	<u>\$1,190,363</u>	<u>\$1,282,509</u>

Function Statement

Community Health Services provides quality support, education and prevention programs to families, children and pregnant women throughout Ottawa County. Services are provided at the four satellite office locations, in clinic settings, in homes, in schools and in community locations. Services within this department include; Early-On, Hearing and Vision Screenings, Scoliosis Screenings/Childhood Obesity, Pre-natal care (PNC) and Enrollment, Children’s Special Health Care Services, and Maternal and Infant Support Services.

Mission Statement

The mission of Community Health Services is to provide quality support, education, and prevention programs to families, children and pregnant women in Ottawa County.

GUIDING RESEARCH

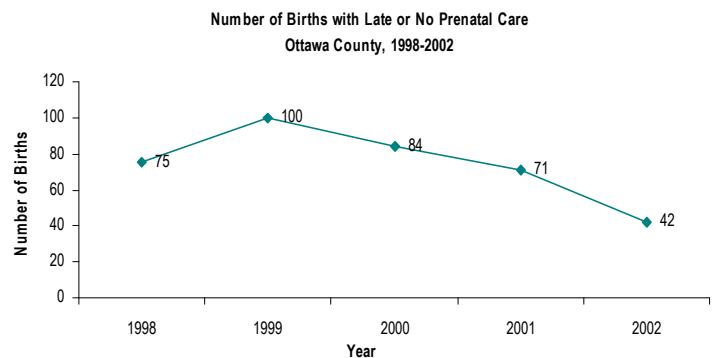
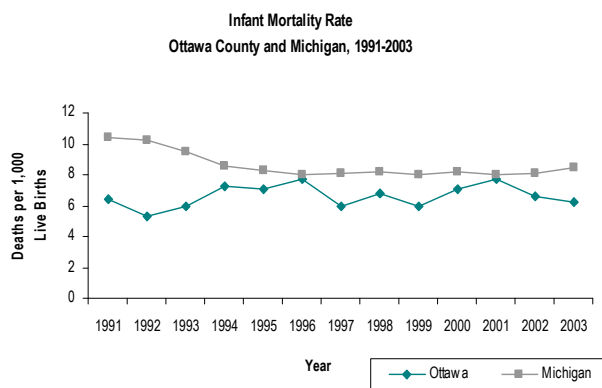
There is extensive data to support the benefits of home-visitation programs for pregnant and parenting women. The following is one study that supports the concept.

Effects of nurse home-visiting on maternal life course and child development: age 6 follow-up results of a randomized trial:

In contrast to counterparts assigned to the comparison group, women visited by nurses had fewer subsequent pregnancies and births (1.16 vs 1.38 pregnancies and 1.08 vs 1.28 births, respectively), longer intervals between births of the first and second children (34.28 vs 30.23 months), longer relationships with current partners (54.36 vs 45.00 months), and, since the previous follow-up evaluation at 4.5 years, fewer months of using welfare (7.21 vs 8.96 months) and food stamps (9.67 vs 11.50 months). Nurse-visited children were more likely to have been enrolled in formal out-of-home care between 2 and 4.5 years of age (82.0% vs 74.9%). Children visited by nurses demonstrated higher intellectual functioning and receptive vocabulary scores (scores of 92.34 vs 90.24 and 84.32 vs 82.13, respectively) and fewer behavior problems in the borderline or clinical range (1.8% vs 5.4%). Nurse-visited children born to mothers with low levels of psychologic resources had higher arithmetic achievement test scores (score of 88.61 vs 85.42) and expressed less aggression (score of 98.58 vs 101.10) and incoherence (score of 20.90 vs 29.84) in response to story stems. Olds DL, Kitzman H, Cole R, Robinson J, Sidora K, Luckey DW, Henderson CR Jr, Hanks C, Bondy J, Holmberg J.

COMMUNITY HEALTH – MATERNAL HEALTH (MHP) AND INFANT HEALTH (IHP) PROGRAM (MIHP) AND FAMILY SERVICES

The Community Health Profile of 2006 indicated positive trends both in the infant mortality rate as well as prenatal care. Ottawa County’s infant mortality rate is lower than the State as a whole, and more mothers are receiving prenatal care. The Community Health division is striving to maintain or improve these outcomes.



PROGRAM GOALS AND OBJECTIVES

Note: Family Service clients receive the same services as Maternal Infant Health Program (MIHP) clients. Only the payment mechanism is different. Therefore, MIHP goals and measures combine both Family Services and MIHP together.

Goal: To reduce incidence of infant mortality and morbidity

Objective: The MIHP program will promote regularly scheduled prenatal care for maternal clients one month from enrollment through the duration of the pregnancy and the IHP program will promote regularly scheduled infant medical care for MIHP infants one month from enrollment through the duration of the program.

Measure: total numbers participating in Maternal Services and Infant Services

Measure: 100% of MHP participants will receive regularly scheduled prenatal care

Measure: 100% of IHP participants will receive regularly scheduled infant medical care

Measure: The infant mortality rate of MIHP clients (infant deaths/live births multiplied by 1,000) will be less than 8

Measure: The MIHP infant mortality rate will be equal to or less than the County's infant mortality rate (infant deaths/live births multiplied by 1,000)

Objective: Participants in the MIHP program who smoke will abstain from smoking around the infant.

Measure: 50% of smokers will abstain from smoking around infant for duration of their MIHP involvement.

Objective: Participants in the MIHP program with domestic violence (DV) issues will receive counseling or be referred to program within one month of staff awareness of the DV issue.

Measure: 100% of MIHP participants with DV issues will be referred for DV counseling

Objective: MIHP participants will exhibit positive interaction with their baby during the duration of the program.

Measure: 50% of participants will exhibit positive interaction with baby

Objective: Participants in the MIHP program will abstain from alcohol and drug use for the term of their pregnancy

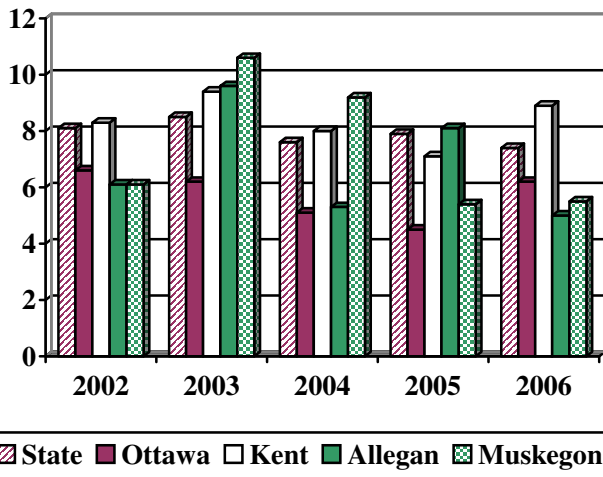
Measure: 50% of participants will abstain from substance use

Objective: Participants in the MIHP program with alcohol/drug abuse issues will be referred to a substance abuse program within one month of staff awareness of this issue.

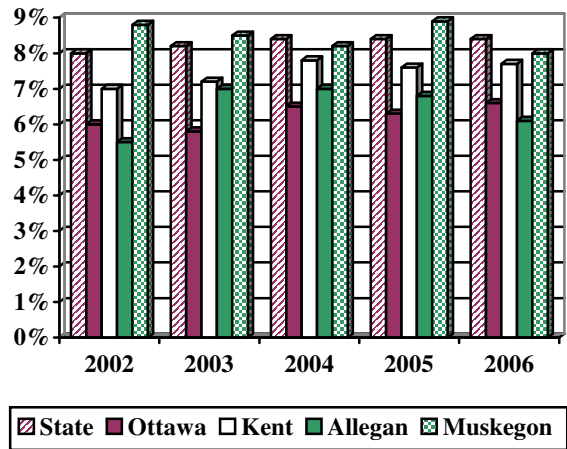
Measure: 100% of participants with substance abuse issues will be referred to substance abuse program within one month of staff awareness of the issue.

Measures:	2005	2006	2007 estimated	2008 projected
Output:				
<i># of MHP visits provided</i>	1,235	1,222	1,100	1,100
<i># of IHP visits provided</i>	2,148	2,368	2,000	2,000
<i># of Family Service visits</i>	622	361	350	350
Efficiency:				
<i>% of MHP clients receiving regularly scheduled prenatal care</i>	N/A	98%	100%	100%
<i>% of IHP clients receiving regularly scheduled infant medical care</i>	N/A	95%	100%	100%
<i>% of MIHP clients identified as substance abusers abstaining from substance abuse during pregnancy</i>	N/A	50%	50%	50%
<i>% of MIHP clients with identified substance abuse issues referred to substance abuse program within 1 month of enrollment</i>	N/A	50%	100%	50%
<i>% of MIHP clients identified as smokers abstaining from smoking during pregnancy</i>	N/A	50%	50%	50%
<i>% of MIHP clients identified as smokers abstaining from smoking around infant</i>	N/A	89%	50%	50%
<i>% of MIHP clients with domestic violence issue who receive referral for counseling</i>	N/A	70%	50%	50%
Outcome:				
<i>% of MIHP clients who exhibit positive interaction with baby</i>	N/A	89%	50%	50%
<i>Infant mortality rate of MIHP clients</i>	N/A	<8	<8	<8
<i>% of newborns with a low birth weight</i>	N/A	<8%	<8%	<8%

Infant Mortality Rate



% of Newborns with Low Birth Weight



These outcome benchmark graphs show that Ottawa County’s birth statistics are in line with our neighboring counties and are significantly better than the State as a whole.

COMMUNITY HEALTH – CHILDRENS SPECIAL HEALTH CARE SERVICES (CSHCS)

GUIDING PRINCIPALS

Federal Maternal and Child Health Bureau 2010 goals are expected of all programs for children and youth with special health care needs across the country. Those goals are as follows:

1. Families of children with special health care needs will partner in decision making at all levels and will be satisfied with the services they receive.
2. All children with special health care needs will receive coordinated, ongoing, comprehensive care within a medical home.
3. All families of children with special health care needs will have adequate private and/or public insurance to pay for the services they need.
4. All children will be screened early and continuously for special health care needs.
5. Community-based service systems will be organized so families can use them easily.
6. All youth with special health care needs will receive the services necessary to make transitions to all aspects of adult life, including adult health care, work and independence.

PROGRAM GOALS AND OBJECTIVES

Goal: Improve access to medical care for children with special health care needs who are enrolled in CSHCS

Objective: Promote CSHCS by providing program representation and advocacy to potential enrollees

Measure: Number of new enrollments will increase

Objective: Eligible children with possible CSHCS qualifying conditions will be referred for diagnostic evaluation

Measure: # of suspected eligible children will be referred for diagnostic evaluation

Measure: % of those referred for diagnostic who are enrolled in program

Objective : Provide case management and /or care coordination for enrollees who require additional assistance.

Measure: At least 2% of qualified enrollees will receive case management and/or care coordination

Measures:	2005	2006 Estimated	2007 estimated	2008 projected
Output:				
<i># of new CSHCS enrollees</i>	103	150	100	100
Efficiency:				
<i># of suspected eligible children referred to diagnostic evaluation</i>	125	108	110	115

Measures:	2005	2006 Estimated	2007 estimated	2008 projected
<i>% of CSHCS enrollees receiving case management and/or care coordination</i>	0%	1%	2%	2%
Outcome:				
<i>% of enrollees who feel CSHCS has increased access to healthcare</i>	N/A	N/A	N/A	90%

COMMUNITY HEALTH – EARLY ON

GUIDING RESEARCH

There is substantial research showing the benefits of early identification and interventions for children with suspended developmental disabilities:

With as many as one in eight children having mental retardation and/or a developmental disability (Glascoc 1997), it is vital that delays and disabilities are identified as early as possible so these children receive the benefits of early detection and intervention. Scientific research consistently shows that the first three years of life are critical for the development of brain structure and functioning. Because developmental screening is a process that selects those children who will receive the benefits of more intensive evaluation, or of treatment, all infants and children should be screened for developmental disabilities, otherwise some may be denied access to needed care. (AAP, 1994)

Goal: Link children at risk for developmental disabilities to Early On services.

Objective: Assess all referrals for possible developmental delays.

Measure: 100% of referrals will be assessed for developmental delays within 3 weeks of first contact.

Objective: Enroll children identified as at risk for developmental disabilities into the Early On program.

Measure: 100% of children identified as at risk for developmental disabilities will be enrolled into the program-

Objective: Refer enrollees found to have growth and development delays to appropriate services within 4 weeks of enrollment

Measure: 100% of enrollees will be referred to appropriate services within 4 weeks of enrollment

Measure: % referred receiving service

Measures:	2005	2006	2007 estimated	2008 projected
Output:				
<i># of Early On enrollees</i>	123	118	110	110
Efficiency:				
<i>% of children identified as at risk for developmental disabilities enrolled</i>	100%	100%	100%	100%
<i>% of Early On enrollees referred to appropriate services within 4 weeks of enrollment</i>	100%	100%	100%	100%
Outcome:				
<i>% of referrals that receive services</i>	N/A	N/A	N/A	90%

COMMUNITY HEALTH – VISION AND HEARING

GUIDING RESEARCH

- Healthy People 2010 Goals - Vision is an essential part of everyday life, depended on constantly by people at all ages. Vision affects development, learning, communicating, working, health, and quality of life. In the United States, an estimated 80 million people have potentially blinding eye diseases, 3 million have low vision, 1.1 million people are legally blind, and 200,000 are more severely visually impaired.

In 1981, the economic impact of visual disorders and disabilities was approximately \$14.1 billion per year. By 1995, this figure was estimated to have risen to more than \$38.4 billion—\$22.3 billion in direct costs and another \$16.1 billion in indirect costs each year.

- Of the hundreds of thousands of Michigan children screened each year, between 5 and 15 percent of these same children are referred. Follow-up studies have indicated that between 80 and 90% of those referred are diagnosed with an eye condition requiring treatment

-Healthy People 2010 Goals for hearing - An estimated 28 million people in the United States are deaf or hard of hearing. Some 1,465,000 individuals aged 3 years or older are deaf in both ears. Deafness or hearing impairment may be caused by genetic factors, noise or trauma, sensitivity to certain drugs or medications, and viral or bacterial infections. Early identification of deafness or hearing loss is a critical factor in preventing or getting rid of language delay or disorder in children who are deaf or hard of hearing, allowing appropriate intervention or rehabilitation to begin while the developing brain is ready. Early identification and intervention have lifelong implications for the child's understanding and use of language.

Goal: Provide early identification of visual impairment in children 17 years and younger and refer as necessary for further assessment

Objective: Screen preschoolers, school aged children and special education children for visual impairments by October 1 of each year

Measure: 90% of Ottawa County children from preschool age to age 17 will be screened

Objective: Screen early childhood (under 3 yrs) children for visual impairments by October 1 of each year

Measure: 90% of eligible early childhood children will be screened

Objective: Refer children identified as having possible visual impairments for further medical treatment by October 1 of each year

Measure: 100% of identified children will be referred

Objective: Children who are referred will receive medical follow-up

Measure: 80% of referred children will receive medical follow-up

Goal: Increase identification of hearing loss or impairment in children and adolescents under age 17 years

Objective: Screen preschoolers, school aged children and special education children for hearing impairments by October 1 of each year

Measure: 90% of Ottawa County children from preschool age to age 17 will be screened

Objective: Screen early childhood (under 3 yrs) children for hearing impairments by October 1 of each year

Measure: 90% of eligible early childhood children will be screened

Objective: Refer children identified as having possible hearing impairments for further medical treatment by October 1 of each year

Measure: 100% of identified children will be referred

Objective: Children who are referred will receive medical follow-up

Measure: 80% of referred children will receive medical follow-up

Measures:	2005	2006	2007 estimated	2008 projected
Output:				
# of children vision screened	17,891	18,587	19,000	18,950
# of children vision referral	1,011	1,227	1,150	1,150
# of children hearing screened	12,499	14,931	14,750	14,750
# of children hearing referral	395	410	450	450
Efficiency:				
% of eligible children screened for vision and hearing impairments	N/A	90%	95%	95%
% of children identified referred to appropriate services	100%	100%	100%	100%
Outcome:				
% of children receiving medical follow up	N/A	N/A	80%	80%
% of referrals prescribed assistive devices	N/A	N/A	N/A	80%

COMMUNITY HEALTH – PRENATAL CARE (PNC) and ENROLLMENT**GUIDING RESEARCH**

There is significant research to support the importance of prenatal care:

Prenatal care and prematurity: is there an association in uncomplicated pregnancies?

A retrospective investigation examined patterns of use of prenatal care and pregnancy outcomes (low birth weight and preterm births) in 6,176 pregnancies without ante partum medical complications. Prenatal care use patterns differed significantly by mother's age, marital status, race, education, method of payment, and gravidity. By controlling for these differences through a logistic regression procedure, results showed that prenatal care was associated with significant reductions in the number of infants who were delivered preterm or had low birth weight. Fewer very low-birth weight (less than 1,500 g) infants were among the preterm infants delivered to mothers with prenatal care compared with women who received no prenatal care. These data suggest that significant improvements in pregnancy outcomes are seen among women who use prenatal care, and these benefits occur in the absence of ante partum complications. Hulsey TC, Patrick CH, Alexander GR, Ebeling M.

Goal: Ensure that pregnant women receive prenatal care within the first trimester and at regular intervals during their pregnancy.

Objective: Assist low income pregnant women in applying for Medicaid/MOMS programs

Measure: 100% of eligible clients will be assisted.

Measure: # of clients assisted

Objective: Assist families in applying for health insurance coverage

Measure: 350 new families will be assisted in applying for health insurance coverage each year

Measure: % receiving health insurance

Objective: Assist families in acquiring a prenatal care medical provider.

Measure: # of consultations

Measure: Assist 35 families in finding prenatal care medical providers

Measures:	2005	2006	2007 estimated	2008 projected
<i>Output:</i>				
<i># of new families assisted in finding prenatal care medical providers</i>	28	30	35	35
<i># of new families assisted in applying for health insurance coverage</i>	319	350	350	350
<i>Efficiency:</i>				
<i>% of eligible clients assisted in applying form Medicaid/MOMS programs</i>	N/A	100%	100%	100%
<i>% of clients receiving appointment within one week</i>	N/A	N/A	90%	90%
<i>Outcome:</i>				
<i>% of clients assisted that receive health care coverage</i>	N/A	N/A	N/A	80%

COMMUNITY HEALTH – SCOLIOSIS SCREENING/CHILDHOOD OBESITY INITIATIVE

Program is changing focus this year to childhood obesity screening and intervention.

Scoliosis Program terminating October 1, 2007

Goal: Identify and refer children aged 17 and under with spinal curvatures in their earliest stages so that progression can be prevented

Objective: Provide scoliosis screenings in schools for selected age groups by October 1

Measure: Number of scoliosis screenings

Objective: Refer screening failures on to further medical evaluation

Measure: 100% of screening failures will be referred for medical evaluation

Objective: Ensure referrals made receive medical follow up within 6 months

Measure: Percentage of referrals receiving medical follow-up within 6 months

Measures:	2004	2005	2006	2007 estimated
Output:				
<i># of scoliosis screenings</i>	6,950	6,841	6,841	6,500
Efficiency:				
<i>% of screening failures referred on</i>	100%	100%	100%	100%
Outcome:				
<i>% of referrals receiving medical follow up</i>	N/A	N/A	55%	90%
<i>% students screened found to have scoliosis</i>	NA	.69%	.68 %	.68%

COMMUNITY HEALTH – CHILDHOOD OBESITY INITIATIVE (Tentative)

GUIDING RESEARCH

From the Department of Pediatrics, University of Colorado Health Sciences Center, Denver, Colorado; and Nutrition and Health Promotion Program, International Life Sciences Institute (ILSI), Atlanta, Georgia.

The threat of obesity is greater than ever for US children and adolescents. All indications are that the current generation of children will grow into the most obese generation of adults in US history. Furthermore, there is every expectation that the next generation of children is likely to be fatter and less fit than the current generation. Despite the recognition of the severe health and psychosocial damage done by childhood obesity, it remains low on the public agenda of important issues facing policy makers. Perhaps this is because the most serious health effects of obesity in today's children will not be seen for several decades. Action must be taken now to stem the epidemic of childhood obesity. This action will require a prioritization of research into the etiology, treatment, and prevention of childhood obesity. It is unlikely that sufficient resources for such research will be available from public and private sources until the issue of childhood obesity is moved higher on the public agenda.

The Childhood Obesity initiative is a partnership activity between Community Health and Health Promotions. The goal of the initiative is to gather Body Mass Index (BMI) data from Ottawa County elementary students.

Goal: Assess BMI status of children in Ottawa County

Objective: By September 30, 2008, the Obesity Task Force will coordinate the BMI screening of 2,600 preschool, third and sixth grade students in Ottawa County.

Measure: # of children screened.

Goal : Increase Ottawa County residents access to resources that promote healthy eating and physical activity in children.

Objective: By September 30, 2008, the Obesity Task Force will provide educational resources to 100% of OC pediatric and family practice physicians.

Measure: % of physicians who receive educational resources.

Objective: By September 30, 2008, the Obesity Task Force will provide educational information to 100% of OC parents whose children participate in the BMI screening.

Measure: % of parents who received educational information.

Objective: By September 30, 2008, the Obesity Task Force will develop an educational website to promote health eating and physical activity (via existing county web site) to OC parents.

Measure: # of "hits" to website

Objective: By September 30, 2008, the Obesity Task Force will research and develop a home based intervention program.

Measure: Adoption of a home based intervention plan

Measures:	2005	2006	2007 estimated	2008 projected
Output:				
<i># of children screened for BMI</i>	N/A	2,678	N/A	2,600
<i>Home based intervention plan</i>	N/A	N/A	N/A	complete
Efficiency:				
<i>% of physicians receiving info</i>	N/A	N/A	N/A	100%
<i>% of parents receiving info</i>	N/A	N/A	N/A	100%
Outcome:				
<i># of "hits" on wellness website</i>	N/A	N/A	N/A	500

COMMUNITY HEALTH – PRENATAL EDUCATION

Goal: Provide education to increase awareness of pregnancy related issues in teenaged program participants

Objective: Provide educational classes to pregnant teens and their support person

Measure: # of teens participating

Objective: Increase awareness of program participants of prenatal expectations, labor and delivery, and post natal issues as evidenced by improved scores on post-tests.

Measure: Program Participants on average will score a minimum of 50% higher on the post-test than they did on the pre-test.

Objective: Increase awareness of other Public Health Services as well as other community resources that can positively impact parenting teens

Measure: 90% of participants will be able to identify at least 2 Health Department services on the post-test questionnaire

Measures:	2005	2006	2007 estimated	2008 projected
Output:				
<i># of teens participating</i>	N/A	80 est.	90	90
Efficiency:				
<i>% of participants that indicate class was beneficial</i>	N/A	N/A	N/A	90%
Output:				
<i>% of clients scoring at least 50% higher on the program post-test</i>	N/A	N/A	100%	100%
<i>% of clients able to identify 2 or more Health Department Services</i>	N/A	N/A	90%	90%

COMMUNITY SERVICES – CHILDREN’S ADVOCACY CENTER PARTNERSHIP

Community Services and Clinical Services work together to provide the Children's Advocacy Center (CAC) with approximately eight nursing days per month to assess, treat and investigate instances of child abuse in our community. The CAC is a child-focused, community-oriented, facility-based program in which representatives from many disciplines partner to discuss and make decisions about investigation, treatment and prosecution of child abuse cases. They also work to prevent further victimization of children.

Goal: Provide community outreach services to help reduce the instance and impact of child abuse within our community.

Objective: Provide the Children's Advocacy Center (CAC) with assistance to assess, treat and investigate instances of child abuse in our community.

Measure: # of nursing days provided per month (average)

Measure: % of requested assessments completed

Measures:	2005	2006	2007 estimated	2008 projected
Output:				
<i># days per month (average) provided</i>	N/A	N/A	8	8
Output:				
<i>% of requested assessments completed for CAC</i>	N/A	N/A	100%	100%

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Records Processing Clerk III	3.250	2.450	0.000	\$0
Records Processing Clerk II	0.500	0.750	0.500	\$15,942
Health Technician	3.200	3.200	3.200	\$114,552
Community Health Nurse II	4.400	0.000	0.000	\$0
Community Health Nurse I	4.500	8.600	8.100	\$425,538
Team Supervisor/UO	0.370	2.000	0.000	\$0
CSHCS Program Representative *	0.000	1.000	1.000	\$35,797
Community Health Manager	1.000	0.310	0.000	\$0
Community Services Manager	0.000	0.690	1.000	\$73,441
Jail RN	0.600	0.000	0.000	\$0
Child Health Supervisor	0.630	0.000	0.000	\$0
Registered Dietician	1.000	1.000	0.500	\$24,734
Scoliosis Screening & Hearing	1.000	1.000	1.000	\$35,797
Team Supervisor	1.000	0.000	2.000	\$122,225
Public Health Social Worker	4.200	4.200	3.200	\$158,299
	<u>25.650</u>	<u>25.200</u>	<u>20.500</u>	<u>\$1,006,325</u>

* Childrens Special Health Care Service Program Representative

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$491,406	\$573,027	\$503,726	\$542,046	\$506,173
Charges for Services	\$108,188	\$145,792	\$172,911	\$189,129	\$187,810
Other Revenue	\$6,976	\$9,103	\$10,571	\$16,184	\$15,705
Total Revenues	<u>\$606,570</u>	<u>\$727,922</u>	<u>\$687,208</u>	<u>\$747,359</u>	<u>\$709,688</u>
Expenditures					
Personnel Services	\$1,441,098	\$1,566,128	\$1,615,969	\$1,641,248	\$1,635,898
Supplies	\$32,851	\$52,262	\$29,903	\$45,374	\$47,075
Other Services & Charges	\$213,223	\$198,806	\$255,043	\$274,188	\$278,552
Capital Outlay					
Total Expenditures	<u>\$1,687,172</u>	<u>\$1,817,196</u>	<u>\$1,900,915</u>	<u>\$1,960,810</u>	<u>\$1,961,525</u>

Function Statement

Clinic Services are provided out of homes, schools, clinics and community locations. Programs included are: Communicable Disease, investigation and follow-up; Tuberculosis Program, evaluation, treatment, and education; Sexually Transmitted Disease (STD) Clinics, confidential testing, treatment and education of STDs and anonymous counseling and testing for HIV/AIDS; Immunization Services, vaccine administration, monitoring, and distribution; Travel Clinic, information for travel and immunizations; Family Planning Program, medical exams, pregnancy testing/counseling, prescription birth control, and education.

Mission Statement

Provide family planning, communicable disease and immunization services to underserved populations to reduce unplanned pregnancies and the occurrence and spread of communicable diseases in the County.

CLINICAL SERVICES - FAMILY PLANNING/STD

GUIDING REASERCH:

“Michigan has the 27th highest teenage pregnancy rate of any state.” However, “Michigan’s teenage pregnancy rate declined by 31% between 1992 and 2000”, according to the *Gutmacher Institute, Contraception Counts*. Ottawa County is 9th for teens having a lower teen pregnancy rate among the counties. However, Holland is ranked 45th out of 58 communities for teen births, according to Michigan Department of Community Health, Kids Count.

Offering affordable and confidential Family Planning services, especially to teens, is one of the ways the OCHD makes an impact on teen pregnancy.

Goal: Assure access to high quality clinical family planning services

Objective: Provide a comprehensive system of family planning services that includes education, prevention, contraception and treatment

Measure: 100% of Family Planning clients will be offered the Title X required services

Measure: 100% of Family Planning clients will be evaluated based on income according to a sliding fee schedule to improve affordability of Family Planning services

Goal: Reduce unintended pregnancy in Ottawa County

Objective: Maintain Family Planning enrollment of highest risk populations

Measure: 30% of the enrollees in the Family Planning Program will be teens

Measure: The number of clients utilizing Family Planning services between 19 and 44 years of age and at or below 185% of the poverty level will increase by 10%

Goal: Reduce Sexually Transmitted Infections (STI)

Objective: Educate all family planning and STD clients on the risk factors affecting STIs including domestic violence, sexual coercion, drugs and alcohol

Measure: % of OCHD STD clients who have Chlamydia

Measure: 100% of clients who tested positive for Chlamydia will be offered partner notification, education and treatment

Performance Measures:	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
# of Family Planning Clients	4,535	4,458	4,500	4,440
% of clients evaluated for sliding scale fee reductions	100%	100%	100%	100%
% of teenage Family Planning clients	31%	32%	32%	≥30%
Family Planning Advisory Committee will review all educational material	N/A	N/A	100%	100%
% of Chlamydia clients offered partner notification and treatment	100%	100%	100%	100%
# of STD Clients served	1,977	2,283	2,200	2,100
% of positive cases of Chlamydia	N/A	10%	10%	≥10%
# Dist. Education STD treatment education packets to doctors	N/A	N/A	N/A	100

Performance Measures:	2005	2006	2007 Estimated	2008 Projected
<i>Efficiency:</i>				
<i>Networks will be utilized for each client to identify insurance</i>	N/A	N/A	100%	100%
<i>All Family Planning clients will be evaluated for Plan First! per office visit (# of applications submitted)</i>	N/A	845	1,536	1,300
<i>Meet 100% Title X requirements</i>	100%	100%	100%	100%
<i>Title X required services to be offered annually:</i>	N/A	N/A	4,500	4,440
<i>Contraceptive Method</i>	N/A	N/A	4,500	4,440
<i>STI and Treatment</i>	N/A	N/A	4,500	4,440
<i>Health History and Exam</i>	N/A	N/A	4,500	4,440
<i>Teens (parental involvement)</i>	N/A	N/A	4,500	4,440
<i>Coercion Assessment</i>	N/A	N/A	4,500	4,440
<i>% of teen enrollment (ages 19 and under) participating in the Family Planning program</i>	31%	32%	32%	≥30%
<i># of Family Planning clients that are uninsured</i>	N/A	2,953	3,000	3,000
<i># of Family Planning clients served at or below 200% poverty level</i>	N/A	3,973	3,973	3,950
<i># enrolled in Plan First! (effective 7-1-06)</i>	N/A	612	1,000	900
<i># of Family Planning medical exams (Dr/NP)</i>	1,925	2,078	2,200	2,200
<i>Outcome:</i>				
<i>% of Family Planning clients chose a contraceptive method who are not planning a pregnancy</i>	N/A	N/A	98%	98%

CLINICAL SERVICES - IMMUNIZATION/COMMUNICABLE DISEASE (CD) /TUBERCULOSIS (TB)

Goal: To protect the community against vaccine preventable disease

Objective: 90% Children 19-35 months old will be fully immunized

Measure: 90% of 19-35 months old clients of the Health Department will be fully immunized per the Michigan Care Improvement Registry (MCIR)

Objective: To provide education and support to school/daycare/preschool personnel to assure that children enrolled in these programs will have consistently high rates of immunization

Measure: Daycare/preschools will report that ≥90% of students are fully immunized per the MCIR/SIRS October report

Measure: School districts will report that ≥95% of children are fully immunized per the MCIR/SIRS February report

Objective: To increase the percentage of fully immunized 19-35 month olds and 12-13 year olds in Ottawa County by providing immunization education to provider offices staff

Measure: 83% of 19-35 month olds in Ottawa County will be fully immunized per the MCIR

Measure: 60% of 11-12 year olds in Ottawa County will be fully immunized per the MCIR

Goal: To minimize the spread of communicable disease

Objective: Reported CD cases will be investigated to confirm the diagnosis

Measure: # of reported cases of pertussis will be less than 10

Measure: 100% of reported CD cases will be completed and filed with MDSS within 30 days

Measure: 100% of reported CD cases will be data entered into the MDSS within 1 business day

Measure: 100% of reported active TB cases will be investigated and diagnosed

Objective: Confirmed cases will receive prevention, education and treatment

Measure: 100% of confirmed CD/TB cases will receive prevention, education and treatment

Objective: 100% of reported "close contacts" will receive surveillance, education and treatment if necessary.

Measure: 100% close contacts receive surveillance, education and treatment

Goal: To protect the traveling community against vaccine preventable disease and travel-related health risks

Objective: To provide vaccines and itinerary specific education to people traveling to developing countries for business, vacation, mission work, etc.

Measure: 100% of traveling clients of the OCHD will be offered the appropriate vaccine(s) and education

Measure: 100% travel clients receive recommended vaccinations

<i>Output:</i>	2005	2006	2007 Estimated	2008 Projected
<i># of OCHD Travel Immunization clients</i>	2,234	1,880	1,900	1,900
<i>Imm. team conducts app't reminder post cards and phone calls for all OCHD clients</i>	N/A	100%	100%	100%
<i>Provide education to community & providers on Immunizations as requested</i>	N/A	100%	100%	100%
<i>Educate providers on the MICR as requested</i>	N/A	100%	100%	100%
<i>Provide quarterly private provider Immunization meetings</i>	N/A	100%	100%	100%
<i>Provide school/daycare in-services</i>	N/A	100%	100%	100%
<i>Imm team send out monthly recall letters for 7-35 month olds OCHD clients</i>	988	1,753	1,370	1,400
<i>Imm team send out annual recall letters for all Ottawa County 19-35 month olds</i>	849	659	675	675
<i>Provide TB education on how to administer and read a TB test</i>	N/A	100%	100%	100%
<i>Provide CD education to doctors offices and community members</i>	N/A	100%	100%	100%
<i>Efficiency:</i>				
<i>% of reported active TB cases investigated and diagnosed</i>	100%	100%	100%	100%
<i>% confirmed CD/TB cases entered into MDSS within 1 day</i>	100%	100%	100%	100%
<i>% of Reported CD cases will be completed and filed with MDSS within 30 days</i>	N/A	N/A	95%	95%
<i>% of 19-35 month olds in Ottawa County fully immunized</i>	73%	77%	83%	83%
<i>% of 19-35 month olds clients of the Health Department fully immunized</i>	87%	89%	90%	90%
<i>% of 11-12 year olds in Ottawa County fully immunized</i>	N/A	N/A	60%	60%
<i>% of school age children fully immunized</i>	N/A	99%	99%	99%
<i>% of daycare/preschool children fully immunized</i>	N/A	97%	97%	97%
<i>% travel clients receiving recommended vaccinations</i>	N/A	N/A	N/A	100%
<i>% of travel client survey results indicated the education they received was beneficial</i>	N/A	N/A	95%	95%
<i>Outcome:</i>				
<i># of Tuberculosis cases</i>	5	6	8	<8
<i># of reported cases of pertussis</i>	4	8	<10	<10
<i>95% of Private Provider survey results will indicate they benefited from the training and would recommend it to others</i>	N/A	N/A	95%	95%
<i>% of confirmed CD/TB cases receiving education and treatment</i>	100%	100%	100%	100%
<i>% close contacts receiving education and treatment</i>	100%	100%	100%	100%

*One of the Health People 2010 goals is to have an immunization rate of 90% for 19-35 month olds.

The Health Promotion Division of the Ottawa County Health Department strives to promote positive health behaviors that enable people to increase control over and improve their health. Health Promotion Services provides comprehensive prevention education programs, collaborative community project leadership, community health assessment, substance abuse prevention, chronic disease prevention programs, and oral health services.

Division Mission Statement

Assess public health threats in the community and develop and implement prevention programs to mitigate those threats.

HEALTH PROMOTION-CHRONIC DISEASE PREVENTION PROGRAM

SERVICES AND ACCOMPLISHMENTS

As part of the strategic planning process, the Health Department gathered data for the Ottawa County Youth Assessment Survey (YAS) in 2005 in order to monitor the prevalence of youth health risk behaviors in Ottawa County. The survey was completed by 8th, 10th, and 12th graders in public schools in Ottawa County; a total of 2,008 surveys were returned.

In addition, also during 2005, data was gathered to form an Ottawa County Community Health profile. Like the YAS, the Community Profile was developed to identify health risk behaviors and trends. The results of the YAS and the Community Profile, which were distributed in 2006, are critical in designing programs that focus resources on developing and/or chronic problems found in the community. Many of the programs are constructed based on proven research driven models to better link outputs to outcomes. There will be several references to both studies throughout the discussion of Health Department goals, objectives, and performance indicators.

OTTAWA COUNTY COMMUNITY DATA

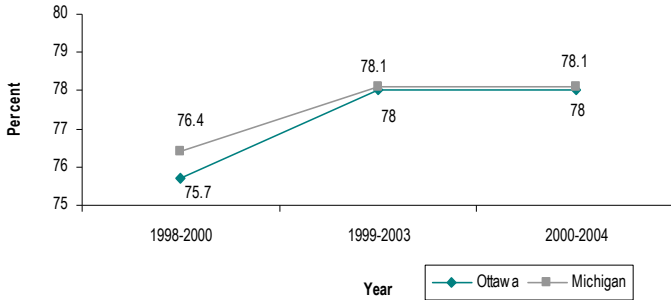
The results of the YAS indicated some negative trends in Ottawa County youth, especially related to dietary behavior and weight. These results helped guide the programs and goals that follow:

2005 OTTAWA COUNTY YOUTH ASSESSMENT SUVEY		
Risk Category	Behavior	% Agreement
Dietary Behavior	Ate less than 5 servings of fruits or vegetables per day	64.8%
	Drank soda 2 or more times on an average day	36.7%
Weight *	Were classified as overweight (self-reported)	81.5%
	Thought that they were overweight (self-reported)	26.4%
Physical Activity	Participated in vigorous physical activity for 20+ minutes on at least 3 of the past 7 days	71.2%
	Participated in moderate physical activity for 30+ minutes on at least 5 of the past 7 days	29.1%

- A body mass index (BMI) report was also completed by the Health Department on 2,678 Ottawa County students that were pre-kindergarten, 3rd graders and 6th graders. The results were still troubling in that 32% were classified as “at risk” or were overweight.

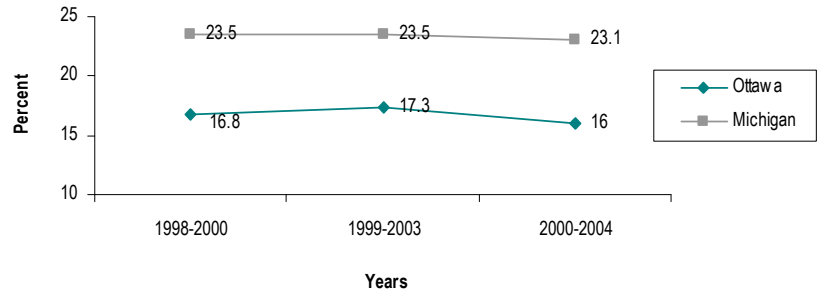
The results from the Community Profile also identified some problems. Specifically, nutrition, weight and physical activity all indicate the need for improvement:

**Respondents Who Do Not Consume 5 Servings of Fruits and Vegetables per Day
Ottawa County and Michigan, 1998-2004**



**Weight Status Based on BMI Category.
Ottawa County and Michigan 1998-2004**

**No Physical Activity, Recreation or Exercises in Their Leisure Time Within the
Past Month.
Ottawa County and Michigan, 1998-2004**

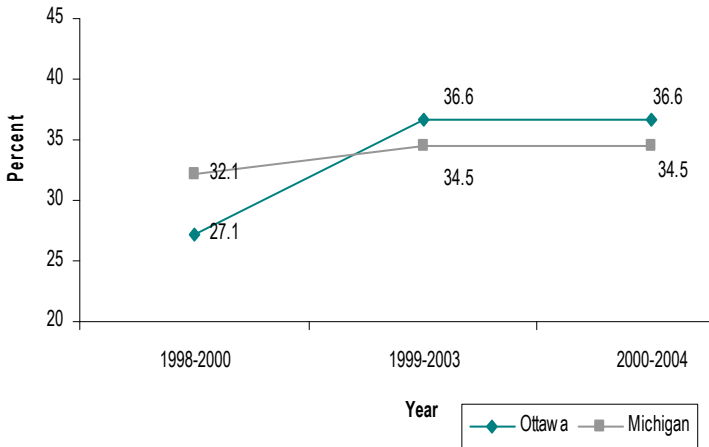


The graphs above show that the consumption of fruits and vegetables fell after 2000, and the rate of overweight persons in Ottawa County is greater than that of the State as a whole.

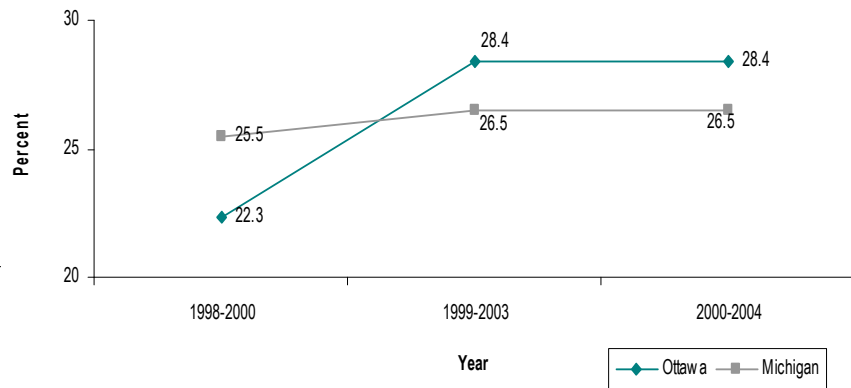
Although County residents are less likely to report no physical activity than the State as a whole, there is still room for significant improvement. 16% of County residents are estimated to get no physical exercise at all, and this is more likely in lower income residents.

Indicators for cardiovascular disease are also discouraging. Of the three main risk factors for cardiovascular disease - cholesterol, blood pressure, and diabetes - the rates in Ottawa County for two of them are above those of the State as a whole:

**Those Who Have Been Told Their Cholesterol Was High*
Ottawa County and Michigan, 1998-2004**

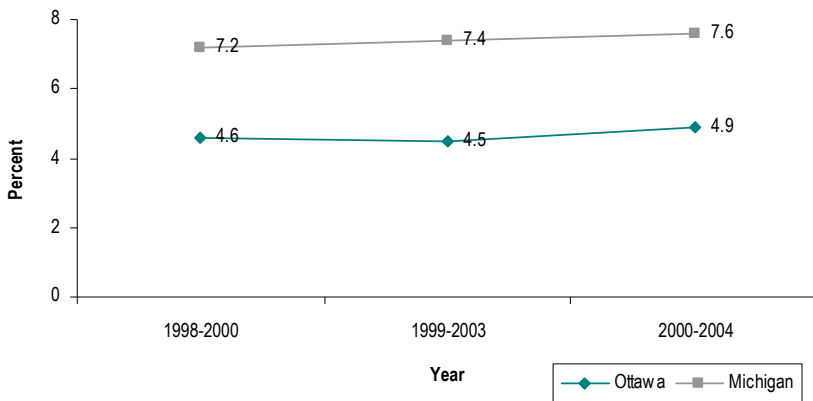


**Those Who Have Been Told That Their Blood Pressure Was High
Ottawa County and Michigan, 1998-2004**



*Among respondents who reported having had their cholesterol checked.

Those Who Have Been Told They Have Diabetes
Ottawa County and Michigan, 1998-2004



The results of both the YAS, the Community profile and the BMI screening are driving the goals and objectives listed next.

GUIDING RESEARCH

According to an independent task force convened by the Centers for Disease Control and Prevention, there is strong evidence of effectiveness for environmental and policy approaches to increase physical activity including enhancing access to places for physical activity and informational outreach activities. (www.preventioninfo.org/works_physicalactivity.htm)

PROGRAM GOALS AND OBJECTIVES

Goal: Increase Ottawa County residents' access to resources that promote healthy eating and physical activity in children.

Objective: By September 30, 2008 Wellness Team will assist in providing toolkits to 100% of Ottawa County physicians (pediatric and family practice)

Measure: All toolkits delivered

Measure: Satisfaction postcard

Objective: By September 30, 2008 Wellness Team will assist in providing information sheets to 100% of Ottawa County parents whose children participate in the Body Mass Index (BMI) screening

Measure: All information sheets delivered

Measure: Website hits

Measure: Satisfaction postcard

Objective: By September 30, 2008 Wellness Team will assist in researching and developing an in-home intervention to promote healthy eating and physical activity to Maternal and Infant Health Program (MIHP) clients

Measure: Program developed

Goal: Assist in the assessment of BMI data

Objective: By September 30, 2008 Wellness Team will assist in coordinating the implementation of BMI screenings to 2,600 Ottawa County students

Measure: 2,600 Pre-K, 3rd and 6th grade youth screened

Goal: Increase Ottawa County residents access to physical activity and healthy food choices.

