

OTTAWA COUNTY

West Olive, Michigan Adopted 2016 Budget



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OTTAWA COUNTY BOARD OF COMMISSIONERS

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Prepared by the Fiscal Services Department

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, 2015. This was the nineteenth year that the County has submitted and received this prestigious award.

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

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



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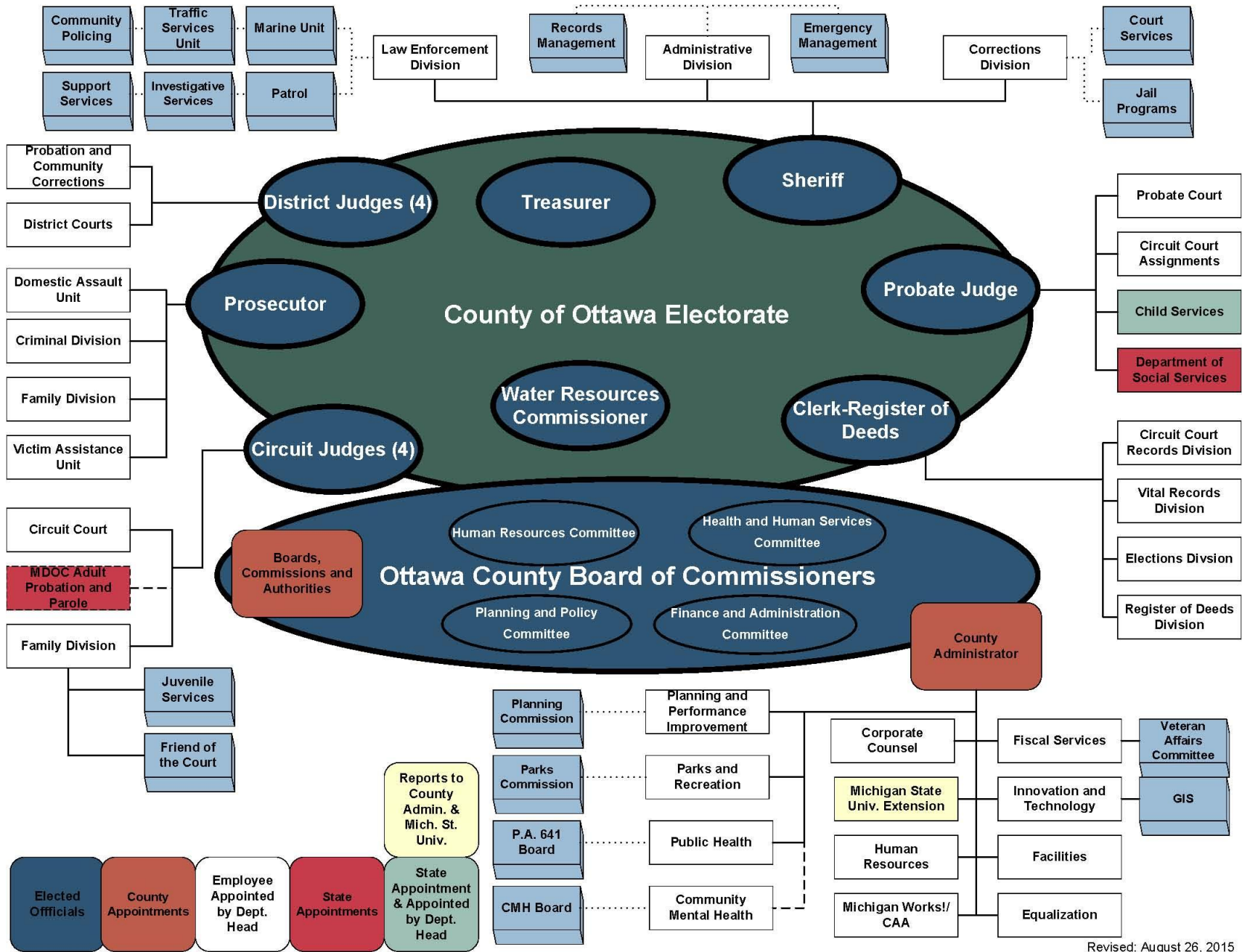
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Ottawa County

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September 8, 2015

Board of County Commissioners and Citizens of Ottawa County:

Transmitted herein are the 2016 Operating Budgets for the County operations. The budget is balanced in that the revenues and fund balances in all funds are anticipated to meet and exceed expenditures. The budget is presented in conformance with Public Act 2 of 1968 known as the Uniform Budgeting and Accounting Act.

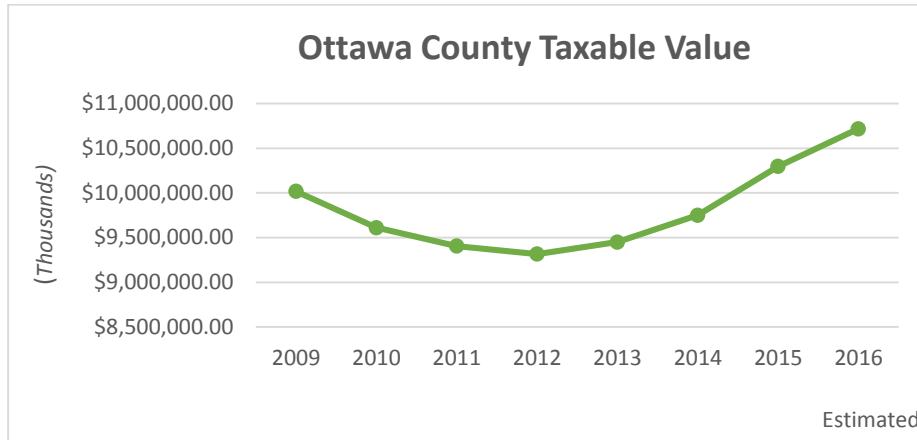
Included in the 2016 Budget Book is a budget summary that explains the process for budget development. Also included in this document is a County Profile and budget overview section that addresses the key revenue sources as well as the main expenditure categories.

This budget document is organized with the summarization of funds in alphabetical order. Each fund summary contains a description of the fund, a financial summary of revenues and expenditures by type, a personnel summary for each fund as well as fund balances at the beginning and end of the budget year. The General Fund is then broken down into departmental summaries, which includes, at a minimum, a financial summary of revenues and expenditures for each department by type and a personnel summary for department. Some of the departments, if applicable, also have included the department's mission statement, function statement, goals and objectives as well as its performance measures.

FINANCIAL ISSUES:

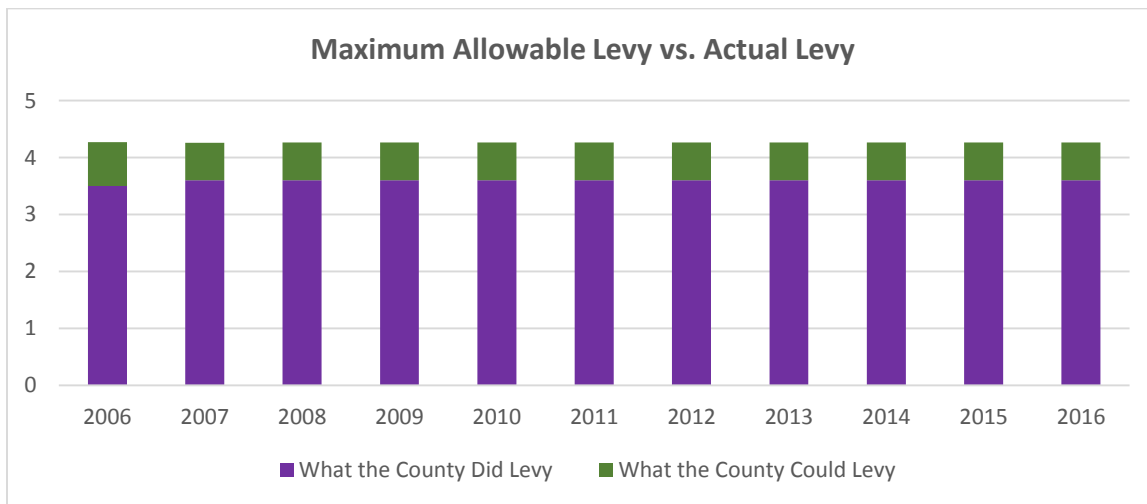
REVENUES: Although revenues for the 2016 Budget will overall be decreasing, the County was able to compile a balanced budget with the use of very little reserves while still providing the same level of services and maintaining the current millage rate.

Taxable Values: After 4 years of significant increases in property value, fiscal year 2016 will see the smallest growth in property value since 2012, with an estimated increase in 2016 property value at approximately 1.69%. Factored into this estimate are the anticipated 0% growth in inflation, along with an adjustment to property value in 2016 based on the requirements from Proposal 1 passed in 2014 and implemented in 2016



Tax Revenue is factored mainly on taxable property value. In 2016 the estimated 1.69% increase in property value will generate an increase in tax revenue of 2.65% or approximately \$890,000. Tax revenue in total shows an overall decrease of approximately \$3.5 million. \$4.2 of this decrease is from the E-911 tax that in 2016 will no longer be passed through the General Fund. This decrease does have an offsetting decrease in expenditures.

Property Tax Revenue and Citizen Burden: Although in the 2016 Budget there is a decrease in revenue the County remains sensitive to the taxpayer contributions. Ottawa County has a maximum tax limit of 4.2650 mills for the 2016 County operations. The Board of Commissioners has chosen to continue to the levy the lower amount of 3.6 mills for the nineteenth consecutive year. The difference in the levy from the maximum of 4.2650 mills to 3.6000 mills represents a 16% savings to taxpayers.