Objective: By September 30, 2008 Wellness Team will increase the percentage of schools to 23% who have completed the Healthy School Action Tool (HSAT) assessment (currently at 19%)

Measure: 5 schools complete HSAT

Objective: By September 30, 2008, Wellness Team will assist 1 school in implementing their action plan

Measure: Action plan implemented

Objective: By September 30, 2008, Wellness Team will assist in providing 2 initiatives to Ottawa County youth ages (6-18)

to encourage physical activity and healthy eating
Measure: 2 initiatives implemented

Objective: By September 30, 2008, Wellness Team will fulfill the Ottawa County Health Department's responsibilities in the Ottawa County Wellness Strategic Plan (yet to be defined).

Measure: Strategic plan implemented

Objective: By September 30, 2008, Wellness Team will collaborate with Evergreen Commons and Holland Recreation Department to implement a community garden

Measure: A community garden implemented

Goal: Increase healthy environments in Ottawa County worksites.

Objective: By September 30, 2008, Wellness Team will increase by 10, the # of businesses who have assessed their health environment using the Designing Healthy Environments in the Worksite (DHEW) assessment and have developed an action plan

Measure: 10 DHEW action plans developed

Objective: By September 30, 2008, Wellness Team will provide assistance to 5 businesses in the southeast quadrant of Ottawa County in implementing their action plans

Measure: At least 1 new policy or environmental change per business

Performance Measures:	2005	2006	2007 Estimated	2008 Projected
Output:				
<i>Toolkits delivered to 100% of family practice and pediatric physicians</i>	0	0	0	Complete
<i># of Information sheets delivered to parents</i>	0	0	4	2,600
<i># BMI screenings completed</i>	0	2,678	0	2,600
<i># of HSAT assessments completed</i>	0	10	10	5
<i># of Policy/environmental changes implemented in schools</i>	0	4	2	5
<i># of initiatives promoting healthy eating and physical activity to youth provided</i>	0	1	1	2
<i># of Ottawa County Wellness Coalition initiatives assisted</i>	N/A	N/A	Completed 1	Completed 3
<i># of DHEW assessments completed</i>	0	0	5	10
<i># of DHEW action plans implemented</i>	0	0	5	5
<i>Provide materials for implementation of a community garden.</i>	N/A	N/A	N/A	Complete
<i>BMI Analysis report complete</i>	N/A	Complete	N/A	Complete
Efficiency:				
<i>Information sent to physicians by 9/30/2008</i>	0	0	0	Complete
<i>Information sent to parents by 6/30/2008</i>	N/A	0	0	Complete
<i>BMI screenings completed by 6/30/2008</i>	N/A	Complete	0	Complete
<i>HSAT action plans developed by 9/30/2008</i>	N/A	Complete	Complete	Complete
<i>HSAT action plans implemented by 9/30/2008</i>	N/A	Complete	Complete	Complete
<i>Successful implementation of OCWC initiatives by 9/30/2008.</i>	N/A	N/A	Complete	Complete
<i>Met expectations as a partner in the implementation of a community garden</i>	N/A	N/A	N/A	Complete
<i>Community Garden implemented by 9/30/2008</i>	N/A	N/A	N/A	Complete
<i>DHEW action plans developed by 9/30/08</i>	N/A	N/A	Complete	Complete
<i>DHEW action plans implemented by 9/30/2008</i>	N/A	N/A	Complete	Complete
Outcome:				
<i>Increased availability of resources about healthy eating and physical activity.</i>	N/A	N/A	N/A	Complete

Performance Measures:	2005	2006	2007 Estimated	2008 Projected
Increased % of schools who completed the HSAT	N/A	N/A	19%	23%
Policy or environmental changes promoting healthy eating and physical activity in schools.	N/A	Complete	Complete	Complete
An active and functioning OCWC	N/A	N/A	Complete	Complete
Increased # of worksites who have completed DHEW	N/A	N/A	N/A	20%
% increase of policies and environmental changes implemented at worksites	N/A	N/A	20%	30%
# of youth and seniors working in the community garden.	N/A	N/A	N/A	60

Long-term Outcomes:

Currently, strategies to counter the negative trends are being implemented. Yet, it will likely take at least five years before improvement will be seen on the indicators from the YAS and the Community profile. The next Community Profile is planned for 2011.

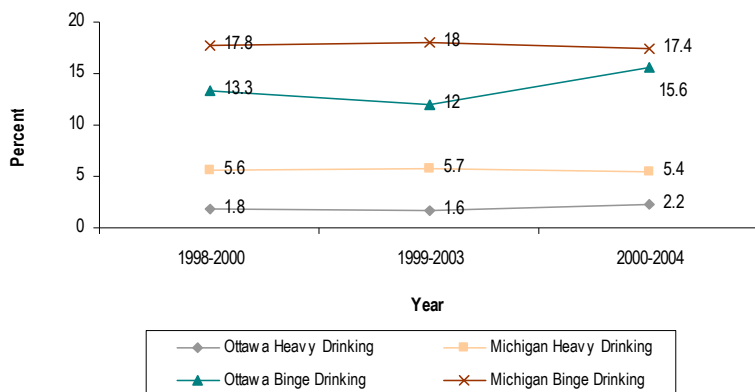
HEALTH PROMOTION-COMMUNITIES HELPING OTTAWA OBTAIN A SAFE (ALCOHOL) ENVIRONMENT (CHOOSE)

As with chronic disease prevention, the results of the YAS and the Community Health Profile also identified issues in substance abuse:

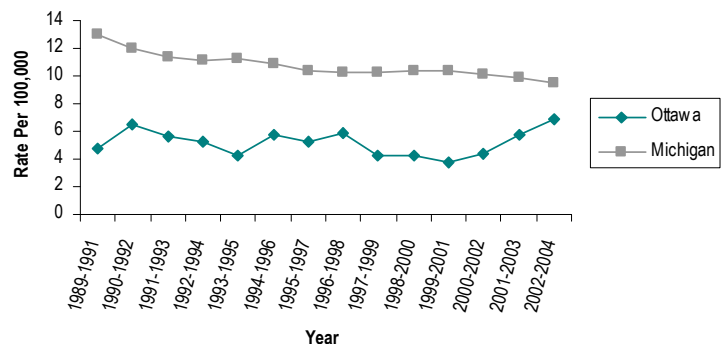
2005 OTTAWA COUNTY YOUTH ASSESSMENT SUEVEY		
Risk Category	Behavior	% Agreement
Alcohol Use	Ever drank alcohol	48.2%
	Planned to get drunk sometime in the next year	28.7%
	Felt it was very easy/sort of easy to access alcohol	60.2%
Drug Use	Ever used marijuana	26.7%
	Ever used cocaine	4.9%
	Ever used methamphetamine	3.1%
	Planned to stay away from marijuana	83.0%
	Committed to a drug free life	82.5%

The results of the Community Health profile identified some disturbing trends in alcohol consumption in Ottawa County. While the state rate for reported binge drinking is decreasing slightly, there is a significant increase in binge drinking noted for Ottawa County residents. Not surprisingly, the liver disease death rate is also on the rise:

Heavy Drinking and Binge Drinking in the Past Month
Ottawa County and Michigan, 1998-2004



Liver Disease Age Adjusted Death Rates
Three Year Moving Averages
Ottawa County and Michigan, 1989-2004



Although it will take time to affect these measures, the programs and strategies listed below along with their intermediate outcome measures should result in improvement of the above problems in the long-run.

PROGRAM GOALS AND OBJECTIVES

Goal: Reduce alcohol related traffic crashes (auto, motorcycle, boat, ATV) by 2014.

Objective: Increase the drinking and driving arrest rates in Ottawa County by 10% by 2010

Measure: Increase in the reported # of arrests for OUIL, OWI, MIP, open receptacle by law enforcement agencies

Objective: By September 30, 2011, The CHOOSE coalition will decrease public's perception that they will be not be arrested if they were stopped while driving after drinking by 10% (From 70%-60%)

Measure: Adult Survey (to be conducted May 2011)

Objective: By September 30, 2008, The CHOOSE coalition will increase percentage of managers/servers at on-site alcohol retail establishments in Ottawa County who have been Training for Intervention Procedures (TIPS) trained by 10 % (28% trained currently)

Measure: 38% manager/servers at on-site establishments on-site retail establishments have completed TIPS training

Measure: Quality of presentation

Measure: Compliance rates

Objective: By September 30, 2008, The CHOOSE coalition will increase the number of on-site establishments with developed policies and procedures which require correct serving practices

Measure: 10 on-site establishments that develop and implement Responsible Beverage Service (RBS) policies

Objective: By September 30, 2008, The CHOOSE coalition will increase RBS trainings to off-site establishments by 7% (5 establishments)

Measure: 7% of managers at off site retail establishments have completed TIPS training

Measure: Quality of presentation

Objective: By September 30, 2008 The CHOOSE coalition will increase Responsible Beverage Service among Ottawa County off-site retail establishments by 1% to 97%

Measure: RBS increase by 1%

Performance Measures:	2005	2006	2007Estimated	2008 Projected
Output:				
# of sites for the Blood Alcohol Test (BAT) mobile	0	0	0	4
# of media sources the "You Drink, You Drive, You Lose" is advertised	0	0	0	5
Implementation of the Mobile Eyes media campaign	0	0	0	Complete
# of locations for summer campaign advertising	0	0	0	50
On-site TIPS training is completed for each quadrant of the County plus 6 others	0	0	0	10
# of off site TIPS trainings	0	0	0	5
Safe Prom/Graduation packets delivered to 20 hotels 150 alcohol/tobacco retailers 3 limo services	0	0	0	20 hotels 150 retailers 3 limo services
Fast 50 is marketed using 4 avenues	0	0	0	4
Radio stations, Johnny advertising, and newspaper promote the, "You had to wait, so should they" campaign	0	0	0	Complete
Quality:				
# of hours of visibility of the Blood Alcohol Test (BAT) mobile	0	0	0	8

Performance Measures:	2005	2006	2007 Estimated	2008 Projected
<i>BAT mobile visible during peak times/places</i>	N/A	N/A	N/A	Complete
<i># of people who called the Mobile Eyes during the marketing time</i>	0	0	0	30
<i>% of positive TIPS training evaluations</i>	0	0	0	100%
Outcome:				
<i>% increase in alcohol related arrests</i>	0	0	0	3%
<i>% of managers/servers of on-site establishments that have received TIPS training</i>	0	0	28%	38%
<i># of establishments that Safe serving practice policies are adopted</i>	0	0	0	10
<i>% participants pass TIPS trainings</i>	0	0	0	100%
<i>% increase in calls to law enforcement regarding alcohol related parties involving minors</i>	0	0	0	5%
<i>% positive evaluations of prom/graduation packet</i>	0	0	0	100%

HEALTH PROMOTION- SUBSTANCE ABUSE PREVENTION

Goal: Decrease the % of students reporting all substances as a no/slight risk.

Objective: By September 30, 2008 100% of students participating in presentations will be able to identify at least 2 consequences involved and skills to prevent substance use

Measure: Students list at least two consequences and skills on post-test

Objective: By September 30, 2008 Substance Abuse Prevention will collaborate with the Ottawa County courts to provide Project TND (Toward No Drugs) and Anger Management

Measure: Complete 8, 5 week Project Toward No Drug Abuse classes and 7, 4 week anger management classes

Measure: Quality of presentation- post test

Objective: By September 30, 2008 Substance Abuse Prevention will collaborate with Pathways to provide Project Charlie and Strengthening Families

Measure: Complete 4 Project Charlie curriculums, and 3, 7 week Strengthening Families programs

Measure: Quality of presentation- post test

Objective: By September 30, 2008 Substance Abuse Prevention will increase the availability of resources and materials to assist in preventing the use of substances to Ottawa County parents

Measure: 500 parent packs distributed for Parenting Awareness Month, and participation in RecoveryFest.

Objective: By September 30, 2008 Substance Abuse Prevention will increase the availability of resources and materials to assist students in preventing the use of substances at 15 schools

Measure: Distribute red ribbon week materials at 15 schools

Performance Measures:	2005	2006	2007 Estimated	2008 Projected
Output:				
<i># of peer educators recruited and trained</i>	0	0	0	12
<i># of presentations at schools</i>	0	0	0	20
<i># of presentations at JDC sessions</i>	0	0	0	4
<i># of presentations at Girls group sessions</i>	0	0	0	2
<i># of project TND curriculums implemented</i>	0	0	0	8
<i># of anger management program implemented</i>	0	0	0	7
<i># of project Charlie curriculum implemented</i>	0	0	0	4
<i># of strengthening families program implemented</i>	0	0	0	3

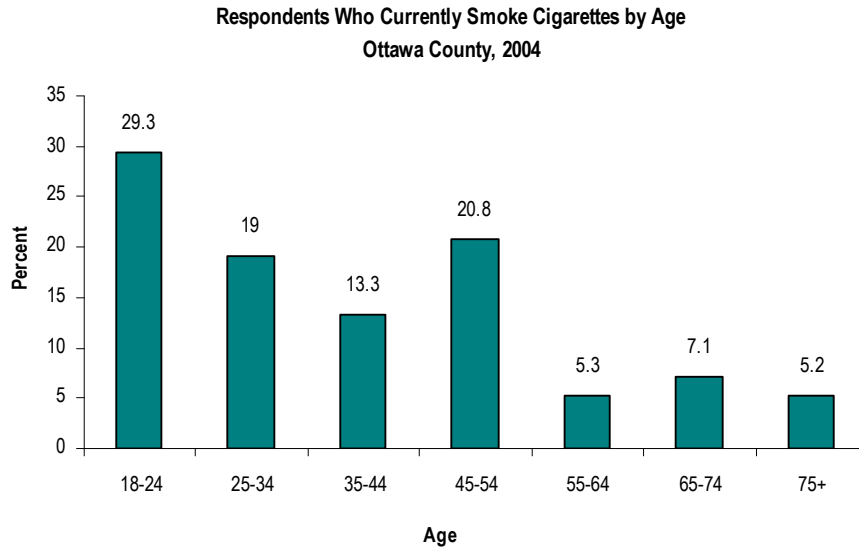
<i># of parenting awareness month statewide committee meetings attended</i>	0	0	0	2
<i># of local parenting awareness committee meetings attended</i>	0	0	0	7
<i># of parent information packets distributed</i>	0	0	0	500
<i># of recoveryfest committee meetings attended</i>	0	0	0	3
Efficiency:				
<i>% of positive evaluations from peer educators</i>	0	0	0	100%
<i>% of positive evaluations from teachers</i>	0	0	0	85%
<i>% of positive presenter evaluations from Project TND students.</i>	0	0	0	85%
<i>% of positive presenter evaluations from Anger management students and parents</i>	0	0	0	85%
<i>% of positive presenter evaluations from Project Charlie students</i>	0	0	0	90%
<i>% of positive presenter evaluations from Strengthening families participants</i>	0	0	0	85%
<i>% of positive evaluations from parent packets</i>	0	0	0	90%
<i>% of positive evaluations from red ribbon packets</i>	0	0	0	85%
Outcome:				
<i>Increased access to materials and resources about substance use and prevention.</i>	0	0	0	Complete
<i>% of participants aware of consequences and resistance skills from substance use.</i>	0	0	0	100%
<i>% of students able to list risks and prevention after presentations</i>	0	0	0	90%

HEALTH PROMOTION-TOBACCO/METHANPHETAMINE PREVENTION

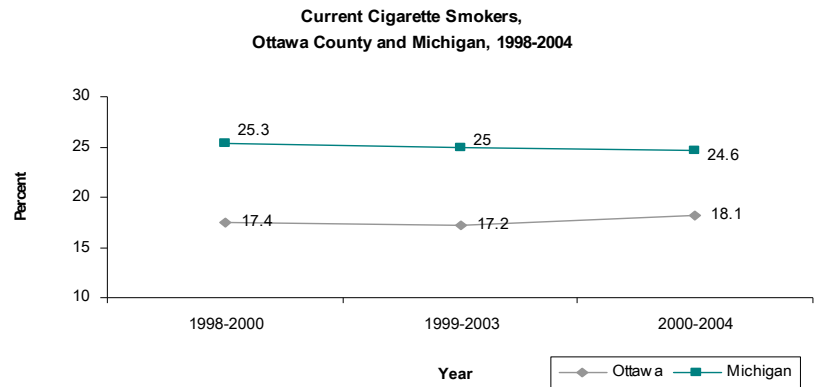
The results of the YAS below indicate that cigarettes are quite easy to access, and this results in Ottawa County youth experimenting with cigarettes at a young age.

2005 OTTAWA COUNTY YOUTH ASSESSMENT SUVEY		
Risk Category	Behavior	% Agreement
Tobacco Use	Ever smoked cigarettes	26.6%
	Reported age of onset of cigarette use before age 13	40.4%
	Felt it was very easy/sort of easy to access cigarettes	64.1%

Unfortunately, this early onset of tobacco use generally carries into young adulthood as indicated by the Community Health Survey:



In addition, although Ottawa County’s percentage of cigarette smokers is lower than the State’s, the rate has begun to increase. Consequently, it is important to develop programs that address it.



GUIDING RESEARCH

The Task Force on Community Preventive Services (TFPCS) has conducted systematic reviews on 14 selected interventions, which are appropriate for communities and health-care systems, and has made recommendations regarding use of these interventions. This report summarizes the recommendations, identifies sources that offer full reviews of the interventions and details about applying the interventions locally, and provides an update of the Task Force's work. To reduce youth initiation, the TFPCS strongly recommends:

1. Increasing the unit price for tobacco products, particularly through raising state and federal excise taxes, and
2. Developing extensive and extended mass media campaigns particularly when they are the centerpiece along with other strategies to decrease the effects of environmental tobacco smoke (ETS). The TFPCS strongly recommends:
 1. Developing laws and regulations to restrict or ban tobacco consumption in workplaces and general areas used by the public. *Am J Prev Med 2001;20(S2)*

Eliminating smoking in indoor spaces fully protects nonsmokers from exposure to secondhand smoke. Separating smokers from nonsmokers, cleaning the air, and ventilating buildings cannot eliminate exposures of nonsmokers to secondhand smoke. (U.S. Department of Health and Human Services, *The Health Consequences of Involuntary Exposure to Tobacco Smoke: A Report of the Surgeon General*. U.S. Department of Health and Human Services, Centers for Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion, Office on Smoking and Health, 2006)

Goal: Reduce the number of vendors in the determined target area who sell tobacco to minors.

Objective: By September 30, 2008 Tobacco Prevention will coordinate baseline compliance checks in ‘new’ target area during the 1st quarter of 07/08 for a total of 14 law enforcement checks and 30 civilian checks

Objective: By September 30, 2008 Tobacco Prevention will coordinate law enforcement tobacco compliance checks in each of the 2nd, 3rd, and 4th quarters at 65%, 65%, and 100% respectively (1st quarter is baseline)

Measure: % of compliant tobacco retailers

OR

Objective: By September 30, 2008 Tobacco Prevention will maintain law enforcement tobacco compliance checks with 15% of the retailers in Holland for each of the 2nd, 3rd and 4th quarters if target area for 07/08 is new

Objective: By September 30, 2008 if target area is a repeat, then provide 65% compliance checks during each of the 1st, 2nd, and 3rd quarters with 100% in 4th quarter

Measure: % of compliant tobacco retailers

Goal: Assist in the coordination of the implementation of Smoke Free Ottawa: A tobacco reduction coalition strategic plan.

Objective: By September 30, 2008 tobacco prevention will carry out Ottawa County Health Department's responsibilities defined in the Smoke Free Ottawa: A tobacco reduction coalition's strategic plan (yet to be determined)

Measure: Successful implementation of OCHD responsibilities defined in Smoke Free Ottawa strategic plan

Objective: By September 30, 2008 tobacco prevention will increase the number of smoke free public and private worksites that pass a smoke-free indoor air policy by 5%.

Measure: 5% increase in public and private worksites passing a smoke-free indoor air policy (currently collecting base line data)

Objective: By September 30, 2008 Tobacco prevention will increase the percentage of smoke-free restaurants and bars in Ottawa County

Measure: 75% restaurants will be smoke-free by September 30, 2008

Objective: By September 30, 2008 Tobacco prevention will facilitate the process of implementing a smoke-free campus policy for all county properties in Ottawa

Measure: Process in place for implementing a smoke-free campus policy for all county properties

Goal: Determine the need for the implementation of a methamphetamine prevention program.

Objective: By September 30, 2008 Tobacco prevention will assist in data analysis from the 2006/2007 Ottawa County Methamphetamine Assessment administered by Lakeshore Coordinating Council

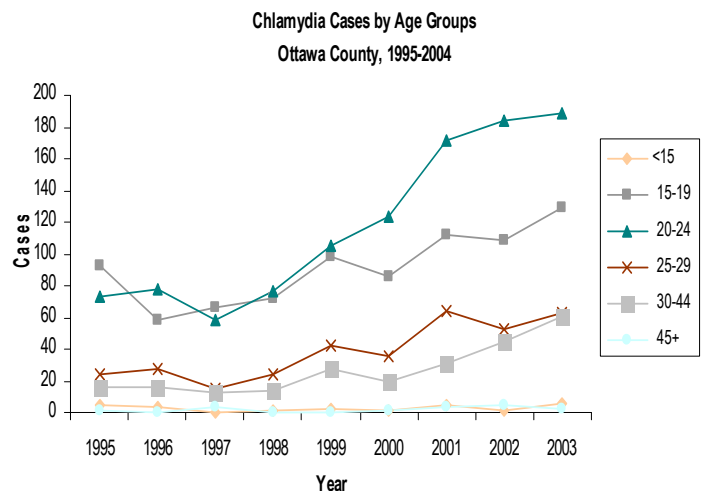
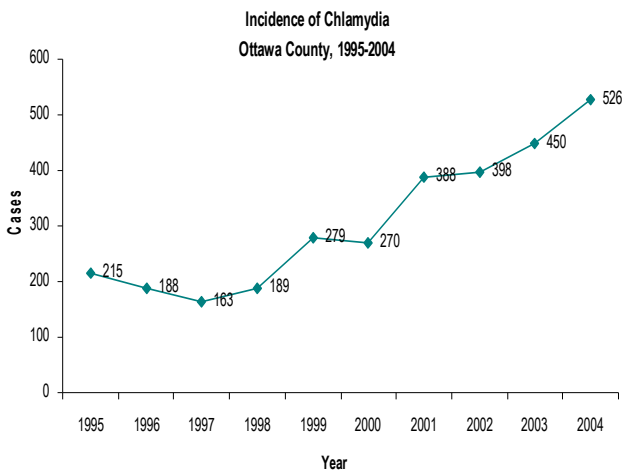
Measure: Data analysis complete with program if needed

Performance Measures:	2005	2006	2007 Estimated	2008 Projected
Effort:				
# of enforcement compliance checks for the new focus area in the 1 st quarter.	0	0	0	14
# of civilian compliance checks for the new focus area in the 1 st quarter.	0	0	0	30
% of law enforcement tobacco compliance checks coordinated for the 3 rd quarter.	0	0	65%	65%
% of law enforcement tobacco compliance checks coordinated for the 4 th quarter.	0	0	100%	100%
# of smoke free workplace implementation phase plans distributed	0	0	0	500
# of quarterly(4) media releases about smoke free workplaces.	0	0	0	4
# of smoke free policy tool kits distributed to non- smoke free restaurants and bars	0	0	0	15
Quality:				
Enforcement compliance checks completed by 12/07(for first quarter).	N/A	N/A	N/A	Complete
Vendors notified of pass/fail by 1/08(for first quarter)	N/A	N/A	N/A	Complete
LCC notified of sale/no sale by 1/08 (for first quarter)	N/A	N/A	N/A	Complete
Civilian compliance checks completed by 12/07 (for first quarter)	N/A	N/A	N/A	Complete
Vendors notified of pass/fail by 1/08 (for first quarter)	N/A	N/A	N/A	Complete

Performance Measures:	2005	2006	2007 Estimated	2008 Projected
<i>LCC notified of sale/no sale by 1/08 (for first quarter)</i>	N/A	N/A	N/A	Complete
<i>Law enforcement compliance checks completed by 3/08 (for second quarter)</i>	N/A	N/A	N/A	Complete
<i>Vendors notified of pass fail by 4/08 (for second quarter)</i>	N/A	N/A	N/A	Complete
<i>LCC notified of sale/no sale by 4/08 (for second quarter)</i>	N/A	N/A	N/A	Complete
<i>Law enforcement compliance checks completed by 6/08 (for third quarter)</i>	N/A	N/A	N/A	Complete
<i>Vendors notified of pass fail by 7/08 (for third quarter)</i>	N/A	N/A	N/A	Complete
<i>LCC notified of sale/no sale by 7/08 (for third quarter)</i>	N/A	N/A	N/A	Complete
<i>Vendor education distributed 100% of non-compliant within a month of receiving the results of the checks.</i>	0	0	0	100%
<i>% of positive evaluation of smoke free worksite implementation plan.</i>	0	0	0	100%
<i>Record and distribute Smoke Free Ottawa meeting minutes monthly</i>	0	0	0	12
<i>Determined need for methamphetamine prevention in Ottawa County</i>	N/A	N/A	N/A	Complete
Outcome:				
<i>% establishments that did not sell tobacco to minors.</i>	0	0	0	80%
<i>% increase in the number of smoke free public and private worksites that pass a smoke free indoor air policy.</i>	0	0	0	5%
<i>% smoke free restaurants in Ottawa county</i>	0	0	Increased by 20%	75%
<i>A process for implementing smoke free campuses for Ottawa County properties</i>	N/A	N/A	N/A	Complete
<i>Implementation of Smoke Free Ottawa: A tobacco reduction coalition implementing their strategic plan.</i>	N/A	N/A	N/A	Complete

HEALTH PROMOTION-REPRODUCTIVE HEALTH

Based on the results of the Community Health Profile, Chlamydia is a growing problem in Ottawa County:



GUIDING RESEARCH

A review of five rigorously evaluated adolescent pregnancy prevention programs shows that all five incorporate an emphasis on abstinence or delay of sexual initiation, training in decision-making and negotiation skills, and education on sexuality and contraception. Four of the five directly or indirectly provide access to contraceptive services. The most successful programs provided access to contraceptive services and targeted adolescents who were younger and those who were not yet sexually experienced. Two programs significantly decreased the proportion of adolescents who became pregnant; these programs were the two that were most active in providing access to contraceptive services.

PROGRAM GOALS AND OBJECTIVES**Goal: Increase the awareness of Ottawa County services that prevent unintended pregnancy and STIs.**

Objective: By September 30, 2008 Reproductive Health will assist Family Planning staff in maintaining 30% teen enrollment (ages 19 and under) in the family planning program

Measure: 30% teen enrollment

Objective: By September 30, 2008 Reproductive health will assist the Family Planning staff in increasing the number of 19-44 year olds who are at or below 185% poverty level utilizing the family planning services by 10%

Measure: 10% increase in 19-44 year olds at or below 185 % poverty level

Objective: By September 30, 2008 Reproductive health will assist STI clinic staff in increasing the percentage of youth who use the STI clinic by 10% (based on baseline data)

Measure: 10% increase in teens using STI clinic

Objective: By September 30, 2008, 100% of students participating in presentations will be able to identify at least 2 consequences involved and skills to prevent the consequences related to risky sexual behavior

Measure: Evaluations from Peer Education presentations

Goal: Assist in the implementation of the strategic plan developed by the Ottawa County Youth Sexual Health Coalition

Objective: By September 30, 2008 Reproductive Health will implement the OCHD responsibilities defined in the Ottawa County Youth Sexual Health Strategic plan (to be determined)

Measure: Coalition is strengthened; intervention, prevention, and promotion subcommittees are formed and functioning

Goal: Increase access to resources to the community regarding the consequences of sexual activity

Objective: By September 30, 2008 Reproductive Health will increase the availability of resources and materials to assist in preventing teen risky sexual behavior to 200 Ottawa County parents

Measure: parent packet evaluations

Measure: 2 parent workshops completed

Objective: By September 30, 2008 Reproductive Health will implement one service learning project to increase the availability of resources and materials to assist students in preventing risky sexual behavior.

Measure: Service learning project evaluations

Objective: By September 30, 2008 Reproductive Health will increase the availability of resources and materials to assist students in preventing risky sexual behavior at 3 events

Measure: Teen Forum evaluations and Day to Prevent Teen Pregnancy Event evaluations

Goal: To reduce the risk of bloodborne and tuberculosis exposure to Ottawa County employees.

Objective: By September 30, 2008, Ottawa County employees will be trained on the Prevention of bloodborne exposure

Measure: 100% of Ottawa County "A" classified employees will be trained on prevention of bloodborne pathogens

Measure: 100% of Ottawa County "A" classified employees will be trained on prevention of TB exposure

Objective: By September 30, 2008, Health Promotion Services will assist the Safety and Security Committee in updating the Bloodborne Pathogen Exposure Control Plan

Measure: The bloodborne pathogen plan will be updated

Performance Measures:	2005	2006	2007 Estimated	2008 Projected
Output:				
# of peer education presentations completed	0	0	0	20
# of presentations to schools/JDC/Girls Group/Harbor House/Hope/ GVSU	0	0	0	65
# of materials (brochure, cards, teen help card) distributed about STI/ Family Planning services	0	0	0	4,000
# of OCYSH Coalition steering committee meetings conducted	0	0	0	6
# of OCYSH intervention sub-committee meetings (OCTPR)	0	0	0	12
# of OCYSH prevention sub-committee meetings	0	0	0	6
"talk early talk often" parent workshops advertised	N/A	N/A	N/A	Complete
# of "talk early talk often" parent workshops	0	0	0	2
# of research based service learning project implemented	0	0	0	1
# of parent packs distributed	0	0	0	200
Market 2 teen forum workshops through newspaper, flyer (advertisements)	N/A	N/A	N/A	Complete
# of Teen Forum workshops completed	0	0	0	2
Market the teen pregnancy on-line survey at all area schools	N/A	N/A	N/A	Complete
# of Challenge of Children meetings chaired	0	0	0	11
# of Program Committee meetings for Challenge of Children chaired	0	0	0	12
# of GLCSOPHE executive board Meetings conducted	0	0	0	12
Assist the Safety and Security committee in updating the Bloodborne Pathogen Exposure Control plan.	N/A	N/A	N/A	Complete
Efficiency:				
% of positive evaluations from peer educators	0	0	0	100%
% of positive evaluations of peer ed presentations from teachers	0	0	0	85
% of positive evaluation of overall Challenge of Children conference	0	0	0	100%
% of positive evaluation of overall Challenge of children workshops	0	0	0	100%
Provide bloodborne pathogen training to 100% "A" classification Ottawa County employees	0	0	100%	100%
Implementation of OCYSH committee initiatives	N/A	N/A	N/A	Complete
% of positive evaluations from "Talk Early, Talk Often" workshops.	0	0	0	100%
%of positive evaluation of service learning project	0	0	0	90%
% of positive evaluations of parent packs	0	0	0	90%
% of positive evaluations of teen forum.	0	0	0	90%
Encouraging participation in the teen pregnancy online survey at 2 schools	0	0	0	2
# of participants attending Challenge of Children	0	0	0	900
Outcome:				
% of students participating in peer ed	0	0	0	100%

Performance Measures:	2005	2006	2007 Estimated	2008 Projected
<i>presentations are able to list 2 risks and consequences for engaging in risky sexual behavior</i>				
<i>% teen enrollment (ages 18 and under) in the family planning program</i>	0	0	30%	30%
<i>% increase of 19-44 year olds who are at or below 185% poverty level utilizing the family planning services.</i>	0	0	10% increase	10% increase
<i>% increase in youth who use the STI clinic</i>	0	0	10%	10%
<i>Increased access to resources about the consequences of risky sexual behavior for students and parents</i>	N/A	N/A	N/A	Complete
<i>% of participants planning to use the information gained from the Challenge of Children conference</i>	0	0	0	85%

HEALTH PROMOTION-DENTAL

GUIDING RESEARCH

A systematic review of published studies, conducted on behalf of the Task Force on Community Preventive Services by a team of experts, found that school-based and school-linked dental sealant delivery programs are effective in reducing tooth decay in children and adolescents. Based on strong evidence of effectiveness, the Task Force recommends that these programs be included as part of a comprehensive population-based strategy to prevent or control dental caries in communities. The Task Force strongly recommends community water fluoridation and schoolbased or schoollinked pit and fissure sealant delivery programs for prevention and control of dental caries.

According to the MMWR article “*Recommendations for Using Fluoride to Prevent and Control Dental Caries in the United States*”: “The recommendations in this report guide dental and other health-care providers, public health officials, policy makers, and the public in the use of fluoride to achieve maximum protection against dental caries while using resources efficiently and reducing the likelihood of enamel fluorosis. The recommendations address public health and professional practice, self-care, consumer product industries and health agencies, and further research. Adoption of these recommendations could further reduce dental caries in the United States and save public and private resources”. (<http://www.cdc.gov/mmwr/preview/mmwrhtml/tr5014a1.htm>)

PROGRAM GOALS AND OBJECTIVES

Goal: Reduce dental disease among targeted at-risk populations in Ottawa County

Objective: By September 30, 2008 Dental team will increase access to school-based Oral Health Prevention program for at-risk children by 20 %

Measure: The Sealant Efficiency Assessment for Locals and States (SEALS) Needs Assessment tool

Objective: By September 30, 2008 Dental team will reduce dental disease by 25% for children who were provided Dental Services on “Miles of Smiles” Mobile Dental Unit

Measure: The Michigan Oral Data (MOD) Needs Assessment tool

Objective: Provide 75% of Ottawa County Elementary Schools and Head Start Centers with Oral Health Education Program Information

Measure: 75 elementary schools and 26 Head start programs receive information

Objective: By September 30, 2008 Dental Team will provide 10,845 oral health education resources and materials to Ottawa County residents

Measure: 10,845 resources distributed

Objective: By September 30, 2008 Dental team will provide dental treatment referral services for Ottawa County residents.

Measure: Intra-Agency Referral Form or Incoming Information/Referral Form is used to track calls requesting dental assistance

Objective: By September 30, 2008 Dental team will coordinate advocacy initiatives that will increase accessibility to Dental Services for Ottawa County Residents

Measure: Advocacy initiatives in place.

Performance Measures:	2005	2006	2007 Estimated	2008 Projected
Effort:				
<i># of MOD Needs assessments completed for children on Miles of Smiles Mobile Dental Unit.</i>	944	1,013	1,020	1,050
<i># of oral health educational units for at-risk children on miles of smiles mobile dental unit provided</i>	985	1,057	1,060	1,075
<i># of teacher resources regarding Student Oral Health Kits in 75 schools</i>	164	165	165	170
<i># of Oral Health Education Program information sent to teachers</i>	N/A	N/A	N/A	740
<i># of Head Start curriculum resources coordinated with the Head Start Coordinator</i>	506	N/A	515	535
<i># of Oral Health resources provided to preschoolers through the vision and hearing program</i>	2,255	2,160	2,165	2,175
<i># of infant oral health care packets provided to maternal/infant health program and early on program participants</i>	371	2,125	2,130	2,150
<i># of oral health presentation in schools and community</i>	16	22	23	25
<i># of oral health resources distributed at OCHD health events</i>	5,125	5,142	5,150	5,175
<i>Dental Services Referral Network will manage 100% dental treatment needs requests.</i>	100%	100%	100%	100%
<i>Advocacy initiatives that will increase accessibility to dental services for Ottawa County residents</i>	N/A	N/A	N/A	Complete
Quality:				
<i>% of positive evaluations of those who receive services on miles of smile mobile unit</i>	N/A	N/A	N/A	100%
<i>% of positive evaluations of teacher resources regarding Student Oral Health Kits</i>	N/A	N/A	N/A	100%
<i>% of positive evaluations of Oral Health Education Program information to teachers</i>	N/A	N/A	N/A	100%
<i>% of positive evaluations of Early Head Start curriculum resources</i>	N/A	N/A	N/A	100%
<i>% of positive evaluation of infant oral health care packets to maternal/infant health program and early on program participants.</i>	N/A	N/A	N/A	100%
Outcome:				
<i>% reduction in dental disease in children who were provided Dental Services on "Miles of Smiles" Mobile Dental Unit.</i>	36.6%	25.4%	20%	25%
<i># of dentally at-risk elementary school children Fluoride program assisted</i>	4,674	4,697	4,700	4,725
<i># of second and sixth grade children with access to the school-based sealant program.</i>	0	0	280	458
<i># of at-risk children at child Development Services Head Start and Early Head Start with access to the Fluoride Varnish Program</i>	0	0	147	535
<i># of client encounters on Miles of Smiles mobile dental units for prevention and restorative services to dentally at-risk children</i>	1,723	1,974	1,975	2,000
<i># of diagnostic dental services unit provided</i>	2,393	2,399	2,400	2,425

Performance Measures:	2005	2006	2007 Estimated	2008 Projected
<i>for at risk children provided on Miles of Smiles mobile dental unit</i>				
<i># of restorative dental services units for at-risk children provided on Miles of Smiles mobile dental unit</i>	1,278	1,400	1,425	1,450
<i># of oral surgery service units for at-risk children provided on Miles of Smiles mobile dental unit</i>	N/A	180	185	190
<i># of preventive dental service units for at-risk children provided on Miles of Smiles mobile dental unit</i>	2,821	3,209	3,225	3,250

HEALTH PROMOTIONS – PROGRAM EVALUATION

GUIDING RESEARCH

Program evaluation is an essential organizational practice in public health; however, it is not practiced consistently across program areas, nor is it sufficiently well-integrated into the day-to-day management of most programs. Program evaluation is also necessary for fulfilling CDC's operating principles for guiding public health activities, which include a) using science as a basis for decision-making and public health action; b) expanding the quest for social equity through public health action; c) performing effectively as a service agency; d) making efforts outcome-oriented; and e) being accountable. These operating principles imply several ways to improve how public health activities are planned and managed. They underscore the need for programs to develop clear plans, inclusive partnerships, and feedback systems that allow learning and ongoing improvement to occur. One way to ensure that new and existing programs honor these principles is for each program to conduct routine, practical evaluations that provide information for management and improve program effectiveness. (<http://www.cdc.gov/mmwr/preview/mmwrhtml/rr4811a1.htm>)

PROJECT GOALS AND OBJECTIVES

Goal: Assist in the collection, assembly and analysis of data available about the health of the community.

Objective: By September 30, 2008 provide 3 data reports to Ottawa county residents

Measure: Data reports

Goal: To assist in the planning and evaluation of health department programs.

Objective: By September 30, 2008 create Program/evaluation plans for 100% of the Health Promotion programs.

Measure: One plan for each health promotion program

Objective: By September 30, 2008 monitor performance measures for 100% of the Health Promotion programs.

Measure: One evaluation report for each health promotion program

Performance Measures:	2005	2006	2007 Estimated	2008 Projected
Output:				
<i>Continue the efforts of the Ottawa County Youth Assessment Survey committee</i>	N/A	N/A	Complete	Complete
<i>Assist in the analysis of the Youth Assessment Survey data</i>	N/A	N/A	Complete	Complete
<i>Assist in the development of the report of the Youth Assessment Survey</i>	N/A	N/A	Complete	Complete
<i>Assist in the analysis of the Behavioral Risk Factor survey results</i>	N/A	N/A	N/A	Complete
<i>Assist in the development of the report of the Behavioral Risk Factor Survey Data</i>	N/A	N/A	N/A	Complete
<i>Assist in the collection of National, State, and Local data for various topics for Data Watch on a quarterly basis</i>	N/A	N/A	4	4
<i>Assist in the collection of data for the Community Health Profile</i>	N/A	N/A	N/A	N/A
<i>Collect and analyze data from the STI/Family</i>	N/A	N/A	N/A	Complete

Performance Measures:	2005	2006	2007 Estimated	2008 Projected
<i>planning clinic surveys</i>				
<i>Report STI/ Family planning clinic survey results quarterly</i>	N/A	N/A	N/A	4
<i>Assist in the data collection for the BMI screenings</i>	N/A	N/A	N/A	Complete
<i>Assist in the analysis of the BMI data</i>	N/A	N/A	N/A	Complete
<i>Assist in the development of the BMI data report</i>	N/A	N/A	N/A	Complete
<i>Collect miscellaneous data as needed by coalitions or other staff members</i>	N/A	N/A	Complete	Complete
<i>Assist in the creation of goals and objectives for each program.</i>	N/A	N/A	Complete	Complete
<i>Assist in the creation of performance measures for each program.</i>	N/A	N/A	Complete	Complete
<i>Assist in the development of evaluation plans for each of the strategic plans for the community coalitions.</i>	N/A	N/A	N/A	Complete
<i>Create a reporting process for each program to evaluate quarterly progress in their program success (performance measures).</i>	N/A	N/A	N/A	Complete
<i>Continue to collect data and research to prove effectiveness and/ or improve the strategies of prevention programs.</i>	N/A	N/A	N/A	Complete
<i># of community wide data reports are distributed/ available to Ottawa county residents</i>	0	1	1	3
<i>Data Watch reports are distributed quarterly</i>	0	0	4	4
<i># of STI/Family planning reports distributed</i>	0	0	0	4
<i>Each health promotion program has a comprehensive program plan</i>	0	0	5	5
<i>Each health promotion program has an evaluation plan</i>	0	0	0	5
<i>Each health promotion program has a database to track data relevant to their program</i>	0	0	0	5
<i>Each health promotion program has a reporting process in order to measure the process of each implementation</i>	0	0	0	5
<i>Each health promotion program has a report reporting effectiveness by the end of the year.</i>	0	0	0	5
Outcome:				
<i>% positive BRFs report user rate</i>	0	0	0	95%
<i>% positive YRBS report user rate</i>	0	0	0	95%
<i>% positive BMI report user rate</i>	0	0	0	95%
<i>% positive evaluation from health promotion about process of putting together goals and objectives.</i>	0	0	0	100%
<i>% of Health Promotion programs using performance measure matrix.</i>	0	0	0	100%
<i>% of Health Promotion reporting it's easy to implement their evaluations plan</i>	0	0	0	100%

Resources				
Personnel				
Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Records Processing Clerk II	1.150	0.650		
Records Processing Clerk III	1.000	1.000	1.000	\$33,769
Health Educator	5.700	6.300	6.300	\$286,901
Oral Health Supervisor	1.000	0.500	0.000	\$0
Registered Dietician	0.600	0.500	0.000	\$0
Team Supervisor	0.000	1.050	2.000	\$122,224
Nutritionist	0.000	0.000	0.500	\$24,734
Health Promotion Manager	1.000	1.000	1.000	\$71,285
Health Promotion Supervisor	1.000	0.450	0.000	\$0
Dental Clinic Manager	0.800	0.800	0.800	\$36,960
Dental Hygienist	0.800	0.800	0.800	\$44,806
	13.050	13.050	12.400	\$620,679

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$139,430	\$188,307	\$208,768	\$268,912	\$158,916
Charges for Services	\$37,784	\$20,615	\$9,686	\$14,180	\$9,972
Interest & Rents					
Other Revenue	\$17,039	\$54,513	\$93,397	\$141,716	\$96,918
Total Revenues	\$194,253	\$263,435	\$311,851	\$424,808	\$265,806

Expenditures

Personnel Services	\$602,096	\$693,910	\$738,397	\$845,131	\$935,113
Supplies	\$95,522	\$106,822	\$148,747	\$137,578	\$99,124
Other Services & Charges	\$196,134	\$230,614	\$233,825	\$358,109	\$249,645
Capital Outlay				\$6,308	
Total Expenditures	\$893,752	\$1,031,346	\$1,120,969	\$1,347,126	\$1,283,882

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Estimated	2008 by Board
Revenues					
Intergovernmental Revenue					
Charges for Services	\$55,134	\$29,969	\$20,459	\$20,400	\$20,400
Interest & Rents					
Other Revenue					
Other Financing Sources	\$42,154	\$40,310	\$43,815	\$41,397	\$39,151
Total Revenues	\$97,288	\$70,279	\$64,274	\$61,797	\$59,551
Expenditures					
Personnel Services	\$329,293	\$154,120			
Supplies	\$101,231	\$112,795	\$120,841	\$117,250	\$117,300
Other Services & Charges	\$226,835	\$631,776	\$658,440	\$696,250	\$683,237
Capital Outlay					
Total Expenditures	\$657,359	\$898,691	\$779,281	\$813,500	\$800,537

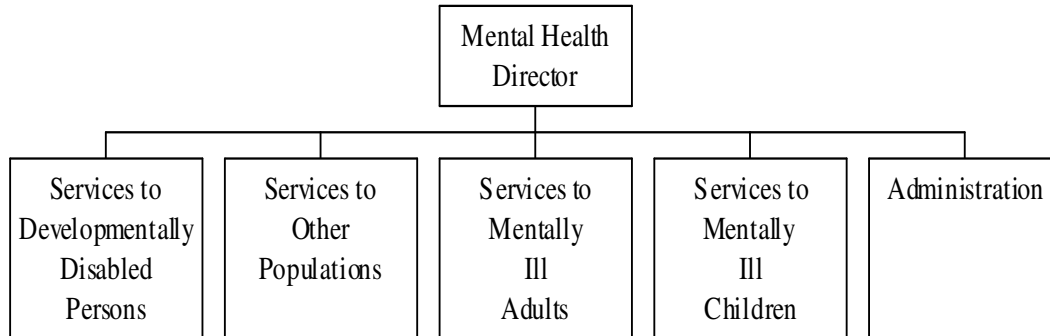
Budget Highlights:

The positions in this department are now contracted out.