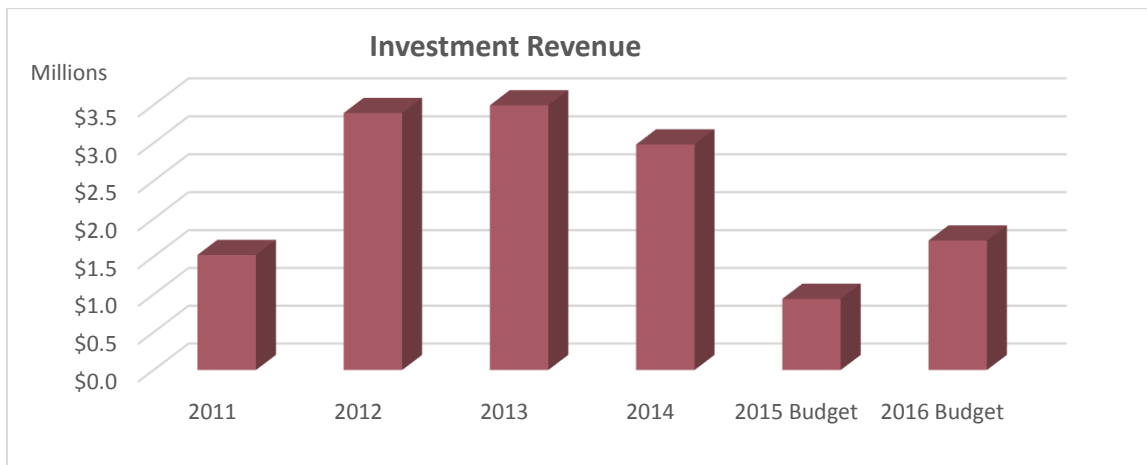
New Legislation for Budget 2016: Proposal 1: 2016 budget year is the first year where proposal will effect property tax values and tax revenue. This change in property tax values is estimated to effect tax revenue for the County in the amount of \$550,000. As required by this proposal the State will reimburse and make the County whole to the 2013 property value, which is approximately \$220,000 for 2016, creating a total loss from Proposal 1 of \$330,000 in 2016. At this time it is still unclear how and in what time frame, this reimbursement by the State will be processed.



State and Federal Revenue: For fiscal year 2016, the State cut the percentage it will reimburse for the Convention and Facility Tax also known as PA2 funds, reducing funding for 2016 by 895,000. However, there is also a reduction in PA2 expenditures of approximately 50% of this revenue, or \$400,000. The County is required by law to pay 50% of the PA2 funds for substance abuse treatment, which is currently managed by Lakeshore Regional Partner (LRP). This reduction is reflected in the health and welfare expenditure section.

Investment Revenue: Interest revenue includes realized and unrealized capital gains and losses reported through a change in fair value as well as actual interest received. The County's investment portfolio is laddered over a 5 to 7 year period with an average maturity of just over 3 years. By laddering the portfolio, the changes in interest rates are averaged and provide 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.

As indicated in the graph to the below, investment revenue can vary significantly. The County is limited by the State of Michigan in its choice of investment vehicles and anticipates average return rates to remain low. Also, because interest rates have remained low for such an extended period, longer term investments that were at higher rates have matured and have been reinvested at lower rates.



One Time Dollars: County financial policies stress the importance of having a balanced budget, which means at the end of the day operating revenues match operating expenditures. To keep a conservative approach to estimating revenues without eliminating programs, the 2016 budget includes a \$1,000,000 transfer from the Ottawa County Insurance Authority. The County has budgeted \$500,000 more in 2016 than in 2015 based on the forecasting of a smaller-than-past-years increase in taxable values and tax revenue, as well as the loss assumed in property value from Proposal 1. The County has budgeted \$500,000 in the past, but the last time dollars were actually transferred was fiscal year 2005. The County does not anticipate using the \$500,000 in 2015. The Insurance Authority has a strong net position at 12/31/2014 of \$23.3 million, which gives it the capability to provide this transfer. The County contributed money to start the Authority in 1990, and the balance of that contribution is \$4.1 million.



EXPENDITURES: Every year the County faces the continued increase of expenditures and over time these increases can negatively impact the provision of services. Since approximately 60% of the General Fund expenditures are funded with property tax revenue, increases in expenditures should also reflect the change in taxable value.

Wages: The increase in salaries for the 2016 budget year are a combination of the annual step increases per the pay scale and the negotiated cost of living adjustments. Additionally a wage and classification study was completed in the fall of 2014 with a total increase in salaries effective January 1, 2015 of \$552,721. This amount has been reflected in the 2016 budget.

In 2016, 4.0 full time equivalents (FTE) were added to the budget. A Legal Self Help Center Administrative Assistant (1.0 FTE) was added to meet the requirements from the Michigan Court system for providing services to the public defenders who serve the courts within the County. Parks added a Nature Education Center Secretary (1.0 FTE) was added to the Parks Department to assist with various needs at the center, as well as an additional Maintenance Worker (1.0 FTE) to help with the upkeep and continuous maintenance of the parks and its amenities. A Senior Caseworker (1.0 FTE) was added to Juvenile Services, but they eliminated a Group Leader to accommodate this new position. They also added funding to their temporary salaries in the amount of 1.0 FTE, for a wage increase for the temporary relief youth specialists. This increase will assist Juvenile Services in hiring individuals who may stay for a longer period of time and subsequently decrease training time.

Fringe Benefits: The County continues to reduce the negative impact of rising employee benefit cost while assisting employees in managing their health and providing ways for them to live a healthier lifestyle. During 2015, the County launched a change in its current campaign of "Know Your Numbers, Work Your Numbers". Each employee has various threshold metrics to meet and if an employee did not meet one or more of the metrics, the employee was given various options to rectify the failed metric. These options were anything from a visit to their doctor for a physical, a six week fruit & vegetable challenge and/or a six week physical challenge. If an employee did not meet the various threshold metrics, but did not complete one of the options available to them, then they will be charged a noncompliance penalty in 2016. The revenue generated from these penalties will more than cover the \$192,500 budgeted for the health management program.