Mental Health (2220) Fund Summary

Function Statement

Ottawa County Community Mental Health (CMH) provides services to developmentally disabled children and adults, mentally ill children and adults, and select other populations. Below is a budget summary for the entire fund. Subsequent pages provide information for each of the populations served and CMH administration.



	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$25,378,817	\$27,089,930	\$28,033,325	\$29,697,313	\$30,220,164
Charges for Services	\$834,652	\$398,264	\$547,468	\$371,583	\$381,313
Rents		\$187,935	\$147,593	\$157,398	\$160,948
Interest		\$23,943	\$45,933	\$54,584	\$92,000
Other Revenue	\$43,930	\$65,816	\$72,863	\$92,365	\$42,375
Other Financing Sources	\$476,500	\$476,500	\$476,500	\$476,500	\$583,631
Total Revenues	\$26,733,899	\$28,242,388	\$29,323,682	\$30,849,743	\$31,480,431
Expenditures					
Personnel Services	\$10,183,301	\$11,066,578	\$11,049,670	\$11,598,343	\$12,004,656
Supplies	\$417,698	\$453,008	\$529,231	\$574,312	\$611,853
Other Services & Charges	\$16,105,798	\$16,706,281	\$18,162,179	\$18,759,757	\$18,770,310
Capital Outlay	\$259,401	\$50,000			
Other Financing Uses					
Total Expenditures	\$26,966,198	\$28,275,867	\$29,741,080	\$30,932,412	\$31,386,819

Fund: (2220) Mental Health

The following indicators have been identified by the Michigan Department of Community Health and the Ottawa County CMH Board as critical indicators of performance for CMH of Ottawa County. These indicators represent agency-wide performance indicators.

Goal: Timeliness of inpatient screens assesses CMH’s ability to respond to persons in crisis who are at risk of inpatient hospitalization. Timely response is clinically necessary, but the careful management of inpatient admissions is vital for financial performance as well.

Objective: Screening will be complete within 3 hours of the crisis request.

Goal: Days between initial request and first face to face assessment is another access indicator that measures timely initiation into the CMH service network. This is a measure of the effectiveness of our system to get consumers into services without long delays.

Objective: 95% of consumers requesting service should receive their first service within 14 days of the request.

Goal: Days between the first assessment and ongoing services is a related measure that assures that consumers are not brought into services only to go on program waiting lists.

Objective: 95 % of consumers assessed will receive their next ongoing service within 14 days.

Goal: The indicator on recidivism measures the number of readmissions to inpatient hospitals within a 30 day period. This is a measure of the effectiveness of CMH’s follow-up after discharge, as well as the appropriateness of discharge planning for persons hospitalized.

Objective: No more than 15% of persons discharged will be readmitted within 30 days.

Goal: The indicator on continuity of care measures CMH response to consumers who are discharged from inpatient.

Objective: Persons discharged from hospitals should be seen for follow-up within 7 days. Ottawa is compared against the rest of the state on this measure, but there is no minimum standard.

Goal: Medicaid penetration rate compares the number of Medicaid covered consumers against the total Medicaid eligible population in the county.

Objective: Ottawa’s percentage is compared against other counties in the state.

Service Area	Actual 2005	Actual 2006	Estimated 2007	Budgeted 2008
Persons in Crisis will be screened within 3 hours of request (Standard: 95%)				
Children	100%	96.8%	97%	95%
Adult	99.8%	95.7%	98%	95%
Persons will receive their first face to face assessment within 14 days of the request for service.				
	96.9%	97.5%	98%	95%
Access – Timeliness Measure				
Persons will receive their first ongoing service within 14 days of the initial assessment (Standard: 95%)				
	91.4%	96.5%	95%	95%
Recidivism – Inpatient Care				
The percentage of persons readmitted to inpatient psychiatric units within 30 days of discharge will not be greater than 15%. (Standard 15%)				
Children	6.6%	5.6%	5%	15%
Adults	6.5%	5.6%	8%	15%
Continuity of Care – Follow Up to Inpatient				
Persons discharged from inpatient care will be seen for follow up care within 7 days.				
Children	00%	92.3%	95%	95%
Adults	98.4%	98.4%	98%	98%
Medicaid Population Served				
Number of Medicaid consumers served by CMH as a percentage of the total Medicaid eligible population in Ottawa County.				
	CMH 6.3-6.7%	CMH 5.5-6.2%	CMH 5.2-6.2%	CMH 5.6%
(Compared to state rates)				
	N/A	N/A	N/A	N/A

No State data is produced; # of Medicaid eligibles is increasing (up to 19,295 in April 2007 from 17,975 in October 2005).

Resources**Personnel**

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Program Supervisor	1.000	1.000	1.000	\$69,034
Program Coordinator-County	0.860	0.000	0.080	\$5,038
Mental Health Clinician	2.500	2.000	3.000	\$130,345
Occupational Therapist	1.000	1.000	1.000	\$52,647
Speech Therapist	0.500	0.500	0.500	\$26,324
Mental Health Nurse	1.750	0.750	1.500	\$69,750
Team Supervisor - M Health	4.000	4.000	4.000	\$228,579
Mental Health Clinician III	1.000	1.000	0.000	\$0
Mental Health Specialist	22.700	21.700	21.700	\$933,702
Mental Health Aide	51.000	36.000	41.000	\$1,192,648
Recipient Right & Info Officer	0.500	0.320	0.320	\$18,383
Mental Health Trainer	2.000	1.000	1.000	\$43,428
Account Clerk I	0.060	0.000	0.000	\$0
Records Processing Clerk III	0.700	0.700	0.700	\$22,220
	89.570	69.970	75.800	\$2,792,096

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$15,875,201	\$16,960,879	\$17,863,811	\$18,536,444	\$18,870,846
Charges for Services	\$649,387	\$203,816	\$337,515	\$254,300	\$271,458
Rents		\$187,935	\$147,593	\$157,398	\$160,948
Other Revenue	\$23,118	\$53,956	\$46,781	\$53,440	\$36,900
Total Revenues	\$16,547,706	\$17,406,586	\$18,395,700	\$19,001,582	\$19,340,152

Expenditures

Personnel Services	\$3,634,130	\$4,108,770	\$4,035,314	\$4,002,424	\$4,264,681
Supplies	\$92,851	\$40,750	\$45,213	\$36,730	\$57,927
Other Services & Charges	\$10,542,361	\$11,026,022	\$11,995,268	\$12,324,400	\$12,637,877
Capital Outlay					
Total Expenditures	\$14,269,342	\$15,175,542	\$16,075,795	\$16,363,554	\$16,960,485

Budget Highlights:

Personnel Services increased due to salary distribution changes. The five Mental Health Aides were not eliminated as reflected in the 2007 budget.

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Program Coordinator	0.100	0.020	0.020	\$1,261
Mental Health Specialist	0.000	0.250	0.250	\$10,857
	0.100	0.270	0.270	\$12,118

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$157,374	\$361,673	\$355,566	\$326,594	\$351,947
Total Revenues	\$157,374	\$361,673	\$358,598	\$326,594	\$351,947

Expenditures

Personnel Services	\$6,302	\$13,113	\$15,594	\$16,786	\$17,537
Other Services & Charges	\$110,679	\$257,330	\$262,380	\$290,873	\$312,942
Total Expenditures	\$116,981	\$276,636	\$277,974	\$307,659	\$330,479

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Program Coordinator-County	2.940	3.100	2.770	\$174,441
Psychiatrist	2.000	1.000	1.000	\$189,604
Mental Health Clinician	17.500	19.000	18.000	\$862,419
Mental Health Nurse	5.500	4.500	4.500	\$188,130
Clinical Nurse	0.000	1.000	1.000	\$68,911
Records Processing Clerk I	0.000	0.000	1.000	\$26,526
Team Supervisor	5.000	6.000	6.000	\$316,182
Mental Health Specialist	20.150	21.350	21.150	\$874,651
Residential Worker	15.000	15.000	15.000	\$474,834
Medical Assistant	1.000	1.000	1.000	\$31,742
Nursing Supervisor	0.800	0.800	0.800	\$42,795
Accountant - MH	0.000	0.000	0.170	\$7,770
Account Clerk II	0.000	1.000	0.00	\$0.00
Account Clerk I	1.880	1.000	2.000	\$61,062
	71.770	74.750	74.390	\$3,319,069

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$8,933,297	\$9,235,886	\$9,812,112	\$10,352,960	\$10,429,054
Charges for Services	\$126,107	\$110,230	\$113,290	\$103,050	\$101,331
Rents					
Other Revenue	\$10,638	\$10,605	\$22,578	\$38,375	\$5,175
Total Revenues	\$9,070,042	\$9,356,721	\$9,947,980	\$10,494,385	\$10,535,560

Expenditures

Personnel Services	\$4,049,199	\$4,367,204	\$4,422,670	\$4,896,371	\$5,085,776
Supplies	\$110,837	\$225,886	\$341,543	\$360,902	\$477,564
Other Services & Charges	\$3,291,387	\$3,107,386	\$3,425,629	\$3,548,450	\$3,385,189
Total Expenditures	\$7,451,423	\$7,700,476	\$8,189,842	\$8,805,723	\$8,948,529

Budget Highlights:

The number of consumers receiving injectable medications increased Supplies. Client care expenditures decreased Other Services & Charges due to fewer consumers, fewer days of care, and lower rates.

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Program Coordinator	0.400	0.100	0.530	\$33,379
Account Clerk I	0.060	0.000	0.000	\$0
Mental Health Clinician	2.000	2.000	2.000	\$98,877
	<u>2.460</u>	<u>2.100</u>	<u>2.530</u>	<u>\$132,256</u>

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$394,023	\$514,906	\$518,420	\$473,013	\$560,015
Charges for Services	\$1,604	\$4,799	\$7,061	\$3,433	\$1,500
Rents					
Other Revenue					
Total Revenues	<u>\$395,627</u>	<u>\$519,705</u>	<u>\$525,481</u>	<u>\$476,446</u>	<u>\$561,515</u>

Expenditures

Personnel Services	\$84,190	\$149,594	\$140,417	\$143,925	\$189,914
Supplies	\$267	\$279		\$425	\$975
Other Services & Charges	\$259,603	\$287,687	\$298,966	\$279,052	\$284,659
Capital Outlay					
Total Expenditures	<u>\$344,060</u>	<u>\$437,560</u>	<u>\$439,383</u>	<u>\$423,402</u>	<u>\$475,548</u>

Budget Highlights:

Medicaid Capitated revenue (included in Intergovernmental Revenue) is higher in 2008 due to increased direct costs.

Resources				
Personnel				
Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Account Clerk I	4.500	3.000	2.250	\$73,805
Account Clerk II	1.000	2.500	2.250	\$68,016
Accountant I	1.000	1.000	1.000	\$39,168
Accountant - M.H. Billing	1.000	1.000	0.830	\$37,935
Administrative Assistant	2.000	1.375	1.250	\$49,035
Administrative Sec I	0.000	0.625	0.750	\$29,421
CMH Business Manager	1.000	1.000	1.000	\$62,972
Community. Dev. & Relations Coordinator	1.000	1.000	1.000	\$46,500
Compliance Manager	1.000	1.000	1.000	\$52,402
Contract Manager	1.000	1.000	1.000	\$49,438
Cost Analyst	1.000	1.000	1.000	\$46,500
Director of QI & Planning	1.000	1.000	1.000	\$62,972
Licensed Psychologist	0.500	0.000	0.000	\$0
Medical Records Assistant	1.000	1.000	1.000	\$37,683
Mental Health Director	1.000	1.000	1.000	\$90,428
Nursing Supervisor	0.200	0.200	0.200	\$10,699
Personnel Specialist	0.500	0.500	0.500	\$30,313
Program Coordinator- County	1.780	1.780	0.600	\$37,788
Program Director	1.000	1.000	1.000	\$82,955
Program Evaluator	1.000	1.000	1.000	\$40,240
Programmer	0.500	0.000	0.000	\$0
Programmer/ Analyst	0.500	1.000	1.000	\$60,372
Quality Improvement/ Managed Care Asst	1.000	1.000	1.000	\$46,500
Quality Improvement Asst	0.000	1.000	1.000	\$31,625
Recipient Rights	0.500	0.680	0.680	\$39,063
Recipient Rights & Info Officer	1.000	1.000	1.000	\$47,804
Records Processing Clerk III	6.000	2.000	2.000	\$62,707
Records Processing Clerk II	9.250	12.250	11.250	\$321,269
Senior Accountant	0.500	0.500	0.500	\$28,723
	41.730	41.410	38.060	\$1,586,334

Resources					
Funding	2004	2005	2006	2007	2008
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$18,922	\$16,586	-\$516,584	\$8,302	\$8,302
Charges for Services	\$57,554	\$79,419	\$89,602	\$10,800	\$7,024
Rents					
Interest		\$23,943	\$45,933	\$54,584	\$92,000
Other Revenue	\$10,174	\$1,255	\$472	\$550	\$300
Other Financing Sources	\$476,500	\$476,500	\$476,500	\$476,500	\$583,631
Total Revenues	\$563,150	\$597,703	\$95,923	\$550,736	\$691,257
Expenditures					
Personnel Services	\$2,409,480	\$2,427,897	\$2,435,675	\$2,538,837	\$2,446,748
Supplies	\$213,743	\$179,900	\$142,475	\$176,255	\$75,387
Other Services & Charges	\$1,901,768	\$2,027,856	\$2,179,936	\$2,316,982	\$2,149,643
Capital Outlay	\$259,401	\$50,000			
Other Financing Uses					
Total Expenditures	\$4,784,392	\$4,685,653	\$4,758,086	\$5,032,074	\$4,671,778

Budget Highlights:

Estimated investment returns are increasing, so the interest revenue is increasing. The operating transfer reflected in Other Financing Sources is increasing to reflect the portion of rent charged to Mental Health that is ineligible for reimbursement. More computers were purchased in 2007, decreasing Supplies.

Fund: 2271 Solid Waste Clean-Up

Function Statement

The Solid Waste Clean-up fund is one of the county's "financing tools." The fund was established in 1990 to account for monies received from a \$1,100,000 settlement of the claim with Michigan Waste Systems, Inc. Interest income and General Fund appropriations (when available) in the fund allow for growth.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue		\$278,468			
Interest	\$139,632	\$152,246	\$335,869	\$301,114	\$247,162
Other Revenue		\$4,585	\$5,803		
Other Financing Sources					
Total Revenues	\$139,632	\$435,299	\$341,672	\$301,114	\$247,162
Expenditures					
Other Services & Charges	\$172,543	\$117,060	\$131,613	\$172,048	\$163,000
Capital Outlay	\$60,450	\$106,650	\$149,106	\$724,767	\$1,373,182
Total Expenditures	\$232,993	\$223,710	\$280,719	\$896,815	\$1,536,182

Budget Highlights:

The 2008 Interest revenue reduction reflects the decrease in cash for capital improvements. 2008 capital expenditures include the new extraction well and treatment plant improvements.

Function Statement

Environmental Health Services protect public health by assuring risks from exposure to environmental hazards are minimized through prevention, identification, and response. Hazards such as contaminated ground water, hazardous materials, and polluted surface water seriously threaten the health of Ottawa County residents and visitors. It is the mission of the Environmental Health – Waste Management Services team to address those threats by providing household hazardous waste and pesticide disposal, mercury recovery, and recycling programs in an efficient and effective manner.

Mission Statement

Administer the Ottawa County Solid Waste Management Plan to provide residents with alternatives to landfills for disposing of waste

- “Effective medical/environmental treatments for the adverse effects associated with chemical exposures are largely unknown, rendering primary prevention of exposure the most effect strategy for protecting children.” (Bellinger, 2007)
- “Chemicals, especially when mixed with everyday household trash, pose a wide range of health and physical hazards.” (Waste Age, July 2005)
- The U.S. loses \$8.7 billion annually due to the impact of mercury on children’s brain development. (Mt. Sinai School of Medicine, 2005)
- “Before they take their first breath, as many as 600,000 babies may suffer permanent brain damage from their mothers exposure to mercury pollution.” (Susan Marmagas, director of Physicians for Social Responsibility’s Environment and Health Program)
- “Studies suggest that chronic low-level exposure to OP (organophosphorus) pesticides may affect neurologic functioning, neurodevelopment, and growth in children.” (Environmental Health Perspectives, February 2003)
- One gallon of used motor oil can contaminate 1 million gallons of fresh water. (US Environmental Protection Agency)

Goal: Protect the public and the environment from the improper disposal of household hazardous materials by providing a household hazardous material recovery/disposal program

Objective: Sustain the availability for Ottawa County residents to dispose of their household hazardous materials in an environmentally responsible manner.

Measure: Hazardous materials will be collected at every Ottawa County Resource Recovery Service Center

Measure: Increase the amount of solid hazardous waste collected and properly disposed of to 50,000 pounds.

Objective: Continue to provide a used motor oil collection program

Measure: Used motor oil recycling facilities will be available at every Ottawa County Resource Recovery Service Center

Measure: Collect at least 50,000 gallons of used motor oil

Goal: Prolong landfill lifespan and encourage environmental stewardship

Objective: Reduce the volume of recyclable material in the municipal waste stream by promoting an effective recycling program for all residents

Measure: % of County residents with access to recycling.

Measure: % of residents with a Resource Recovery Service Center within 15 miles of home.

Objective: Monitor landfill disposal volumes semi-annually to verify that the amount of waste generated is not increasing

Measure: # of tons of landfill disposal volumes will be less than 1.5 million tons annually (as required by the Ottawa County Solid Waste Management Plan).

Performance Measures	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>Number of Mercury Spill Response Calls</i>	N/A	12	15	18
<i>Number of Recycling Memberships</i>	N/A	217	304	400
<i>Total Pounds of Pesticides Collected</i>	11,502	12,237	15,165	16,000
<i>Total Gallons of Liquid Hazardous Waste Collected</i>	N/A	15,139	15,535	16,000

Performance Measures	2005	2006	2007 Estimated	2008 Projected
<i>Total Pounds of Solid Hazardous Waste Collected</i>	N/A	31,910	42,488	50,000
<i>Total Volume of Recyclables Collected</i>	N/A	103 tons	122 tons	150 tons
Efficiency:				
<i>% of Households within 15 miles of an Ottawa County Resource Recovery Service Center (RRSC)</i>	N/A	75	75	100
<i>% of OC Used Motor Oil Collected by an Ottawa County RRSC</i>		12	13	20
<i>% Compliance with Ottawa County Solid Waste Management Plan</i>	N/A	100	100	100
<i>% of Customers who indicated that the quality of service received at a RRSC was satisfactory</i>	N/A	N/A	N/A	90%
<i>% of Membership Applications processed within one month</i>	N/A	N/A	N/A	100%
Outcome:				
<i># of Households served by RRSC/Gallons of liquid Household Hazardous Waste diverted from landfill</i>	N/A	9,084/15,139	8,467/15,535	9,500/16,000
<i># of Households served by RRSC/pounds of solid Household Hazardous Waste diverted from landfill</i>	N/A	9,084/31,910	8,467/42,488	9,500/50,000
<i># of Customers indicating satisfaction with Waste Management services</i>	N/A	N/A	N/A	9,000
<i># of New recycling members without access to curbside recycling</i>	N/A	N/A	N/A	10 (est)
<i># of Customers who report having a "safer home" because of our program</i>	N/A	N/A	N/A	9,000

Resources

Personnel	Position Name	2006	2007	2008	2008	
		# of Positions	# of Positions	# of Positions	Budgeted Salary	
	Solid Waste Mgt Coordinator	1.000	0.220	0.220	\$14,810	
	Deputy Health Officer	0.100	1.000	1.000	\$51,137	
	Resource Recovery Specialist	1.000	1.000	1.000	\$49,523	
	Recycle Center Attendant	2.000	2.000	2.000	\$52,197	
	Records Processing Clerk II	0.500	0.500	0.500	\$17,008	
		4.600	4.720	4.720	\$184,675	
Funding				2007	2008	
		2004 Actual	2005 Actual	2006 Actual	Current Year Estimated	Adopted by Board
Revenues						
	Charges for Services	\$411,318	\$434,964	\$434,626	\$380,000	\$380,000
	Interest and Rents					
	Other Revenue	\$10,724	\$13,666	\$16,084	\$13,806	\$13,806
	Other Financing Sources					
	Total Revenues	\$422,042	\$448,630	\$450,710	\$393,806	\$393,806
Expenditures						
	Personnel Services	\$148,886	\$192,318	\$188,119	\$237,615	\$282,831
	Supplies	\$21,339	\$8,319	\$13,282	\$11,630	\$11,630
	Other Services & Charges	\$155,046	\$163,374	\$138,818	\$177,633	\$205,090
	Capital Outlay	\$143,210	\$11,517	\$7,208	\$14,593	
	Total Expenditures	\$468,481	\$375,528	\$347,427	\$441,471	\$499,551

Fund (2320) Transportation System

Function Statement

The purpose of the Transportation System Fund is to ensure that MDOT dollars are provided to fund transportation services for Work First clients, as well as handicapped and senior citizens in rural areas of Ottawa County. The Planning and Grants Department administers the grant and subsequent contracts with two transportation providers (Georgetown Seniors and Pioneer Resources) to accomplish this objective.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$44,537	\$40,700	\$138,354	\$138,354	\$157,569
Other Financing Sources					
Total Revenues	\$44,537	\$40,700	\$138,354	\$138,354	\$157,569
Expenditures					
Supplies					
Other Services & Charges	\$44,537	\$40,700	\$138,354	\$138,354	\$157,569
Total Expenditures	\$44,537	\$40,700	\$138,354	\$138,354	\$157,569

Fund (2420) Planning Commission

Function Statement

County Planning Commissions are directed by State Statute to establish county development plans that promote the health, safety, morals, order, convenience, prosperity, and general welfare of county residents. Further, County Planning Commissions are given the authority to conduct studies, investigations, and surveys related to the economic, social, environmental, and physical development of the County.

The Planning Commission is also responsible for fulfilling the obligations of three other statutory mandates: The first is to review applications by farmers to include or remove their Ottawa County farmland from the State of Michigan's PA 116 Program (Act 116 of 1974 - Farmland and Open Space Preservation Act, as amended); The second is to review township zoning amendments (Act 184 of 1943 - Township Rural Zoning Act and Act 168 of 1959 - Township Planning Act, as amended); And the third is to review and provide a statement whether township or municipal master plans are consistent with the county plan and any adjoining city, village, township, or regional master plans (Act 168 of 1959, Township Planning Act, as amended, and Act 285 of 1931, Municipal Planning Act, as amended).

Goals and Objectives for the Planning Commission are reflected in the goals and objectives for the Planning and Grants Department, General Fund, Department 7211.

Resources

Personnel

No permanent personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue			\$5,697	\$4,250	\$17,000
Charges for Services					
Other Revenue	\$75			\$30	\$30
Other Financing Sources	\$104,726	\$29,267	\$31,782	\$49,789	\$55,237
Total Revenues	\$104,801	\$29,267	\$37,479	\$54,069	\$72,267
Expenditures					
Personnel Services	\$547	\$575	\$766	\$1,129	\$1,129
Supplies	\$4,207	\$7,362	\$4,366	\$8,141	\$7,498
Other Services & Charges	\$2,078	\$6,026	\$34,004	\$61,799	\$112,800
Total Expenditures	\$6,832	\$13,963	\$39,136	\$71,069	\$121,427

Budget Highlights:

2008 Other Services & Charges include the Urban Smart Growth Study.

Fund: 2444 Infrastructure

Function Statement

The Infrastructure Fund was established during 1999 with the transfer of \$2.69 million from the General Fund. It was established to provide "seed money" for large infrastructure projects.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Charges for Services	\$33,727	\$32,430	\$31,133	\$29,836	\$28,539
Interest	\$54,295	\$65,020	\$94,706	\$82,560	\$97,816
Other Financing Sources					
Total Revenues	\$88,022	\$97,450	\$125,839	\$112,396	\$126,355
Expenditures					
Other Services & Charges			\$600,000	\$34,500	\$125,000
Capital Outlay					
Operating Transfers					
Total Expenditures			\$600,000	\$34,500	\$125,000

Budget Highlights:

A portion of the debt service payments for the Grand Haven/ West Olive project will be charged to this fund in 2008.

Fund: 2450 Public Improvement

Function Statement

The Public Improvement fund is one of the county's "financing tools." The fund was established prior to 1978 and is used to account for earmarked revenues set aside for new county facilities and other capital improvements.

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Charges for Services	\$112,139				
Interest	\$165,294	\$101,039	\$231,670	\$242,432	\$276,929
Rents	\$737,356	\$802,010	\$878,423	\$818,861	\$756,830
Other		\$97,705			
Other Financing Sources		\$2,542,000		\$162,775	
Total Revenues	\$1,014,789	\$3,542,754	\$1,110,093	\$1,224,068	\$1,033,759
Expenditures					
Supplies	\$229,924	\$422,086	\$400,611	\$119,267	\$100,000
Other Services & Charges	\$4,319	\$30,590	\$5,887	\$73,300	\$200,000
Capital Outlay	\$6,676,115	\$3,618,876	\$70,510		
Operating Transfers			\$68,161		
Total Expenditures	\$6,910,358	\$4,071,552	\$545,169	\$192,567	\$300,000

Budget Highlights:

2007 revenue includes a transfer in from the Holland District Ct Building Authority fund to subsidize the debt service payments for Grand Haven/ West Olive project.

Fund: 2550 Homestead Property Tax

Function Statement

The Homestead Property Tax fund was established as a result of the passage of Public Act 105 of 2003 which provides for the denial of homestead status by local governments, counties and/or State of Michigan. The county's share of interest on tax revenue collected under this statute is to be used solely for the administration of this program, and any unused funds remaining after a period of three years will lapse to the county general fund (MCL 211.7cc, as amended).

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Taxes	\$44,529	\$44,828	\$12,127	\$15,000	\$15,000
Interest	\$368	\$10,133		\$4,500	\$6,000
Total Revenues	\$44,897	\$54,961	\$12,127	\$19,500	\$21,000
Expenditures					
Other Services & Charges	\$2,500	\$500	\$500	\$530	\$560
Total Expenditures	\$2,500	\$500	\$500	\$530	\$560

Fund: 2560 Register of Deeds Automation Fund

Function Statement

This fund was established under Public Act 698 of 2002 which designates the increase in recording fees in the Register of Deeds office be directed to a separately established fund. This revenue may only be used to upgrade technology in the Register of Deeds office. Included are the design and purchase of equipment and supplies that allow the Register of Deeds office to receive, enter, record, certify, index, store, search, retrieve, copy and process, by automated procedures and technology, the records maintained by the Register of Deeds office.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Interest	\$11,565	\$3,667	\$8,199	\$11,755	\$13,025
Charges for Services	\$364,233	\$323,750	\$268,845	\$280,000	\$280,000
Other Financing Sources		\$31,033			
Total Revenues	\$375,798	\$358,450	\$277,044	\$291,755	\$293,025
Personnel Services	\$4,240				
Supplies	\$799		\$836	\$2,000	\$1,060
Other Services & Charges	\$460,871	\$514,532	\$147,048	\$244,610	\$276,022
Total Expenditures	\$465,910	\$514,532	\$147,884	\$246,610	\$277,082

Budget Highlights:

Fund: 2570 Stabilization

Function Statement

The Stabilization fund is one of the county's "financing tools." The fund was established in 1981 under the authority of Michigan Public Act 30 of 1978. The fund's purpose is to assure the continued solid financial condition of the county in case of emergency. The statute sets a maximum limit to the fund of the lesser of 15% of the most recently completed General Fund budget, as originally adopted or 15% of the average of the five most recent General Fund budgets, as amended. By law, this fund may not be allocated any interest income; accordingly, the fund's only source of growth are General Fund appropriations.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Other Financing Sources	\$437,297	\$1,616,118	\$268,790	\$359,719	
Total Revenues	\$437,297	\$1,616,118	\$268,790	\$359,719	
Other Financing Uses		\$1,047,782			
Total Expenditures					

Budget Highlights:

No transfer is required to achieve full funding in 2008.

Fund: (2601) Prosecuting Attorney Grants

Function Statement

The Victim's Assistance Program is a subdivision of the Prosecuting Attorney. The main function is to provide crime victims rights pursuant to the Crime Victim's Rights Act, P.A. 87 of 1985 and the Constitution of the State of Michigan. Crime Victim's Rights are provided to victims of felony and serious misdemeanor offenses committed by adults and juveniles. Services include: notification of victim's rights and services, notification of scheduled court proceedings, assistance with victim impact statements, crime victim's compensation applications, restitution calculation and collection assistance, notification of final case dispositions, post conviction rights and appeals. Services also include assistance by telephone, personal office visits, and courtroom assistance for concerns related to prosecution. When applicable, referrals are made to other service agencies within Ottawa County.

CRIME VICTIM SERVICES

Goal: Continue the evolution of the victim's rights division to provide information, support, compassion and closure for victims of crime.

Objective: Increase program efficiency through improved electronic policies and procedures.

Measure: Manual creation/completion.

Objective: Implement MCVNN (Michigan Crime Victim Notification Network) for court communications.

Measure: Once active the number of victims utilizing the service and the number of contacts can be tracked.

Measure: Number of victim contacts made by service.

Objective: Expand information provided to crime victims on the County website.

Measure: Track additional data made available during the year.

Goal: Improve communication regarding court appearance status to victims and witnesses of crime.

Objective: Improve victim/witness management functions at all branch locations.

Objective: Develop a court status calendar accessible through the County web site.

Measure: Once active, the number of inquires on the web page can be tracked.

Goal: Provide a prompt response and provision of services to victims of domestic assault within 24 hours.

Objective: Violence Intervention Officers meet with domestic assault victims, face to face, in their homes or elsewhere, within the first 24 hours following the arrest or charging of a domestic violence offender.

Measure: To be set after baseline data gathered.

Goal: Contact victims in each case involving a crime victim to discuss case and disposition options prior to trial or plea.

Objective: Establish a method for tracking attorney contacts with crime victims.

Measure: To be set after baseline data gathered.

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>Electronic policy & procedure manual</i>	N/A	N/A	*3	Begin project
<i>Establish system to track the number of victims registering for MCVNN (Yes/No)</i>	N/A	No	*4	Baseline
<i># of Additional victim education segments added to website</i>	N/A	N/A	1	4
<i>Establish system to track number of web contacts made to court status calendar (Yes/No)</i>	N/A	N/A	*5	*5
<i>% of Domestic violence victim contacts made within 24 hours</i>	N/A	*6	*6	Baseline
<i>% of Victims contacted prior to trial or plea</i>	N/A	N/A	*7	Baseline

*3) Major new computer enhancement project in 2007 is the design and implementation of imaging and paperless workflows within OnBase System. The County's OnBase software package includes an EDM module (Electronic Document Management) which manages department documents, versions and has the ability to track and confirm user acceptance. The County I.T. Department will need to purchase a file server in order to utilize this module, which is planned for 2008.

Fund: (2601) Prosecuting Attorney Grants

*4) Our department and IT have worked with Appriss to connect the MCVNN (Michigan Crime Victim Notification Network) software to our AS-400 for case event date and status data transfer. The interface has been developed, but testing uncovered significant problems with inaccurate data being reported. To date these interface problems have not been overcome, but are on the agenda for problem solving.

*5) The County is currently working on a web based court calendar for the Family Court Division. It is in development at this time and should include a juvenile court calendar our office can utilize. The other justice departments would like to see an expansion of this software to include the criminal division of District Court and Circuit Court calendars. Otherwise establish a web based court calendar management system through the purchase of software from another vendor.

*6) Manual tracking of this data began in April of 2006. A *Smeadlink* database has been developed and data has been recorded. Problems with report development will need to be overcome to extract the date ranges needed for annual reporting.

*7) Part of our OnBase case management software development includes electronic forms used by the department. Our Felony Case Progress form records victim contact information. Once the department goes live with OnBase we will request the necessary report from County I.T. to report this data.

Resources				
Personnel	2006	2007	2008	2008
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary
Victims Rights Coordinator	1.000	1.000	1.000	\$50,855
Victims Advocate	2.000	2.000	2.000	\$73,715
	3.000	3.000	3.000	\$124,570
Funding				
Budget Summary	2004	2005	2006	2007
	Actual	Actual	Actual	Current Year
				Estimated
				2008
				Adopted
				by Board
Revenues				
Intergovernmental Revenue	\$139,000	\$142,600	\$139,000	\$140,400
Other	\$440	\$425	\$302	\$425
Other Financing Sources	\$17,390	\$25,849	\$38,223	\$49,505
Total Revenues	\$156,830	\$168,874	\$177,525	\$190,330
Expenditures				
Personnel Services	\$140,342	\$151,541	\$160,803	\$170,061
Supplies	\$14,130	\$13,638	\$13,082	\$15,122
Other Services & Charges	\$5,172	\$3,694	\$3,640	\$5,147
Total Expenditures	\$159,644	\$168,873	\$177,525	\$190,330

Fund: 2608 COPS Fast - Allendale

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Sergeant	1.000			

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$86,740	\$100,910			
Total Revenues	\$86,740	\$100,910			
Expenditures					
Personnel Services	\$72,571	\$89,995			
Supplies	\$431	\$445			
Other Services & Charges	\$13,738	\$10,472			
Total Expenditures	\$86,740	\$100,912			

Budget Highlights:

This program has been combined with fund 2610 since its funding sources are similar.

Fund: 2609 Sheriff Grant Programs

Function Statement

This fund records miscellaneous grants obtained by the Sheriff's department.
 The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole (General Fund 1010 , Department 3020)

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Road Patrol Deputy			0.750	\$42,714

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$63,799	\$62,383	\$379,838	\$966,499	\$121,368
Interest	\$422	\$86			
Other Financing Sources	\$6,087	\$14,520	\$1,994	\$41	\$15,678
Total Revenues	\$70,308	\$76,989	\$381,832	\$966,540	\$137,046
Expenditures					
Personnel Services	\$21,145	\$29,292	\$79,083	\$64,107	\$94,641
Supplies	\$49,164	\$26,993	\$193,875	\$242,308	\$36,308
Other Services & Charges			\$24,667	\$49,912	\$8,701
Capital Outlay		\$20,706	\$84,206	\$607,609	
Total Expenditures	\$70,309	\$76,991	\$381,831	\$963,936	\$139,650

Budget Highlights:

Total expenditures and type of expenditures will vary depending on grants received.
 The Homeland Security Equipment Grant was transferred to General Fund in 2008, thus decreasing Capital Outlay.

Fund: 2610 Sheriff Contracts

Function Statement

This fund was originally established to record U.S. Department of Justice COPS Universal grants. All of these grants have since ended, but in most cases local municipalities and school districts now contract with the Sheriff's department to provide the same community policing services they received under the grants.

The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole (General Fund 1010, Department 3020)

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Sergeant	0.000	1.000	3.000	\$188,496
Road Patrol Deputy	18.000	18.000	40.000	\$2,237,975
	18.000	19.000	43.000	\$2,426,471

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,164,507	\$1,324,582	\$1,414,882	\$2,555,124	\$4,254,259
Other	\$70	\$200	\$533		
Other Financing Sources	\$176,170	\$199,519	\$205,093	\$245,711	\$254,188
Total Revenues	\$1,340,747	\$1,524,301	\$1,620,508	\$2,800,835	\$4,508,447

Expenditures

Personnel Services	\$1,130,551	\$1,318,377	\$1,384,550	\$2,339,225	\$3,773,051
Supplies	\$18,021	\$27,387	\$36,850	\$98,560	\$142,750
Other Services & Charges	\$192,801	\$178,870	\$198,824	\$363,050	\$592,646
Capital Outlay					
Total Expenditures	\$1,341,373	\$1,524,634	\$1,620,224	\$2,800,835	\$4,508,447

Funds 2640, 2650 and 1010-3112 were combined with this fund in 2008 due to similar funding sources.

Fund: 2640 EMT Holland-Park

Function Statement

The mission of the Ottawa County Sheriff's Office is to protect and preserve the general safety and welfare of the residents of Holland and Park Township through effective law enforcement, and providing emergency medical response to the residences and visitors of the townships.

The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole (General Fund 1010 , Department 3020)

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Sergeant	2.000	2.000		
Road Patrol Deputy	7.000	7.000		
	9.000	9.000		

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$754,806	\$767,753	\$768,904		
Total Revenues	\$754,806	\$767,753	\$768,904		
Expenditures					
Personnel Services	\$674,849	\$702,616	\$705,174		
Supplies	\$14,066	\$12,513	\$10,557		
Other Services & Charges	\$65,890	\$52,624	\$53,174		
Capital Outlay					
Total Expenditures	\$754,805	\$767,753	\$768,905		

Budget Highlights:

This program has been combined with fund 2610 since its funding sources are similar.

Fund: 2650 EMT Georgetown Township

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Sergeant	1.000	1.000		
Road Patrol Deputy	6.000	6.000		
	7.000	7.000		

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$608,817	\$627,442	\$658,011	\$777,747	
Total Revenues	\$608,817	\$627,442	\$658,011	\$777,747	
Expenditures					
Personnel Services	\$518,575	\$536,841	\$557,833	\$654,723	
Supplies	\$11,818	\$13,995	\$17,658	\$22,677	
Other Services & Charges	\$78,424	\$76,607	\$82,521	\$100,347	
Capital Outlay					
Total Expenditures	\$608,817	\$627,443	\$658,012	\$777,747	

Budget Highlights:

This program has been combined with fund 2610 since its funding sources are similar.

Fund: (2661) Sheriff Road Patrol

Function Statement

The Sheriff Road Patrol fund was established in accordance with Public Act 416 of 1978, which provides State of Michigan funding for public safety services on secondary roads within Ottawa County. Specifically, the Sheriff's Department agrees to patrol and monitor traffic violations on County primary roads and County secondary roads along with any road or highway within the boundaries of a County park. In addition, the department agrees to investigate accidents involving motor vehicles, which includes providing emergency assistance to persons on or near a highway or road patrolled and monitored by assigned Deputies. The department is also expected to enforce the criminal laws of the State of Michigan, violations of which are observed by or brought to the attention of the Sheriff's Department while providing the patrolling and monitoring required. The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole (General Fund 1010, Department 3020).

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Sergeant	1.000	1.000	1.000	\$63,133
Road Patrol Deputy	2.000	2.000	2.000	\$111,772
	3.000	3.000	3.000	\$174,905

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$264,444	\$264,539	\$253,631	\$263,166	\$234,561
Other Financing Sources	\$2,762	\$4,058	\$23,603	\$41,930	\$103,848
Total Revenues	<u>\$267,206</u>	<u>\$268,597</u>	<u>\$277,234</u>	<u>\$305,096</u>	<u>\$338,409</u>
Expenditures					
Personnel Services	\$203,960	\$232,149	\$239,600	\$258,826	\$270,409
Supplies	\$10,137	\$3,220	\$1,866	\$3,450	\$14,550
Other Services & Charges	\$33,516	\$33,228	\$35,766	\$42,820	\$53,450
Capital Outlay	\$19,592				
Total Expenditures	<u>\$267,205</u>	<u>\$268,597</u>	<u>\$277,232</u>	<u>\$305,096</u>	<u>\$338,409</u>

Fund: 2690 Law Library

Function Statement

The Law Library fund is used to account for monies received from the Library Penal Fine Fund in accordance with Public Act 18 of 1982 and appropriations from the county for the purpose of maintaining the county's law library.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Fines and Forfeits	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500
Other Financing Sources	\$26,500	\$26,500	\$33,125	\$26,500	\$28,500
Total Revenues	\$33,000	\$33,000	\$39,625	\$33,000	\$35,000
Expenditures					
Supplies	\$22,174	\$28,276	\$26,708	\$33,000	\$35,000
Total Expenditures	\$22,174	\$28,276	\$26,708	\$33,000	\$35,000

Function Statement

The Workforce Investment Act (WIA) provides employment training to youth, adults, and dislocated workers by means of a "one stop" system. Services for adults and dislocated workers may include core services, intensive services, training services, and discretionary services (customized screening and referral of participants and customized services to employers, supportive services, and needs-related payments). Services for youth may include tutoring, study skills training, and dropout prevention activities, alternative secondary school services, summer employment opportunities, paid and unpaid work experience, and occupational skills training.

Resources

Personnel	2006	2007	2008	2008
Position Name	# of	# of	# of	Budgeted
	Positions	Positions	Positions	Salary
Director - E & T	1.000	1.000	1.000	\$68,440
Program Supervisor - MI Works	3.000	3.000	3.000	\$152,567
Fiscal Supervisor	1.000	1.000	1.000	\$50,855
Senior Secretary	1.000	1.000	1.000	\$35,414
Contract Monitor	1.000	1.000	1.000	\$43,824
Assessment & Eligibility Specialist	4.000	7.000	7.000	\$228,435
Housing Specialist	2.000	0.000	0.000	\$0
Case Manager	1.000	1.000	1.000	\$43,446
Career Counselor	1.000	1.000	1.000	\$38,729
Account Clerk II	1.000	1.000	1.000	\$35,800
Records Processing Clerk IV	1.000	1.000	1.000	\$35,800
Marketing Assistant - MI Works	0.000	0.500	1.000	\$42,904
Records Processing Clerk II	0.200	0.200	0.200	\$2,671
	17.200	18.700	19.200	\$778,885

Workforce Investment Act (WIA) provides administration oversight on more than twenty different grants. These grants provide an array of services to youths and adults and are accounted for in the appropriate fund depending on the funding service and grant period. See individual WIA funds for specific grant services provided.

Funding	2004	2005	2006	2007	2008
	Actual	Actual	Actual	Current Year	Adopted
				Estimated	by Board
Revenues					
Intergovernmental Revenue	\$71,704	\$131,672	\$160,151	\$195,045	\$236,625
Other Revenue	\$200	\$450			
Other Financing Sources					
Total Revenues	\$71,904	\$132,122	\$160,151	\$195,045	\$236,625
Expenditures					
Personnel Services	\$50,199	\$87,114	\$84,678	\$132,031	\$166,586
Supplies	\$3,029	\$5,328	\$3,513	\$10,214	\$5,138
Other Services & Charges	\$18,474	\$39,234	\$71,962	\$52,800	\$64,901
Capital Outlay					
Total Expenditures	\$71,702	\$131,676	\$160,153	\$195,045	\$236,625

Fund (2741) Workforce Investment Act - Youth

Function Statement

The Workforce Investment Act (WIA) – Youth Program provides employment training to both in-school and out-of-school youths, ages 14 – 21. This program provides study skills and tutoring, alternative secondary school, summer employment, paid and unpaid work experience, occupational skill training, guidance and counseling, supportive services and others. The Workforce Investment Act funding was new in July of 2000 and funds many of the same client groups as the Jobs Training Partnership Act which ended 6/30/00.

Mission Statement

Provide employment training to eligible youth, adults, dislocated workers and welfare recipients.