Other Post-Employment Benefits: The County implemented Governmental Accounting Standards Board Statement #O45 – Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions, also known as OPEB, with the 2008 budget. Ottawa County has two sources of OPEB. Retirees of certain employee groups receive a credit of \$4-\$10 per month per year of service on their health insurance and the County allows retirees under age 65 to purchase health insurance at group blended rates. However, as of January 1, 2008, retirees over age 65 can only purchase insurance at the full actuarially determined cost, and the County no longer provides credits towards the premium. As a result, the County's OPEB unfunded accrued actuarial liability on January 1, 2016 was just \$99,908. The annual required contribution (ARC) included in the 2016 budget is \$170,544.

Defined Benefit Retirement Plan: The County is a member of Michigan Employment Retirement System (MERS), an independent non-profit organization that manages the retirement plan. As of April 2013, all new employees (except Judges) hired by the County participate in a defined contribution plan, as the defined benefit plan is now closed to new employees. Knowing there would be a near term increase during the transition to the defined contribution plan, the County set aside funds in a separate fund (DB/DC Financing Tool).

When a defined benefit plan closes, MERS' policy is to reduce the amortization period of the unfunded accrued liability by two years each year, increasing the annual required contribution. At the same time, the annual required contribution is expressed as a monthly payment, instead of a percent of active enrollment making it difficult to budget.



The County purchased Pension Obligation Bonds at the end of 2014 to fund the currently unfunded portion of the MERS obligation, which facilitated the County to achieve over 90% of its funded obligation to MERS. In doing so the County plans to use DB/DC fund balance for the debt service payment in 2015 in the amount of \$946,000, which was set aside for this purpose. In 2016 the MERS rate for each employee has been adjusted to cover most of the Pension Bond payment of \$2.1 million, with approximately \$595,000 of DB/DC fund balance being used to offset this payment.

Unfunded Mandates: Unfunded mandates are state or federal legal requirements, which result in service and financial obligations on local governments without corresponding revenue. The concern over unfunded mandates is identified in the County's Strategic Plan and continues to be monitored as new legislation is considered.

Fund Balance/Net Position: The County has a long standing history managing annual operating costs with current year revenues and 2016 is consistent with this philosophy.

Fund Type	Total Equity 2012	Total Equity 2013	Total Equity 2014	Amended Budget 2015	Proposed Budget 2016
General Fund	\$ 20,347,872	\$ 20,995,416	\$ 20,645,675	\$ 18,705,681	\$ 17,563,976
Special Revenue Funds	33,466,087	35,654,185	30,378,491	27,976,653	26,129,043
Capital Project Fund	-	3,162,866	3,531,899	1,744,174	974,642
Delinquent Tax					
Revolving Fund	24,009,202	23,749,935	23,226,301	21,339,704	19,108,888
Permanent Funds	5,814	5,837	5,860	5,883	5,913
Internal Service Funds	36,898,377	40,058,694	40,255,642	39,609,831	38,204,538
Total Equity	\$ 114,727,352	\$ 123,626,933	\$ 118,043,868	\$ 109,381,926	\$ 101,987,000

General Fund: Each year the County appropriates assigned fund balance that was set aside from previous years' savings to accommodate department and elected officials under-spending appropriations. The remaining use of fund balance is for programs/projects that the Board has committed previous savings.

Special Revenue Fund: The increase in the use of fund balance for budget year 2016 of \$1.8 million is substantially higher than 2015. This is due to three main funds. As stated above the DB/DC fund will be using approximately \$595,000 of its fund balance to cover the Pension Bond payment. The Health Fund will be using \$825,000 of its fund balance, however \$625,000 of this is from the transfer that the General Fund made to the Health Fund in 2015. Lastly, the Solid Waste Cleanup fund is planning on using \$465,000 of fund balance in connection with on-going monitoring at the landfill.

Delinquent Tax Revolving Fund (DTRF): As planned the net position in this fund is decreasing. To be conservative the County does not include new foreclosures in the revenue estimates and multiple bond payments as well as operating transfer to the General Fund are paid from the fund. Consequently, net position is expected to decrease through 2017, after which one of the larger bond issues will be paid off.

Internal Service Funds: Net positions in these funds is expected to stay steady



Fund Balance as a Percentage of Expenditures: It is the County's policy to maintain an unassigned fund balance in the General Fund of not less than 10% and not more than 15% of the most recently audited General Fund expenditures and transfers out. The proposed 2016 Budgeted Expenditures of \$66,418,299 and Estimated Equity of \$17,563,976, leaves a total equity as a percentage of expenditures of 26.4%. This maintains the maximum of 15% unassigned fund balance and the remaining 11.4% is non-spendable (inventory), restricted (donation), committed (Board-initiatives) or assigned fund balance.

Financing Tools: Long-term financial planning is addressed extensively in the County's Strategic Plan. The Board adopted fiscal policies and procedures, which specifically address the County's long-term financial needs through various Financing Tools that provide partial, alternative funding sources.