MICHIGAN WORKS YOUTH

Goal: To increase the employment, retention and earnings of youth, and/or increase basic and work readiness skills.

Objective: To serve eligible youth by providing employment training to in-school and out-of-school youth.

Measure: # of youth who obtain employment

Measure: # of youth who receive training

Objective: Track youth employment retention and earning information.

Measure: # of youth who retain jobs

Measure: Measure average change in earnings

Objective: Increase basic and work readiness skills of youth.

Measure: Measure credential rate or skill attainment rate

Measure	2005	2006	2007 Estimated	2008 Projected *
<i>Output:</i>				
# of youth who receive training (older youth)	N/A	35	35	35
# of youth who receive training (younger youth)	N/A	76	64	64
Credential/ skill attainment rate (older youth)	N/A	96%	85%	85%
Credential/ skill attainment rate (younger youth)	N/A	120%	140%	140%
<i>Outcome:</i>				
% of youth who obtain employment (older youth)	N/A	76%	79%	79%
% of youth who retain jobs (older youth)	N/A	100%	80%	80%
Average change in earnings (older youth)	N/A	\$2,853	\$2,500	\$2,500

* Numbers are dependent on receipt of funding.

Fund: 2741 Workforce Investment Act - Youth

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$311,243	\$514,779	\$615,420	\$775,738	\$635,578
Other Revenue					
Other Financing Sources					
Total Revenues	\$311,243	\$514,779	\$615,420	\$775,738	\$635,578
Expenditures					
Personnel Services	\$41,644	\$70,066	\$94,266	\$78,742	\$108,342
Supplies	\$3,609	\$1,593	\$1,818	\$3,212	\$2,890
Other Services & Charges	\$265,989	\$443,118	\$519,334	\$693,784	\$524,346
Capital Outlay					
Total Expenditures	\$311,242	\$514,777	\$615,418	\$775,738	\$635,578

Fund: (2742) Workforce Investment Act - Adult

Function Statement

The Workforce Investment Act (WIA) – Adult Program provides employment training primarily to adults facing serious barriers to employment. This program has three main functions: 1) Core Services provide basic intake and registration tasks, 2) Intensive Services provide classroom training, work experience, and supportive services such as transportation and child care, and 3) Training Services provide occupational and on-the-job training.

Mission Statement

Provide employment training to eligible youth, adults, dislocated workers and welfare recipients.

Goal: To increase the employment, retention and earnings of adults.

Objective: To serve adults by providing employment training to eligible adults.

Measure: Number of adults who obtain employment

Measure: Number of adults who receive training

Objective: Track adult employment retention and earnings information

Measure: Number of adults who retain jobs

Measure: Track replacement wages of eligible adults

Objective: Track credential rates of eligible adults.

Measure: Measure credential rate

Measure	2005	2006	2007 Estimated	2008 Projected *
<i>Output:</i>				
<i>% of adults who receive training</i>	N/A	40%	45%	45%
<i>Credential/ skill attainment rate</i>	N/A	86%	91%	91%
<i>Outcome:</i>				
<i>% of adults who obtain employment</i>	N/A	81%	87%	87%
<i>% of adults who retain jobs</i>	N/A	72%	80%	80%
<i>Replacement wages of eligible adults</i>	N/A	\$4,991	\$10,000	\$10,000

* Numbers are dependent on receipt of funding.

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$253,503	\$422,199	\$425,048	\$605,045	\$407,272
Other Revenue			\$530		
Total Revenues	\$253,503	\$422,199	\$425,578	\$605,045	\$407,272
Expenditures					
Personnel Services	\$51,306	\$48,543	\$72,583	\$47,843	\$69,695
Supplies	\$4,547	\$15,689	\$1,634	\$8,337	\$1,606
Other Services & Charges	\$197,650	\$339,689	\$360,865	\$548,865	\$335,971
Capital Outlay		\$8,771			
Total Expenditures	\$253,503	\$412,692	\$435,082	\$605,045	\$407,272

Budget Highlights:

Grant award and carry in dollar notifications for some programs were received after the budget process.

Fund: (2743) Workforce Investment Act – 6/30 Grant Programs

Function Statement

The Workforce Investment Act (WIA) – 6/30 Grant Programs fund provides employment training primarily to adult dislocated workers. This program has three main functions: 1) Core Services provide basic intake and registration tasks, 2) Intensive Services provide classroom training, work experience, and supportive services such as transportation and child care, and 3) Training Services provide occupational and on-the-job training. The Workforce Investment Act funds many of the same client groups as the Jobs Training Partnership Act funding which ended 6/30/00.

Mission Statement

Provide employment training to eligible youth, adults, dislocated workers and welfare recipients.

Goal: To increase the employment, retention and earnings of dislocated workers.

Objective: To serve adults by providing employment training to eligible dislocated workers.

Measure: Number of dislocated workers who obtain employment

Measure: Number of dislocated workers who receive training

Objective: Track dislocated worker employment retention and earnings information.

Measure: Number of dislocated workers who retain jobs

Measure: Measure average change in earnings

Objective: Track credential rates of eligible dislocated workers.

Measure: Measure credential rate

Measure	2005	2006	2007 Estimated	2008 Projected *
<i>Output:</i>				
% of dislocated workers who receive training	N/A	44%	34%	34%
Credential/ skill attainment rate	N/A	97%	18%	18%
<i>Outcome:</i>				
% of dislocated workers who obtain employment	N/A	93%	63%	63%
% of dislocated workers who retain jobs	N/A	86%	88%	88%
Replacement wages of eligible dislocated workers	N/A	\$3,213	\$12,200	\$12,200

* Numbers are dependent on receipt of funding.

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,344,348	\$1,907,392	\$1,676,004	\$2,005,192	\$1,600,567
Other Revenue					\$3,013
Total Revenues	\$1,344,348	\$1,907,392	\$1,676,004	\$2,005,192	\$1,603,580

Expenditures

Personnel Services	\$162,352	\$199,194	\$124,209	\$223,671	\$199,719
Supplies	\$39,619	\$86,311	\$78,588	\$58,348	\$10,266
Other Services & Charges	\$1,143,407	\$1,503,484	\$1,484,954	\$1,723,173	\$1,390,582
Capital Outlay		\$8,771			
Total Expenditures	\$1,345,378	\$1,797,760	\$1,687,751	\$2,005,192	\$1,600,567

Budget Highlights:

Grant award and carry in dollar notifications for some programs were received after the budget process.

A few grants were discontinued.

Fund: (2744) Workforce Investment Act – 12/31 Grant Programs

Function Statement

This fund records the Community Development Block Grant which provides home rehabilitation and emergency home repair assistance to eligible homeowners.

Mission Statement

Reduce the effects of poverty within Ottawa County.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

Goal: To improve the living conditions of low-income families.

Objective: To provide home rehabilitation to homeowners.

Measure: Number of homes receiving rehabilitation

Objective: To provide emergency repairs to homeowners.

Measure: Number of homes receiving emergency repair

Measure	2005	2006	2007 Estimated	2008 Projected *
<i>Output:</i>				
<i># of homes receiving rehabilitation</i>	N/A	7	10	10
<i># of homes receiving emergency repair</i>	N/A	2	4	4

* Numbers are dependent on receipt of funding.

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$169,818	\$252,273	\$54,532	\$611,167	\$337,906
Charges for Services	\$2,230	\$15,980	\$15,188		
Other Revenue	\$24,641	\$90,144	\$68,689		
Other Financing Sources			\$55,742		
Total Revenues	\$196,689	\$358,397	\$194,151	\$611,167	\$337,906

Expenditures

Personnel Services	\$41,555	\$45,590	\$12,574	\$75,708	\$62,055
Supplies	\$1,899	\$1,356	\$1,629	\$2,033	\$1,608
Other Services & Charges	\$152,777	\$258,903	\$188,356	\$533,426	\$274,243
Capital Outlay					
Total Expenditures	\$196,231	\$305,849	\$202,559	\$611,167	\$337,906

Budget Highlights:

Grant award and carry in dollar notifications for two programs were received after the budget process.

Fund: (2748) Workforce Investment Act – 9/30 Grant Programs

Function Statement

The Work First grant from the State of Michigan provides counseling, job referral, and job placement services.

Mission Statement

Provide employment training to eligible youth, adults, dislocated workers and welfare recipients.

Goal: To increase the employment, retention and earnings of welfare recipients.

Objective: To serve welfare recipients by providing employment and training.

Measure: Number of welfare recipients who obtain employment

Measure: Number of welfare recipients who receive training

Objective: Track welfare recipients' employment retention and earnings information.

Measure: Number of welfare recipients who retain jobs

Measure: Cases closed due to earnings

Measure	2005	2006	2007 Estimated	2008 Projected *
<i>Output:</i>				
# of welfare recipients who receive training	N/A	10%	10%	10%
<i>Outcome:</i>				
% of welfare recipients who obtain employment	N/A	48%	60%	60%
% of welfare recipients who retain jobs	N/A	42%	55%	55%
% of cases closed due to earnings	N/A	30%	35%	35%

* Numbers are dependent on receipt of funding.

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,470,598	\$1,188,804	\$1,299,845	\$1,393,894	\$769,268
Other Revenue	\$632				
Total Revenues	\$1,471,230	\$1,188,804	\$1,299,845	\$1,393,894	\$769,268
Expenditures					
Personnel Services	\$99,178	\$140,496	\$214,052	\$235,677	\$202,593
Supplies	\$137,257	\$60,675	\$26,981	\$17,026	\$8,456
Other Services & Charges	\$1,227,097	\$939,205	\$1,087,300	\$1,141,191	\$558,219
Total Expenditures	\$1,463,532	\$1,140,376	\$1,328,333	\$1,393,894	\$769,268

Budget Highlights:

The 2008 Budget does not reflect all Grant awards because we were not notified of the amounts until after the preparation of the above statement.

Fund: 2749 Workforce Investment Act - 3/31 Grant Programs

Function Statement

This fund accounts for various fiscal year ending 3/31 grants.

Resources

Personnel

Personnel information is reported in Fund 2740.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$43,700	\$22,453	\$39,848	\$26,378	\$16,780
Other Revenue					
Total Revenues	\$43,700	\$22,453	\$39,848	\$26,378	\$16,780
Expenditures					
Personnel Services	\$10,950	\$3,712	\$6,248	\$1,626	
Supplies	\$247	\$79	\$3,746	\$2,227	
Other Services & Charges	\$32,502	\$18,664	\$29,852	\$22,525	\$16,780
Total Expenditures	\$43,699	\$22,455	\$39,846	\$26,378	\$16,780

Budget Highlights:

This fund can vary depending on whether grants have been extended or have ended as well as the award amount received from the State. Consequently, the budget can vary significantly from year to year.

Fund: 2750 - Grant Programs - Pass Thru

Function Statement

This fund records grants which the County passes through to other agencies. The prior year budgets included grants for juvenile services, public safety, and economic development.

Resources

Personnel

	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Deputy/Road Patrol	1.000	1.000	1.000	\$56,652

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$443,019	\$210,684	\$135,978	\$60,137	\$62,403
Other Revenue					
Other Financing Sources		\$6,139	\$22,670	\$30,077	\$31,209
Total Revenues	\$443,019	\$216,823	\$158,648	\$90,214	\$93,612

Expenditures

Personnel Services	\$45,805	\$53,865	\$60,717	\$78,038	\$82,829
Supplies	\$2,302	\$659	\$772	\$4,330	\$2,500
Other Services & Charges	\$412,974	\$176,212	\$97,160	\$7,846	\$8,283
Capital Outlay					
Total Expenditures	\$461,081	\$230,736	\$158,649	\$90,214	\$93,612

Budget Highlights:

2004 Intergovernmental Revenue and Other Services and Charges reflect a \$331,000 economic development grant.

Fund: (2800) Emergency Feeding

Function Statement

The Emergency Feeding Program distributes surplus USDA food items four months out of the year to eligible applicants. The Commodities Supplemental Food Program (CSFP) distributes twelve months out of the year to eligible seniors and Mothers, Infants and Children program applicants.

Mission Statement

Reduce the effects of poverty within Ottawa County.

COMMUNITY SUPPLEMENTAL FOOD PROGRAM/THE EMERGENCY FOOD ASSISTANCE PROGRAM (CSFP/TEFAP)

- Goal:** To strengthen needy families by providing food assistance.
- Objective:** To provide USDA supplemental foods to eligible households monthly (CSFP).
Measure: Number of individuals obtaining food monthly
- Objective:** To provide The Emergency Food Assistance Program (TEFAP) quarterly.
Measure: Number of individuals receiving food quarterly

Measure	2005	2006	2007 Estimated	2008 Projected *
<i>Output:</i>				
# of individuals obtaining food monthly	N/A	5,242	5,136	5,172
# of individuals receiving food quarterly	N/A	3,552	2,664	3,552

* Numbers are dependent on receipt of funding.

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2004	2005	2006	2007 Current Year	2008
	Actual	Actual	Actual	Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$44,164	\$44,088	\$197,292	\$154,000	\$170,464
Total Revenues	\$44,164	\$44,088	\$197,292	\$154,000	\$170,464
Expenditures					
Personnel Services	\$8,521	\$21,127	\$17,599	\$8,804	\$18,523
Supplies	\$9,564	\$1,632	\$137,012	\$121,443	\$120,644
Other Services & Charges	\$26,078	\$21,325	\$25,016	\$23,753	\$31,297
Total Expenditures	\$44,163	\$44,084	\$179,627	\$154,000	\$170,464

Budget Highlights:

The 2007 Budget does not reflect all grant awards because the department received notification of additional grant awards after the budget was adopted.

Fund: 2810 Federal Emergency Management Agency (FEMA)

Function Statement

This fund is used to account for monies received through the Emergency Food and Shelter National Board program for utility payments to prevent utility disconnection or heating source loss in households that have exhausted all other resources and do not qualify for other Community Action emergency funds.

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2004	2005	2006	2007	2008
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$4,400	\$5,000	\$20,000	\$20,000	
Total Revenues	\$4,400	\$5,000	\$20,000	\$20,000	
Expenditures					
Other Services & Charges	\$4,400	\$5,000	\$20,000	\$20,000	
Total Expenditures	\$4,400	\$5,000	\$20,000	\$20,000	

Budget Highlights:

No grant confirmation was received at budget time. Consequently, nothing is budgeted for 2008.

Fund: (2850) Community Corrections

Function Statement

The functions of the Community Corrections department are to develop alternative sentencing programs appropriate to the County's offender population, thereby reducing commitments to prison and jail and improving utilization of jail space; to evaluate alternative programs for performance and cost effectiveness; to provide a mechanism for communicating and coordinating among the different components of the criminal justice systems; and to gain support of the criminal justice community and general public in the management of alternative programs. Alternative programs managed and supervised include the following: Intensive Supervision Programs (ISP); Community Service Program, Residential Services, Cognitive Behavioral Therapy.

Mission Statement

To provide or refer offenders to programs which divert offenders from traditional jail sentences and promote accountability, reduce criminal/delinquent behaviors and support an environment for change, while balancing the needs and insuring the safety of the people in Ottawa County.

ALTERNATIVE SENTENCING PROGRAMS

Goal: Maximize the use of alternative sentencing options

Objective: Maintain jail population at 75% or less of rated design capacity.

Measure: Percentage of jail capacity used

Objective: Improve utilization of community corrections programs

Measure: Enrollment in the court services programs will increase by 2%

Measure: Rate of successful completion of court services programs will be 80%

Measure: Residential Services beds will increase to 90% utilization

Measure: Enrollment in the Cognitive Behavior program will increase by 25%

Measure: Enrollment in ISP programs will increase by 5%

Goal: Improve collection of Intensive Supervision Program (ISP) fees

Objective: Collect 75% of ISP fees assessed.

Measure: Use the Monthly Budget Performance Report and Aged Revenue Report to compare the amount ordered with the amount paid.

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>Average Daily Jail Population</i>	328.9	368.0	385	385
<i>Jail Capacity</i>	462	462	462	462
<i># of enrollments in court services programs</i>	906	917	800	900
<i>% increase in enrollment in court services programs</i>	1.6%	1.2%	-12.8%	12.5%
<i>% of successful completions of court services programs</i>	N/A	73.4%	75.0%	77.5.0%
<i>% of Residential Services beds used</i>	98%	80.9%	80.0%	90.0%
<i># of enrollments in Cognitive Behavior</i>	97	106	140	170
<i># of enrollments in ISP, DAIP & YOIP</i>	271	275	290	320
<i>% change in ISP, DAIP & YOIP programs</i>	-14%	1.5%	5.5%	10.3%
<i>% of ISP fees collected</i>	54.6%	62.1%	63.5%	65%
<i>Outcome:</i>				
<i>% of jail capacity used</i>	71.2%	79.7%	83.3%	75.0%

Fund: (2850) Community Corrections

PROBATION ENFORCEMENT

Goal: Improve the accountability of Sobriety/Drug Treatment Court participant's compliance with their probation terms of curfew, alcohol and controlled substance use.

Objective: Increase home checks by 15%

Objective: Increase preliminary breathalyzer tests (PBT's) by 10%

Objective: Increase drug tests by 10%

Measure: Track number of home checks, PBTs and drug tests given program participants using the Sobriety/Drug Treatment Court (SDTC) DCCMIS system.

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Measures are not currently included due to problems with the State of Michigan's reporting system. Once resolved (or when alternative reporting can be developed) measures will be recorded and tracked.</i>				

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Director of Probation Services	0.900	0.900	0.900	\$65,590
Assistant Director of Probation Services	0.300	0.250	0.250	\$14,876
Court Services Coordinator	1.000	1.000	1.000	\$49,241
Court Community Services Officer	1.625	1.625	1.625	\$55,172
Probation - Treatment Specialist	5.000	3.600	4.500	\$229,180
Community Corrections Secretary	0.750	0.750	0.750	\$25,133
	9.575	8.125	9.025	\$439,192

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$290,264	\$314,041	\$299,325	\$324,025	\$324,025
Charges for Services	\$208,059	\$260,834	\$209,519	\$179,075	\$173,500
Other Revenue	\$7,129	\$9,573	\$12,643	\$10,000	\$9,936
Other Financing Sources	\$405,241	\$409,352	\$458,726	\$432,089	\$522,785
Total Revenues	\$910,693	\$993,800	\$980,213	\$945,189	\$1,030,246
Expenditures					
Personnel Services	\$636,250	\$635,069	\$607,297	\$671,250	\$739,663
Supplies	\$39,256	\$26,624	\$31,703	\$23,530	\$33,320
Other Services & Charges	\$326,133	\$342,172	\$357,685	\$341,795	\$357,263
Total Expenditures	\$1,001,639	\$1,003,865	\$996,685	\$1,036,575	\$1,130,246

Budget Highlights:

Collection of program fees continues to decrease but the County does not plan to supplement the fund beyond current contributions. The 2008 budget includes the use of \$100,000 of prior year fund balance. Full-time equivalents have increased based on re-distribution of positions within the County.

Fund: 2855 Revenue Sharing Reserve Fund

Function Statement

The Revenue Sharing Reserve Fund was created in 2004 as required by the State of Michigan. The fund accounts for the additional tax revenue received as a result of the acceleration of the millage levy from December to July. The fund transfers an amount to the General Fund equal to the amount the County would have received from the State for Revenue Sharing Payments had they not been temporarily discontinued. Projections indicate the fund will be depleted in 2011.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Taxes	\$9,354,173	\$9,354,173	\$9,354,173		
Interest		\$62,361	\$232,547	\$445,000	\$371,000
Total Revenues	\$9,354,173	\$9,416,534	\$9,586,720	\$445,000	\$371,000
Expenditures					
Other Financing Uses	\$2,593,213	\$4,104,101	\$4,239,536	\$4,379,441	\$4,510,800
Total Expenditures	\$2,593,213	\$4,104,101	\$4,239,536	\$4,379,441	\$4,510,800

Budget Highlights:

2006 was the last year of contributions for the fund. In 2007 and beyond, the only income will be interest income, and the expenditures represent transfers to the General Fund. The fund is projected to be depleted in 2011.

Fund: (2870) Community Action Agency

Function Statement

The Community Action Agency fund is used to account for grant monies to be applied to various community programs for the impoverished residents of Ottawa County. Such grants include employment activities, income management, housing, emergency assistance, and nutrition.

Mission Statement

Reduce the effects of poverty within Ottawa County

Goal: To effectively administer Community Action Agency programs and provide effective customer service by promoting effective partnerships with other agencies.

Objective: To effectively administer Community Action Agency (CAA) programs.

Measure: Utilization of Community Action Agency budget dollars

Objective: To create and maintain partnerships among supporters and providers of service.

Measure: Number of partnerships created/maintained

Objective: To assist every household seeking assistance.

Measure: Number of applicants assisted

Measure	2005	2006	2007 Estimated	2008 Projected *
<i>Output:</i>				
<i>Utilization of CAA budget dollars</i>	N/A	\$216,189	\$219,114	\$220,000
<i># of partnerships created/maintained</i>	N/A	26	30	35
<i># of applicants assisted</i>	N/A	4,220	5,064	6,076

* Numbers are dependent on receipt of funding.

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2004	2005	2006	2007 Current Year Estimated	2008 Adopted by Board
	Actual	Actual	Actual	Estimated	by Board
Revenues					
Intergovernmental Revenue	\$313,696	\$406,965	\$477,256	\$642,372	\$437,976
Other Revenue	\$26,459	\$18,992	\$36,917	\$37,126	\$20,000
Other Financing Sources	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000
Total Revenues	\$369,155	\$454,957	\$543,173	\$708,498	\$486,976
Expenditures					
Personnel Services	\$168,753	\$200,845	\$218,874	\$376,886	\$324,674
Supplies	\$14,771	\$32,426	\$70,058	\$76,918	\$11,757
Other Services & Charges	\$189,064	\$214,573	\$217,669	\$254,694	\$150,545
Other Financing Uses	\$939		\$55,742		
Total Expenditures	\$373,527	\$447,844	\$562,343	\$708,498	\$486,976

Budget Highlights:

This fund can vary depending on whether grants have been extended or have ended as well as the award amount received from the State. Consequently, the budget can vary significantly from year to year.

Fund: (2890) Weatherization

Function Statement

The Weatherization Program supplies funds for weatherizing homes of the disadvantaged, elderly, and impoverished persons. The Weatherization Program also provides energy education.

Mission Statement

Reduce the effects of poverty within Ottawa County

Goal: To improve the conditions in which low-income persons live.

Objective: To provide energy education to customers.

Measure: Number of individuals receiving energy-saving education

Objective: To provide energy-savings measures to eligible participants.

Measure: # of homes receiving energy-saving measures

Measure	2005	2006	2007 Estimated	2008 Projected *
<i>Output:</i>				
<i># of individuals receiving energy-saving education</i>	N/A	141	80	80
<i># of homes receiving energy-saving measures</i>	N/A	120	58	58

* Numbers are dependent on receipt of funding.

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$246,372	\$185,726	\$306,793	\$268,980	\$175,180
Other Financing Sources	\$939				
Total Revenues	\$247,311	\$185,726	\$306,793	\$268,980	\$175,180
Expenditures					
Personnel Services	\$41,759	\$34,830	\$82,987	\$65,791	\$31,557
Supplies	\$69,029	\$70,033	\$175,530	\$154,855	\$102,606
Other Services & Charges	\$136,527	\$80,863	\$48,270	\$48,334	\$41,017
Total Expenditures	\$247,315	\$185,726	\$306,787	\$268,980	\$175,180

Budget Highlights:

Grant awards can fluctuate based on need.

Fund: 2900 Family Independence Agency

Function Statement

This fund is used primarily to account for the State of Michigan Department of Human Services activities in Ottawa County. These services include welfare, child protection services, and various other assistance programs to disadvantaged citizens. Currently, the County assists in funding a program aimed at improving parenting skills.

Resources

Personnel

Position Name	2006 # of Positions	2007 # of Positions	2008 # of Positions	2008 Budgeted Salary
Director	1.000	1.000	0.000	\$0
Family Resource Technician	1.000	0.000	0.000	\$0
Family Resource Specialist	7.750	8.750	1.000	\$47,338
	9.750	9.750	1.000	\$47,338

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$300,341	\$225,581	\$196,035	\$240,000	\$240,000
Charges for Services	\$36,420	\$35,658	\$44,856	\$39,060	\$36,000
Interest and Rents					
Other Revenue	\$726	\$300	\$565	\$832	
Other Financing Sources	\$683,127	\$702,578	\$731,564	\$729,070	\$278,862
Total Revenues	\$1,020,614	\$964,117	\$973,020	\$1,008,962	\$554,862
Expenditures					
Personnel Services	\$579,905	\$591,427	\$592,136	\$655,129	\$57,014
Supplies	\$310,312	\$221,826	\$188,860	\$234,582	\$228,850
Other Services & Charges	\$99,930	\$113,906	\$116,658	\$118,390	\$268,998
Operating Transfers					\$500,000
Total Expenditures	\$990,147	\$927,159	\$897,654	\$1,008,101	\$1,054,862

Budget Highlights:

The Planning and Grants department completed an evaluation of the Parenting Plus program and noted low program completion rates, low caseloads and high per client costs which in turn necessitated a difficult decision to decrease County funding, eliminating 8.75 positions. Also, in July of 2007, the Board approved a transfer of \$500,000 to cover a portion of the Grand Haven and West Olive building project costs.

Function Statement

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

Goal: To reduce juvenile delinquency

Detention

Objective: Improve detainee behavior

Measure: Increase daily average, upper level detainees by 2 per day

Juvenile Community Interventions (JCJ)

Objective: Expand community-based programs to meet the need for alternatives to Detention programming

Measure: Evaluate existing programs for efficacy and need

Measure: Increase programming for supervised community services programming by one session per month

Objective: Reduce the number of Detention days for Court Wards

Measure: Increase the use of community-based and prevention-focused programs by 10%

Measure: Track the number of referrals to community partner agencies that operate prevention, restorative and intervention programs

Measure: Track the number of referrals to court-operated intervention programs

Objective: Increase foster care options by 1 home

Measure: Identify 4 resources for advertising the need for foster homes

Measure: Identify and present to at least 3 community organizations for the purpose of creating interest and generating new foster home applicants

Objective: Reduce the number of days youth remain in foster care by 5% with the exception of JCJ program youth

Measure: Track and report on a monthly basis how many days each youth has resided in foster care

Measure: Establish a monthly progress report of each youth residing in foster care

Objective: Reduce the number of days used for out-of-home residential, treatment care by 3%

Measure: Establish target exit dates for each youth placed upon entry into program

Measure: Track total number of days youth reside in residential, treatment facilities

Objective: Maintain a high level of diversity, quality and casework staff participation of training opportunities

Measure: Track staff participation in training (number and types of training)

Measure: Evaluate saliency of each training utilizing evaluation instrument

Treatment

Objective: Reduce the number of adjudications for new law violations by 3%

Measure: Track the number of adjudications per youth in Courage, Choice and JCJ

Objective: Reduce the number days of out-of-home Detention by 5%

Measure: Track the number of juveniles placed in Detention from the Courage Program

Intensive Surveillance Program (ISP)

Objective: Reduce the number of adjudications for new law adjudications by 3%

Measure: Track adjudications prior to entry into ISP and during participation in ISP

Goal: To provide quality resources for professional staff

Detention

Objective: Seek to obtain American Correctional Association re-accreditation

Measure: Obtain American Correctional Association accreditation by January 2007

Objective: Increase the utilization of Detention's resources

Measure: Increase bed rental by one bed to outside counties

Juvenile Community Interventions

Objective: Provide resource materials for professional development of staff and use in community-based programs

Measure: Establish a library of materials for staff reference and use in community-based programming and staff development that includes videos, educational tools and written materials

Objective: Increase staff training and professional development

Measure: Provide 4 trainings for professional staff development reflecting the needs of staff

Measure: Implement and/or support the implementation of a centralized Training Committee for the Courts per the Court’s Strategic Plan

Treatment, Intensive Surveillance Program

Objective: Increase staff training and professional development

Measure: Staff will attend 4 trainings for professional staff development reflecting the needs of the Court and program.

Measure: Implement and/or support the implementation of a centralized Training Committee for the Courts per the Court’s Strategic Plan

Goal: To provide exceptional facilities for all Court users

Detention

Objective: Update Technology to assist in the management of day-to-day operations

Measure: Install Midstate security system which includes the replacement of all electronic door locks within detention 2nd quarter of 2007 budget year

Measure: Install updated cameras and recording hardware to color and digital by 2nd quarter of 2007 budget year

Measure: Reconfigure control center area. 2nd quarter of 2007 budget year

Measure: Upgrade to Circuit Court Web Based Case Management System (“CourtStream”) by 3rd quarter of 2007 budget year

Juvenile Community Interventions, Treatment

Objective: Provide a response to equipment repair/replacement and safety issues

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

Measure: Court’s Safety Committee will meet quarterly; review safety issues and incident reports to ensure follow-through

Objective: Maintain Holland building site

Measure: Complete a monthly, Holland building checklist for maintenance items

Objective: Complete work orders within 24 hours of incident

Measure: Track the number of work orders completed and sent to the Maintenance Department

Measure: Track completed monthly building checklist

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Output:</i>				
<i>Increase in daily average of upper level detainees</i>	N/A	Target = 2/day average Outcome = 3/day average	3	4
<i>Evaluate existing programs for efficacy and need</i>	N/A	Completed; all programs are reviewed and evaluated on an annual basis	Completion	Completion
<i>Increase # of programming sessions for supervised community services</i>	N/A	1	Current level	1
<i>Track the number of referrals to court-operated intervention programs</i>	N/A	1,236	1,273	1,311
<i># of resources identified for advertising</i>	N/A	Program currently under review; may	If service is contracted, this	0

Fund: (2920) Child Care – Circuit Court

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>the need for foster homes</i>		contract service	won't be needed	
<i># of presentations to community organizations to generate new foster home applicants</i>	N/A	Please see above	Please see above	0
<i>% decrease in the # of days each youth has resided in foster care</i>	N/A	+16% increase due to increased number (from 3 to 10) of shelter placements	N/A -Too difficult to predict as it is based on need variables	N/A -Too difficult to predict as it is based on need variables
<i>Establish a monthly progress report of each youth residing in foster care.</i>	N/A	Completed -Case progress is noted on an ongoing basis in Court Stream	Protocol continued	Protocol continued
<i>Establish target exit dates for each youth placed upon entry into program</i>	N/A	Monthly residential report	Monthly residential report Continued	Monthly residential report continued
<i>% decrease in the # number of days youth reside in residential, treatment facilities</i>	N/A	3,931 days	4% =3,813 days	3% =3,699 days
<i>Track staff participation in training (number and types of training)</i>	N/A	Not including professional organizational meetings, 34 professional development trainings were offered staff	Similar level as 2006	Similar level as 2007
<i>Evaluate saliency of each training utilizing evaluation instrument</i>	N/A	99% rated as useful on the job	Similar to 2006	Similar to 2007
<i>% decrease in the # of adjudications per youth in Courage, Choice and JCJ</i>	N/A	Choice =2.4% Courage =2.7% JCJ =2%	2006 Level	1%
<i>% decrease in the # of juveniles placed in Detention from the Courage Program</i>	N/A	Reduced by 26%; 31 total youth, 26 detained, 5 never detained	N/A – Program has merged into Choice providing outreach services	N/A – Program has merged into Choice providing outreach services
<i>% decrease in the # of adjudications prior to entry into ISP and during participation in ISP</i>	N/A	6%	4%	3%
<i>Obtain American Correctional Association</i>	N/A	Successful Completion	Ongoing	Ongoing
<i>Increase in bed rental to outside counties</i>	N/A	Increased 1 contract bed/Oceana Co.	42% projected based on current history of bed rentals	20%
<i>Establish a library of materials for reference education</i>	N/A	Completed	Ongoing	Ongoing
<i>Implement and/or support the implementation of a centralized Training Committee for the Courts</i>	N/A	Completed	Ongoing	Ongoing
<i>Install Midstate security system</i>	N/A	Budgeted	Completed in Summer 07	N/A
<i>Install updated cameras and recording hardware</i>	N/A	Budgeted	Completed in Summer 07	N/A

Fund: (2920) Child Care – Circuit Court

<i>Measures</i>	2005	2006	2007 Estimated	2008 Projected
<i>Reconfigure control center area 2nd quarter of budget year</i>	N/A	Budgeted	Completed in Summer 07	N/A
<i>Upgrade to Circuit Court Web Based Case Management System</i>	N/A	Budgeted	Completed in Summer 07	N/A except enhancements and evaluation
<i>Track requests for equipment repair/replacement</i>	N/A	Completed	Ongoing	Ongoing
<i>Court's Safety Committee will meet quarterly</i>	N/A	Completed	Ongoing	Ongoing
<i>Design and complete a monthly Holland building checklist for maintenance items</i>	N/A	Completed	Ongoing	Ongoing

2007 Accomplishments

Treatment

Choice Program:

- Revised truancy policy with Ottawa County Intermediate School District
- Moved one treatment specialist into liaison role with Juvenile Justice Institute
- Began teen court process for juveniles in Juvenile Justice Institute
- Moved one treatment specialist into a partnership with a probation officer to co-facilitate the after hours boys groups
- Began using the court's web-based case management system to enroll, monitor and track each juvenile placed in Choice
- Begin training of one treatment specialist to earn certification to administer and provide training for the court in the use of the GAIN
 - 27% reduction in adjudications after a youth was enrolled in the program
 - 61% of the enrolled youth did not escalate further into the system
 - 62% decrease in the number of days youth spent in out-of-home placements
 - Modified Program to provide counseling and crisis management of adjudicated youth
 - Instituted a Determinate Sentence group and crisis management in the Detention Center

Courage Program:

- Began strategic planning process on combining Choice and Courage programs into one home-based program
- Decreased the use of detention and increased the use of community sanctions for program violations
- Updated policies and procedures
- Improved academic enrollment to 100% school enrollment
- Reduced or eliminated alcohol and other drugs (AOD) by 83%
- 25% decrease in adjudications after a youth was enrolled in the program
- Passed the Ropes Course inspection with 100% compliance

Juvenile Community Justice:

- 87% decrease in adjudications after a youth was enrolled in the program
- Decreased the number of youth committed to residential care by 20 youth
- Increased the number of youth in JCJ by from 14 to average of 17

Fund: (2920) Child Care – Circuit Court

- Increased by 6 the number of youth returning early from placement through State Wardship
- Increased referral procedures to maximize utilization of JJI student population
- Completed a JJI – “Living Consciously” curriculum evaluation of program
- Revised JCJ policy and procedure manual
- 79% maintained an AOD-free lifestyle
- Increased employment by 14%

Juvenile Drug Treatment Court (JDTC):

- Evaluated expansion needs in order to increase outreach and after school, pro-social program
- Increased individualized pro-social activities, with court staff and in partnership with Barnabas Ministries
- Implemented a parent support group
- Increased use of specific incentives and sanctions (other than detention)
- Moved to full utilization of the State of Michigan’s DTC web-based case management system
- Modified DTC team to include prosecuting attorney, defense attorney and court treatment specialist
- Increased participant graduation rate
- Certified one trainer in administration of GAIN instruments
- Trainer conducted Court staff training for GAIN implementation
- Expanded the JDTC treatment curriculum to include centralized programming
- Reviewed and updated JDTC policies
- Revised the referral process for DTC
- Successfully transitioned new Case Manager position
- Successfully transitioned new therapist into JDTC Team

Detention

- Renewed accreditation
- Enhanced programming for males; implemented a Boys’ Group
- Upgraded security system – new locks and cameras
- New staff scheduling utilizing Lotus Notes
- Achieved 100% compliance on licensing
- Added academic and Special Education support to daily school schedule
- Implemented a medical immunization program
- Established training calendar and training meeting
- Assisted Strategic Issue Team #1 to implement a Court-wide intern program
- Increased revenue and services to out-of-county rentals by offering psychological testing through the utilization of Treatment staff
- Increased drug-specific training materials for drug pod
- Developed web-based system for identified Detention Center functions

Intake/Juvenile Community Probation

- Intake Unit became the Youth Services Unit to comply with Child Care Fund requirements

Fund: (2920) Child Care – Circuit Court

- Implemented a new petition processing procedure. Major changes are: screening of each juvenile petitioned for risk level, increased use of Consent Calendar (and community agency referrals), elimination of “limited” probation, use of case escalation/event form to track Consent Calendar usage and response to violations, increased judicial oversight of cases screened for formal adjudication and increased focus on balanced and restorative justice principles.
- Revised policies regarding petition and case processing, use of detention, victim rights, and assessing court costs, assessments, court fees and minimum state costs.
- Added significant enhancements to the web-based case management system (“CourtStream”), increasing the ability of caseworkers to communicate with service providers, detention and each other.
- In CourtStream, added new court orders and enhanced the contact log, increasing caseworkers’ ability to create court orders and to eliminate the use of paper contact logs sheets (allowing for more accurate data collection, accuracy and oversight).
- Implemented the use of the Global Appraisal of Individual Needs (GAIN) short screener instrument to better identify juveniles with substance abuse issues and to clarify the referral process to community service providers and the Juvenile Drug Treatment Court.
- Moved senior caseworker position from treatment to probation, allowing for an additional p.o. in community probation.
- Eliminated “status time” (essentially suspended detention sentencing) and replaced it with detention hearings and preliminary hearings for probation violations.
- Implemented a monthly residential tracking process and step-down planning meetings with the JCJ committee (in order to better identify a juvenile’s post-placement treatment).
- Continued leadership of court staff in local boards, initiatives and community collaborations.
- Juveniles in ISP committed 90% less offenses during ISP than prior to beginning ISP.
- No juveniles in ISP were subsequently committed to residential placement.
- Completed cross training for ISP deputies to assist in community probation.

Programs

- Transitioned facilitation of the Anger Management and FOCUS Programs to The Ottawa County Health Department
- Worked with BizStream to enter Program data onto system to facilitate on line enrollment and reports
- 100% Successful Child Care Fund Audit
- Successfully transitioned Habitual Offender Group (HOG) and Court Incentive Group (CIG) from contract staff-facilitated to Court-facilitated groups
- Licensed new foster home in conjunction with Barnabas Ministries
- Assisted in the development of new Court-wide Intern Program
- Hosted Adoption Day Celebration
- Certified one PRIDE Trainer
- Developed new Anger Management curriculum
- Transitioned to assisting Treatment supervision part time
- Developed and implemented a new Anger Management Program curriculum for juveniles and parents

Fund: (2920) Child Care – Circuit Court

- Developed Memorandum of Understanding with Barnabas Ministries to open a foster home for girls

Resources				
Personnel	2006	2007	2008	2008
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary
Detention Superintendent	1.000	1.000	1.000	\$73,438
Assistant Superintendent	1.000	1.000	1.000	\$58,122
Assistant Director of Juvenile Services	0.750	0.875	0.875	\$64,259
Training Coordinator	1.000	1.000	1.000	\$49,100
Administrative Aide	4.000	4.000	4.000	\$134,766
Group Leader - Juvenile	6.000	6.000	6.000	\$224,071
Youth Specialist	20.150	19.650	19.650	\$664,496
Shift Supervisor	4.000	4.000	4.000	\$204,718
Casework Services Manager	0.750	1.000	1.000	\$59,959
Senior Caseworker	1.750	2.000	2.000	\$106,666
Treatment Specialist	6.000	6.000	6.000	\$308,169
Programs Supervisor	1.000	1.000	1.000	\$56,285
Treatment Services Manager	1.000	1.000	1.000	\$59,959
Caseworker	6.000	11.000	11.000	\$528,494
Assistant Juvenile Register	0.000	1.000	1.000	\$36,463
Sergeant	0.300	0.300	0.300	\$19,242
Assessment Unit Coordinator	1.000	1.000	1.000	\$54,662
Deputy	3.000	3.000	3.000	\$168,121
	58.700	64.825	64.825	\$2,870,990

Funding	2004	2005	2006	2007	2008
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$2,268,490	\$2,912,947	\$3,648,195	\$4,043,922	\$3,886,336
Other Revenue	\$230,582	\$599,894	\$566,104	\$656,000	\$558,569
Other Financing Sources	\$4,023,408	\$3,846,024	\$3,974,892	\$4,077,104	\$4,158,115
Total Revenues	\$6,522,480	\$7,358,865	\$8,189,191	\$8,777,026	\$8,603,020
Expenditures					
Personnel Services	\$2,557,878	\$3,309,913	\$3,855,089	\$4,052,279	\$4,355,622
Supplies	\$184,264	\$177,961	\$204,715	\$250,369	\$271,560
Other Services & Charges	\$2,912,924	\$3,396,434	\$4,049,575	\$4,341,717	\$3,975,838
Total Expenditures	\$5,655,066	\$6,884,308	\$8,109,379	\$8,644,365	\$8,603,020

Budget Highlights:

2007 Other Services & Charges includes \$460,000 for the expansion of the web-based case management system. No further development is planned for 2008.

Fund: 2921 Child Care-Social Services

Function Statement

The Child Care - Social Services fund is used to account for the foster care of children under the direction of the Ottawa County Family Independence Agency.

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue	\$16,870	\$18,583	\$21,450	\$21,125	\$21,125
Other Revenue					
Other Financing Sources	\$23,250	\$20,000	\$26,500	\$21,125	\$21,125
Total Revenues	\$40,120	\$38,583	\$47,950	\$42,250	\$42,250
Expenditures					
Other Services & Charges	\$33,741	\$37,220	\$42,900	\$47,500	\$42,250
Total Expenditures	\$33,741	\$37,220	\$42,900	\$47,500	\$42,250

Fund: 2930 Soldiers & Sailors Relief

Function Statement

The Soldiers & Sailors Relief Commission determines the eligibility of claims from indigent veterans and authorizes the requested payments. Eligibility is determined by the time and length of service during an armed conflict, honorable discharge, and length of residency in Ottawa County.

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2004	2005	2006	2007	2008
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Other Financing Sources	\$97,094	\$90,000	\$100,719	\$35,000	\$60,000
Total Revenues	<u>\$97,094</u>	<u>\$90,000</u>	<u>\$100,719</u>	<u>\$35,000</u>	<u>\$60,000</u>
Expenditures					
Other Services & Charges	\$97,093	\$90,001	\$100,719	\$35,000	\$60,000
Total Expenditures	<u>\$97,093</u>	<u>\$90,001</u>	<u>\$100,719</u>	<u>\$35,000</u>	<u>\$60,000</u>

Budget Highlights:

In 2007 the Board approved new County regulations, defining available assistance as well as restrictions to both the total dollar available, as well as the number of occurrences within a six month period. A document verification process as well as a five member Committee oversight was also implemented.

Fund: 2940 Veterans Trust

Function Statement

The Veteran's Trust fund was established under Section 35.607 of the State of Michigan Compiled Laws of 1970. It is used to account for monies received by the state and distributed to needy veterans.

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2004	2005	2006	2007	2008
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$18,230	\$21,808	\$21,673	\$24,694	\$12,347
Other Financing Sources					
Total Revenues	\$18,230	\$21,808	\$21,673	\$24,694	\$12,347
Expenditures					
Other Services & Charges	\$18,152	\$21,808	\$21,898	\$24,694	\$12,347
Total Expenditures	\$18,152	\$21,808	\$21,898	\$24,694	\$12,347

Fund: 2980 Compensated Absences

Function Statement

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

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Charges for Services	\$189,079	\$134,356	\$115,083	\$150,996	\$155,526
Interest	\$63,292	\$77,042	\$162,777	\$195,591	\$209,500
Other Revenue					
Other Financing Sources					
Total Revenues	\$252,371	\$211,398	\$277,860	\$346,587	\$365,026
Expenditures					
Personnel Services	\$254,204	\$92,885	\$42,622	\$106,744	\$57,852
Supplies					
Total Expenditures	\$254,204	\$92,885	\$42,622	\$106,744	\$57,852

Budget Highlights:

In 2007, the County had three unusually large sick bank payoffs.