The following funds are budgeted as Special Revenue funds, but consolidated with the General Fund for reporting purposes:

- Compensated Absences (2980) was established to pay for the County's accrued liability which resulted from discontinuing the accumulation and payoff of employee sick days. Estimated equity at 12/31/16 - \$3,533,419.
- DB/DC Conversion Fund (2970) was established to partially fund the near-term increase in retirement funding as a result of closing the defined benefit retirement plan. Estimated equity at 12/31/16 - \$2,580,891.
- Infrastructure Fund (2444) had been established to loan funds to municipalities for infrastructure development. The loans made since inception total \$2,155,000 and have been fully paid off as of 7/31/2015. Currently, the fund is also contributing \$125,000 per year toward the Fillmore expansion/Grand Haven building project debt service payment. These payments will continue through 2027. Estimated equity at 12/31/16 - \$1,438,601
- Solid Waste Clean-up Fund (2271) is continuing to pay on-going monitoring cost at the Southwest Ottawa Landfill. Estimated equity at 12/31/16 - \$3,353,773.
- Stabilization Fund (2570) is providing the General Fund with approximately \$40,000 in interest earnings. In addition, the fund provides additional flexibility to deal with unexpected occurrences that have the potential to negatively impact finances. Estimated equity at 12/31/16 - \$8,956,757.

**BUDGET SUMMARY**

The 2015 budget reflects the on-going implementation and refinement of the action plans addressed in the County's Strategic Plan. The fluctuations between the 2015 amended and 2016 budgets are discussed below.

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

Source	2015 Amended Budget	2015 Percent of Total	2016 Proposed Budget	2016 Percent of Total	Percent Increase (Decrease)
Taxes	\$ 43,711,030	27.8%	\$ 40,319,224	26.9%	-7.8%
Intergovernmental	69,020,578	43.8%	62,803,413	41.9%	-9.0%
Charges for services	17,246,986	11.0%	17,480,705	11.7%	1.4%
Fines and forfeits	79,400	0.1%	76,400	0.1%	-3.8%
Interest on investments	88,817	0.1%	500,570	0.3%	463.6%
Rental income	4,299,698	2.7%	4,185,890	2.8%	-2.6%
Licenses and permits	1,134,849	0.7%	1,107,784	0.7%	-2.4%
Other	2,110,374	1.3%	4,027,421	2.7%	90.8%
Transfers In from Other Funds	13,590,948	8.6%	15,710,203	10.5%	15.6%
Bond Proceeds	-	0.0%	-	0.0%	N/A
Fund Balance					
Use/(Contribution)	6,129,534	3.9%	3,758,817	2.5%	
Total Estimated Revenues	<u>\$ 157,412,214</u>	<u>100.0%</u>	<u>\$ 149,970,427</u>	<u>100.0%</u>	

Taxes serve as the primary revenue source for the General Fund and Parks & Recreation Fund. As noted before the County is choosing to levy 3.6 mills rather than the maximum allowable. The County is estimating a 1.69% increase in taxable value in 2016. Also noted earlier, the total levy amount includes .4400 mills for the E-911 tax, but this is no longer recorded in the General Fund, but passed through to Central Dispatch, a component unit of the County. This accounts for the majority of the decrease in tax revenue in 2016.

The 2016 levy is broken down as follows:

	<u>Millage for 2015 Budget</u>
General Operations	3.6000
E-911	.4400
Parks and Recreation	<u>.3165</u>
	4.3565



Intergovernmental Revenue represents 41.9% of the Governmental funds revenue budget and shows a decrease in 2016 of 9%. Fluctuations by fund are listed below, with major changes outlined in the narrative that follows:

<u>Fund</u>	<u>Change over 2014</u>
General Fund	\$ (758,327)
Mental Health	(3,311,223)
Health	(926,512)
Parks & Recreation	(700,513)
Brownfield Development	(322,279)
Capital Project Fund	(515,613)
Substance User Disorder	933,156
Child Care Fund	(130,757)
Other	(485,097)

In the General Fund the loss of the PA2 funding accounts for the loss of revenue and as noted previously there is an offsetting 50% expenditure reduction in the amount due to the LRP for substance abuse program expenses. Parks and Recreation, Brownfield Development, Capital Project and Child Care Fund revenue is decreasing because of estimated reductions in grant amount or awards.

The Mental Health Fund is projecting a significant reduction in revenue it receives from the Federal and State government for various programs. Significant decreases have been made to the 2016 expenditure budget in anticipation of this as well as the elimination of staff associated with these programs. Although there is a large decrease in this source of revenue the General Fund contribution will not change. The Health Fund is also showing a decrease in revenue in this area based on the same factors as Mental Health and has made the necessary reductions in expenditures to reflect this decrease in revenue. Although the Health Fund anticipates a decrease in revenue of approximately \$900,000 they were able to keep the increase in the General Fund contribution to only \$50,000.

Charges for Services revenue is currently estimated at 11.7% of total revenue and is increasing 1.4% or \$233,719. The main areas of increase are in the Health Fund and the amount it charges for programs, and the General Fund in the various court fees and the Register of Deed fees.

Licenses and Permits revenue is decreasing primarily due a decline in the number of dog licenses issued. The offering of three-year licenses versus an annual renewal has decreased the need for license renewal. Based on the current census by the Treasurer the number of licenses is expected to decline in 2016 based on this renewal cycle.

Rental Income will be decreasing starting 10/1/2015 as the County complies with Office of Management and Budget’s Super Circular, which regulates that the County can no longer charge a 2% usage fee as part of its rent to other departments throughout the County.

Fund Balance: Discussed early in the transmittal letter by fund type.



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

Use	2015 Amended Budget	2015 Percent of Total	2016 Proposed Budget	2016 Percent of Total	Percent Increase (Decrease)
Legislative	464,823	0.3%	\$ 454,494	0%	-2.2%
Judicial	17,783,959	11.3%	18,086,520	12%	1.7%
General Government	17,910,816	11.4%	18,044,035	12%	0.7%
Public Safety	33,824,003	21.5%	30,037,574	20%	-11.2%
Public Works	1,044,512	0.7%	1,255,255	1%	20.2%
Health & Welfare	59,634,054	37.9%	56,408,606	38%	-5.4%
Culture & Recreation	6,481,428	4.3%	4,931,031	3%	-23.9%
Community & Economic Development	1,590,863	0.0%	1,249,761	1%	-21.4%
Other	335,000	0.2%	537,280	0%	60.4%
Capital Projects	2,774,812	1.9%	1,689,500	1%	-39.1%
Debt Service	4,088,648	2.7%	5,216,168	3%	27.6%
Operating Transfers Out	11,479,296	7.7%	12,060,203	8%	5.1%
Total Estimated Expenditures	<u>\$157,412,214</u>	<u>100%</u>	<u>\$149,970,427</u>	<u>100%</u>	

Legislative expenditures are decreasing 2.2%. The 2015 budget contained funds to purchase IT equipment for the Commissioners, which no longer needs to be budgeted in 2016.

Judicial expenditures are increasing only slightly and most of this 1.7% increase is based on the increase of wages from the cost of living adjustments and step increase (per pay scale). All other expenditures, including fringe benefits, decreased in this area.

General Government also will see a slight increase of 0.7%, which can be contributed to the increase in wages, like judicial expenditures.

Public Safety represents 20% of total expenditures and is decreasing 11.2% in 2016. \$4.2 million of this decrease was in the General Fund and is from the elimination of the E-911 taxes that are no longer being passed through the General Fund in 2016. As stated earlier a matching decrease in revenue has been budgeted for 2016.

Public Works expenditures are increasing by 20.2% mainly from the amount of Public Works projects that are needed to keep the various landfills functioning as well as up to code.

Health & Welfare expenditures are a total of 38% of the budget and are decreasing \$3.2 million dollars or 5.4%. Much of this decrease in expenditures is derived from the loss of program funding in both the Mental Health fund and Health fund, as well as the necessary decreases in expenditures.



Culture & Recreation expenses are all recorded within the Parks & Recreation Fund and are decreasing by 23.9%. This can be contributed to the decreased number of approved capital outlay projects Parks & Recreation has planned for the 2016 fiscal year. The capital outlay estimate for 2015 is \$3.379 million which includes the large Grand Ravine Phase 1 project as well as the Macatawa Greenway Trail and the Pumphouse Museum. Total capital outlay estimated for 2016 is \$1.825 million which is mainly funding of \$1.711 million for the Grand River Greenway Trail project

Community & Economic Development expenditures is decreasing by 21.4%, which can be all attributed to a grant received in 2015 for a project in the Brownfield Development Fund that is not being renewed in 2016.

Debt Service expenditures are increasing by 27.6% for a total of \$1.1 million, which is the increase in the 2014 Pension Bond payment per the amortization schedule.

CONCLUSION

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

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

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

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

Sincerely,

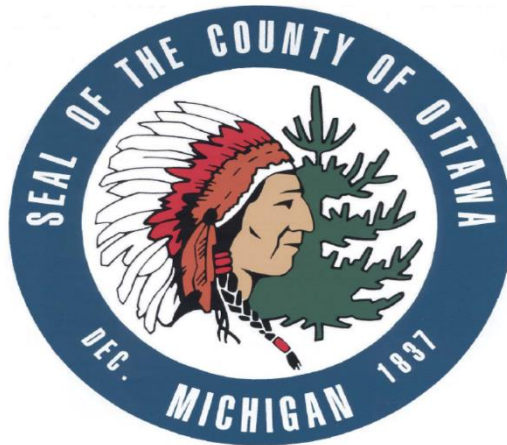
Alan G. Vanderberg
County Administrator

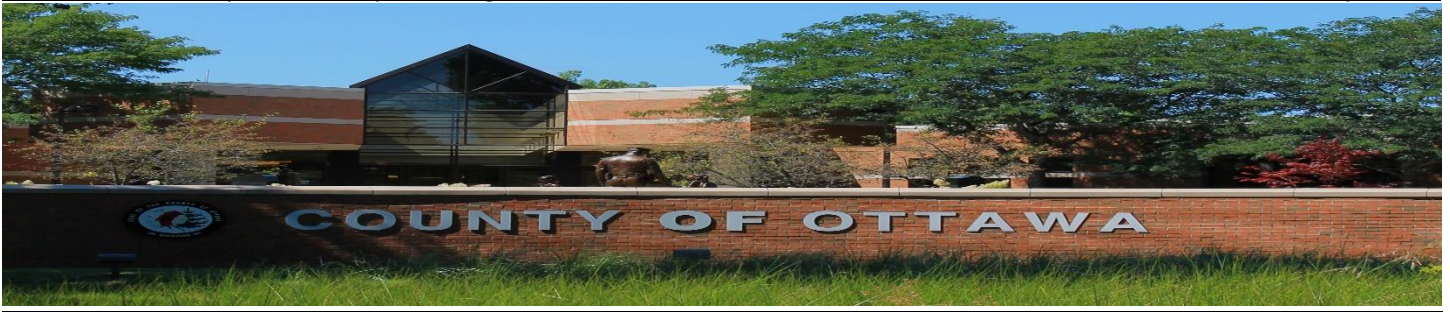
Karen Karasinski
Fiscal Services Director