**COUNTY OF OTTAWA
DEBT SERVICE FUND (5690-5695)**

Building Authority Fund (5690-5695) - This Fund was established to account for the accumulation resources for payment of principal and interest on bonds issued to finance building projects for the County of Ottawa. Bonds have been issued for the following projects: 1990-Ottawa County Central Dispatch Authority; 1992-Probate Court/Jail Complex; 1997-Jail addition and Sheriff Administrative Annex; 2005 - Holland District Court Building; Grand Haven Courthouse - 2007. The 1990 bonds were refunded during 2003 and 2005, and a portion of the 1992 bonds were refinanced during 2006. A portion of the 1997 bonds were refunded during 2005. Financing is provided by cash rental payments pursuant to lease agreements with the County of Ottawa or other identified payment mechanisms.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Charges for Services					
Interest and Rents	\$4,573	\$13,975	\$7,539	\$640	\$5,300
Rents	\$2,243,461	\$2,008,656	\$2,439,503	\$2,977,797	\$3,525,923
Other Revenue					
Other Financing Sources		\$10,562,974			
Total Revenues	\$2,248,034	\$12,585,605	\$2,447,042	\$2,978,437	\$3,531,223
Expenditures					
Debt Service	\$2,299,902	\$2,299,621	\$2,453,395	\$2,977,797	\$3,525,923
Other Financing Uses		\$10,792,190			
Total Expenditures	\$2,299,902	\$13,091,811	\$2,453,395	\$2,977,797	\$3,525,923

County of Ottawa Debt Information

The County of Ottawa assumes debt to provide funding for the construction of water and sewage disposal systems, drains, buildings, and to refund previously issued bonds. Under the State of Michigan Constitution of 1963, Article VII, Section 11, "No County shall incur indebtedness which shall increase its total debt beyond 10% of its assessed valuation." Consequently, Ottawa County, with a 2007 assessed value of \$11,719,793,894 is limited to no more than \$1,171,979,389 of debt. The County's total debt at the statement date is \$133,972,073, or approximately 1% of the assessed value - well below the legal limit. The graph below illustrates the additional legal debt capacity of the County of Ottawa.

**County of Ottawa Legal Debt Limit and Debt
Outstanding**



Ottawa County has obtained a AAA rating from Fitch on General Obligation Limited Tax Bonds. Moody's Bond Rating is Aa1 for General Obligation Unlimited and Limited Tax Bonds. Standard and Poor's Bond Rating is AA for General Obligation Unlimited and Limited Tax Bonds.

Bonds:

The County principally uses general obligation bonds to provide funds for these projects. The majority of the general obligation bonds, \$101,883,533, were issued by the Ottawa County Public Utilities System, a component unit of Ottawa County, for water and sewer projects. The principal and interest payments on these water and sewer project issues are repaid generally from funds received from local municipalities in the County. The interest rate on these issues ranges from 2.5% to 7.6% percent.

In addition, \$326,500 is estimated for inter-county drainage projects. Principal and interest is paid from drain assessments levied. The interest rate on these issues ranges from 4.5% to 7.0% percent.

Last, \$29,680,000 is estimated debt outstanding at 12/31/07 for five Ottawa County Building Authority projects. These five projects include:

- E-911 Central Dispatch operation
- Probate Court/Jail facility
- Sheriff and Administrative Annex and additional Jail pod
- Holland District Court facility
- Grand Haven Courthouse Project

The E-911 issue was refunded during 1993. The Probate Court/Jail facility was refunded in 1997 in conjunction with the issue for the Sheriff and Administrative Annex and additional Jail pod. The unrefunded portion of the E-911 bonds and the Sheriff and Administrative Annex and additional jail pod were refunded during 2005. The Building Authority makes the principal and interest payments with revenues collected from lease agreements with the County. The interest rate on these issues ranges from 3.0% to 5.05% percent.

The County has pledged its full faith and credit for payment on the above obligations.

Other Bonds:

In November 2001, the Ottawa County Road Commission issued Public Act 143 bonds for the purpose of constructing a maintenance facility in Holland. The estimated balance of these bonds at 12/31/07 is \$1,800,000. The borrowing will be paid from State revenues allocated to the County Road Commission for road purposes. The County did not pledge its full faith and credit for these bonds.

Notes Payable:

The Drain Commissioner has issued two small notes to provide funding for drainage projects in Ottawa County. The notes total \$253,200, and the County did not pledge its full faith and credit for the above notes.

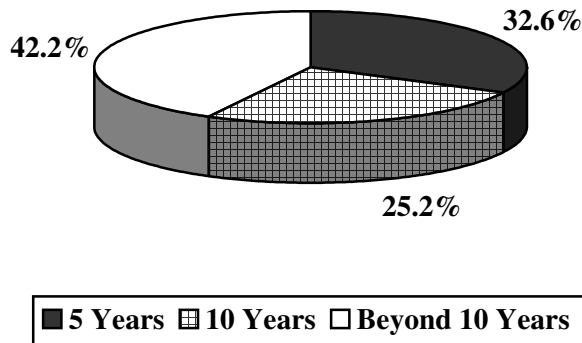
Land Contracts:

Ottawa County has \$28,840 in land contracts. The land contract was made to secure land purchases for the Ottawa County Parks system. The principal and interest payments will be made from the voted parks millage and recorded in the Parks and Recreation Special Revenue fund. The final payment on the land contract will be made during 2008.

Debt Retirements:

The percentage of debt to be retired in five, ten, and beyond ten years indicates how fast the County is retiring its debt. Rating agencies expect 50% of the debt to be retired within ten years. The graph that follows shows that Ottawa County, scheduled to retire 57.8% of its debt within ten years, is retiring debt within established standards.

County of Ottawa Debt Retirements



Debt per Capita

Ottawa County has experienced high growth in the last several years. Consequently, debt has been issued to fund the required infrastructure. Listed below is the debt per capita information for the last ten years.

Year	Population	Net Bonded Debt per Capita (Direct Debt)
1997	220,403	\$114
1998	224,357	107
1999	230,261	99
2000	238,314	91
2001	243,571	84
2002	245,913	78
2003	249,391	71
2004	252,351	65
2005	255,406	91
2006	257,671	84

The schedule that follows details the principal and interest payments by year.

County of Ottawa Schedule of Debt Service Requirements

OTTAWA COUNTY - PRIMARY GOVERNMENT					OTTAWA COUNTY - COMPONENT UNITS				REPORTING ENTITY
Budget Year	Amount Outstanding Beginning of Year	Principal Retirements	Interest Requirements	Total Requirements	Amount Outstanding Beginning of Year	Principal Retirements	Interest Requirements	Total Requirements	Total Requirements
General Obligation Bonds (Non-major Funds):					General Obligation Bonds:				
2008	\$29,680,000	\$2,235,000	\$1,301,434	\$3,536,434	\$104,010,033	\$8,032,767	\$4,623,542	\$12,656,309	\$16,192,743
2009	27,445,000	2,335,000	1,206,246	3,541,246	95,977,266	6,693,767	3,993,432	10,687,199	14,228,445
2010	25,110,000	2,035,000	1,114,332	3,149,332	89,283,499	7,321,766	3,734,896	11,056,662	14,205,994
2011	23,075,000	2,110,000	1,033,868	3,143,868	81,961,733	5,756,767	3,471,947	9,228,714	12,372,582
2012	20,965,000	1,635,000	949,794	2,584,794	76,204,966	5,263,767	3,249,891	8,513,658	11,098,452
2013	19,330,000	1,690,000	887,519	2,577,519	70,941,199	5,410,766	3,035,798	8,446,564	11,024,083
2014	17,640,000	1,775,000	807,019	2,582,019	65,530,433	5,361,767	2,812,870	8,174,637	10,756,656
2015	15,865,000	1,860,000	722,419	2,582,419	60,168,666	4,328,767	2,613,440	6,942,207	9,524,626
2016	14,005,000	1,950,000	629,419	2,579,419	55,839,899	4,528,766	2,432,385	6,961,151	9,540,570
2017	12,055,000	2,045,000	536,469	2,581,469	51,311,133	4,740,767	2,247,519	6,988,286	9,569,755
2018-2022	10,010,000	5,025,000	1,778,358	6,803,358	46,570,366	18,105,366	8,677,251	26,782,617	33,585,975
2023-2027	4,985,000	4,985,000	614,896	5,599,896	28,465,000	13,880,000	5,319,702	19,199,702	24,799,598
2028-2032					14,585,000	14,480,000	2,084,159	16,564,159	16,564,159
2033-2036					105,000	105,000	8,073	113,073	113,073
Parks and Recreation Land Contracts (Major Fund):					Notes Payable*:				
2008	28,840	28,840	2,668	31,508	253,200	107,600	7,961	115,561	147,069
2009					145,600	107,600	6,467	114,067	114,067
2010					38,000	7,600	1,737	9,337	9,337
2011					30,400	7,600	1,389	8,989	8,989
2012					22,800	7,600	1,045	8,645	8,645
2013					15,200	7,600	695	8,295	8,295
2014					7,600	7,600	347	7,947	7,947
2015									
		\$29,708,840	\$11,584,441	\$41,293,281		\$104,263,233	\$48,324,546	\$152,587,779	\$193,881,060

All figures are as of 11/20/07

*Notes payable of the component unit are not guaranteed by the County.

**COUNTY OF OTTAWA
CAPITAL PROJECTS FUND**

Building Authority Fund (5690-5695) - This Fund was established to account for construction projects of the building authority and/or County. Financing is provided by bond proceeds, interest income and occasionally State grants. This fund records only those projects funded with bond proceeds. Other capital construction projects funded with cash are reported primarily in the Public Improvement Fund (Special Revenue Fund 2450). Projects at County park facilities are reported in the Parks and Recreation Fund (Special Revenue Fund 2081).

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue					
Interest		\$19,680	\$49,431	\$75,060	\$60,000
Other Revenue		\$29,042	\$12,999		
Other Financing Sources		\$7,997,998	\$68,161	\$10,000,000	\$8,827,327
Total Revenues		\$8,046,720	\$130,591	\$10,075,060	\$8,887,327
Expenditures					
Capital Outlay		\$3,044,672	\$2,251,029	\$6,221,356	\$12,831,971
Bond Issue Costs		\$458,638			
Other Financing Uses		\$2,169,258		\$162,775	
Total Expenditures		\$5,672,568	\$2,251,029	\$6,384,131	\$12,831,971

Budget Highlights:

In October of 2007, the County issued bonds for the construction of a new Grand Haven Courthouse facility. Completion is anticipated in 2009.

2008 Capital Construction Projects

Grand Haven Courthouse project County Building

The plan shown herein depicts a 118,000 square foot, \$23 million Courthouse Building that will replace the existing County Building on Washington Street in Grand Haven. The concept plan was presented to the Board of Commissioners in June 2004 and



approved in June 2006. The plan represents a refinement of several options that were considered. The replacement of the forty-year-old, 67,000 square-foot County building with this new traditionally

designed Courthouse will suit the style and vision of the City of Grand Haven's Hilltop Neighborhood and signals a commitment to Grand Haven as the county seat well into the future. In addition to aesthetic improvements, prominent features of the design include the ability to separate staff, victim, and defendant populations in the justice system, and the ability for citizens to access more services than are currently available in Grand Haven through a public service counter near the building's entrance. As the County grows and departmental needs change, this new facility will have ample space to meet these growing demands. Construction of the new facility began in August 2007, and is anticipated to be a twenty four month project with completion prior to the end of 2009.

The County bonded for \$10 million for the combined Grand Haven Courthouse/Fillmore Addition project. The remainder of the cost will come from funds set aside for this project. The debt service payments will average \$767,000 per year, and will be covered from the following funds:

Ottawa County Insurance Authority:	\$150,000
Telecommunications	: \$150,000
Delinquent Tax Revolving Fund	: \$150,000
Public Improvement	: \$175,000
Infrastructure	: \$125,000
Funds allocated for the project	: \$ 17,000

In addition, the new facility will increase the square footage by 51,000 square feet. Consequently, additional, ongoing maintenance costs are anticipated. At this point, no additional personnel needs have been identified, so the maintenance costs reflected on the schedule that follows are based on a cost of \$6.50 per additional square foot in 2008. The \$6.50 per square foot covers utilities, grounds maintenance, insurance, and other costs directly attributable to running the facility.

Fillmore Street Addition project

The present allocation of staff between Grand Haven and the Fillmore Administration Complex in West Olive has caused some operational inefficiency and created difficulty for residents to access certain County services. This plan provides an opportunity to consolidate some staff and departments in West Olive while retaining the County's presence and services in Grand Haven.



The recommended 35,000 square-foot expansion of the Administration Building on Fillmore Street will accommodate staff from Cooperative Extension, the County Clerk, Treasurer, Register of Deeds and Drain Commissioner. The move will consolidate operational staff that work together on a daily basis, reconfigure space in the existing facility and allow citizens better access some services that are now available only in Grand Haven. A resolution was adopted by the Board on June 27, 2006 authorizing the County Building Authority to move forward with the planning of a \$6 million addition at Fillmore Street. The revised final project costs of \$7 million and design were presented to the Board for approval in July, 2007. Construction began in October 2007, and is anticipated to be a twelve month project with completion prior to the end of 2008.

Construction costs will be paid from funds set aside for the project in various County funds. Since it is an expansion, additional, ongoing maintenance costs are anticipated. At this point, no additional personnel needs have been identified, so the maintenance costs reflected on the schedule that follows are based on a cost of \$6.50 per additional square foot in 2008. The \$6.50 per square foot covers utilities, grounds maintenance, insurance, and other costs directly attributable to running the facility. As state earlier, the County does expect to gain efficiencies by grouping related department together, but these savings are not quantifiable.

Southwest Ottawa Landfill upgrades

The 43-acre Southwest Ottawa landfill is located a little over one mile east of the shore of Lake Michigan in Park Township between James Street and Riley and 160th and 168th. The landfill opened in 1968 by Ottawa County for the disposal of municipal and industrial waste, it operated until it was



closed in 1981. The County, through the Ottawa County Road Commission, operated the landfill for a few years in the late 1960's and early 1970's then transferred the operation to Waste Management, under contract. In the early 1980's, Waste Management closed the operation and constructed a cap over the landfill consisting of bentonite clay, power plant fly ash and sand.

In 1987, seven purge wells were constructed along with the associated piping and electrical work to supply contaminated groundwater to a treatment plant which was constructed northwest of the intersection of James and 168th on County owned property. The treatment was designed to remove iron and volatile organic compounds from the groundwater leachate per the terms of a water restoration agreement agreed to between the County and the Michigan Department of Environmental Quality (MDEQ) in 1984.

The County is planning improvements to the extraction/treatment system at the landfill because of the degradation of the existing groundwater extraction system and in order to reduce the necessary treatment time and costs. This improvement was also necessitated by a lawsuit against the County from the MDEQ. As a result of the improvement initiative, the MDEQ has dropped its lawsuit.

Specifically, the County is completing the construction of a clay cap over the landfill that will prevent the contamination located in the landfill from leaching to the groundwater (via percolating rain water) and upgrading the purge well and treatment system. The cost is expected to be approximately \$4.2 million with the work taking place throughout 2006, 2007, and 2008.

The upgrades to the Southwest Ottawa Landfill and clean up efforts are divided in three categories: The upgrades to the filtration plant, equipment, new piping, wells and the reshaping, recapping and venting of the landfill. The plan is to cap the landfill, put down new purge wells, close down old ineffective wells, and install new treatment technology.

Funding for the project is coming from two places. The Ottawa County Insurance Authority is covering \$2.1 million of the cost which represents the capping of the landfill. The remainder of the project will come from the Solid Waste Clean-up fund, Special Revenue fund 2271. Ongoing maintenance costs will be required to operate the purge wells. The County anticipates it will cost approximately \$127,000 per year to cover the utility and chemical costs to operate the purge wells. The \$127,000 represents a savings from operational costs before the improvements. Specifically, from 2000 through 2006, annual operational costs averaged \$155,000. Although the improvements are also expected to reduce the treatment time, those savings are currently indeterminable.

Once the improvements have been made, the County plans to use the land to provide new recreational opportunities. The top of the landfill has been shaped to allow sledding and hiking. The low land pond will provide a natural flora and fauna habitat. After completion of the improvements to the landfill portion of the work, the 230-acre parcel (which includes the 43-acre landfill) will be transferred to the County Parks system.

Parks and Recreation Projects

The Parks and Recreation department will begin construction of a nature education center at Hemlock Crossing in late 2008 with completion anticipated in early 2009. The approximate 8,000 square foot facility will be the focal point for all department nature education programs and function as a visitor center for the Ottawa County park system. The \$1.5 million dollar project will be funded by a combination of donations, parks millage dollars and revenues from managing red pine on county lands.

Public access to the 500 acre North Ottawa Dunes property will be enhanced with a project undertaken in cooperation with the City of Ferrysburg at their Coast Guard Park. A parking lot, trailhead and donor recognition signage for North Ottawa Dunes will be constructed at Coast Guard Park at an estimated cost of \$100,000.

Continued improvements at the Upper Macatawa Natural Area are planned for 2008 with construction of a two-mile non-motorized pathway between Byron Road and Adams Street. Completion of this project as proposed, with cost estimated at \$600,000, is dependent upon funding assistance from federal transportation enhancement funds.

Several smaller projects are also planned for 2008. Replacement of an aging dune stairway at Tunnel Park (\$45,000 project cost) is scheduled along with replacement of a large section of retaining wall (\$20,000) as part of walkway and boardwalk maintenance at the Historic Ottawa Beach Park. A project involving wetland restoration and native grassland establishment at Hemlock Crossing is scheduled at a cost of \$15,000. The habitat improvements will benefit educational opportunities at the new nature center. Finally, new parking areas and kiosks at the Bur Oak Landing property on the Grand River in Polkton Township are planned for 2008 at a cost of \$15,000.

Ongoing maintenance costs consisting of supplies and utilities for all of the park projects are expected to be minimal.

County of Ottawa
Capital Construction Projects - Construction Costs
 Budget Year Ending December 31, 2008

PROJECT DESCRIPTION	CAPITAL CONSTRUCTION COSTS					
	PROPOSED METHOD OF FINANCING	ESTIMATED COSTS		EXPENDED TO DATE (INC. CURRENT YR)	BUDGET YEAR 2008	FUTURE YEARS
		ORIGINAL	AMENDED			
Ottawa County (primary government)						
West Olive Addition/ Grand Haven Courthouse (1)	Bond Issue/ Fund Balance	\$24,000,000	\$30,000,000	\$1,164,102	\$12,831,971	\$10,978,512
SouthWest Ottawa Landfill (2)	Insurance Authority/ Landfill Surcharge	\$4,500,000	\$4,200,000	\$1,949,964	\$1,373,182	\$0
Tunnel Park Replace dune climb stairs. (2)	Parks & Recreation Millage	\$45,000	\$45,000	\$0	\$45,000	\$30,000
Hemlock Crossing Wetland / Native Grassland (2)	Parks & Recreation Millage	\$15,000	\$15,000	\$0	\$15,000	\$0
Park 12 Switchback Replacement (2)	Parks & Recreation Millage	\$20,000	\$20,000	\$0	\$20,000	\$0
Bur Oak Landing Kiosk and Parking (2)	Parks & Recreation Millage	\$15,000	\$15,000	\$0	\$15,000	\$0
Upper Macatawa Non-Motorized Pathway (2)	Parks & Recreation Millage	\$600,000	\$600,000	\$0	\$600,000	\$0
North Ottawa Dunes Phase I (2)	Parks & Recreation Millage	\$100,000	\$100,000	\$0	\$100,000	\$0
Nature Education Center Construction (2)	Red Pine Revenue Donations Millage	\$1,500,000	\$1,500,000	\$0	\$1,500,000	\$0
Grand Total - Primary Government		\$30,795,000	\$36,495,000	\$3,114,065	\$16,500,153	\$11,008,512
Ottawa County Public Utilities (component unit)						
Wyoming Water Plant Expansion	Public Act 342 Bonds	\$31,673,000	\$31,673,000	\$17,328,000	\$8,129,000	\$6,217,000

Grand Total Capital Construction **\$62,468,000** **\$68,168,000** **\$20,442,065** **\$24,629,153** **\$17,225,512**

1. The County anticipates issuing \$10 million in bonds for this facility with the rest of the cost paid from six other funds. See Capital Projects narrative for more detail.
2. No debt will be issued for this project. Funds have been set aside for this project or will be financed by the Parks tax levy.

County of Ottawa
Capital Construction Projects - Anticipated Annual Operational Costs
 Budget Year Ending December 31, 2008

PROJECT DESCRIPTION	ESTIMATED ANNUAL OPERATION COSTS (includes debt repayment)							
	PROPOSED METHOD OF FINANCING	EXPEN-DITURE TYPE	ACTUAL PRIOR YEAR 2006	ESTIMATED CURRENT YEAR 2007	BUDGET YEAR 2008	FUTURE YEARS		
						2009	2010	2011
Ottawa County (primary government)								
West Olive Addition/ Grand Haven Courthouse (1)	General Fund Various Funds	Maintenance Debt	\$0	\$0	\$0	\$398,196	\$519,099	\$542,905
				\$207,000	\$767,000	\$767,000	\$767,000	\$767,000
SouthWest Ottawa Landfill (2)	Solid Waste Clean-up Fund	Maintenance	\$0	\$163,000	\$163,000	\$127,000	\$127,000	\$127,000
Tunnel Park - Replace dune climb stairs (2)	Property Tax Levy	Maintenance	\$300	\$600	\$300	\$300	\$300	\$300
Hemlock Crossing Wetla Native Grassland (2)	Property Tax Levy/Park Twp.	Maintenance	\$0	\$0	\$500	\$300	\$100	\$0
Park 12 Switchback Replacement (2)	Property Tax Levy	Maintenance	\$0	\$300	\$0	\$0	\$0	\$0
Bur Oak Landing Kiosk and Parking (2)	Property Tax Levy	Maintenance	\$0	\$0	\$750	\$750	\$750	\$750
Upper Macatawa Non- Motorized Pathway (2)	Property Tax Levy	Maintenance	\$0	\$0	\$500	\$2,000	\$2,000	\$2,000
North Ottawa Dunes Phase I (2)	Property Tax Levy	Maintenance	\$0	\$0	\$1,000	\$1,000	\$1,000	\$1,000
Nature Education Center Construction (2)	Property Tax Levy Fee Revenues	Maintenance	\$0	\$0	\$0	\$20,000	\$30,000	\$30,000
Grand Total - Primary Government			\$300	\$370,900	\$933,050	\$1,316,546	\$1,447,249	\$1,470,955

Ottawa County Public Utilities (component unit)

Wyoming Water Plant Expansion (3)	Special Assessments	Debt	\$0	\$0	\$2,075,816	\$1,750,000	\$2,480,000	\$2,480,000
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Grand Total Operational Costs **\$300 \$370,900 \$3,008,866 \$3,066,546 \$3,927,249 \$3,950,955**

1. No new personnel are included in the 2008 budget, but may become necessary in future years. Contractual labor and utility costs will be larger due to the larger sizes of the buildings.
2. No debt will be issued for this project. Estimated Annual Operation Costs are for maintenance including utilities, supplies, etc. No new personnel are projected to be added.
3. The annual operating costs for the public utilities project is strictly for debt service. The maintenance costs are the responsibility of the municipality.

**COUNTY OF OTTAWA
PERMANENT FUND**

Cemetery Trust Fund (1500) - This fund was established under State statute to care for cemetery plots of specific individuals who have willed monies in trust to the County for perpetual care of their grave sites.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2004 Actual	2005 Actual	2006 Actual	2007 Current Year Estimated	2008 Adopted by Board
Revenues					
Intergovernmental Revenue					
Interest	\$52	\$122	\$237	\$236	\$236
Other Revenue					
Other Financing Sources					
Total Revenues	\$52	\$122	\$237	\$236	\$236
Expenditures					
Supplies					
Other Services and Charges			\$568		
Total Expenditures			\$568		

The Ottawa County Board of Commissioners

of the County of Ottawa

Grand Haven, Michigan

RESOLUTION TO APPROVE 2008 OPERATING BUDGET

At a meeting of the Board of Commissioners of the County of Ottawa, Ottawa County, Michigan, held at the Ottawa County Administrative Annex, Olive Township, Michigan, in said County on October 23, 2007, at 1:30 p.m. local time.

PRESENT: Members – Mrs. Kortman, Messrs. Kuyers, Swarthout, Mrs. Ruiten, Messrs. Hehl, Rycenga, Schrottenboer, Disselkoen, Holtrop, Holtvluwer

ABSENT: Members – Mr. Berghorst

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

WHEREAS, Public Act 621 of 1978 known as the "Uniform Budgeting and Accounting Act" requires that an appropriation ordinance be adopted by this County Board of Commissioners in order to implement the operating budget of the County of Ottawa for 2008; and

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

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

WHEREAS, this County Board of Commissioners through its Finance Committee, has duly deliberated, held public hearings according to law and reviewed the proposed 2008 Budgeted Revenue and Expenditures totaling \$221,510,616 and \$247,179,223 respectively and this ordinance is prepared on the basis of said budget; and

WHEREAS, the budget anticipates no deficits as a result of any operations for 2008 and all funds have sufficient revenues and/or fund balance to meet their expenditure needs;

NOW, THEREFORE, BE IT RESOLVED that department revenues and expenditures are hereby adopted as budgeted in the "2008 Ottawa County Budget" (by line item as attached).

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

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

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

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

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

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


YEAS: Members - Messrs. Holtrop, Holtvluwer, Swartout, Schrottenboer, Mrs. Kortman, Mr. Kuyers, Mrs. Ruiters, Messrs. Rycenga, Hehl, Disselkoen

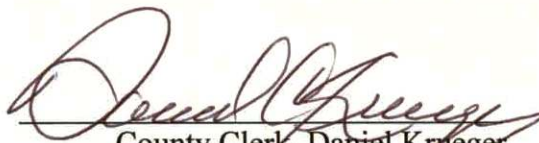
NAYS: Members – None

ABSTAIN: Members – None

ABSENT AT TIME OF VOTING: Members - Mr. Berghorst

RESOLUTION DECLARED ADOPTED.


Chairperson, Donald Disselkoen


County Clerk, Daniel Krueger

Certification

I, the undersigned, duly qualified Clerk of the County of Ottawa, Michigan, do hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Board of Commissioners of the County of Ottawa, Michigan, at a meeting held on October 23, 2007, 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 23rd day of October, A.D., 2007.


County Clerk, Daniel Krueger

COUNTY OF OTTAWA
2008 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2008 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	<i>SPECIAL REVENUE FUNDS</i>						
	General Fund 1010	Parks & Recreation 2081	Friend of the Court 2160	9/30 Judicial Grants 2170	Health 2210	Mental Health 2220	Solid Waste Clean - Up 2271
Fund Balance	(\$3,848,522)	(\$1,556,191)	(\$175,517)		(\$405,000)	\$93,612	(\$1,289,020)
SOURCES:							
Revenue							
Taxes	\$40,831,115	\$3,052,370					
Intergovernmental Revenue	\$4,342,734	\$2,384,370	\$1,724,487	\$299,584	\$3,585,442	\$30,220,164	
Charges for Services	\$10,094,827	\$368,400	\$234,522		\$878,914	\$381,313	
Penalties and Interest on Delinquent Taxes							
Fines & Forfeits	\$1,047,600						
Interest on Investments	\$1,700,000	\$150,000				\$92,000	\$247,162
Rental Income	\$2,930,343	\$39,000				\$160,948	
Licenses & Permits	\$274,025				\$494,840		
Other	\$441,757	\$581,000			\$200,233	\$42,375	
Operating Transfers In	\$4,510,800	\$530,000	\$879,794	\$85,364	\$6,221,708	\$583,631	
Total Revenue	<u>\$66,173,201</u>	<u>\$7,105,140</u>	<u>\$2,838,803</u>	<u>\$384,948</u>	<u>\$11,381,137</u>	<u>\$31,480,431</u>	<u>\$247,162</u>

COUNTY OF OTTAWA
2008 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2008 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	General Fund 1010	Parks & Recreation 2081	Friend of the Court 2160	9/30 Judicial Grants 2170	Health 2210	Mental Health 2220	Solid Waste Clean - Up 2271
ACTIVITIES:							
Expenditures							
Legislative	\$605,507						
Judicial	\$9,920,100		\$3,014,320	\$384,948			
General Government	\$17,135,792						
Public Safety	\$23,194,538						
Public Works	\$142,300						\$1,536,182
Health & Welfare	\$766,648				\$11,786,137	\$31,386,819	
Culture & Recreation		\$8,661,331					
Community & Economic Development	\$664,414						
Other Government Functions	\$760,500						
Capital Projects							
Debt Service							
Operating Transfers Out	\$16,831,924						
Total Expenditures	<u>\$70,021,723</u>	<u>\$8,661,331</u>	<u>\$3,014,320</u>	<u>\$384,948</u>	<u>\$11,786,137</u>	<u>\$31,386,819</u>	<u>\$1,536,182</u>
Revenue Over (Under)							
Expenditures	<u>(\$3,848,522)</u>	<u>(\$1,556,191)</u>	<u>(\$175,517)</u>		<u>(\$405,000)</u>	<u>\$93,612</u>	<u>(\$1,289,020)</u>

COUNTY OF OTTAWA
2008 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2008 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Landfill Tipping Fees 2272	Transportation System 2320	Planning Commission 2420	Infra- structure 2444	Public Improvement 2450	Homestead Property Tax 2550	Register of Deeds Automation Fund 2560
Fund Balance	(\$105,745)		(\$49,160)	\$1,355	\$733,759	\$20,440	\$15,943
SOURCES:							
Revenue							
Taxes						\$15,000	
Intergovernmental Revenue		\$157,569	\$17,000				
Charges for Services	\$380,000			\$28,539			\$280,000
Penalties and Interest on Delinquent Taxes							
Fines & Forfeits							
Interest on Investments				\$97,816	\$276,929	\$6,000	\$13,025
Rental Income					\$756,830		
Licenses & Permits							
Other	\$13,806		\$30				
Operating Transfers In			\$55,237				
Total Revenue	<u>\$393,806</u>	<u>\$157,569</u>	<u>\$72,267</u>	<u>\$126,355</u>	<u>\$1,033,759</u>	<u>\$21,000</u>	<u>\$293,025</u>

COUNTY OF OTTAWA
2008 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2008 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Landfill Tipping Fees 2272	Transportation System 2320	Planning Commission 2420	Infra- structure 2444	Public Improvement 2450	Homestead Property Tax 2550	Register of Deeds Automation Fund 2560
ACTIVITIES:							
Expenditures							
Legislative							
Judicial							
General Government				\$125,000	\$300,000	\$560	\$277,082
Public Safety							
Public Works	\$499,551	\$157,569					
Health & Welfare							
Culture & Recreation							
Community & Economic Development			\$121,427				
Other Government Functions							
Capital Projects							
Debt Service							
Operating Transfers Out							
Total Expenditures	<u>\$499,551</u>	<u>\$157,569</u>	<u>\$121,427</u>	<u>\$125,000</u>	<u>\$300,000</u>	<u>\$560</u>	<u>\$277,082</u>
Revenue Over (Under)							
Expenditures	<u>(\$105,745)</u>		<u>(\$49,160)</u>	<u>\$1,355</u>	<u>\$733,759</u>	<u>\$20,440</u>	<u>\$15,943</u>

COUNTY OF OTTAWA
2008 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2008 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Stabil- ization 2570	Prosecuting Attorney Grants 2601	Sheriff Grant Programs 2609	Sheriff Contracts 2610	Road Patrol 2661	Law Library 2690	Workforce Investment Act - ACP 2740
Fund Balance			(\$2,604)				
SOURCES:							
Revenue	<hr/>						
Taxes							
Intergovernmental Revenue		\$140,400	\$121,368	\$4,254,259	\$234,561		\$236,625
Charges for Services							
Penalties and Interest on Delinquent Taxes							
Fines & Forfeits						\$6,500	
Interest on Investments							
Rental Income							
Licenses & Permits							
Other		\$360					
Operating Transfers In		\$66,044	\$15,678	\$254,188	\$103,848	\$28,500	
Total Revenue		<u>\$206,804</u>	<u>\$137,046</u>	<u>\$4,508,447</u>	<u>\$338,409</u>	<u>\$35,000</u>	<u>\$236,625</u>

COUNTY OF OTTAWA
2008 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2008 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Stabil- ization 2570	Prosecuting Attorney Grants 2601	Sheriff Grant Programs 2609	Sheriff Contracts 2610	Road Patrol 2661	Law Library 2690	Workforce Investment Act - ACP 2740
ACTIVITIES:							
Expenditures							
Legislative							
Judicial						\$35,000	
General Government		\$206,804					
Public Safety			\$139,650	\$4,508,447	\$338,409		
Public Works							
Health & Welfare							\$236,625
Culture & Recreation							
Community & Economic Development							
Other Government Functions							
Capital Projects							
Debt Service							
Operating Transfers Out							
Total Expenditures		\$206,804	\$139,650	\$4,508,447	\$338,409	\$35,000	\$236,625
Revenue Over (Under)							
Expenditures			(\$2,604)				

COUNTY OF OTTAWA
2008 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2008 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Workforce Investment Act - Youth 2741	Workforce Investment Act - Adult 2742	Workforce Investment Act - 6/30 Grant Programs 2743	Workforce Investment Act - 12/31 Grant Programs 2744	Workforce Investment Act - 9/30 Grant Programs 2748	Workforce Investment Act - 3/31 Grant Programs 2749	Grant Programs Pass Thru 2750
Fund Balance							
SOURCES:							
Revenue							
Taxes							
Intergovernmental Revenue	\$635,578	\$407,272	\$1,597,554	\$337,906	\$769,268	\$16,780	\$62,403
Charges for Services							
Penalties and Interest on Delinquent Taxes							
Fines & Forfeits							
Interest on Investments							
Rental Income							
Licenses & Permits							
Other			\$3,013				
Operating Transfers In							\$31,209
Total Revenue	<u>\$635,578</u>	<u>\$407,272</u>	<u>\$1,600,567</u>	<u>\$337,906</u>	<u>\$769,268</u>	<u>\$16,780</u>	<u>\$93,612</u>

COUNTY OF OTTAWA
2008 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2008 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Workforce Investment Act - Youth 2741	Workforce Investment Act - Adult 2742	Workforce Investment Act - 6/30 Grant Programs 2743	Workforce Investment Act - 12/31 Grant Programs 2744	Workforce Investment Act - 9/30 Grant Programs 2748	Workforce Investment Act - 3/31 Grant Programs 2749	Grant Programs Pass Thru 2750
ACTIVITIES:							
Expenditures							
Legislative							
Judicial							
General Government							
Public Safety							\$93,612
Public Works							
Health & Welfare	\$635,578	\$407,272	\$1,600,567	\$337,906	\$769,268	\$16,780	
Culture & Recreation							
Community & Economic Development							
Other Government Functions							
Capital Projects							
Debt Service							
Operating Transfers Out							
Total Expenditures	<u>\$635,578</u>	<u>\$407,272</u>	<u>\$1,600,567</u>	<u>\$337,906</u>	<u>\$769,268</u>	<u>\$16,780</u>	<u>\$93,612</u>
Revenue Over (Under)							
Expenditures							

COUNTY OF OTTAWA
2008 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2008 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Emergency	Federal Emergency Mgt Agency	Community Corrections	State Revenue Sharing Reserve	Community Action Agency	Weather- ization	Department of Human Services
	2800	2810	2850	2855	2870	2890	2900
Fund Balance			(\$100,000)	(\$4,139,800)			(\$500,000)
SOURCES:							
Revenue							
Taxes							
Intergovernmental Revenue	\$170,464		\$324,025		\$437,976	\$175,180	\$240,000
Charges for Services			\$173,500				\$36,000
Penalties and Interest on Delinquent Taxes							
Fines & Forfeits							
Interest on Investments				\$371,000			
Rental Income							
Licenses & Permits							
Other			\$9,936		\$20,000		
Operating Transfers In			\$522,785		\$29,000		\$278,862
Total Revenue	<u>\$170,464</u>		<u>\$1,030,246</u>	<u>\$371,000</u>	<u>\$486,976</u>	<u>\$175,180</u>	<u>\$554,862</u>

COUNTY OF OTTAWA
2008 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2008 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Emergency	Federal Emergency Mgt Agency	Community Corrections	State Revenue Sharing Reserve	Community Action Agency	Weather- ization	Department of Human Services
	2800	2810	2850	2855	2870	2890	2900
ACTIVITIES:							
Expenditures							
Legislative							
Judicial			\$1,130,246				
General Government							
Public Safety							
Public Works							
Health & Welfare	\$170,464				\$486,976	\$175,180	\$1,054,862
Culture & Recreation							
Community & Economic Development							
Other Government Functions							
Capital Projects							
Debt Service							
Operating Transfers Out				\$4,510,800			
Total Expenditures	<u>\$170,464</u>		<u>\$1,130,246</u>	<u>\$4,510,800</u>	<u>\$486,976</u>	<u>\$175,180</u>	<u>\$1,054,862</u>
Revenue Over (Under)							
Expenditures			<u>(\$100,000)</u>	<u>(\$4,139,800)</u>			<u>(\$500,000)</u>

COUNTY OF OTTAWA
2008 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2008 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	<i>SPECIAL REVENUE FUNDS</i>					Total Special Revenue	Total Debt Service	Total Capital Projects
	Child Care Circuit Court 2920	Child Care Social Services 2921	Soldier & Sailors 2930	Veterans Trust 2940	Compensated Absences 2980			
	Child Care							
Fund Balance					\$307,174	(\$7,150,754)	\$5,300	(\$3,944,644)
SOURCES:								
Revenue								
Taxes						\$3,067,370		
Intergovernmental Revenue	\$3,886,336	\$21,125		\$12,347		\$52,470,043		
Charges for Services					\$155,526	\$2,916,714		
Penalties and Interest on Delinquent Taxes								
Fines & Forfeits						\$6,500		
Interest on Investments					\$209,500	\$1,463,432	\$5,300	\$60,000
Rental Income						\$956,778	\$3,525,923	
Licenses & Permits						\$494,840		
Other	\$558,569					\$1,429,322		
Operating Transfers In	\$4,158,115	\$21,125	\$60,000			\$13,925,088		\$8,827,327
Total Revenue	<u>\$8,603,020</u>	<u>\$42,250</u>	<u>\$60,000</u>	<u>\$12,347</u>	<u>\$365,026</u>	<u>\$76,730,087</u>	<u>\$3,531,223</u>	<u>\$8,887,327</u>

COUNTY OF OTTAWA
2008 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2008 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	<i>SPECIAL REVENUE FUNDS</i>					Total Special Revenue	Total Debt Service	Total Capital Projects
	Child Care Circuit Court 2920	Child Care Social Services 2921	Soldier & Sailors 2930	Veterans Trust 2940	Compensated Absences 2980			
	<i>DEBT SERVICE FUND</i>							
ACTIVITIES:								
Expenditures								
Legislative								
Judicial						\$4,564,514		
General Government					\$57,852	\$967,298		
Public Safety						\$5,080,118		
Public Works						\$2,193,302		
Health & Welfare	\$8,603,020	\$42,250	\$60,000	\$12,347		\$57,782,051		
Culture & Recreation						\$8,661,331		
Community & Economic Development						\$121,427		
Other Government Functions								
Capital Projects								\$12,831,971
Debt Service							\$3,525,923	
Operating Transfers Out						\$4,510,800		
Total Expenditures	<u>\$8,603,020</u>	<u>\$42,250</u>	<u>\$60,000</u>	<u>\$12,347</u>	<u>\$57,852</u>	<u>\$83,880,841</u>	<u>\$3,525,923</u>	<u>\$12,831,971</u>
Revenue Over (Under)								
Expenditures					\$307,174	(\$7,150,754)	\$5,300	(\$3,944,644)

COUNTY OF OTTAWA
2008 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

***PERMANENT
FUND***


2008 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Total Permanent Fund	Total All Funds
Fund Balance	\$236	(\$14,938,384)
SOURCES:		
Revenue		
Taxes		\$43,898,485
Intergovernmental Revenue		\$56,812,777
Charges for Services		\$13,011,541
Penalties and Interest on Delinquent Taxes		
Fines & Forfeits		\$1,054,100
Interest on Investments	\$236	\$3,228,968
Rental Income		\$7,413,044
Licenses & Permits		\$768,865
Other		\$1,871,079
Operating Transfers In		\$27,263,215
Total Revenue	\$236	\$155,322,074

COUNTY OF OTTAWA
2008 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

***PERMANENT
FUND***

2008 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Total Permanent Fund	Total All Funds
ACTIVITIES:		
Expenditures		
Legislative		\$605,507
Judicial		\$14,484,614
General Government		\$18,103,090
Public Safety		\$28,274,656
Public Works		\$2,335,602
Health & Welfare		\$58,548,699
Culture & Recreation		\$8,661,331
Community & Economic Development		\$785,841
Other Government Functions		\$760,500
Capital Projects		\$12,831,971
Debt Service		\$3,525,923
Operating Transfers Out		\$21,342,724
Total Expenditures		\$170,260,458
Revenue Over (Under)		
Expenditures	\$236	(\$14,938,384)

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

	ESTIMATED		BUDGET	PROJECTIONS 							
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Balance	\$7,804,097	\$7,865,050	\$7,269,349	\$5,980,329	\$3,534,502	\$3,505,382	\$3,497,597	\$3,485,501	\$3,462,421	\$3,449,918	\$3,433,915
Revenues:											
Interest on Investments	\$335,869	\$301,114	\$247,162	\$205,173	\$131,380	\$140,215	\$139,904	\$139,420	\$138,497	\$137,997	\$137,357
Other Revenue	\$5,803	\$0	\$0	\$0	\$0	\$0				\$0	\$0
Total Revenue	\$341,672	\$301,114	\$247,162	\$205,173	\$131,380	\$140,215	\$139,904	\$139,420	\$138,497	\$137,997	\$137,357
Expenditures:											
Landfill Clean-up	\$131,613	\$172,048	\$163,000	\$151,000	\$160,500	\$148,000	\$152,000	\$162,500	\$151,000	\$154,000	\$163,500
Transfer Out			\$0	\$2,500,000							
Capital Expenditures	\$149,106	\$724,767	\$1,373,182								
Total Expenditures	\$280,719	\$896,815	\$1,536,182	\$2,651,000	\$160,500	\$148,000	\$152,000	\$162,500	\$151,000	\$154,000	\$163,500
Projected Ending Fund Balance	\$7,865,050	\$7,269,349	\$5,980,329	\$3,534,502	\$3,505,382	\$3,497,597	\$3,485,501	\$3,462,421	\$3,449,918	\$3,433,915	\$3,407,771

PROJECTIONS 

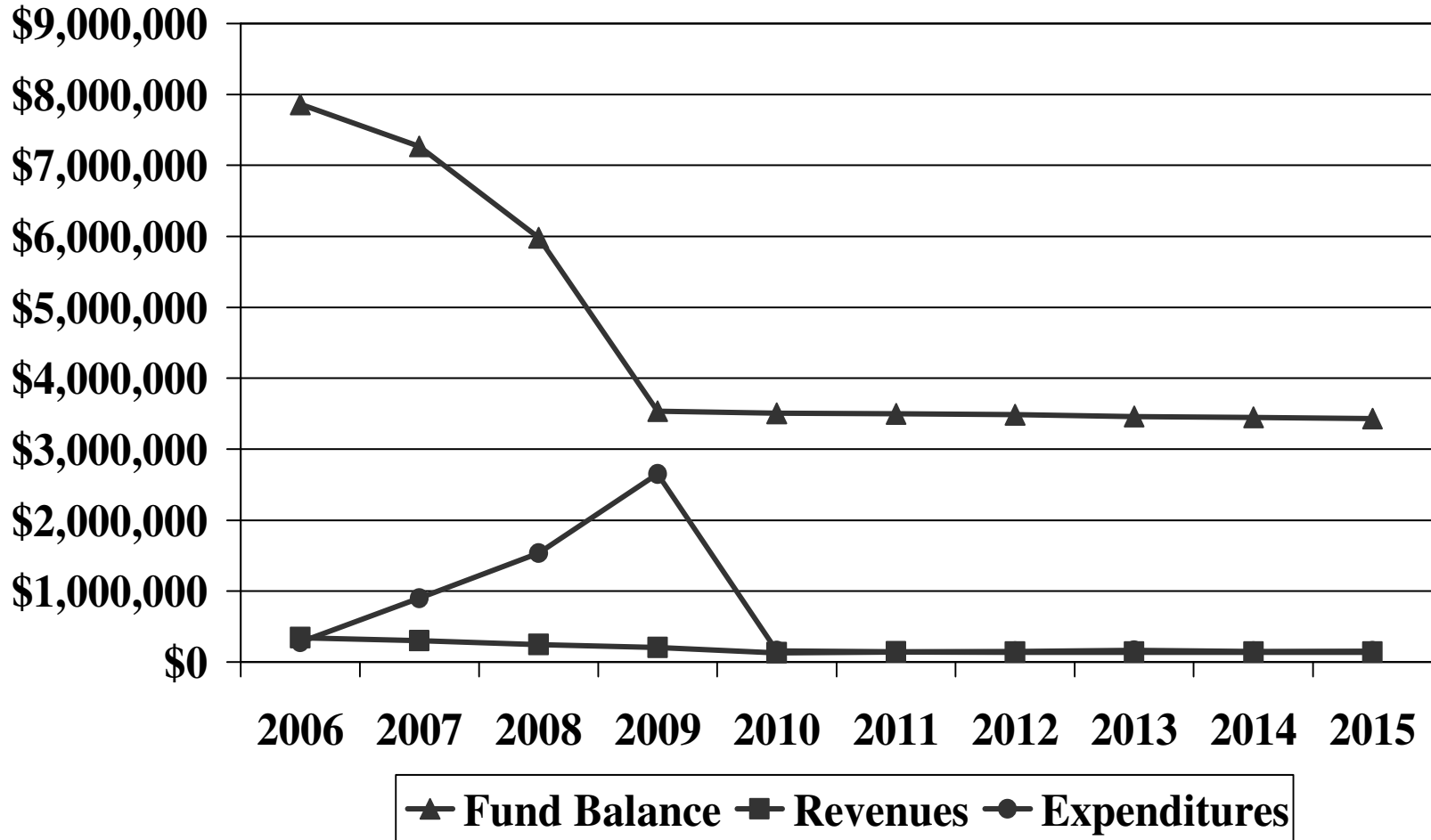
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$3,407,771	\$3,378,947	\$3,347,319	\$3,312,758	\$3,275,129	\$3,234,294	\$3,190,108	\$3,142,418	\$3,091,068	\$3,035,894	\$2,976,725
Revenues:											
Interest on Investments	\$136,311	\$135,158	\$133,893	\$132,510	\$131,005	\$129,372	\$127,604	\$125,697	\$123,643	\$121,436	\$119,069
Other Revenue	\$0	\$0	\$0	\$0	\$0	\$0					
Total Revenue	\$136,311	\$135,158	\$133,893	\$132,510	\$131,005	\$129,372	\$127,604	\$125,697	\$123,643	\$121,436	\$119,069
Expenditures:											
Landfill Clean-up	\$165,135	\$166,786	\$168,454	\$170,139	\$171,840	\$173,558	\$175,294	\$177,047	\$178,817	\$180,605	\$182,411
Capital Expenditures											
Total Expenditures	\$165,135	\$166,786	\$168,454	\$170,139	\$171,840	\$173,558	\$175,294	\$177,047	\$178,817	\$180,605	\$182,411
Projected Ending Fund Balance	\$3,378,947	\$3,347,319	\$3,312,758	\$3,275,129	\$3,234,294	\$3,190,108	\$3,142,418	\$3,091,068	\$3,035,894	\$2,976,725	\$2,913,383

Assumes an interest rate of 4% beginning in 2009, and expenditures increasing 1% after 2017.