COUNTY

PROFILE





Introduction

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



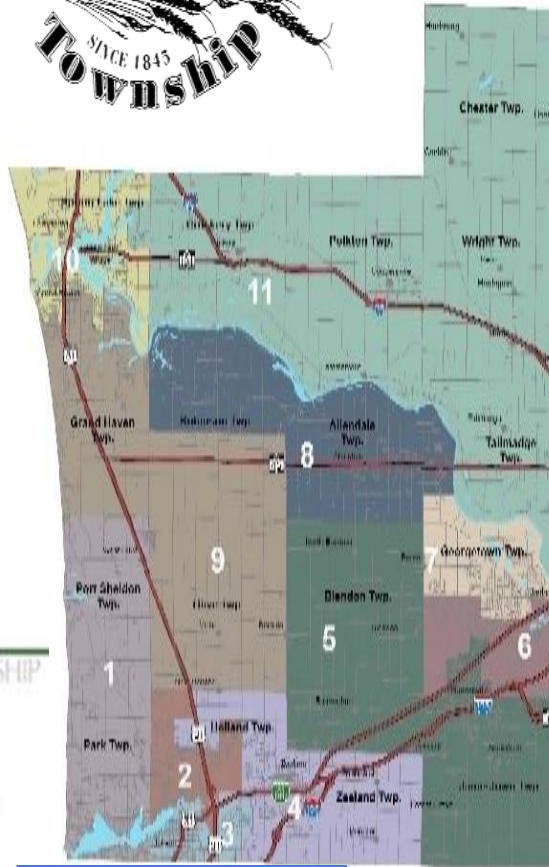
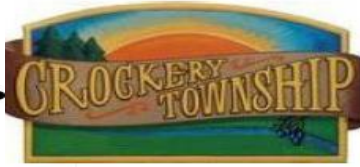
The County took its name from the Ottawa Indians who occupied this area in the middle of the 17th century. The Indian word Ottawa means trader. The Ottawa Indians were hunters and fishermen and harvested wild rice in the swamps along the Grand River. In 1754 a Frenchman named Charles Langlade came to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

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

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

Population

According to the Census of 1840, there were only 208 residents within all of Ottawa County. In 1846 the population swelled to 1,200 and by 1850, the County population had grown to almost 8,500. The most recently published information by the United State Census Bureau estimates the population as of 2014 at 276,292, making Ottawa County the 8th most populous county in the state. Significant population growth has occurred over the years and is expected to continue in the years ahead, though at a slower rate. The County is composed of 6 cities, 17 townships, and 1 village.





Recreation

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

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



Education



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

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



Industrial

There are now more than 380 manufacturing facilities in the County, concentrated in furniture, office equipment and automobile related manufacturing. The size of firms ranges from one & two person shops to nationally known Fortune 500 corporations. Major automotive suppliers include Johnson Controls, Inc., Magna Donnelly, Gentex and Delphi Automotive. Major office furniture manufacturers include Herman Miller, Inc. and Haworth. Prominent food processors include Bil-Mar/Sara Lee, Heinz, Request Foods, Boar’s Head and Leprino Foods.

Agriculture

Agriculture is an important sector of Ottawa County’s economy. Thirty-eight (38%) percent of the County's land mass is farmland. Notably, Ottawa County ranks second in the State (among 83 counties) in the market value of all agricultural products sold. The County leads all other Michigan counties in the production of turkeys, ornamental nursery crops, blueberries and perennials. The average growing season is 171 days long. Crops of importance include blueberries, soybeans, corn, celery, and onions.

Health Care

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

Transportation

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

M-231 bypass





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

In addition, there are two principal rail lines in the County, both owned by CSX Transportation. Amtrak uses the line between Grand Rapids and Holland. Ottawa County has two deep water ports connecting to Lake Michigan – the Grand River in Northwest Ottawa County and Lake Macatawa in the Holland area. Air transportation facilities for the County include three general aviation airports – West Michigan Regional Airport in Holland, Grand Haven’s Memorial Airport and Riverview in Hudsonville. The nearest commercial airports are the Gerald R. Ford International in Kent County and Muskegon County International.