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


This schedule assumes \$2.5 million of the cost of the Fillmore Expansion/Grand Haven County Building renovation will be paid from this fund.


Solid Waste Clean-Up



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

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

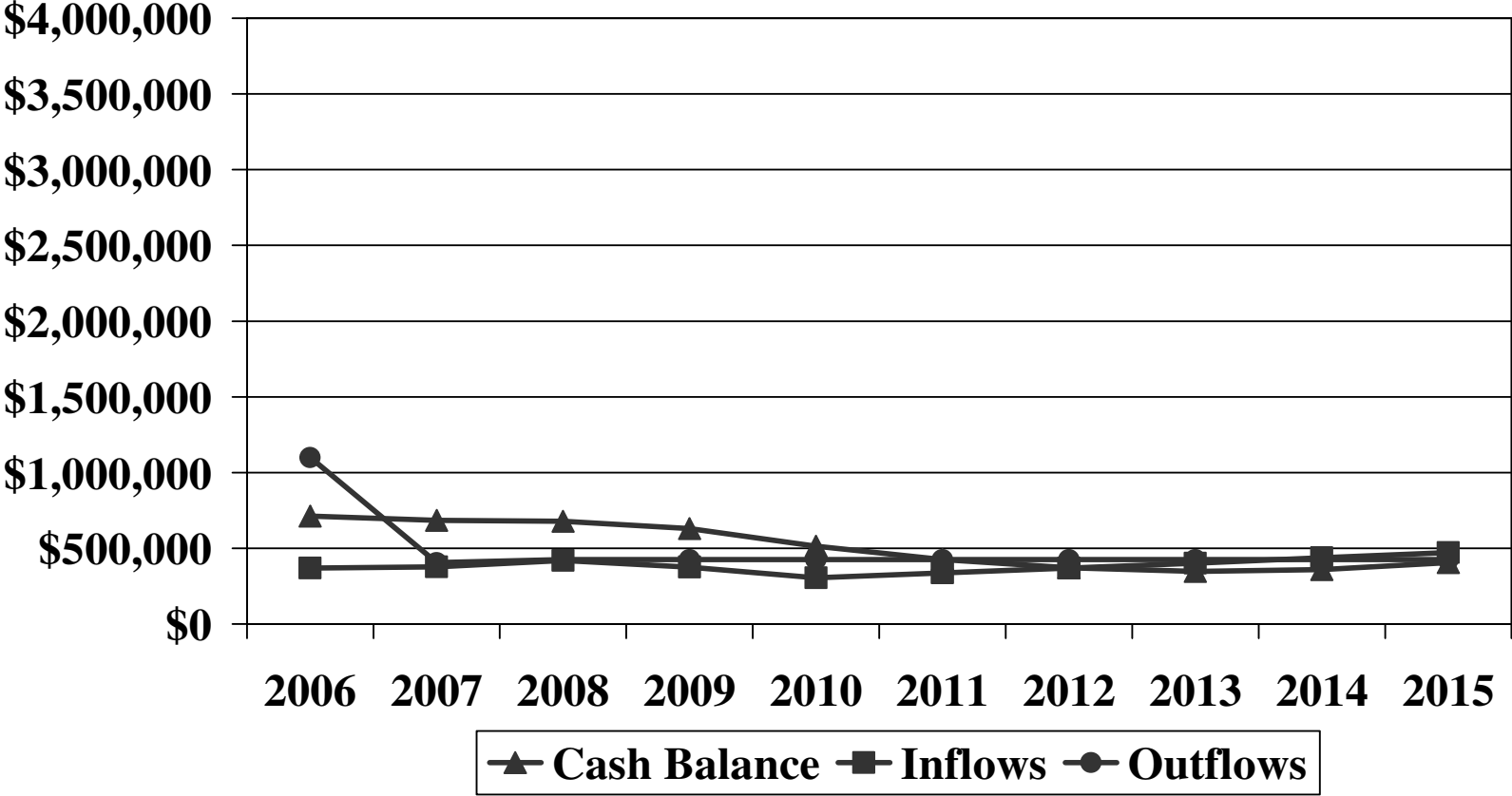
	ESTIMATED		PROJECTIONS 		2011	2012	2013	2014	2015	2016	
	2006	2007	2008	2009							2010
Beginning Cash Balance	\$1,442,605	\$712,500	\$685,366	\$679,843	\$631,513	\$513,620	\$426,180	\$370,411	\$347,580	\$359,005	\$406,056
Inflows:											
Loan Repayments ¹	\$322,196	\$349,866	\$392,062	\$349,476	\$281,846	\$317,015	\$352,184	\$387,353	\$422,522	\$457,691	\$349,819
Interest on Investments ²	\$47,699	\$28,500	\$27,415	\$27,194	\$25,261	\$20,545	\$17,047	\$14,816	\$13,903	\$14,360	\$16,242
Transfer from the Project Portion											
Operating Transfers - General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflows	\$369,895	\$378,366	\$419,477	\$376,670	\$307,107	\$337,560	\$369,231	\$402,169	\$436,425	\$472,051	\$366,061
Outflows:											
Land & Land Improvements ¹	\$1,100,000	\$371,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Building & Improvement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers - GH/WO Project						\$0	\$0	\$0	\$0	\$0	\$0
Other / Consultants	\$0	\$0	\$0	\$0	\$0						
Debt Service	\$0	\$34,500	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Total Outflows	\$1,100,000	\$405,500	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000
Projected Ending Cash Balance	\$712,500	\$685,366	\$679,843	\$631,513	\$513,620	\$426,180	\$370,411	\$347,580	\$359,005	\$406,056	\$347,117

	PROJECTIONS 										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Cash Balance	\$347,117	\$296,016	\$234,547	\$170,619	\$404,134	\$646,989	\$899,559	\$1,162,231	\$1,435,410	\$1,719,516	\$2,014,987
Inflows:											
Loan Repayments ¹	\$360,014	\$351,690	\$351,690	\$351,690	\$351,690	\$351,690	\$351,690	\$351,690	\$351,690	\$351,690	\$351,690
Interest on Investments ²	\$13,885	\$11,841	\$9,382	\$6,825	\$16,165	\$25,880	\$35,982	\$46,489	\$57,416	\$68,781	\$80,599
Operating Transfers - General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflows	\$373,899	\$363,531	\$361,072	\$358,515	\$367,855	\$377,570	\$387,672	\$398,179	\$409,106	\$420,471	\$432,289
Outflows:											
Land & Land Improvements ¹	\$300,000	\$300,000	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Building & Improvement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other / Consultants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$90,500
Total Outflows	\$425,000	\$425,000	\$425,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$90,500
Projected Ending Cash Balance	\$296,016	\$234,547	\$170,619	\$404,134	\$646,989	\$899,559	\$1,162,231	\$1,435,410	\$1,719,516	\$2,014,987	\$2,356,776



¹ Assumes \$300,000 in outflows every year beginning in 2009 with a 10 year payback at 3% interest commencing in the year after construction.

² Assumes an interest rate of 4% beginning in 2009.

Infrastructure



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

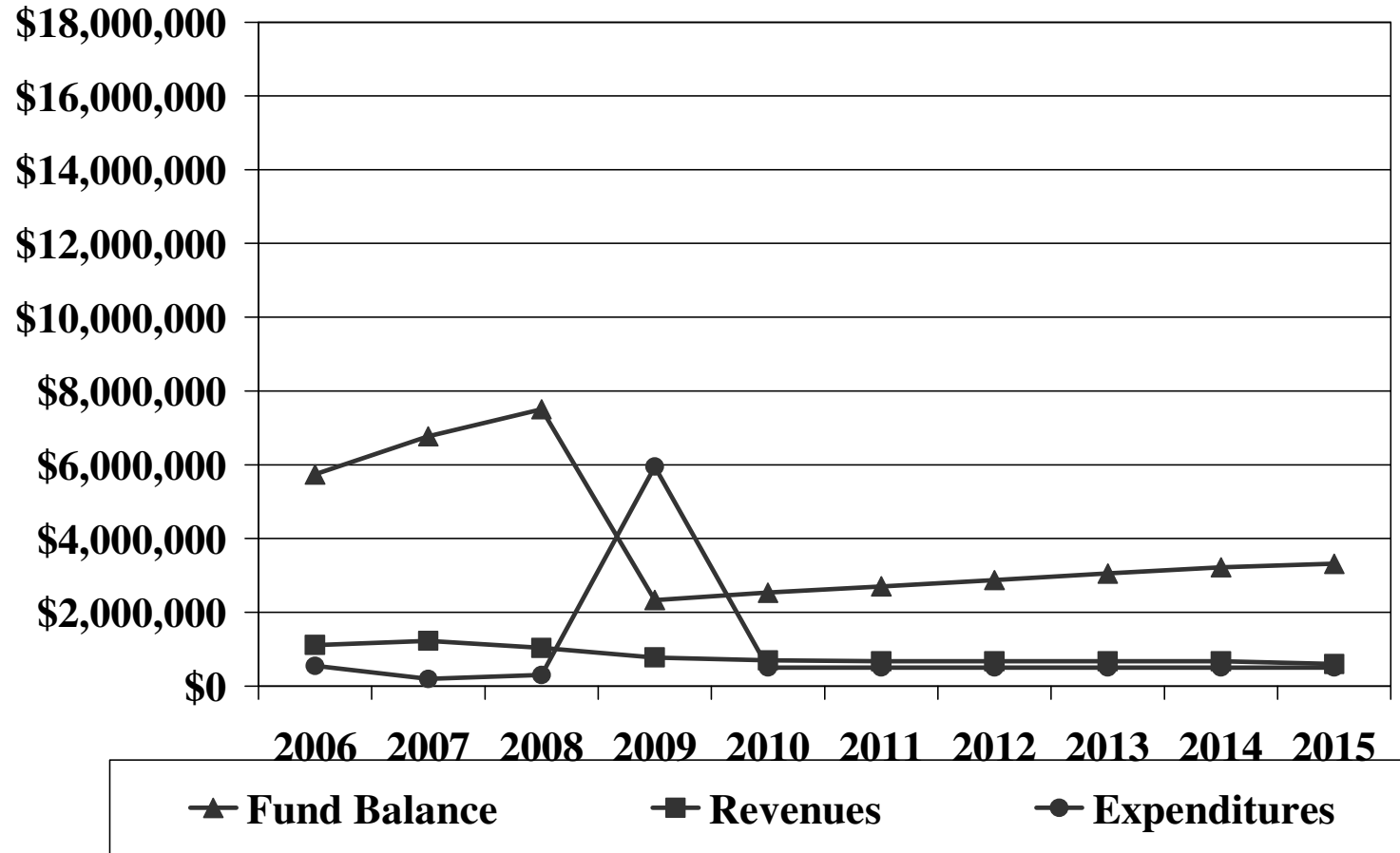
	ESTIMATED		BUDGET	PROJECTIONS							
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Balance	\$5,176,075	\$5,740,998	\$6,772,499	\$7,506,258	\$2,335,987	\$2,531,164	\$2,704,455	\$2,876,596	\$3,047,703	\$3,217,893	\$3,318,831
Revenues:											
Interest on Investments	\$231,670	\$242,432	\$276,929	\$176,912	\$103,935	\$101,247	\$108,178	\$115,064	\$121,908	\$128,716	\$132,753
12251 James Street Building	\$215,916	\$215,919	\$172,908	\$44,544	\$44,544	\$44,544	\$44,544	\$44,544	\$44,544	\$44,544	\$44,544
Coopersville Building	\$26,736	\$26,736	\$26,736	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512
FIA Building	\$465,627	\$459,825	\$451,064	\$442,478	\$434,064	\$425,818	\$417,737	\$409,817	\$402,056	\$325,996	\$319,911
WEMET	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256
Hudsonville Human Services	\$10,041	\$10,952	\$10,952	\$10,952	\$10,952	\$0	\$0	\$0	\$0	\$0	\$0
Grand Haven Human Services	\$66,432	\$56,173	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914
Other Revenue	\$67,415	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000
Operating Transf In Holland ¹		\$162,775									
Total Revenues	\$1,110,093	\$1,224,068	\$1,033,759	\$776,568	\$695,177	\$673,291	\$672,141	\$671,107	\$670,190	\$600,938	\$598,890
Expenditures											
Building & Improvement	\$70,510	\$119,267	\$100,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Debt Service - GH/WO	\$0	\$48,300	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
Operating Transf Out GH/WO ²	\$68,161	\$0	\$0	\$5,446,839							
Other / Consultants	\$406,499	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Total Expenditures	\$545,170	\$192,567	\$300,000	\$5,946,839	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Projected Ending Fund Balance	\$5,740,998	\$6,772,499	\$7,506,258	\$2,335,987	\$2,531,164	\$2,704,455	\$2,876,596	\$3,047,703	\$3,217,893	\$3,318,831	\$3,417,721
	PROJECTIONS										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$3,417,721	\$3,514,604	\$3,609,518	\$3,702,502	\$3,793,593	\$3,836,914	\$3,876,578	\$3,912,546	\$3,944,776	\$3,973,222	\$3,997,834
Revenues:											
Interest on Investments	\$136,709	\$140,584	\$144,381	\$148,100	\$151,744	\$153,477	\$155,063	\$156,502	\$157,791	\$158,929	\$159,913
12251 James Street Building	\$44,544	\$44,544	\$44,544	\$44,544	\$44,544	\$44,544	\$44,544	\$44,544	\$44,544	\$44,544	\$44,544
Coopersville Building	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512
FIA Building ³	\$313,948	\$308,104	\$302,377	\$296,765	\$291,265	\$285,875	\$280,593	\$275,416	\$270,343	\$265,371	\$260,499
WEMET	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256
Grand Haven Human Services	\$45,914	\$45,914	\$45,914	\$45,914	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000
Total Revenues	\$596,883	\$594,914	\$592,984	\$591,091	\$543,321	\$539,664	\$535,968	\$532,230	\$528,446	\$524,612	\$520,724
Expenditures											
Building & Improvement	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Debt Service - GH/WO	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$126,700
Other / Consultants	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Total Expenditures	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$451,700
Projected Ending Fund Balance	\$3,514,604	\$3,609,518	\$3,702,502	\$3,793,593	\$3,836,914	\$3,876,578	\$3,912,546	\$3,944,776	\$3,973,222	\$3,997,834	\$4,066,858

¹ This schedule assumes a transfer in for the Holland District Court Building renovation.



² This schedule assumes \$5.515 million of the cost of the Grand Haven County Building renovation will be paid from this fund.

³ Assumes a 20% decrease in our contract with DHS; the lease expires in 2014. Interest is estimated at 4% per year.

Public Improvement

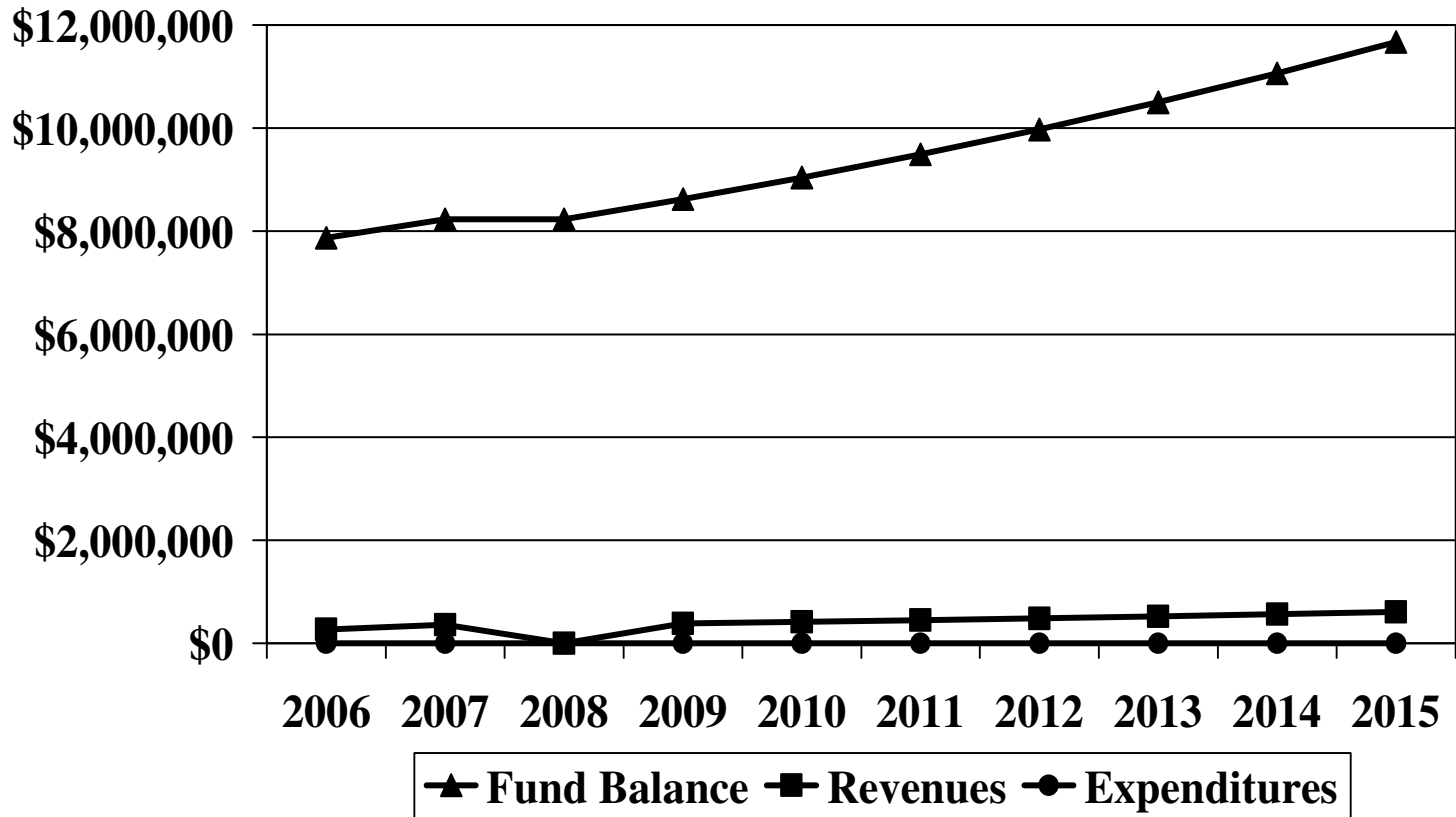


**County of Ottawa
Financing Tools
Stabilization Fund (2570)
History/Projections**

	Estimated		Budgeted	PROJECTIONS 							
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Balance	\$7,603,560	\$7,872,350	\$8,232,069	\$8,232,069	\$8,619,846	\$9,037,870	\$9,488,500	\$9,974,279	\$10,497,949	\$11,062,465	\$11,671,013
Revenues:											
Transfer from General Fund	\$268,790	\$359,719	\$0	\$387,777	\$418,024	\$450,630	\$485,779	\$523,670	\$564,516	\$608,548	\$656,015
Total Revenue	\$268,790	\$359,719	\$0	\$387,777	\$418,024	\$450,630	\$485,779	\$523,670	\$564,516	\$608,548	\$656,015
Expenditures:											
Transfer to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$7,872,350	\$8,232,069	\$8,232,069	\$8,619,846	\$9,037,870	\$9,488,500	\$9,974,279	\$10,497,949	\$11,062,465	\$11,671,013	\$12,327,028
Interest Income to General Fund	\$393,618	\$411,603	\$411,603	\$430,992	\$451,894	\$474,425	\$498,714	\$524,897	\$553,123	\$583,551	\$616,351
	PROJECTIONS 										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$12,327,028	\$13,034,212	\$13,796,556	\$14,618,363	\$15,504,271	\$16,459,280	\$17,488,780	\$18,598,581	\$19,794,946	\$21,084,627	\$22,474,903
Revenues:											
Transfer from General Fund	\$707,184	\$762,344	\$821,807	\$885,908	\$955,009	\$1,029,500	\$1,109,801	\$1,196,365	\$1,289,681	\$1,390,276	\$1,498,718
Total Revenue	\$707,184	\$762,344	\$821,807	\$885,908	\$955,009	\$1,029,500	\$1,109,801	\$1,196,365	\$1,289,681	\$1,390,276	\$1,498,718
Expenditures:											
Transfer to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$13,034,212	\$13,796,556	\$14,618,363	\$15,504,271	\$16,459,280	\$17,488,780	\$18,598,581	\$19,794,946	\$21,084,627	\$22,474,903	\$23,973,621
Interest Income to General Fund	\$651,711	\$689,828	\$730,918	\$775,214	\$822,964	\$874,439	\$929,929	\$989,747	\$1,054,231	\$1,123,745	\$1,198,681

Notes: Estimated interest income to the General Fund is calculated at 5% per year
No transfer is required to achieve full funding in 2008.

Stabilization



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

	Estimated		Budget	PROJECTIONS							
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Balance	\$24,343,239	\$24,236,439	\$24,084,366	\$22,748,707	\$21,149,315	\$20,089,031	\$19,008,128	\$18,459,709	\$17,905,074	\$17,332,295	\$16,745,025
Revenues:											
Operating Revenue	\$1,149,927	\$1,457,000	\$1,460,000	\$1,460,000	\$1,460,000	\$1,460,000	\$1,460,000	\$1,460,000	\$1,460,000	\$1,460,000	\$1,460,000
Forfeiture Revenue	\$141,926	\$185,825	\$191,260	\$191,260	\$191,260	\$191,260	\$191,260	\$191,260	\$191,260	\$191,260	\$191,260
Nonoperating Revenue	\$844,786	\$712,000	\$632,000	\$373,079	\$520,273	\$494,190	\$467,600	\$454,109	\$440,465	\$426,374	\$411,928
Total Revenue	\$2,136,639	\$2,354,825	\$2,283,260	\$2,024,339	\$2,171,533	\$2,145,450	\$2,118,860	\$2,105,369	\$2,091,725	\$2,077,634	\$2,063,188
Expenses:											
Operating Expenses	\$1,374	\$1,450	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Forfeiture Expenses	\$85,408	\$79,125	\$82,485	\$82,485	\$82,485	\$82,485	\$82,485	\$82,485	\$82,485	\$82,485	\$82,485
Prin & Int Pmts	\$2,156,657	\$2,426,323	\$3,536,434	\$3,541,246	\$3,149,332	\$3,143,868	\$2,584,794	\$2,577,519	\$2,582,019	\$2,582,419	\$2,579,419
Total Expenses	\$2,243,439	\$2,506,898	\$3,618,919	\$3,623,731	\$3,231,817	\$3,226,353	\$2,667,279	\$2,660,004	\$2,664,504	\$2,664,904	\$2,661,904
Ending Fund Balance	\$24,236,439	\$24,084,366	\$22,748,707	\$21,149,315	\$20,089,031	\$19,008,128	\$18,459,709	\$17,905,074	\$17,332,295	\$16,745,025	\$16,146,309
	PROJECTIONS										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$17,332,295	\$16,745,975	\$17,368,857	\$18,004,393	\$18,657,095	\$19,322,134	\$20,002,914	\$20,701,979	\$21,422,307	\$22,162,198	\$23,514,488
Revenues:											
Operating Revenue	\$1,460,000	\$1,460,000	\$1,460,000	\$1,460,000	\$1,460,000	\$1,460,000	\$1,460,000	\$1,460,000	\$1,460,000	\$1,460,000	\$1,460,000
Forfeiture Revenue	\$191,260	\$191,260	\$191,260	\$191,260	\$191,260	\$191,260	\$191,260	\$191,260	\$191,260	\$191,260	\$191,260
Nonoperating Revenue	\$426,374	\$411,951	\$427,274	\$442,908	\$458,965	\$475,324	\$492,072	\$509,269	\$526,989	\$545,190	\$578,456
Total Revenue	\$2,077,634	\$2,063,211	\$2,078,534	\$2,094,168	\$2,110,225	\$2,126,584	\$2,143,332	\$2,160,529	\$2,178,249	\$2,196,450	\$2,229,716
Expenses:											
Operating Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Forfeiture Expenses	\$82,485	\$82,485	\$82,485	\$82,485	\$82,485	\$82,485	\$82,485	\$82,485	\$82,485	\$82,485	\$82,485
Prin & Int Pmts	\$2,581,469	\$1,357,844	\$1,360,513	\$1,358,981	\$1,362,701	\$1,363,319	\$1,361,782	\$1,357,716	\$1,355,873	\$761,675	\$762,850
Total Expenses	\$2,663,954	\$1,440,329	\$1,442,998	\$1,441,466	\$1,445,186	\$1,445,804	\$1,444,267	\$1,440,201	\$1,438,358	\$844,160	\$845,335
Ending Fund Balance	\$16,745,975	\$17,368,857	\$18,004,393	\$18,657,095	\$19,322,134	\$20,002,914	\$20,701,979	\$21,422,307	\$22,162,198	\$23,514,488	\$24,898,869

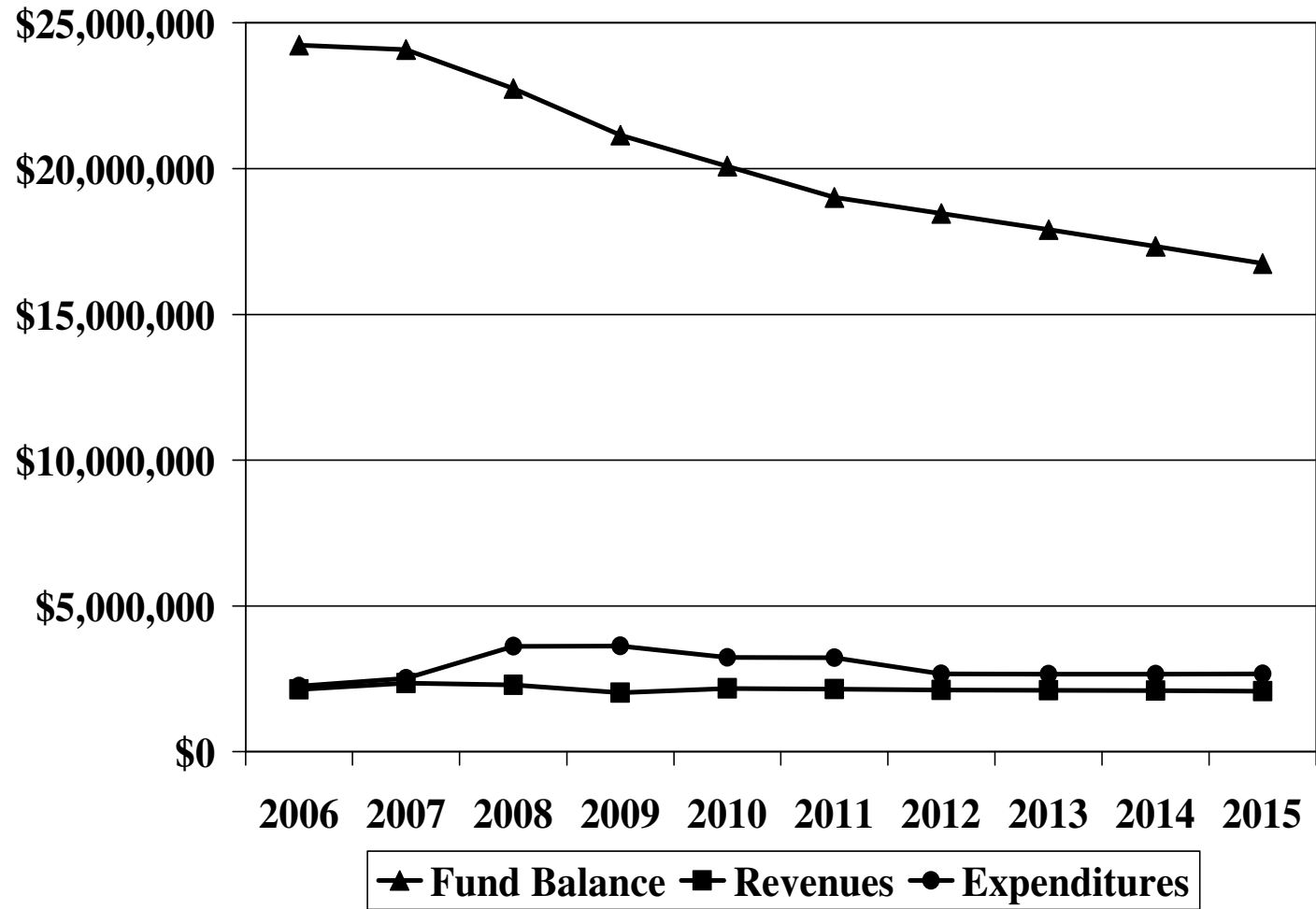
Assumes operating revenue, forfeiture revenue and expense will remain steady

Interest at 2% thru 2009; 3% 2010 on



Cash assumed to be 82% of assets

Principal and interest payments include bond fees

Delinquent Tax Revolving Fund

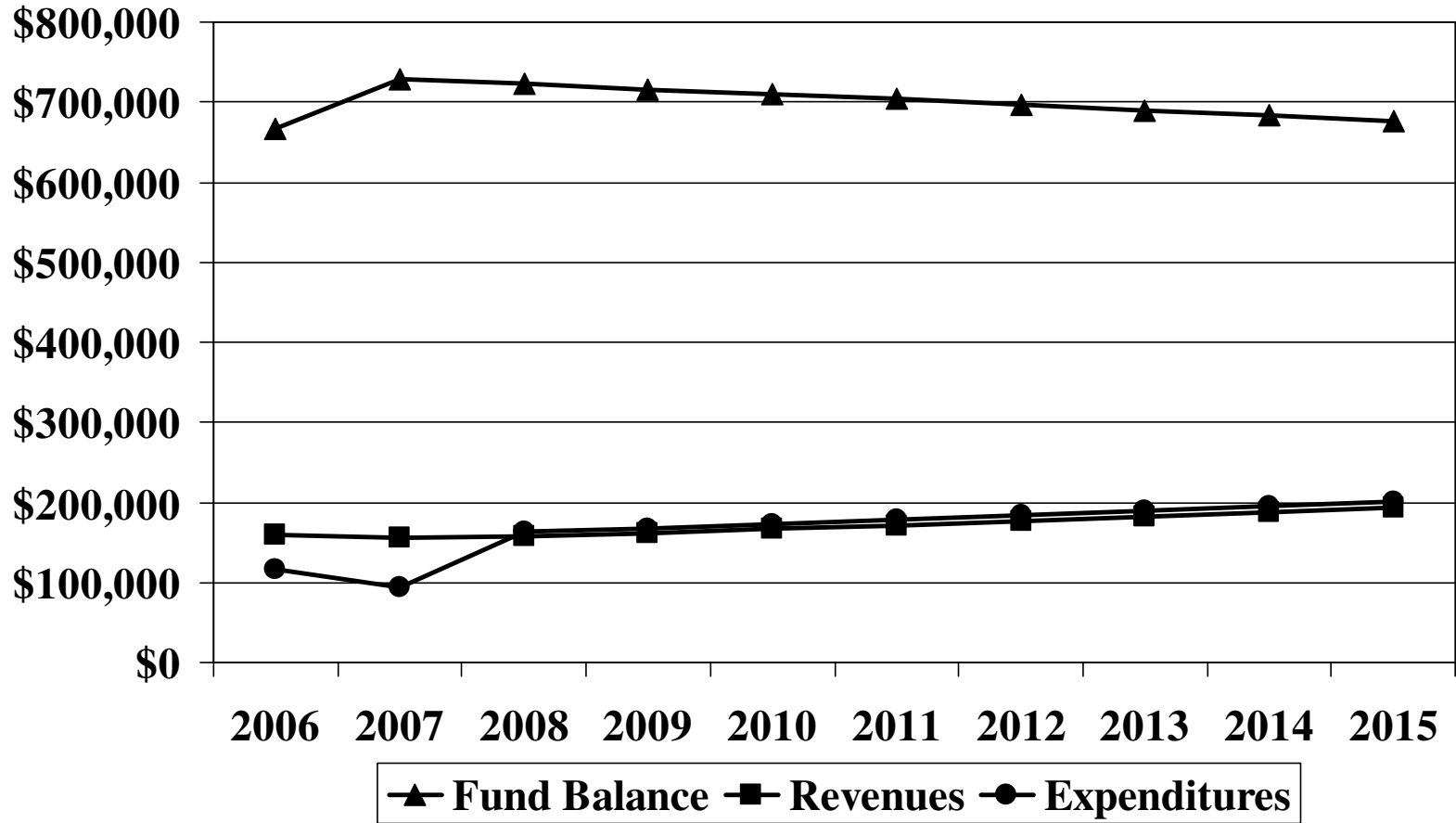


County of Ottawa
Financing Tools
Duplicating Fund (6450)
History/Projections



		Estimated	Budgeted	PROJECTIONS 							
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Equity	\$623,065	\$666,476	\$728,188	\$722,305	\$716,245	\$710,003	\$703,574	\$696,953	\$690,134	\$683,110	\$675,876
Revenues:											
Operating Revenue	\$135,334	\$130,000	\$130,000	\$133,900	\$137,917	\$142,055	\$146,317	\$150,707	\$155,228	\$159,885	\$164,682
Nonoperating Revenue	\$24,398	\$25,492	\$27,177	\$27,992	\$28,832	\$29,697	\$30,588	\$31,506	\$32,451	\$33,425	\$34,428
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$159,732	\$155,492	\$157,177	\$161,892	\$166,749	\$171,752	\$176,905	\$182,213	\$187,679	\$193,310	\$199,110
Expenses:											
Operating Expenses	\$116,321	\$93,780	\$163,060	\$167,952	\$172,991	\$178,181	\$183,526	\$189,032	\$194,703	\$200,544	\$206,560
Operating Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$116,321	\$93,780	\$163,060	\$167,952	\$172,991	\$178,181	\$183,526	\$189,032	\$194,703	\$200,544	\$206,560
Ending Fund Equity	\$666,476	\$728,188	\$722,305	\$716,245	\$710,003	\$703,574	\$696,953	\$690,134	\$683,110	\$675,876	\$668,426
				PROJECTIONS 							
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Equity	\$668,426	\$660,752	\$652,848	\$644,707	\$636,323	\$627,688	\$618,793	\$609,631	\$600,194	\$590,473	\$580,461
Revenues:											
Operating Revenue	\$169,622	\$174,711	\$179,952	\$185,351	\$190,912	\$196,639	\$202,538	\$208,614	\$214,872	\$221,318	\$227,958
Nonoperating Revenue	\$35,461	\$36,525	\$37,621	\$38,750	\$39,913	\$41,110	\$42,343	\$43,613	\$44,921	\$46,269	\$47,657
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$205,083	\$211,236	\$217,573	\$224,101	\$230,825	\$237,749	\$244,881	\$252,227	\$259,793	\$267,587	\$275,615
Expenses:											
Operating Expenses	\$212,757	\$219,140	\$225,714	\$232,485	\$239,460	\$246,644	\$254,043	\$261,664	\$269,514	\$277,599	\$285,927
Operating Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$212,757	\$219,140	\$225,714	\$232,485	\$239,460	\$246,644	\$254,043	\$261,664	\$269,514	\$277,599	\$285,927
Ending Fund Equity	\$660,752	\$652,848	\$644,707	\$636,323	\$627,688	\$618,793	\$609,631	\$600,194	\$590,473	\$580,461	\$570,149

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

Duplicating



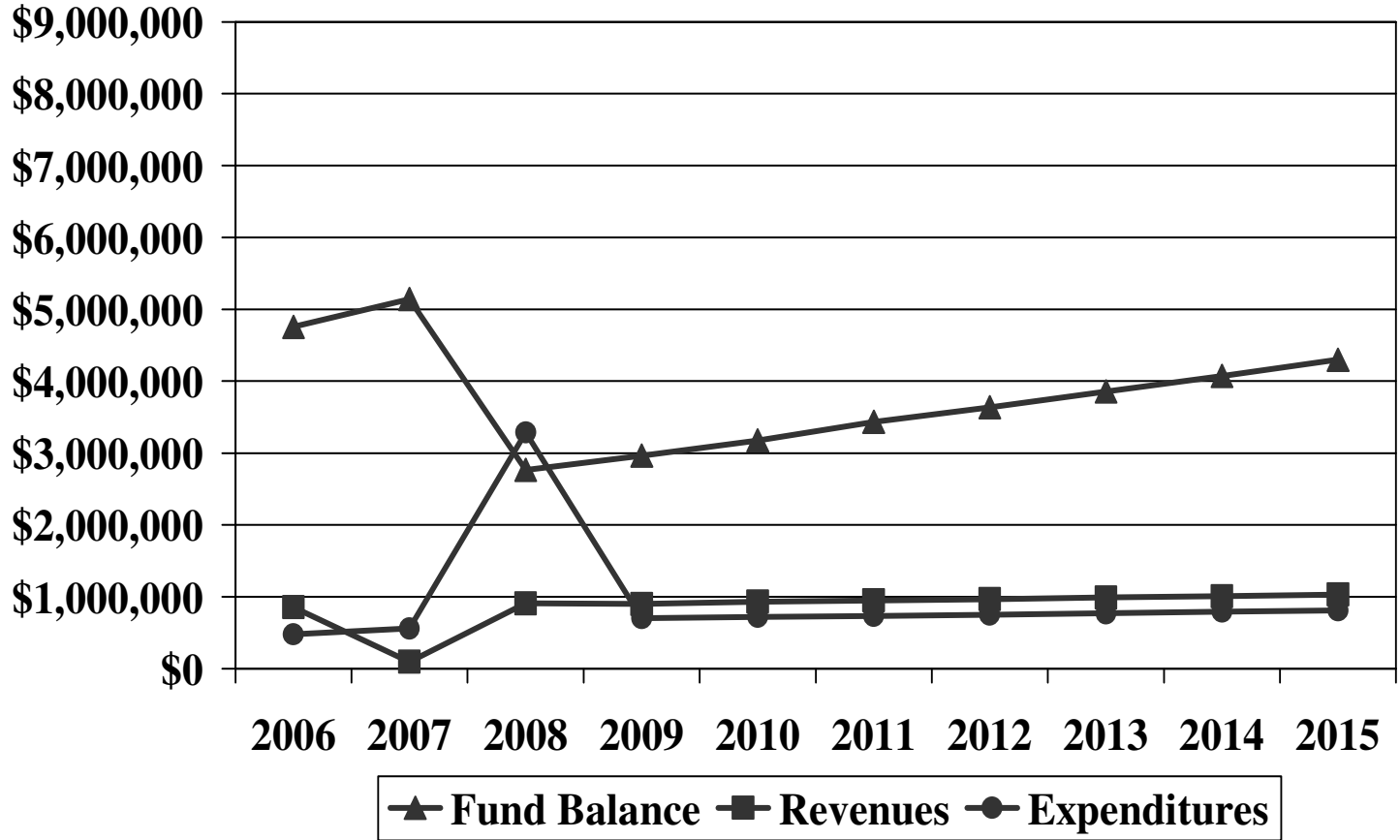
**County of Ottawa
Financing Tools
Telecommunications (6550)
History/Projections**

	ESTIMATED		BUDGETED		PROJECTIONS 						
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Equity	\$4,379,802	\$4,754,622	\$5,140,972	\$2,764,530	\$2,961,521	\$3,211,785	\$3,424,333	\$3,639,003	\$3,855,834	\$4,074,870	\$4,296,152
Revenues:											
Operating Revenue *	\$687,552	\$770,000	\$780,000	\$796,950	\$814,409	\$832,391	\$850,913	\$869,990	\$889,640	\$909,879	\$930,725
Nonoperating Revenue	\$165,254	\$172,976	\$129,000	\$101,546	\$114,108	\$115,249	\$116,402	\$117,566	\$118,741	\$119,929	\$121,128
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$852,806	\$942,976	\$909,000	\$898,496	\$928,517	\$947,640	\$967,315	\$987,556	\$1,008,381	\$1,029,808	\$1,051,853
Expenses:											
Operating Expenses	\$477,986	\$515,226	\$535,442	\$551,505	\$568,050	\$585,092	\$602,645	\$620,724	\$639,346	\$658,526	\$678,282
Debt Service - GH/WO	\$0	\$41,400	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Operating Transfers Out	\$0		\$2,600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$477,986	\$556,626	\$3,285,442	\$701,505	\$718,050	\$735,092	\$752,645	\$770,724	\$789,346	\$808,526	\$828,282
Ending Fund Equity	\$4,754,622	\$5,140,972	\$2,764,530	\$2,961,521	\$3,171,987	\$3,424,333	\$3,639,003	\$3,855,834	\$4,074,870	\$4,296,152	\$4,519,723
	PROJECTIONS 										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Equity	\$4,519,723	\$4,745,628	\$4,980,365	\$5,224,172	\$5,477,297	\$5,739,995	\$6,012,528	\$6,295,166	\$6,588,185	\$6,891,871	\$7,206,519
Revenues:											
Operating Revenue	\$952,197	\$980,763	\$1,010,186	\$1,040,491	\$1,071,706	\$1,103,857	\$1,136,973	\$1,171,082	\$1,206,215	\$1,242,401	\$1,279,673
Nonoperating Revenue	\$122,339	\$123,563	\$124,798	\$126,046	\$127,307	\$128,580	\$129,866	\$131,164	\$132,476	\$133,801	\$135,139
Total Revenue	\$1,074,536	\$1,104,326	\$1,134,984	\$1,166,538	\$1,199,013	\$1,232,437	\$1,266,839	\$1,302,246	\$1,338,691	\$1,376,202	\$1,414,812
Expenses:											
Operating Expenses	\$698,630	\$719,589	\$741,177	\$763,412	\$786,315	\$809,904	\$834,201	\$859,227	\$885,004	\$911,554	\$938,901
Debt Service - GH/WO	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$108,600
Operating Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$848,630	\$869,589	\$891,177	\$913,412	\$936,315	\$959,904	\$984,201	\$1,009,227	\$1,035,004	\$1,061,554	\$1,047,501
Ending Fund Equity	\$4,745,628	\$4,980,365	\$5,224,172	\$5,477,297	\$5,739,995	\$6,012,528	\$6,295,166	\$6,588,185	\$6,891,871	\$7,206,519	\$7,573,830



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

Note: Revenues and Expenses assume a 3% increase over prior year for 2009 - 2027.

Telecommunications

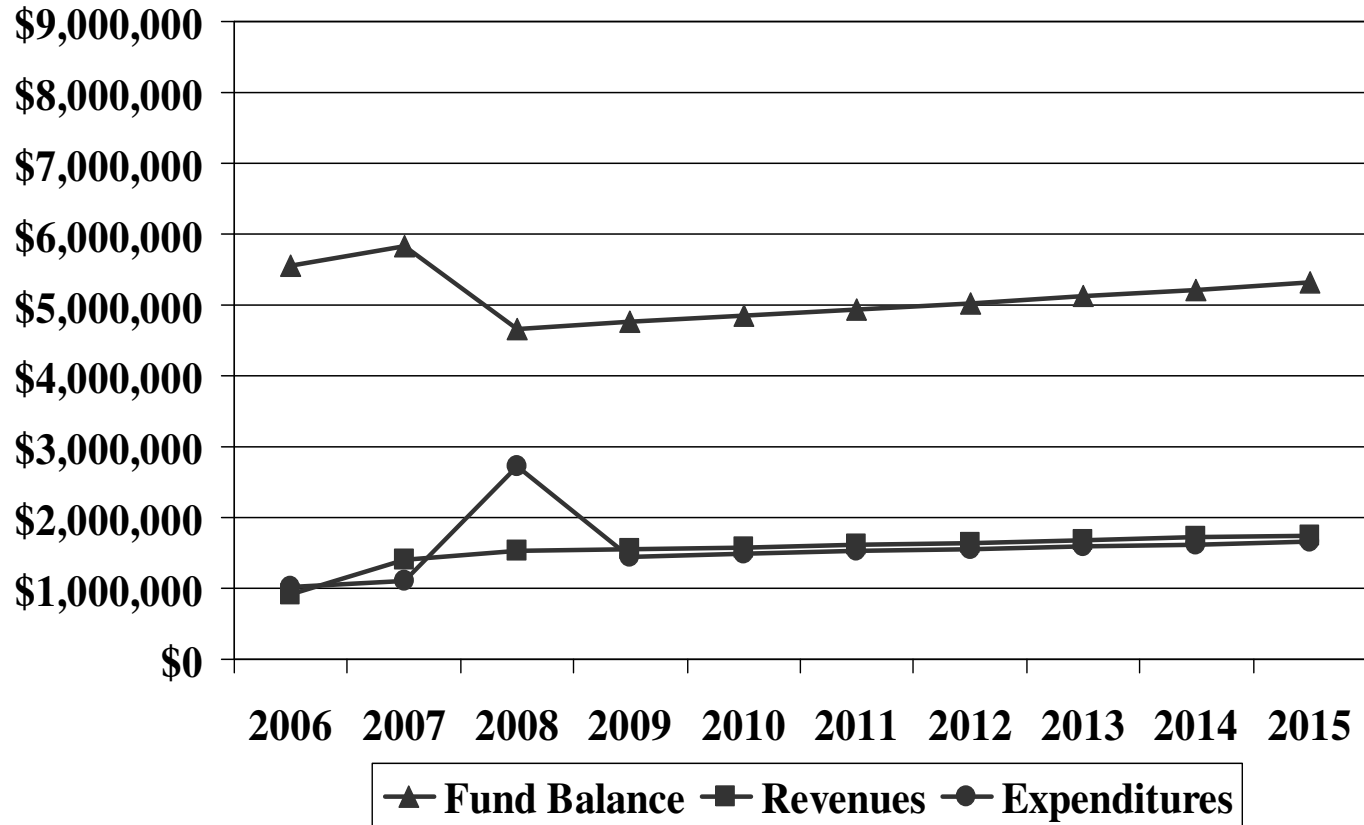


**County of Ottawa
Financing Tools
Equipment Pool Fund (6641)
History/Projections**

	ESTIMATED		BUDGETED		PROJECTIONS						
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Equity	\$5,641,538	\$5,552,616	\$5,838,350	\$4,689,505	\$4,771,343	\$4,855,592	\$4,942,323	\$5,031,609	\$5,123,528	\$5,218,157	\$5,315,576
Revenues:											
Operating Revenue	\$1,009,953	\$1,272,896	\$1,442,000	\$1,470,840	\$1,500,257	\$1,530,262	\$1,560,867	\$1,592,085	\$1,623,926	\$1,656,405	\$1,689,533
Nonoperating Revenue	(\$87,469)	\$127,911	\$95,000	\$77,425	\$79,748	\$82,140	\$84,604	\$87,143	\$89,757	\$92,449	\$95,223
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$922,484	\$1,400,807	\$1,537,000	\$1,548,265	\$1,580,005	\$1,612,402	\$1,645,472	\$1,679,227	\$1,713,683	\$1,748,854	\$1,784,756
Expenses:											
Operating Expenses	\$1,011,406	\$1,115,073	\$1,214,150	\$1,466,427	\$1,495,756	\$1,525,671	\$1,556,185	\$1,587,308	\$1,619,054	\$1,651,436	\$1,684,464
Operating Transfer Out - GH/WO	\$0	\$0	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$1,011,406	\$1,115,073	\$2,714,150	\$1,466,427	\$1,495,756	\$1,525,671	\$1,556,185	\$1,587,308	\$1,619,054	\$1,651,436	\$1,684,464
Ending Fund Equity	\$5,552,616	\$5,838,350	\$4,661,200	\$4,771,343	\$4,855,592	\$4,942,323	\$5,031,609	\$5,123,528	\$5,218,157	\$5,315,576	\$5,415,867
	PROJECTIONS										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Equity	\$5,415,867	\$5,519,117	\$5,625,412	\$5,734,844	\$5,847,505	\$5,963,490	\$6,082,900	\$6,205,834	\$6,332,398	\$6,462,700	\$6,596,851
Revenues:											
Operating Revenue	\$1,723,323	\$1,757,790	\$1,792,946	\$1,828,805	\$1,865,381	\$1,902,688	\$1,940,742	\$1,979,557	\$2,019,148	\$2,059,531	\$2,100,722
Nonoperating Revenue	\$98,080	\$101,022	\$104,053	\$107,174	\$110,390	\$113,701	\$117,112	\$120,626	\$124,244	\$127,972	\$131,811
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,821,403	\$1,858,812	\$1,896,998	\$1,935,979	\$1,975,770	\$2,016,390	\$2,057,854	\$2,100,183	\$2,143,393	\$2,187,503	\$2,232,533
Expenses:											
Operating Expenses	\$1,718,154	\$1,752,517	\$1,787,567	\$1,823,318	\$1,859,785	\$1,896,980	\$1,934,920	\$1,973,618	\$2,013,091	\$2,053,352	\$2,094,420
Operating Transfer Out - GH/WO	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$1,718,154	\$1,752,517	\$1,787,567	\$1,823,318	\$1,859,785	\$1,896,980	\$1,934,920	\$1,973,618	\$2,013,091	\$2,053,352	\$2,094,420
Ending Fund Equity	\$5,519,117	\$5,625,412	\$5,734,844	\$5,847,505	\$5,963,490	\$6,082,900	\$6,205,834	\$6,332,398	\$6,462,700	\$6,596,851	\$6,734,964

Assumes revenue and expense increases of 2% per year

Equipment Pool



**County of Ottawa
History of Positions By Fund
For the Years 2006 - 2008**

Fund #	Dept #	Sub-Dept #	Department Name	2006 Full-Time Equivalents	2007 Full-Time Equivalents	2008 Full-Time Equivalents	Change in Full-Time Equivalents 2007 to 2008
GENERAL FUND							
1010	1010		Commissioners	11.000	11.000	11.000	
1010	1310		Circuit Court	14.750	14.750	14.750	
1010	1360		District Court	50.825	51.275	51.375	0.100 1
1010	1480		Probate Court	6.000	6.000	6.000	
1010	1490		Family Court - Juvenile Services	10.750	6.125	6.000	-0.125 1
1010	1910		Elections	3.000	3.000	3.000	
1010	2010		Fiscal Services	11.800	11.800	14.050	2.250 2
1010	2100		Corporate Counsel	1.575	1.575	1.575	
1010	2150		County Clerk	21.600	21.600	21.600	
1010	2230		Administrator	2.840	2.840	3.340	
1010	2250		Equalization	8.900	8.900	13.500	4.600 2
1010	2260		Human Resources	5.250	4.250	4.600	0.350 1, 3
1010	2290		Prosecuting Attorney	27.100	28.100	27.100	-1.000 1
1010	2330		Administrative Services	2.290	2.290	0.000	-2.290 2
1010	2360		Register of Deeds	11.000	11.000	11.000	
1010	2430		Property Description & Mapping	5.600	5.600	0.000	-5.600 2
1010	2450		Survey & Remonumentation	0.050	0.050	0.050	
1010	2530		County Treasurer	8.950	8.950	8.950	
1010	2570		Co-Operative Extension	4.925	4.925	4.925	
1010	2590		Geographic Information System	5.000	5.000	5.000	
1010	2651		Bldg. & Grnds - Hudsonville	0.690	0.690	0.676	-0.014 1
1010	2652		Bldg. & Grnds - Holland Human Serv.	0.999	0.999	0.968	-0.031 1
1010	2653		Bldg. & Grnds - Fulton Street	0.416	0.416	0.400	-0.016 1
1010	2654		Bldg. & Grnds - Grand Haven	6.452	6.456	6.686	0.230 1
1010	2655		Bldg. & Grnds - Holland Health Facility	1.020	1.020	0.988	-0.032 1
1010	2656		Bldg. & Grnds - Holland District Court	0.397	0.397	1.386	0.989 1,4
1010	2657		Bldg. & Grnds - Jail	0.272	0.268	0.000	-0.268 1
1010	2658		Bldg. & Grnds - Grand Haven Health	0.386	0.386	0.380	-0.006 1
1010	2659		Bldg. & Grnds - CMH Facility	1.073	1.073	1.044	-0.029 1
1010	2660		Bldg. & Grnds - Coopersville	0.356	0.356	0.352	0.989 1
1010	2664		Bldg. & Grnds - 4th & Clinton	0.289	0.289	0.286	-0.003 1
1010	2665		Bldg. & Grnds-Probate/Juvenile Complex	4.964	4.964	4.914	-0.050 1
1010	2667		Bldg. & Grnds-Administrative Annex	6.256	6.256	6.206	-0.050 1
1010	2668		Bldg. & Grnds-FIA	1.590	1.590	1.564	-0.026 1
1010	2750		Drain Commission	7.000	7.000	7.000	
1010	3020		Sheriff	68.950	68.950	68.950	
1010	3100		West Michigan Enforcement Team	6.000	6.000	6.000	
1010	3112		COPS - Allendale/Jenison	4.000	4.000	0.000	-4.000 1
1010	3113		COPS - Holland/West Ottawa	1.000	1.000	1.000	
1010	3119		City of Coopersville	5.000	5.000	5.000	
1010	3120		City of Hudsonville	0.000	6.000	6.000	
1010	3130		Zoning Enforcement Commission	2.000	2.000	0.000	-2.000 1
1010	3160		Sheriff Curb Auto Theft (SCAT)	1.000	1.000	0.000	-1.000 1
1010	3170		Blendon/Holland/Robinson/Zeeland	1.000	1.000	1.000	
1010	3310		Marine Safety	0.750	0.750	0.750	

**County of Ottawa
History of Positions By Fund
For the Years 2006 - 2008**

Fund #	Dept #	Sub-Dept #	Department Name	2006 Full-Time Equivalents	2007 Full-Time Equivalents	2008 Full-Time Equivalents	Change in Full-Time Equivalents 2007 to 2008
1010	3510		Jail	77.000	77.000	77.000	
1010	4260		Emergency Services	2.100	2.100	2.100	
1010	4262		Solution Area Planner	1.000	0.000	0.000	
1010	4263		HAZMAT Response Team	0.400	0.400	0.400	
1010	4300		Animal Control	3.000	3.000	3.000	
1010	7211		Planner/Grants	6.950	6.950	6.950	
TOTAL GENERAL FUND				<u>424.515</u>	<u>426.340</u>	<u>418.815</u>	<u>-7.032</u>
PARKS & RECREATION							
2081	7510		Parks Department	12	13	13	
FRIEND OF THE COURT							
2160	1410		Friend of the Court	34.000	34.000	34.125	0.125 1
2160	1420		FOC Medical Support Enforcement	1.000	1.000	1.000	
2160	1440		FOC Warrant Officer	1.000	1.000	1.000	
TOTAL FRIEND OF THE COURT				<u>36.000</u>	<u>36.000</u>	<u>36.125</u>	<u>0.125</u>
9/30 JUDICIAL GRANTS							
2170	1361		Dist. Ct. SCAO Drug Ct. Grant		1.000	1.000	
2170	1371		SCAO Adult Drug Court Grant		1.500	1.500	
2170	1491		Byrne Juv. Drug Cr. Grant		1.000	1.000	
				<u>0.000</u>	<u>3.500</u>	<u>3.500</u>	
HEALTH FUND							
2210	6010		Agency Support	6.980	6.300	6.300	
2210	6011		Public Health Preparedness	1.000	1.000	1.000	
2210	6012		Accounting/MIS	4.500	4.500	4.500	
2210	6015		PHP Risk Communication	1.000	1.000	1.000	
2210	6020		Environmental - On Site	9.230	8.250	8.250	
2210	6021		Environmental - Food Services	6.070	6.830	7.430	0.600 5
2210	6030		Dental	1.270	1.270	1.270	
2210	6031		Hearing/Vision	3.890	3.960	4.010	0.050 1
2210	6035		Epidemiology	1.000	1.000	1.000	
2210	6039		Jail Health Services	0.000	0.000	0.000	
2210	6040		Scoliosis	0.465	0.465	0.546	0.081 1
2210	6042		Family Planning	11.760	11.910	11.810	-0.100 1,3
2210	6044		Walk-In Clinic	11.800	11.650	11.650	
2210	6045		Healthy Children's Contract	2.320	2.320	2.320	
2210	6048		Tobacco	0.000	0.500	0.500	
2210	6049		Substance Abuse Prevention	3.050	3.350	3.350	
2210	6050		Children's Special Health Care Services	3.400	3.400	3.550	0.150 1
2210	6052		Early On	1.710	1.710	1.460	-0.250 1
2210	6053		Maternal/Infant Support Services	16.085	15.385	13.354	-2.031 1,3
2210	6055		AIDS/Sexually Transmitted Diseases (STD)	4.230	4.730	4.530	-0.200 1
2210	6058		Prenatal Care - Enrollment & Coordination	0.280	0.280	0.280	
2210	6059		Communicable Disease	5.260	5.460	5.660	0.200 1

**County of Ottawa
History of Positions By Fund
For the Years 2006 - 2008**

Fund #	Dept #	Sub-Dept #	Department Name	2006 Full-Time Equivalents	2007 Full-Time Equivalents	2008 Full-Time Equivalents	Change in Full-Time Equivalents 2007 to 2008
2210	6310		Health Education	3.420	2.720	2.720	
2210	6311		Nutrition/Wellness	2.990	2.890	2.890	
TOTAL HEALTH FUND				101.710	100.880	99.380	-1.500
MENTAL HEALTH FUND							
2220	6491	1240	D.D. Clinical Support	7.500	5.450	7.250	1.800 1,6
2220	6491	1349	D.D. Supported Employment	10.250	9.200	8.250	-0.950 1
2220	6491	1357	D.D. Community Based Experience	36.250	36.200	41.250	5.050 7
2220	6491	1440	D.D. Respite Care	0.210	0.000	0.000	
2220	6491	1442	D.D. Respite Foster Care - Adult Children's Waiver	0.280	0.000	0.000	
2220	6491	1443	D.D. Residential Serv. - S.I.L.	19.250	4.200	0.000	-4.200 1
2220	6491	5400	D.D. Training	1.510	0.510	0.510	
2220	6491	5401	D.D. Group Home Training	1.690	1.510	1.510	
2220	6491	5510	D.D. Client Service Mgt.	10.510	10.580	13.770	3.190 1
2220	6491	5522	D.D. Child Case Management	2.120	2.120	3.260	1.140 1
2220	6492	5511	Other Pop. HUD Leasing Assistance Grant III	0.087	0.087	0.087	
2220	6492	5540	Other Pop. HUD Leasing Assistance Grant II	0.092	0.092	0.092	
2220	6492	5541	Other Pop. HUD Leasing Assistance Grant	0.092	0.092	0.092	
2220	6493	3240	M.I. Adult Emergency Services	5.750	5.750	5.625	-0.125 1
2220	6493	3241	M.I. Adult Access Center	5.200	5.700	5.870	0.170 1
2220	6493	3242	M.I. Adult Medication Clinic	6.330	6.400	6.510	0.110 1
2220	6493	3243	M.I. Consumer Services	0.880	1.000	1.000	
2220	6493	3245	M.I. Adult Outpatient	12.950	13.350	12.935	-0.415 1
2220	6493	3246	M.I. Adult Outpatient & OBRA	0.400	0.000	0.000	
2220	6493	3247	M.I. Vocational Rehabilitation	0.500	0.500	0.500	
2220	6493	3249	M.I. Adult Assertive Community Treatment	10.195	9.330	9.330	
2220	6493	3343	M.I. Adult Grand Haven Clubhouse	2.838	2.920	2.920	
2220	6493	3344	M.I. Adult Lakeshore Clubhouse	2.338	2.920	2.920	
2220	6493	3450	M.I. Adult Riverview RTC	8.600	8.600	8.570	-0.030 1
2220	6493	3452	M.I. Adult Robert Brown Center	7.600	7.600	7.570	-0.030 1
2220	6493	5515	M.I. Adult Community Support Case Management	8.190	10.680	10.640	-0.040 1
2220	6494	4243	M.I. Child Outpatient	0.000	0.000	0.000	
2220	6494	4244	M.I. Child Home Based Services	2.100	2.100	2.530	0.430 1
2220	6494	4451	M.I. Respite Services	0.060	0.000	0.000	
2220	6494	5800	Prevention - Indirect	0.300	0.000	0.000	
2220	6495	5020	Board Administration	2.370	2.370	2.190	-0.180 1
2220	6495	5021	Inmate Services	1.000	1.000	0.000	-1.000 3
2220	6495	5022	Quality Improvement	2.600	3.600	3.600	
2220	6495	5023	Recipient Rights	1.500	1.500	1.500	
2220	6495	5024	Community Relations & Public Education	1.000	1.180	1.180	
2220	6495	5025	Receivables/Billing	5.000	5.000	3.000	-2.000 1,3
2220	6495	5026	Finance	3.000	2.250	4.010	1.760 1
2220	6495	5027	Allocated Costs	1.760	1.760	0.000	-1.760 1
2220	6495	5028	Division Directors	12.450	11.950	10.950	-1.000 1
2220	6495	5029	Managed Care Organization Administration	11.050	10.800	11.630	0.830 1
TOTAL MENTAL HEALTH				205.800	188.300	191.050	2.750

County of Ottawa History of Positions By Fund For the Years 2006 - 2008

Fund #	Dept #	Sub-Dept #	Department Name	2006 Full-Time Equivalents	2007 Full-Time Equivalents	2008 Full-Time Equivalents	Change in Full-Time Equivalents 2007 to 2008
LANDFILL TIPPING FEES							
2272	5250		Laidlaw Surcharge	2.300	4.720	4.720	
2272	5251		Waste Management	2.300	0.000	0.000	
				<u>4.600</u>	<u>4.720</u>	<u>4.720</u>	
PROSECUTING ATTORNEY GRANTS							
2601	2320		Crime Victim's Rights	3.000	3.000	3.000	
COPS FAST - ALLENDALE							
2608	3114		Community Policing	1.000	0.000	0.000	
SHERIFF 9/30 GRANT PROGRAMS							
2609	3160		Sheriff Curb Auto Theft (SCAT)	0.000	0.000	0.750	0.750 1
COPS UNIVERSAL							
2610	3114		Community Policing	2.000	2.000	3.000	1.000 1
2610	3131		Community Policing-Holland Township	1.000	1.000	4.000	3.000 1
2610	3132		Community Policing-Park Township	1.000	1.000	1.000	
2610	3133		Community Policing- Zeeland/Georgetown Township	1.000	1.000	1.000	
2610	3134		Community Policing- Port Sheldon Twp/West Ottawa	1.000	1.000	1.000	
2610	3135		Community Policing- Allendale Twp/Allendale Schools	1.000	1.000	1.000	
2610	3136		Community Policing- Grand Haven Twp/Grand Haven S	1.000	1.000	1.000	
2610	3137		Community Policing- Georgetown Twp/Jenison Schools	1.000	1.000	1.000	
2610	3138		Community Policing- Zeeland Twp/Zeeland Schools	1.000	1.000	1.000	
2610	3139		Community Policing- Park Township/West Ottawa/	1.000	1.000	10.000	9.000 1
2610	3141		Community Policing- Holland/Park	1.000	1.000	1.000	
2610	3142		Community Policing- Spring Lake Twp/ Schools	1.000	1.000	1.000	
2610	3143		Community Policing- Jamestown Township	1.000	1.000	1.000	
2610	3144		Community Policing- Tallmadge/Chester/Wright/Polktor	1.000	1.000	1.000	
2610	3145		Community Policing- Holland Twp/MI Police Corps	1.000	1.000	0.000	-1.000 1
2610	3146		Community Policing- Georgetown Township	1.000	1.000	13.000	12.000 1
2610	3147		Community Policing- Allendale Twp/MI Police Corp	1.000	1.000	1.000	
2610	3148		Community Policing- Allendale	0.000	1.000	1.000	
			TOTAL COPS UNIVERSAL	<u>18.000</u>	<u>19.000</u>	<u>43.000</u>	<u>24.000</u>
EMT - HOLLAND PARK							
2640	3150		Traffic & Safety Program	8.000	8.000	0.000	-8.000 1
2640	3151		Traffic & Safety Program	1.000	1.000	0.000	-1.000 1
				<u>9.000</u>	<u>9.000</u>	<u>0.000</u>	<u>-9.000</u>
EMT - GEORGETOWN TOWNSHIP							
2650	3150		Traffic & Safety Program	7.000	7.000	0.000	-7.000 1
SHERIFF ROAD PATROL							
2661	3150		Sheriff Road Patrol	3.000	3.000	3.000	

**County of Ottawa
History of Positions By Fund
For the Years 2006 - 2008**

Fund #	Dept #	Sub-Dept #	Department Name	2006 Full-Time Equivalents	2007 Full-Time Equivalents	2008 Full-Time Equivalents	Change in Full-Time Equivalents 2007 to 2008
WORKFORCE INVESTMENT ACT FUNDS/MICHIGAN WORKS!/COMMUNITY ACTION AGENCY							
2740 - 2749,	2800,	2870 - 2890		17.200	18.700	19.200	0.500 3
GRANT PROGRAMS PASS THRU							
2750	3114		Community Policing	1.000	1.000	1.000	
COMMUNITY CORRECTIONS PROGRAM							
2850	1520		Adult Probation	9.575	8.125	9.025	0.900 1
FAMILY INDEPENDENCE AGENCY							
2900	6730		Parenting Plus	9.750	9.750	1.000	-8.750 8
CHILD CARE							
2920	6620		Family Court - Detention Services	29.650	29.650	29.650	
2920	6622		Juvenile Intensive Supervision	3.300	3.300	3.300	
2920	6623		Juvenile Treatment/Div Services	13.430	13.430	13.430	
2920	6624		Juvenile In-Home Services	11.820	18.445	18.445	
			TOTAL CHILD CARE	<u>58.200</u>	<u>64.825</u>	<u>64.825</u>	<u>0.000</u>
MANAGEMENT INFORMATION SERVICES							
6360	2580		Data Processing	19.000	19.000	19.000	
DUPLICATING							
6450	2890		General Services Administration	0.075	0.075	0.075	
TELECOMMUNICATIONS							
6550	2890		Telephones	2.225	1.225	1.225	
EQUIPMENT POOL FUND							
6641	9010		Equipment Pool	0.350	0.350	0.350	
PROTECTED SELF FUND PROGRAMS							
6770	8690		P.S.F. Liability Insurance	1.530	1.530	1.380	-0.150 2
6770	8710		P.S.F. Worker's Compensation Insurance	0.500	0.500	0.520	0.020 1
6771	8520		P.S.F. Health Insurance	1.670	1.670	1.690	0.020 1
6771	8540		P.S.F. Dental Insurance	0.210	0.210	0.240	0.030 1
6771	8550		P.S.F. Vision Insurance	0.210	0.210	0.240	0.030 1
6772	8700		P.S.F. Unemployment Insurance	0.290	0.290	0.290	
6775	8580		P.S.F. Long-Term Disability	0.050	0.050	0.100	0.050 1
			TOTAL PROTECTED SELF FUNDED INSURANCES	<u>4.460</u>	<u>4.460</u>	<u>4.460</u>	<u>0.000</u>
GRAND TOTAL OF ALL FUNDS				<u>947.460</u>	<u>941.250</u>	<u>936.500</u>	-4.750

**County of Ottawa
History of Positions By Fund
For the Years 2006 - 2008**

Fund #	Dept #	Sub-Dept #	Department Name	2006 Full-Time Equivalents	2007 Full-Time Equivalents	2008 Full-Time Equivalents	Change in Full-Time Equivalents 2007 to 2008
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The total change in full time equivalents of (4.75) is comprised of the following:

- 1 The net change is due to a change in the salary distribution (salary split) and does not reflect a change in staffing levels
- 2 Equalization, Property Description and Mapping, Fiscal Services and Administrative Services were reorganized during 2007, resulting in a net reduction of 1 full time equivalent.
- 3 Net positions approved/eliminated during 2007
- 4 Position was contracted in past.
- 5 New position approved with the 2008 budget
- 6 Converted temporary positions to permanent
- 7 Position reinstated in 2008 budget (not eliminated in 2007).
- 8 The Parenting Plus program underwent a management study that recommended a reduction in the program staff and the utilization of private agencies to provide certain services.

County of Ottawa
 2008 Budget
 Approved Equipment Requests

Department Name	2008 Requested # of Items/ Quantity	Item Description	2008 Approved Estimated Purchase Price	\$ Amount Added to Budget
Circuit Court	1	PC Monitor	\$200	\$200
Circuit Court	1	PC System Unit	\$900	\$900
Circuit Court	1	PC Laser Printer	\$350	\$350
Circuit Court	1	PC Laser Printer	\$350	\$350
Circuit Court	1	Polycom Soundstation - wireless	\$900	\$900
Circuit Court	1	Polycom Soundstation - wireless	\$900	\$900
Circuit Court	1	Polycom Soundstation - wireless	\$900	\$900
Circuit Court	1	Polycom Soundstation - wireless	\$900	\$900
Circuit Court	1	Polycom Soundstation - wireless	\$900	\$900
Circuit Court	1	Polycom Soundstation - wireless	\$900	\$900
Circuit Court	1	Polycom Soundstation - wireless	\$900	\$900
Circuit Court	1	Polycom Soundstation - wireless	\$900	\$900
Circuit Court	1	Polycom Soundstation - wireless	\$900	\$900
Circuit Court	1	Polycom Soundstation - wireless	\$900	\$900
Circuit Court	1	Fujitse 5120 Portable Prouction Scanner, Imaging Scanner	\$1,050	\$1,050
Circuit Court	1	Imaging Software, OnBase Desktop Scanning	\$1,000	\$1,000
Circuit Court	1	Imaging Software - annual maint.	\$360	\$360
Circuit Court	1	Jefferson Audio Visual Recording System	\$12,640	\$2,528
			<u>\$24,950</u>	<u>\$14,838</u>
District Court	5	PC Printer - Inkjet	\$1,000	\$1,000
District Court	1	Digital Assistant	\$300	\$300
District Court	2	Cash Register Printers	\$1,400	\$1,400
District Court	2	Cash Register Drawers	\$400	\$400
District Court	8	AS400 / AFP Printers	\$14,400	\$14,400
District Court	1	Replace wireless microphone at the lectern	\$1,500	\$1,500
District Court	3	Pass through window speakers/microphones for queing area	\$2,400	\$2,400
District Court	1	Artwork for courtrooms	\$1,600	\$1,600
District Court	3	17" LCD Desk Monitors	\$600	\$600
District Court	2	PC System units 19" Monitors & Color Inkjet Printers	\$2,750	\$2,750
District Court	1	PC Printer	\$200	\$200
District Court	5	FTR Log Notes Software	\$1,250	\$1,250
District Court	6	PC System Units	\$5,400	\$5,400
District Court	3	PC Printer - Label	\$1,500	\$1,500
District Court	1	Terminal Printer	\$1,000	\$1,000
District Court	7	PC Monitors 19" Larger monitor for viewing imaged documents	\$1,925	\$1,925
District Court	1	PC Printer - Label Maker	\$250	\$250
District Court	1	PC Printer - Label Maker	\$250	\$250
District Court	1	PC Printer	\$200	\$200
District Court	1	PC Printer	\$200	\$200
District Court	1	PC Printer - Label Maker	\$250	\$250
District Court	1	PC Printer - Label Maker	\$250	\$250
District Court	1	PC Printer - Label Maker	\$250	\$250
District Court	1	PC Printer - Label Maker	\$250	\$250
District Court	5	Shelving Units 25" Deep - Back to Back Style	\$5,000	\$5,000
District Court	1	Video Conferencing Equipment	\$8,500	\$1,700

County of Ottawa
 2008 Budget
 Approved Equipment Requests

Department Name	2008 Requested # of Items/ Quantity	Item Description	2008 Approved Estimated Purchase Price	\$ Amount Added to Budget
District Court	1	Storage Cabinet for Traffic Tickets	\$1,000	\$1,000
District Court	3	Topaz Signature Pads	\$1,185	\$1,185
District Court	1	FTR Court Recording PC Card	\$800	\$800
District Court	3	Wireless Microphone Systems	\$2,100	\$2,100
District Court	2	Dymo Labelwriters	\$260	\$260
District Court	1	Small Laser Printer	\$350	\$350
District Court	6	PC Monitors	\$1,200	\$1,200
District Court	6	PC System Units	\$5,400	\$5,400
District Court	3	Dymo Labelwriters	\$390	\$390
District Court	2	AFP Printers	\$3,600	\$3,600
District Court	2	Small Laser Printers	\$700	\$700
District Court	1	Color Inkjet Printer	\$200	\$200
District Court	1	Laptop	\$1,500	\$1,500
District Court	3	Electronic Signature Pads	\$1,185	\$1,185
District Court	2	Detached icap scanners 5120C	\$2,100	\$2,100
District Court	2	Icap Software License	\$5,000	\$5,000
District Court	2	Icap Maintenance Programs	\$1,800	\$1,800
District Court	1	LifeLoc FC10 Preliminary Breathalyzer	\$450	\$450
			<u>\$82,245</u>	<u>\$75,445</u>
Probate Court	1	PC in lobby (for public use)	\$900	\$900
Probate Court	1	Polycom Soundstation 2 (wireless)	\$900	\$900
Probate Court	2	Laptop Computers	\$3,000	\$3,000
Probate Court	1	Laser Printer (small)	\$350	\$350
Probate Court	1	Blackberry - Replace PDA with PDA	\$150	\$150
Probate Court	1	PC & Monitor	\$1,100	\$1,100
Probate Court	1	Replacement of JAVS video system w/digital in Courtrooms A & B	\$45,284	\$9,057
			<u>\$51,684</u>	<u>\$15,457</u>
Juvenile Services	1	Sm. Laptop Computer w/software	\$1,500	\$1,500
Juvenile Services	1	Sm. Laptop Computer w/software and carrying case	\$1,500	\$1,500
Juvenile Services	1	Advanced Function Printer	\$1,800	\$1,800
Juvenile Services	2	Polycom Speaker Systems	\$1,900	\$1,900
			<u>\$6,700</u>	<u>\$6,700</u>
Adult Probation		Sm. Laser Printer, Network Printer, 1-Person Station, 5-High File, Side Chairs	\$7,200	\$7,200
			<u>\$7,200</u>	<u>\$7,200</u>
Elections	1	Replacement Blackberries @ 150.00 ea	\$150	\$150
Elections	1	PC Laser Printer (HP1320)	\$350	\$350
Elections	2	Automark Machines for additional precincts	\$12,934	\$2,587
			<u>\$13,434</u>	<u>\$3,087</u>
Fiscal Services	1	AS/400 Printer	\$2,500	\$2,500
Fiscal Services	1	AS/400 Printer AFP - Item #11	\$1,800	\$1,800

County of Ottawa
 2008 Budget
 Approved Equipment Requests

Department Name	2008 Requested # of Items/ Quantity	Item Description	2008 Approved Estimated Purchase Price	\$ Amount Added to Budget
Fiscal Services	1	PC System Unit & PC Monitor - Item #1 & #2	\$1,100	\$1,100
Fiscal Services	1	PC System Unit & PC Monitor - Item #1 & #2	\$1,100	\$1,100
Fiscal Services	1	PC System Unit & PC Monitor - Item #1 & #2	\$1,100	\$1,100
			<u>\$7,600</u>	<u>\$7,600</u>
Clerk	1	Sony UPX-C200 Digital Passport System	\$1,183	\$1,183
Clerk	3	Replacement Blackberries @ 150.00 ea	\$300	\$300
Clerk	3	PC Monitors, LCD 17"	\$600	\$600
Clerk	3	PC Printer Laser (HP1320) @ 350.00 ea	\$1,050	\$1,050
Clerk	1	Advanced Function Printer	\$1,800	\$1,800
Clerk	1	5120C Scanner, Capture Software, Maint. Fee	\$2,400	\$2,400
Clerk	2	PC System Units	\$1,800	\$1,800
Clerk	4	Cash Drawers, Register Printers	\$3,600	\$3,600
Clerk	2	Sm. Laser Printers, AFP Printers, Lg. Laser Printers, Additional Paper Trays	\$700	\$700
Clerk	2	Sm. Laser Printers	\$700	\$700
Clerk	1	Average Volume Fax Machine for Vital Records (Fillmore-new office)	\$800	\$800
			<u>\$14,933</u>	<u>\$14,933</u>
Administrator's Office	1	Monitor, GIS Viewing, 19" LCD Monitor	\$1,175	\$1,175
			<u>\$1,175</u>	<u>\$1,175</u>
Equalization	1	Desktop Scanner - #7 on list	\$100	\$100
Equalization	1	Desktop PC	\$900	\$900
Equalization	1	Desktop PC	\$900	\$900
Equalization	1	Tablet PC to replace old laptop	\$1,950	\$1,950
Equalization	2	Floating Arcview Software	\$5,600	\$5,600
			<u>\$9,450</u>	<u>\$9,450</u>
Human Resources	1	Monitor, LCD	\$200	\$200
Human Resources	1	Desktop PC	\$900	\$900
Human Resources	1	Desktop PC	\$900	\$900
Human Resources	1	Monitor, LCD	\$200	\$200
Human Resources	1	Sm. Laser Printer	\$350	\$350
Human Resources	1	Sm. Laser Printer	\$350	\$350
Human Resources	1	Sm. Laser Printer	\$350	\$350
Human Resources	1	Palm Pilot & Sync Software	\$300	\$300
			<u>\$3,550</u>	<u>\$3,550</u>
Prosecuting Attorney	1	Computer, Docking Stations, Keyboards, Mice, Batteries, Monitors	\$5,770	\$5,770
Prosecuting Attorney	1	Desktop PC's, Scanners, Digital Camera, Laptop	\$5,100	\$5,100

County of Ottawa
 2008 Budget
 Approved Equipment Requests

Department Name	2008 Requested # of Items/ Quantity	Item Description	2008 Approved Estimated Purchase Price	\$ Amount Added to Budget
Prosecuting Attorney	1	Sm. Laser Printers, AFP Printers, Lg. Laser Printers, Additional Paper Trays	\$14,900	\$14,900
			<u>\$25,770</u>	<u>\$25,770</u>
Register of Deeds	1	Fax Machine	\$950	\$950
Register of Deeds	1	Map Files	\$1,500	\$1,500
Register of Deeds	1	Time/Date Stamp	\$900	\$900
			<u>\$3,350</u>	<u>\$3,350</u>
Equalization	1	Desktop PC + 1Gig Memory upgrade	\$1,050	\$1,050
Equalization	1	Desktop PC + 1Gig Memory upgrade	\$1,050	\$1,050
Equalization	1	High Volume Color Laser Printer	\$2,000	\$2,000
			<u>\$4,100</u>	<u>\$4,100</u>
County Treasurer	1	Desktop PC Unit-Relocation Request	\$900	\$900
County Treasurer	1	LCD Monitor #2-Relocation Request	\$200	\$200
County Treasurer	1	MS Office License #17-Relocation Request	\$249	\$249
County Treasurer	1	Sm. Laser Printer #8 - Relocation Request	\$350	\$350
County Treasurer	2	Arcview Software Units #5	\$3,000	\$3,000
County Treasurer	2	Cash Register Drawers	\$400	\$400
County Treasurer	2	Cash Register Printers	\$1,400	\$1,400
County Treasurer	10	Desktop PC Units #1	\$9,000	\$9,000
County Treasurer	3	MS Office Licenses #16	\$924	\$924
County Treasurer	7	LCD Monitors #2	\$1,400	\$1,400
County Treasurer	3	GIS Viewing Monitors #3	\$825	\$825
County Treasurer	4	Lg. Laser Printer	\$3,200	\$3,200
County Treasurer	1	Additional Sheet Tray	\$250	\$250
County Treasurer	1	Color Printer / Scanner	\$450	\$450
County Treasurer	3	Victor Calculators	\$760	\$760
County Treasurer	1	Safe	\$2,000	\$2,000
			<u>\$25,308</u>	<u>\$25,308</u>
MSU Extension	6	PC Systems (6 PC's & 2 Laptops) & Monitors (6)	\$9,600	\$9,600
			<u>\$9,600</u>	<u>\$9,600</u>
Geographic Information Systems	1	Dell Server PowerEdge 2950	\$8,337	\$1,667
Geographic Information Systems	1	Acronis Disk Director Server 10.0	\$499	\$499
Geographic Information Systems	1	Backup Exec 10d, Windows Remote Agent for new server and for GIS Web Server	\$520	\$520
Geographic Information Systems	1	GPS Software Terra Sync	\$1,296	\$1,296
Geographic Information Systems	1	GPS Digital Camera	\$1,500	\$1,500
Geographic Information Systems	1	SQL Server 2005	\$5,820	\$1,164
			<u>\$17,972</u>	<u>\$6,646</u>
Bldg. / Grds.-G.H. Courthouse	1	Versamatic Vacuum	\$579	\$579

County of Ottawa
 2008 Budget
 Approved Equipment Requests

Department Name	2008 Requested # of Items/ Quantity	Item Description	2008 Approved Estimated Purchase Price	\$ Amount Added to Budget
			<u>\$579</u>	<u>\$579</u>
Bldg. / Grds. -Juvenile Services-Jail	1	Heated Cabinet	\$2,100	\$2,100
Bldg. / Grds. -Juvenile Services-Jail	1	Versamatic Vacuum	\$579	\$579
Bldg. / Grds. -Juvenile Services-Jail	1	Salt Spreader	\$6,200	\$620
Bldg. / Grds. - Fillmore Admin	1	Snow Plow	\$4,200	\$2,100
Bldg. / Grds. - Fillmore Admin	1	3/4 Ton Pick Up Truck	<u>\$24,000</u>	<u>\$2,400</u>
			<u>\$37,079</u>	<u>\$7,799</u>
Bldg. / Grds. -Fillmore Admin	1	Versamatic Vacuum	\$579	\$579
Bldg. / Grds. -Juvenile Services-Jail	1	G53600 Manual Heavy Duty Meat Slicer	\$2,800	\$2,800
Bldg. / Grds. - Fillmore Admin	1	Salt Spreader		\$620
Bldg. / Grds. - Fillmore Admin	2	Desktop & Monitor	\$1,100	\$1,100
Bldg. / Grds. - Fillmore Admin	1	Snow Plow		\$2,100
Bldg. / Grds. - Fillmore Admin	1	3/4 Ton Pick Up Truck		<u>\$2,400</u>
			<u>\$4,479</u>	<u>\$9,599</u>
Drain Commission	1	Digital Assistant - Palm Pilot & Sync Software	\$300	\$300
Drain Commission	1	Desktop PC, GIS Viewing 19" Monitor, Color Inkjet Printer	\$1,375	\$1,375
Drain Commission	1	Projector - Epson PowerLite 750c	\$1,200	\$1,200
Drain Commission	1	Desktop Scanner	\$100	\$100
			<u>\$2,975</u>	<u>\$2,975</u>
Sheriff	1	Ammo for range training - LEAD FREE	\$28,000	\$28,000
Sheriff	1	Ammo for range training, shotgun, long gun, CRT	\$7,300	\$7,300
Sheriff	1	Nightsights for handguns - replacements	\$2,800	\$2,800
Sheriff	4	Vehicle setup & equipment for car 40, 712, 1K9, 2K9	\$11,289	\$11,289
Sheriff	4	Ford CVPI Patrol Vehicles 40, 712, 1K9, 2K9	\$88,000	\$29,333
Sheriff	2	Vehicles to replace current DB vehicles	\$40,000	\$13,333
Sheriff	2	Vehicle setup & equipment for 2 DB vehicles	\$800	\$800
Sheriff	1	PDF Scanner	\$1,000	\$1,000
Sheriff	1	Filters for range	\$7,000	\$7,000
Sheriff	1	Misc. supplies for K9 unit	\$1,000	\$1,000
Sheriff	1	Range maintance agreement	\$4,500	\$4,500
Sheriff	1	Range supplies	\$1,600	\$1,600
Sheriff	1	Visual statement VS FX3 suite crime scene & crash reconstruction software	\$8,000	\$1,600
Sheriff	6	Motorola PR1500 portable radios	\$4,069	\$4,069
Sheriff	13	Ballistic Body Armor	\$6,240	\$6,240
Sheriff	47	Tasers with cartridges	\$9,300	\$9,300
Sheriff	1	Public Relations - Handout materials	\$1,500	\$1,500
Sheriff	5	Digital Assistant	\$1,500	\$1,500
Sheriff	20	Riding Helmets	\$2,700	\$2,700
Sheriff	20	Protective Shields - Civil Disorder	\$2,100	\$2,100
Sheriff	1	K9 cage for unit 1K9	\$1,732	\$1,732
Sheriff	6	Kustom Signal Eagle Radar Units	\$3,616	\$3,616
Sheriff	6	Glock handguns	\$2,800	\$2,800

County of Ottawa
2008 Budget
Approved Equipment Requests

Department Name	2008 Requested # of Items/ Quantity	Item Description	2008 Approved Estimated Purchase Price	\$ Amount Added to Budget
Sheriff		Simunition training ammunition	\$4,000	\$4,000
Sheriff	1200	Child Identification Kits	\$1,500	\$1,500
Sheriff	3	Streamlight M6 lights for CRT	\$900	\$900
Sheriff	1	Gas, CN/CS/Smoke & DefTec Distraction Devices	\$1,800	\$1,800
Sheriff	1	Comp-Photo-Fit Suspect Composite Training - 6 persons	\$1,500	\$1,500
Sheriff	50	Perfect Print Elimination Kit	\$895	\$895
Sheriff	10	Balaclava Hoods	\$180	\$180
Sheriff		PC System, Printers, PDA's, Misc.	\$18,096	\$18,096
Sheriff	7	Maintenance Agreements Renewals	\$13,089	\$13,089
Sheriff	1	Contract Service for Subpoena's out of County	\$6,000	\$6,000
Sheriff	1	19" LCD Monitor	\$275	\$275
Sheriff	1	PC System Unit	\$900	\$900
Sheriff	1	PC System	\$625	\$625
			<u>\$286,606</u>	<u>\$194,873</u>
WEMET	1	Pc/Monitor/Laser printer	\$1,450	\$1,450
			<u>\$1,450</u>	<u>\$1,450</u>
COPS - Georgetown	1	Sound off LED lightbar & install cost	\$1,800	\$1,800
COPS Georgetown	4	Tasers with cartridges	\$3,680	\$3,680
			<u>\$5,480</u>	<u>\$5,480</u>
COPS Holland/West Ottawa	1	Taser with cartridges	\$920	\$920
			<u>\$920</u>	<u>\$920</u>
City of Coopersville	1	Emergency lighting for vehicle 58	\$700	\$700
City of Coopersville	1	Ballistic Body Armor	\$480	\$480
City of Coopersville	2	Tasers with cartridges	\$1,840	\$1,840
City of Coopersville	1	Laser printer	\$350	\$350
			<u>\$3,370</u>	<u>\$3,370</u>
Hudsonville City	1	Ballistic Body Armor	\$480	\$480
			<u>\$480</u>	<u>\$480</u>
Blendon/Tall/Holl/Zeeland	1	Taser with cartridges	\$920	\$920
			<u>\$920</u>	<u>\$920</u>
Marine Safety	1	Taser with cartridges	\$920	\$920
Marine Safety	1	Boat enclosure of boat 774	\$2,900	\$2,900
Marine Safety	1	26' Patrol vessel 2008 Scout 260 Sportfish WITH TWIN HONDA f150	\$88,791	\$17,758
Marine Safety	40	CO2 cartridges for marine officers life vest	\$520	\$520
Marine Safety	1	Diver Training - Dive Rescue II	\$2,695	\$2,695
Marine Safety	40	Marine Patrol hats	\$480	\$480
Marine Safety	13	Wet Suits	\$9,802	\$9,802
Marine Safety	2	Interspiro MKII Mask	\$2,200	\$2,200
Marine Safety	13	Ice Cleats	\$646	\$646
Marine Safety	13	Diver Buoyancy Control Systems	\$8,294	\$8,294

County of Ottawa
 2008 Budget
 Approved Equipment Requests

Department Name	2008 Requested # of Items/ Quantity	Item Description	2008 Approved Estimated Purchase Price	\$ Amount Added to Budget
Marine Safety	1	PDA	\$300	\$300
			<u>\$117,548</u>	<u>\$46,516</u>
Jail	1	New Ford F350 9 Passenger Van (NON-Extended model) for use as transport	\$24,000	\$8,000
Jail	1	Vehicle equip. & set up of 855	\$3,790	\$3,790
Jail	1	Ford E-350 Van / SWAP Program (\$20,000.) & Vehicle Set up (\$5280)	\$25,280	\$11,947
Jail	1	Belly Chains	\$500	\$500
Jail	15	Motorola PR400 Portable Radios	\$4,712	\$4,712
Jail	3	Ballistic Body Armor	\$1,440	\$1,440
Jail		Work station chairs	\$4,000	\$4,000
Jail	12	Tasers with cartridges	\$3,680	\$3,680
Jail	1	Emergency Lighting for 3 vans	\$3,300	\$3,300
Jail	1	Ford Van Unit 871	\$24,000	\$8,000
Jail	1	Vehicle Equipment & Set-up cost unit 871	\$400	\$400
Jail	7	Maintenance Agreements -Identix	\$21,740	\$21,740
Jail		7 PCs, 8 Monitors,3 printers	\$10,250	\$10,250
			<u>\$127,092</u>	<u>\$81,759</u>
Emergency Services	1	Vehicle - Van Car 9	\$25,000	\$8,333
Emergency Services	1	Vehicle set-up cost Car 9	\$400	\$400
Emergency Services	1	PDF Scanner	\$1,000	\$1,000
			<u>\$26,400</u>	<u>\$9,733</u>
Haz-Mat	1	Uniforms, Harness, Pads, Descender, etc.	\$2,500	\$2,500
Haz-Mat	1	Life Vest, Helmet, Knife, Whistle, Rope, Shoes	\$5,700	\$5,700
Haz-Mat	1	Nomex Coveralls 10 @ \$200. ea.	\$2,000	\$2,000
			<u>\$10,200</u>	<u>\$10,200</u>
Animal Control	1	Annual Training Conference	\$1,900	\$1,900
Animal Control	1	Ford Van to replace vehicle 91	\$24,000	\$8,000
Animal Control	2	Chevy pickup to replace 90 & 92	\$50,000	\$16,667
Animal Control	1	Vehicle setup and equipment for 91	\$8,990	\$8,990
Animal Control	2	Vehicle setup and equipment for 90 & 92	\$9,980	\$9,980
Animal Control	1	BARK Program Books	\$2,100	\$2,100
Animal Control	1	Animal Control Equipment	\$650	\$650
			<u>\$97,620</u>	<u>\$48,287</u>
Planning and Grants	1	Conference Phone for new office	\$941	\$941
Planning and Grants	1	Color Inkjet Printer, HP 6540	\$200	\$200
Planning and Grants	1	Desktop PC, Custom GIS Spec, 17" Monitor	\$1,400	\$1,400
Planning and Grants	1	Monitor, GIS Viewing, 19"	\$275	\$275
Planning and Grants	1	Laptop	\$1,500	\$1,500
Planning and Grants	1	Monitor, GIS Viewing, 19"	\$275	\$275
Planning and Grants	1	Monitor, GIS Viewing, 19"	\$275	\$275
Planning and Grants	1	Monitor, GIS Viewing, 19"	\$275	\$275
Planning and Grants	1	Monitor, GIS Viewing, 19"	\$275	\$275
Planning and Grants	1	Palm Pilot & Sync Software	\$300	\$300

County of Ottawa
 2008 Budget
 Approved Equipment Requests

Department Name	2008 Requested # of Items/ Quantity	Item Description	2008 Approved Estimated Purchase Price	\$ Amount Added to Budget
Planning and Grants	1	Palm Pilot & Sync Software	\$300	\$300
Planning and Grants	1	Digital Projector-Epson PowerLite 750c LCD Projector	\$1,200	\$1,200
Planning and Grants	1	Purchase & Install Community Viz Software update	\$279	\$279
Planning and Grants	1	Purchase & Install SPSS Software, version 15	\$815	\$815
			<u>\$8,310</u>	<u>\$8,310</u>
Parks & Recreation	1	Desktop PC & 21" Monitor-Replacement Computer and monitor	\$1,250	\$1,250
Parks & Recreation	1	Equivalent to HP Deskjet 9300 Printer capbale to print 11 x 17	\$300	\$300
Parks & Recreation	1	Digital Assistant - Palm Pilot & Sync Software	\$300	\$300
Parks & Recreation	1	Computer & Monitor	\$1,100	\$1,100
Parks & Recreation	1	Color Inkjet HP 6540	\$200	\$200
Parks & Recreation	1	3/4 ton 4x4 pick up truck - diesel powered	\$28,000	\$5,600
Parks & Recreation	1	Trailer for hauling mowing equipment	\$5,000	\$5,000
Parks & Recreation	1	Sm. Equipment - Mowers, Trimmers, Blowers, etc.	\$8,000	\$8,000
			<u>\$44,150</u>	<u>\$21,750</u>
Friend of the Court	1	MS Office license for the imaging station PC	\$249	\$249
Friend of the Court	13	Signature Pads for capturing client signatures on consent orders and stipulations - 7	\$1,690	\$1,690
Friend of the Court	17	Desktop Scanners with drivers license and insurance card scanning capability - Tes	\$6,800	\$6,800
Friend of the Court	6	HP 1320 Laser Printers	\$2,100	\$2,100
			<u>\$10,839</u>	<u>\$10,839</u>
FOC	1	Taser with cartridges	\$920	\$920
			<u>\$920</u>	<u>\$920</u>
Health	1	New software & hardware to replace QS Patient Care Mgmt Sys	\$305,000	\$305,000
Health	1	PC System: Item 1	\$1,100	\$1,100
Health	1	PC System: Item 1	\$1,100	\$1,100
Health	1	Laptop: Item 6	\$1,500	\$1,500
Health	1	Small Laser Printer	\$350	\$350
Health	1	PC/LCD 17: Desktop Monitor	\$200	\$200
Health	1	Small Laser Printer	\$350	\$350
Health	1	PC System: Item 1	\$1,100	\$1,100
			<u>\$310,700</u>	<u>\$310,700</u>
Health	1	Nextel Blackberry Communication Devices	\$500	\$500
Health	1	Laptop Computer - Computer Replacement	\$1,500	\$1,500
Health	1	Presentation Speakers	\$665	\$665
Health	1	Nextel Blackberry Communication Devices	\$500	\$500
			<u>\$3,165</u>	<u>\$3,165</u>
Environmental Health	1	Camera	\$150	\$150
Environmental Health	1	Laptop with enhanced outdoor screen	\$1,950	\$1,650
Environmental Health	1	Desktop PC	\$900	\$900
Environmental Health	1	with Microsoft Office PRO	\$308	\$308
Environmental Health	1	Monitor	\$200	\$200
Environmental Health	1	Desktop PC	\$900	\$900

County of Ottawa
 2008 Budget
 Approved Equipment Requests

Department Name	2008 Requested # of Items/ Quantity	Item Description	2008 Approved Estimated Purchase Price	\$ Amount Added to Budget
Environmental Health	1	with Microsoft Office PRO	\$308	\$308
Environmental Health	1	Monitor	\$200	\$200
Environmental Health	1	Desktop PC	\$900	\$900
Environmental Health	1	with Microsoft Office PRO	\$308	\$308
Environmental Health	1	Monitor	\$200	\$200
Environmental Health	1	Desktop PC	\$900	\$900
Environmental Health	1	ArcView Software	\$1,500	\$1,500
Environmental Health	1	Monitor GIS Viewing	\$275	\$275
Environmental Health	1	Color Laser Printer	\$2,000	\$2,000
Environmental Health	1	Scanner and software for digital documentation program	\$4,000	\$4,000
Environmental Health	1	2 Probes	\$130	\$130
			<u>\$15,129</u>	<u>\$14,829</u>
Environmental Health	1	Desktop PC	\$900	\$1,210
Environmental Health	1	Microsoft Office PRO	\$308	\$308
Environmental Health	1	Laptop	\$1,500	\$1,500
Environmental Health	1	Microsoft Office PRO	\$308	\$308
Environmental Health	1	Two Portable color inkjet Printers	\$550	\$550
Environmental Health	1	Desktop Scanner	\$100	\$100
Environmental Health	1	Desktop PC	\$900	\$1,408
Environmental Health	1	Microsoft Office PRO	\$308	\$308
Environmental Health	1	Monitor	\$200	\$200
Environmental Health	1	Thermocouple Probe with Cord	\$92	\$92
Environmental Health	2	Thermocouple Air Probes	\$70	\$70
Environmental Health	2	Thermocouple Probes without cord	\$90	\$90
			<u>\$5,326</u>	<u>\$6,144</u>
Health	1	Network Laser Printer to share w/MIHP, Hearing & Vision, Early On staff	\$200	\$200
Health	1	Titmus i300 Vision Screener with remote control	\$2,195	\$2,195
Health	1	PC Monitor and Printer	\$1,575	\$299
Health	1	Small Laser Printer	\$350	\$53
			<u>\$4,320</u>	<u>\$2,747</u>
Health	1	Trail Tracker w/ accompanying software	\$1,730	\$1,730
			<u>\$1,730</u>	<u>\$1,730</u>
Health-Epidemiology	1	PC Printer Laser	\$350	\$350
			<u>\$350</u>	<u>\$350</u>
/Scoliosis/Children's Special Health Care/MI	1	PC Monitor and Printer		\$110
/Scoliosis/Children's Special Health Care/MI	1	Small Laser Printer		\$186
			<u>\$0</u>	<u>\$296</u>
Health-Family Planning	1	Laptop	\$1,500	\$1,500
Health-Family Planning	2	Tablet PC's	\$3,200	\$3,200
Health-Family Planning	2	Desktop PC & Monitors	\$2,200	\$2,200
			<u>\$6,900</u>	<u>\$6,900</u>

County of Ottawa
 2008 Budget
 Approved Equipment Requests

Department Name	2008 Requested # of Items/ Quantity	Item Description	2008 Approved Estimated Purchase Price	\$ Amount Added to Budget
Health-IMMS	2	Desktops & Monitors	\$2,200	\$2,200
Health-IMMS	2	Guardian Home Stanby Generator - 16,000W(LP) 15,000W(NG)-Model #5243	\$11,178	\$2,236
			<u>\$13,378</u>	<u>\$4,436</u>
Health-Dental	1	Laptop PC	\$1,500	\$1,500
Health-Dental	1	PC Printer System Unit, Monitor, Sm. Laser Printer	\$1,450	\$1,450
Health-Dental	1	Sm. Laser Printer	\$350	\$350
Health-Dental	2	Motors for Dental slow speed hand pieces-KAVO2307LN Chein #628-9841	\$1,998	\$1,998
			<u>\$5,298</u>	<u>\$5,298</u>
Health-Substance Abuse Prevention	1	Sm. Laser Printer	\$350	\$350
			<u>\$350</u>	<u>\$350</u>
Health	1	Desktop PC & Monitor	\$1,275	\$1,275
Health	1	PC, Monitor and Printer		\$189
			<u>\$1,275</u>	<u>\$1,464</u>
Health	1	Network Laser Printer to share w/MIHP, Hearing & Vision, Early On staff	\$100	\$100
			<u>\$100</u>	<u>\$100</u>
Health-MIHP	1	RevisedPAT Curriculum-Spanish (Parents As Teachers)	\$295	\$295
Health-MIHP	1	RevisedPAT Curriculum-Spanish (Parents As Teachers)	\$295	\$295
Health-MIHP	1	ASQ Manual & DVD (Ages & Stages Questionnaire)	\$275	\$275
Health-MIHP	4	13" Portable TV	\$320	\$320
Health-MIHP	4	DVD Players	\$320	\$320
Health-MIHP	3	Laptops	\$4,500	\$4,500
Health-MIHP	1	Color Inkjet Printer	\$200	\$200
Health-MIHP	1	Monitor	\$275	\$275
Health-MIHP	1	PC & Monitor	\$1,275	\$1,275
Health-MIHP	1	Network Laser Printer to share w/MIHP, Hearing & Vision, Early On staff	\$700	\$700
Health-MIHP	1	PC, Monitor and Printer		\$977
Health-MIHP	1	Small Laser Printer		\$111
			<u>\$8,455</u>	<u>\$9,543</u>
Health	1	Desktop PC & Monitor	\$1,100	\$1,100
			<u>\$1,100</u>	<u>\$1,100</u>
Health	1	PC Printer Laser	\$350	\$350
Health	1	PC Printer Laser	\$350	\$350
			<u>\$700</u>	<u>\$700</u>
CMH	1	Blackberry to PDA	\$150	\$30
CMH	1	Blackberry to PDA		\$30
CMH	1	Blackberry to PDA		\$30

County of Ottawa
 2008 Budget
 Approved Equipment Requests

Department Name	2008 Requested # of Items/ Quantity	Item Description	2008 Approved Estimated Purchase Price	\$ Amount Added to Budget
CMH	1	Blackberry to PDA		\$30
CMH	1	Blackberry to PDA		\$30
			<u>\$150</u>	<u>\$150</u>
CMH	1	Laptop & Sm. Laser Printer	\$1,850	\$1,850
			<u>\$1,850</u>	<u>\$1,850</u>
Environmental Health	1	Desktop PC, Monitor, Color Inkjet Printer, MS Office Pro	\$1,608	\$1,608
Environmental Health	1	Cell Phone	\$100	\$100
Environmental Health	1	Monitor, Color Inkjet Printer	\$400	\$400
Environmental Health	1	Palm Pilot	\$300	\$300
Environmental Health	1	Equipment-Wrenches, Carts, Drum Funnel, Lab Scale, Hand Held Tools, etc.	\$1,415	\$1,415
Environmental Health	1	Internet Connections for (4) Resource Recovery Service Centers	\$400	\$400
Environmental Health	1	Lumex RA 915 Light-Mercury Analyzer	\$14,900	\$2,980
Environmental Health	1	Monitor	\$200	\$806
Environmental Health	1	Microsoft Office Pro for Laptop with enhanced outdoor screen	\$308	\$308
			<u>\$19,631</u>	<u>\$8,317</u>
COPS Universal GH Twp	3	Tasers with cartridges	\$2,760	\$2,760
COPS Universal GH Twp	1	Ballistic Body Armor	\$480	\$480
			<u>\$3,240</u>	<u>\$3,240</u>
Comm Policing - Holland TWP	2	Vehicle setup & equipment for cars 701 & 704	\$11,180	\$11,180
COPS Universal Holland	2	CVPI Patrol Vehicle Unit 701,704	\$44,000	\$14,667
COPS Universal Holland	4	Taser with cartridges	\$3,680	\$3,680
			<u>\$58,860</u>	<u>\$29,527</u>
COPS Universal Park	1	Tasers with cartridges	\$920	\$920
			<u>\$920</u>	<u>\$920</u>
COPS Universal Zeeland	1	Taser with cartridges	\$920	\$920
			<u>\$920</u>	<u>\$920</u>
Pt. Sheldon/West Ottawa	1	Taser with cartridges	\$920	\$920
			<u>\$920</u>	<u>\$920</u>
Allendale Twp / School	1	Taser with cartridges	\$920	\$920
Allendale Twp / School	1	Laser printer	\$350	\$350
			<u>\$1,270</u>	<u>\$1,270</u>
Grand Haven TWP/ School	1	Ballistic Body Armor	\$480	\$480
Grand Haven Twp/School	1	Taser with cartridges	\$920	\$920
			<u>\$1,400</u>	<u>\$1,400</u>

County of Ottawa
 2008 Budget
 Approved Equipment Requests

Department Name	2008 Requested # of Items/ Quantity	Item Description	2008 Approved Estimated Purchase Price	\$ Amount Added to Budget
Georgetown TWP/Jenison	1	Sound off LED lightbare & install cost	\$1,800	\$1,800
Georgetown/Jenison Sch	1	Taser with cartridges	\$920	\$920
			<u>\$2,720</u>	<u>\$2,720</u>
Zeeland Twp / School	1	Taser with cartridges	\$920	\$920
			<u>\$920</u>	<u>\$920</u>
COPS / MI Police Corps	10	Taser with cartridges	\$9,400	\$6,440
			<u>\$9,400</u>	<u>\$6,440</u>
COPS Holland / Park	1	Taser with cartridges	\$920	\$920
			<u>\$920</u>	<u>\$920</u>
Spring Lake TWP/Schools	1	Ford CVPI Patrol Vehicle Unit 141	\$22,000	\$7,333
Spring Lake TWP/Schools	1	Vehicle setup & equipment for car 141	\$5,590	\$5,590
COPS / Sp Lake Schools	1	Taser with cartridges	\$920	\$920
			<u>\$28,510</u>	<u>\$13,843</u>
COPS / Jamestown	1	Tasers with cartridges	\$920	\$920
			<u>\$920</u>	<u>\$920</u>
COPS / NE Twp	1	Taser with cartridges	\$920	\$920
			<u>\$920</u>	<u>\$920</u>
COPS / Georgetown	1	Sound off LED lightbar & install cost	\$1,800	\$1,800
COPS / Georgetown	1	Taser with cartridges	\$920	\$920
			<u>\$2,720</u>	<u>\$2,720</u>
COPS / Allendale Pol Corp	1	Vehicle setup & equipment for car 103	\$5,590	\$5,590
COPS / Allendale Pol Corp	1	Ford CVPI Patrol Vehicle Unit 103	\$22,000	\$7,333
COPS / Allendale Pol Corp	1	Taser with cartridges	\$920	\$920
			<u>\$28,510</u>	<u>\$13,843</u>
COPS / Allendale	1	Taser with cartridges	\$920	\$920
			<u>\$920</u>	<u>\$920</u>
EMT - Georgetown Twp.	1	Chevy Police Tahoe for E-Unit to replace 49	\$29,000	\$9,667
EMT - Georgetown Twp.	1	Vehicle setup & equipment for 49	\$6,390	\$6,390
EMT - Georgetown Twp.	1	Ballistic Body Armor	\$480	\$480
EMT- Georgetown	8	Tasers with cartridges	\$7,360	\$7,360
EMT- Georgetown	1	Medical supplies	\$4,000	\$4,000
EMT- Georgetown	1	Medical Oxygen	\$1,000	\$1,000
EMT - Georgetown Twp.	1	Laser printer	\$350	\$350
			<u>\$48,580</u>	<u>\$29,247</u>
Road Patrol PA416	1	Chevy Police Pkg Tahoe to replace 715	\$29,000	\$9,667
Road Patrol PA416	1	Vehicle set up & equipment for 715	\$6,240	\$6,240

County of Ottawa
 2008 Budget
 Approved Equipment Requests

Department Name	2008 Requested # of Items/ Quantity	Item Description	2008 Approved Estimated Purchase Price	\$ Amount Added to Budget
SRP PA416	3	Tasers with cartridges	\$2,760	\$2,760
Road Patrol PA416	1	Laptop/ injet printer	\$1,700	\$1,700
			<u>\$39,700</u>	<u>\$20,367</u>
Coopersville Schools	1	Taser with cartridges	\$920	\$920
			<u>\$920</u>	<u>\$920</u>
Community Corrections	1	Sm. Laser Printer	\$350	\$350
Community Corrections	2	Dymo Labelwriters	\$260	\$260
Community Corrections	2	Computers, Monitors, Laser Printers, Labelers	\$6,460	\$6,460
Community Corrections	1	Average Volume Fax	\$800	\$800
Community Corrections	2	Nextel Phones, Clips, Chargers	\$200	\$200
			<u>\$8,070</u>	<u>\$8,070</u>
Family Court - Detention	1	Small Laser Printer	\$350	\$350
Family Court - Detention	1	Small Laser Printer	\$350	\$350
Family Court - Detention	1	Small Laser Printer	\$350	\$350
Family Court - Detention	1	Network Laser Printer	\$1,000	\$1,000
Family Court - Detention	1	Color Laser Printer	\$2,000	\$2,000
Family Court - Detention	1	Desktop PC	\$900	\$900
Family Court - Detention	1	MS Office Lisence 2003	\$249	\$249
Family Court - Detention	1	Monitor GIS Viewing 19"	\$275	\$275
Family Court - Detention	1	Laptop HardDrive 40 GB Package	\$1,500	\$1,500
Family Court - Detention	1	Wireless Router	\$80	\$80
Family Court - Detention	1	Desktop Scanner	\$100	\$100
Family Court - Detention	1	Garrett Super Wond with 360 degree directinal probe	\$205	\$205
Family Court - Detention	1	Heavy-Duty Bent Post System	\$878	\$878
			<u>\$8,237</u>	<u>\$8,237</u>
Juvenile ISP	3	Vehicle Setup & Equipment for 740, 750, 718	\$15,270	\$15,270
Juvenile ISP	2	Palm Pilot & Sync Software	\$600	\$600
Juvenile ISP	3	Ford CVPI Patrol Vehicle	\$66,000	\$22,000
Juvenile ISP	3	Tasers with cartridges	\$2,760	\$2,760
			<u>\$84,630</u>	<u>\$40,630</u>
Juvenile - Treatment	1	Desktop PC: 80GB Drive, DVD/CD-RW, 3/5" Diskette Drive	\$2,700	\$5,400
Juvenile - Treatment	3	Monitor, LCD: 17" Desktop Monitor	\$600	\$600
Juvenile - Treatment	5	Small Laser Printer: (HP 1320) 22 ppm,2 250 sheet tray 1200dpi	\$1,750	\$1,750
Juvenile - Treatment	4	Palm Pilot & Sync Software	\$1,200	\$1,200
			<u>\$6,250</u>	<u>\$8,950</u>
Juv. Srvc-CommunityInterventions	1	Monitor, LCD: 17" Desktop Monitor	\$200	\$200
Juv. Srvc-CommunityInterventions	1	Identix TouchPrint 3100SDFS desktop livescan system	\$11,095	\$2,219
Juv. Srvc-CommunityInterventions	1	PC System Unit	\$900	\$900
Juv. Srvc-CommunityInterventions	1	Monitor, LCD: 17" Desktop Monitor	\$200	\$200

County of Ottawa
 2008 Budget
 Approved Equipment Requests

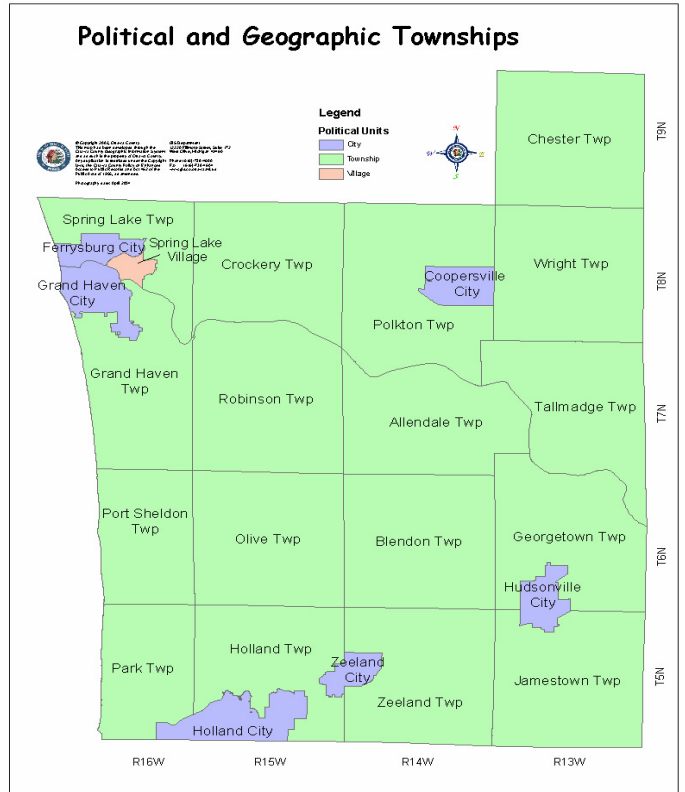
Department Name	2008 Requested # of Items/ Quantity	Item Description	2008 Approved Estimated Purchase Price	\$ Amount Added to Budget
Juv. Srvc-CommunityInterventions	1	Small Laser Printer	\$350	\$350
Juv. Srvc-CommunityInterventions	9	Palm Pilot & Sync Software	\$2,100	\$2,100
Juv. Srvc-CommunityInterventions	1	PC System Unit	\$1,800	\$1,800
Juv. Srvc-CommunityInterventions	1	PC Monitor	\$400	\$400
Juv. Srvc-CommunityInterventions	9	PC Printer	\$3,150	\$3,150
			<u>\$20,195</u>	<u>\$11,319</u>
IT	5	24-Port Cisco Switches	\$3,305	\$3,305
IT	1	Gigabit Switch & associated GBIC Modules	\$3,800	\$3,800
IT	3	IIS Servers & Network Load Balancer	\$7,500	\$7,500
IT	1	Anti-Malware, content filtering for main internet connections	\$47,980	\$9,596
IT	1	Upgrade SAN to full Disk and Server attachment capacity	\$15,118	\$3,024
IT	1	Software Utilities -Tools to diagnose, recover data	\$600	\$600
IT	1	PC Hardware Support Equipment	\$600	\$600
IT	5	PC (5), LCD Monitores (5), PDS (2), Sm. Laser Printers (2)	\$6,800	\$6,800
IT	7	Laptops (7) for user services & (3) Docking stations for Help Desk	\$11,160	\$11,160
IT	1	Footprints License - 1 Additional Concurrent License	\$1,700	\$1,700
IT	3	VS Net w/MSDN Premium Subscription Licenses	\$7,443	\$7,443
IT	1	Wireless Headset	\$300	\$300
IT	3	LANSa Software Developer License	\$45,000	\$9,000
			<u>\$151,306</u>	<u>\$64,828</u>
Duplicating/Admin. Services	1	Copy Machines	\$13,000	\$13,000
Duplicating/Admin. Services	14	Copy Machines	\$85,600	\$85,600
			<u>\$98,600</u>	<u>\$98,600</u>
Telecommunications	1	Telephone system expansion Fillmore Complex	\$40,000	\$8,000
Telecommunications	1	(1)-ID Solutions LifeSize Rm / (2)-Video Conferencing Unit	\$28,000	\$5,600
			<u>\$68,000</u>	<u>\$13,600</u>
Grand Total - Equipment Approved			\$2,174,823	\$1,468,265

County of Ottawa Community Profile

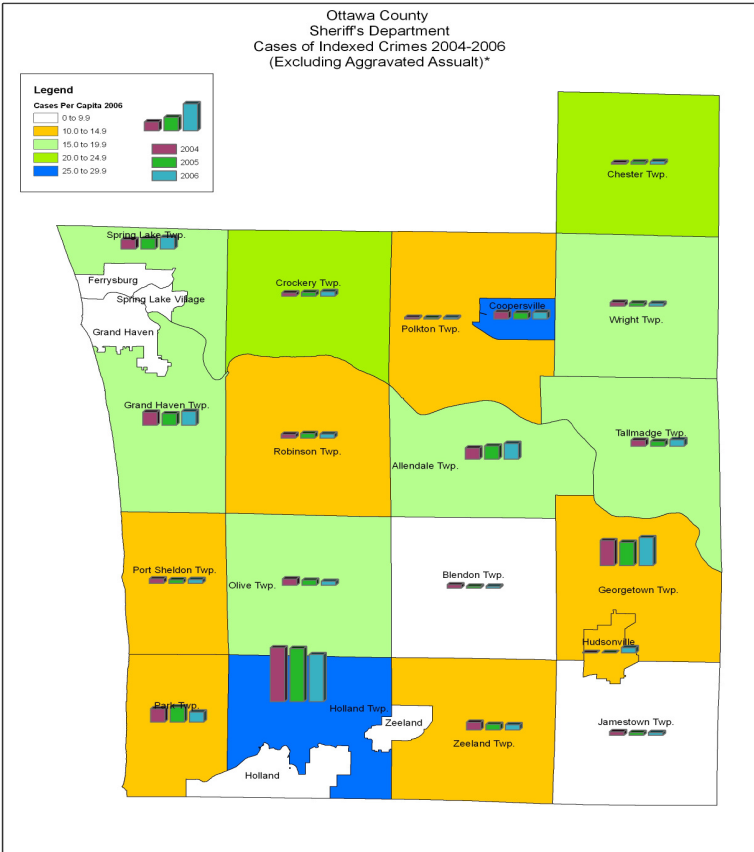
Ottawa County State Perspective



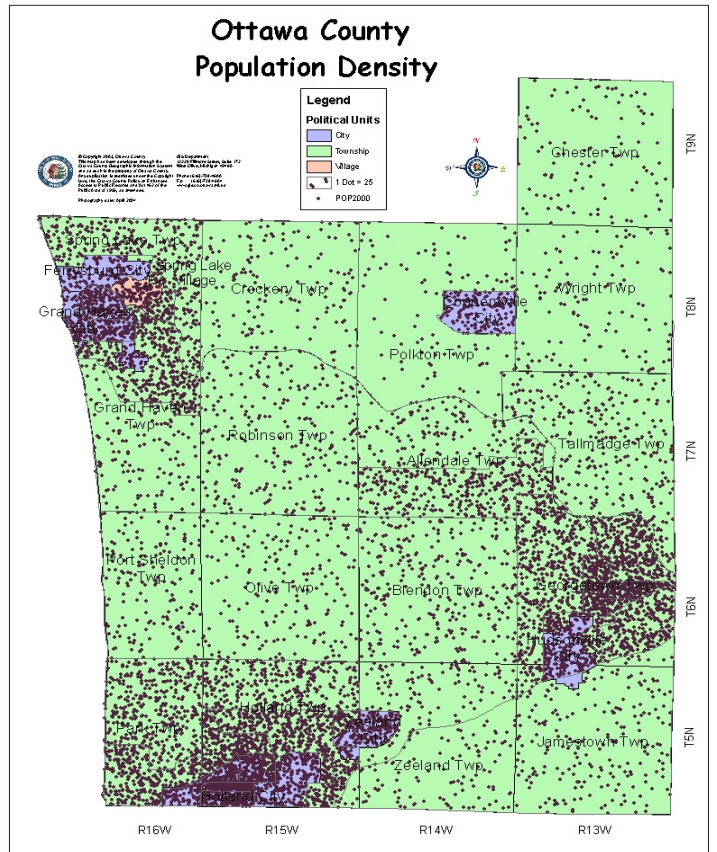
Political and Geographic Townships



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



Ottawa County Population Density



Ottawa County

Introduction

Named for the Ottawa Indians who hunted the area's forests and fished the waters, Ottawa County was established in 1837. The County began full operations in April of 1838. At that time (according to the Census of 1840), there were only 208 residents within all of Ottawa County. The most recent Census (2000) recorded Ottawa County's total population at 238,314. In the six years since the last Census, the total population has increased by nearly 20,000 persons to 257,671. Significant population growth has occurred over the years and is expected to continue in the years ahead, though at a slower rate. Ottawa County is located in the southwestern portion of Michigan's Lower Peninsula along the Lake Michigan shoreline. The County encompasses a land area of approximately 565 square miles and is comprised of 17 townships, 6 cities and 1 village.

Industrial

Industrial property valuations account for \$1,079,023,216 or 11.3% of the County's 2007 Taxable Value. Ottawa County has a large and diversified industrial base of nearly 800 manufacturing firms. The size of firms range from one & two person shops to nationally known Fortune 500 corporations. The largest concentration of manufacturing firms is found in the southwest portion of the County, although there are over a dozen established industrial parks (many with available sites) located throughout Ottawa County. The major industrial sectors in terms of employment include furniture, fabricated metals, plastics, food products and transportation equipment. As a growth area, Ottawa County experiences a number of significant private and public sector development projects each year. Major automotive suppliers include Johnson Controls, Inc., Magna Donnelly, Gentex, Delphi Automotive and Eagle Ottawa Leather. Major office furniture manufacturers include Herman Miller, Inc., and Haworth. Prominent food processors include Bil-Mar/Sara Lee, Heinz, Request Foods, Boar's Head and Leprino Foods.

As a growth area, Ottawa County experiences a number of significant private and public sector development projects each year. As has been the case for many years and is anticipated again for this year, Ottawa County is among the top counties in the State for the volume of industrial facilities tax abatements issued in the State of Michigan. This is an indicator of the amount of industrial development activity occurring in Ottawa County. In 2007, there were 39 tax abatements issued for a combined value of \$138 million. In fact, Ottawa County had the second highest number of tax abatements in the State of Michigan for 2007. Kent County, with 41 tax abatements, came in first. Kent County borders Ottawa County to the east.

Collectively, all of these expansion projects are expected to create at least 888 new jobs over the next two years. Some of the larger industrial expansion projects in terms of investments (of \$5 million or more) include the following:

Company	Project	\$ Investment	Projected Job Growth
Leprino Foods	Plant Expansion	\$97.6 million	53
Gentex	New Manufacturing & Technology Center	35.6 million	100
Sara Lee	Machinery & Equipment	12.4 million	24
NPR Manufacturing	Plant Expansion	8.1 million	10
Meridian	Machinery & Equipment	7.1 million	14
Magna Donnelly	Machinery & Equipment	6.6 million	57
Metal Flow	Plant Expansion	6.3 million	32
J.B. Laboratories	Plant Expansion	5.9 million	10

In addition, going into 2008 and beyond, there are a number of other manufacturing firms in Ottawa County with expansions currently underway or planned. Details on the significant known expansions follow:

Company	Project	\$ Investment	Projected Job Growth
Gentex	Plant Expansion	\$11 million	130
Lamar Construction	New Facility	6.3 million	63
Plascore	New Facility	2.8 million	50
PowerQuest Boats	New Operation	1.7 million	34
Pac CNC	Building Addition	905,000	2
Environ Solution	Machinery & Equipment	763,875	20
Industrial Woodworking	Building Addition	478,034	2

Commercial

Commercial valuations comprise \$1,360,057,196 or 14.2% of the tax base of the County in 2007. There are also several large commercial development projects currently under construction or scheduled to begin in the near future. Those new projects include a 178,590 square foot Wal-Mart Super Store in Grand Haven Township, a \$1.75 million West Shore Mall renovation in Holland Township, a 225,000 square foot Menards store in the City of Holland, a \$15 million Meijer shopping center in Jamestown Township and the Grand Landings in the City of Grand Haven. Grand Landings is located on the south shore of the Grand River and along U.S. 31. This project will include residential condominiums, stores, cafes, restaurants, and a hotel/convention center. When built-out, this village development project will be valued at approximately \$70 million.

Recreational

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

are 13 County parks and two State parks located in Ottawa County. Both State parks are located along the Lake Michigan shoreline and attract more visitors than any other parks in the State's system. Other local attractions include the Grand Haven Musical Fountain, Berlin Raceway in Marne, three fairs (County and two communities), numerous paved bike paths, outstanding golf courses and two nationally known festivals – Tulip Time in Holland and the Coast Guard festival in Grand Haven.

Agriculture

Agriculture is an important sector of Ottawa County's economy. It has a taxable value of \$251,855,365 and amounts to approximately 2.6% of the County's total taxable value in 2007. Notably, Ottawa County ranks first in the State (among 83 counties) in the market value of all agricultural products sold. Leading products include nursery and ornamental shrubs, greenhouse products, poultry and livestock. Crops of importance include blueberries, soybeans, corn celery, and onions. The County's growing season is 160 days. The average annual precipitation is 31 inches with 75 inches of snowfall.

Residential

Residential valuations comprise \$6,760,613,326 or 70.5% of the 2007 tax base of the County. Housing costs in Ottawa County are comparatively lower than in many other areas of the nation. The southeast (Georgetown Township) and southwest (Holland and Park Townships) portions of the County have experienced the greatest residential growth. Other strong residential growth areas include Allendale Township and Grand Haven Township.

Financial Services

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

Health Care

During 2006, Zeeland Community Hospital opened its new \$36 million facility to replace its aging structure within the City of Zeeland. The new hospital is located on a 40-acre site (part in the City and part in the Township). The new facility allows for the utilization of more advanced technologies including more inpatient and outpatient surgery, emergency services and diagnostics procedures. In addition, Holland Hospital is in the process of a \$45 million remodeling and expansion project to expand the emergency department, add a new critical care unit, and add more rooms.

Education

Ottawa County has 9 public school districts that collectively comprise the Ottawa Area Intermediate School District. In addition there are several non-public schools and charter schools in the County. Most of the non-public schools are Christian schools. Enrollments have

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

Transportation

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

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

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

<u>Company</u>	<u>Business</u>	<u>Approximate Number Employees</u>
Herman Miller (2)	Office Furniture	4,499
Johnson Controls (1)	Automotive Components	3,250
Grand Valley State University	Higher Education	2,703
Gentex Corporation	Automotive Mirrors	2,154
Haworth (1)	Office Furniture	1,850
Holland Community Hospital	Health Care	1,637
Magna Donnelly (1)	Automotive Windows & Mirrors	1,470
Meijer, Inc.	Retail Stores	1,400
Shape Corporation	Metal Roll Forming	1,375
County of Ottawa	Government	1,188

SOURCE: Ottawa County Economic Development Office, Inc.

- (1) Facilities located within Ottawa County and/or the City of Holland portion of Allegan County
- (2) Includes all subsidiaries

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

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

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

**County of Ottawa
Demographic and Economic Statistics
Last Ten Calendar Years**

Fiscal Year	Population (1)	Personal Income (thousands of dollars) (1)	Per Capita Income (1)	Median Age (2)	School Enrollment (3)	Unemployment Rate (4)
1997	223,915	\$5,700,349	\$25,458	n/a	51,152	2.7%
1998	229,401	6,108,511	26,628	n/a	51,823	2.5%
1999	234,916	6,408,233	27,279	n/a	53,213	2.7%
2000	239,522	6,677,656	27,879	32.3	54,068	2.4%
2001	243,557	6,763,271	27,769	32.6	54,620	4.0%
2002	246,405	6,868,133	27,873	32.8	55,293	5.3%
2003	249,575	7,134,942	28,588	33.0	55,060	6.2%
2004	252,913	7,539,371	29,810	33.2	55,696	5.2%
2005	255,187	7,845,325	30,743	33.4	55,575	5.0%
2006	257,671	n/a	n/a	n/a	55,412	5.9%

n/a: Information is unavailable.

Sources:

- (1) U.S. Department of Commerce, Bureau of Economic Analysis
- (2) U.S. Census Bureau
- (3) Fourth Friday Count, Ottawa Area Intermediate School District
- (4) Michigan Dept of Labor & Economic Growth

**County of Ottawa
Principal Taxpayers
12/31/2006**

Taxpayer	Type of Business	Taxable Assessed Valuation (1)	Percentage of Total County Taxable Assessed Value
Consumers Energy	Utility	\$330,011,825	3.66 %
Herman Miller	Office Furniture	76,468,285	0.85
Gentex	Automotive Mirrors	69,353,636	0.77
Shape Corp.	Metal Extrusion	41,536,685	0.46
Delphi Automotive Systems	Automotive Components	34,007,700	0.38
Johnson Controls	Automotive Components	32,923,864	0.36
Magna Donnelly Corp	Automotive Windows & Mirrors	32,022,793	0.35
Meijer, Inc.	Retail Stores	28,843,884	0.32
Royal Plastics	Plastic Manufacturing	25,519,660	0.28
Geenen DeKock Properties	Rentals/ Land Development	22,955,878	0.25
		<u>\$693,644,210</u>	<u>7.68 %</u>

(1) Ottawa County Equalization Department. The 2006 Taxable Value was \$9,027,094,310.

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

Activity: A specific unit of work or service performed.

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

FHLB: Federal Home Loan Bank.

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

FNMA: Federal National Mortgage Association (Fannie Mae).

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

Headlee Rollback (also called Tax Limitation Amendment):

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

OUIL: Operating Under the Influence of Liquor.

OWI: Operating While Intoxicated

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

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

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

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

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

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

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

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

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

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

Rollback Legislation: See Headlee Rollback.

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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

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

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

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

State Equalized Value: See S.E.V.

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

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

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

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

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

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

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

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

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

GLOSSARY OF BUDGET AND FINANCE TERMS

value has changed over time, whether it has been subject to statutory caps" and when it was last "uncapped" because of "transfer of ownership".

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments.

Truth in Taxation (Act No. 5, PA of 1982): Any increase in the total value of existing taxable property in a local taxing unit must be offset by a corresponding decrease in the tax rate actually levied so that the yield does not increase from one year to the next. The rollback may be reversed by a special vote of the legislative body of the local unit provided that the action is preceded by a public advertisement and hearing.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purchases.

Uniform Budget and Accounting Act (P.A. 621): This act was passed by the Michigan Legislature in 1978 to provide for a system of uniform procedures for the preparation and execution of budgets in local government. The Act addresses responsible parties in the budget process, required information in the budget document, and policies regarding deficits and budget amendments.

Unqualified Opinion: An auditor's opinion stating that the financial statements present fairly the financial position, results of operations and (when applicable) changes in financial position in conformity with GAAP (which include adequate disclosure). This conclusion may be expressed only when the auditor has formed such an opinion on the basis of an examination made in accordance with GAAS or GAGAS.

User Charges (also known as User Fees): The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Violent Crimes: Violent crimes are index crimes including Murder/Manslaughter, Negligent Homicide, Kidnapping, Criminal Sexual Conduct, Robbery, Aggravated Assault, Burglary, Motor Vehicle Theft, Arson, and Larceny.

Weed and Seed: Federally funded programs to "weed" crime out of a designated area and then "seed" the neighborhood with social service and revitalization efforts. See Special Revenue Fund 2603.

Yield: The rate earned on an investment based on the price paid for the investment.

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