COUNTY

STRATEGIC

PLAN





STRATEGIC PLANNING

Components

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

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

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

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

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

The four goals of the Board of Commissioners are

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



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

STRENGTHS

- Financially sound
- People
- Health care systems in community
- Environmentally sound
- Employees
- Public safety organizations
- Work ethic
- Environment
- Lake - water resource
- Recreational opportunities
- Parks
- Facilities
- Relationship with municipalities
- Economically diverse
- Strong school systems
- Agriculture
- Good reputation
- Business community
- Influential with legislators (State/Federal)
- Human Services - take care of needs in County
- Insurance Authority
- Communication - use of social media
- Innovative programs
- County health management program
- Strong credit rating
- Leadership capacity
- Low millage rate
- Improved perception of County by local units of government
- County of Integrity

OPPORTUNITIES

- Legislation at end of terms/lame duck
 - ⇒More proactive
 - ⇒Unfunded mandates
- SWAP crews...keep more affordable?
 - ⇒Amount of subsidy?
 - ⇒Provide Board latest SWAP evaluation
- Ottawa County campground
- Employee: compensation package stays competitive to retain and attract top-quality employees
- More cooperation/collaboration of services
- Continued/expanded partnerships in economic development
- Maintain agriculture base and economy we have
- Planning education: planning/zoning/enforcement training and best management practices for locals
- Standard and Poor's Bond Rating
- Community Mental Health and other healthcare systems
- Administrative infrastructure, continue to offer IT and other services
- Review potential tax reduction annually
- Remaining unfunded legacy costs
- Next phase of M - 231
- Court funding

WEAKNESSES

- Roads
- Minority interaction/involvement
- Embracing diversity
- Separation of police/fire at local levels (duplication)
- Number of school districts
- Revenue sharing loss/threats
- Negative comments on employee survey
- Three Metropolitan Planning Organizations (MPO) in County
- Changes in healthcare systems with Community Mental Health and Public Health
- Lack of water/sewer infrastructure in some areas of the County

THREATS

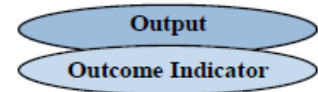
- Aging population
- Pressure to reduce taxes when times are good
- School Bond loan fund; Coopersville, Allendale
 - ⇒State shortened amortization schedule period which is driving up costs and millages
- Unfunded mandates
- Uncertain/volatile economy
- Complacency
- "Unemployables" in citizenry
- Cost of health care
- Water - water resource study outcomes
- Managing growth - maintain open space/agriculture land
- Changes in healthcare systems with Community Mental Health and Public Health
- Lack of affordable housing
- Increase in numbers of Michigan Tax Tribunal appeals
- State regionalization of services, loss of local control
- Millage renewals, funding for items like parks maintenance if renewals fail
- Next phase of M - 231
- State road funding
- Lack of infrastructure in growth areas
- Term limits
- Court funding
- Solid waste



WHAT DO WE WANT TO DO?

HOW WILL WE KNOW OUR ACTIONS WERE EFFECTIVE?

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



Objective 1: Maintain and improve current processes and implement new strategies to retain a **balanced budget**.

- Provide information to the Board necessary to make key decisions, adopting the budget by the end of September.
- Identify financial threats and approve strategies to mitigate those threats.
- Maintain the health of the County financing tools.
- Investigate the feasibility of creating an Insurance Authority endowment.
- Continue strategies to contain the cost of health benefits, including; health plan design, bidding out our health plan to the market, and implementation of the health management plan.
- Continue to evaluate and adopt strategies to address remaining pension and retiree health liabilities.
- Work with federal and state agencies to complete the remediation at the Southwest Ottawa Landfill.
- Develop a campus master plan for future facility needs, including plans and funding for the ongoing maintenance of facilities.

Provide financial information to the Board in a timely fashion.
 Board reviews information on the financing tools, including the feasibility of an Insurance Authority endowment.
 Board reviews information and strategies regarding the cost of health benefits and pension/retiree health liabilities.
 Maintain progress towards the remediation of the Southwest Ottawa landfill.
 Board reviews a campus master plan and funding strategy for future and ongoing facility needs.

Budgets are adopted on time without deficits.
 The County financing tools are fully funded.
 Pension and retiree liabilities are fully funded.
 Cost of employee benefits rise at rates lower than benchmarks.
 The Southwest Ottawa landfill is fully remediated.
 The County provides and maintains excellent facilities.

Objective 2: Maintain and improve the financial position of the County through **legislative advocacy**.

- Develop a clear legislative action plan with regular tracking and reporting to the Board.
- Communicate legislative positions and provide systems for citizens and partners to advocate those views to their legislators.
- Advocate on the issue of unfunded mandates, to eliminate the addition of new unfunded mandates and to receive full funding for existing unfunded mandates.
- Advocate to protect revenue sharing and mitigate impacts of conditioning this funding to the completion of mandated activities.
- Advocate for improvements in court funding by the State.
- Identify other legislation that impacts our financial position, develop clear position statements on those issues and communicate those position statements to legislators.

Produce and distribute clear legislative position statements.
 Develop system that allows citizens and partners to advocate our legislative positions to their legislators.
 Staff and lobbyist provide regular updates to the Board.

The legislative action plan is recognized for receiving results.
 Positive legislation is adopted and negative legislation defeated.
 Citizens and partners advocate County position statements.
 The State fully funds mandated services required of the County.
 The State fully funds revenue sharing.
 The State appropriately funds the court system.

Objective 3: Maintain or improve **bond credit ratings**.

- Maintain a balanced budget with pro-active strategies.
- Present high-quality information to bond rating agencies.
- Continue to strive for "triple-triple" bond ratings.

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

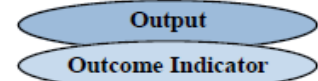
Achieve and maintain the top ratings from all rating agencies.



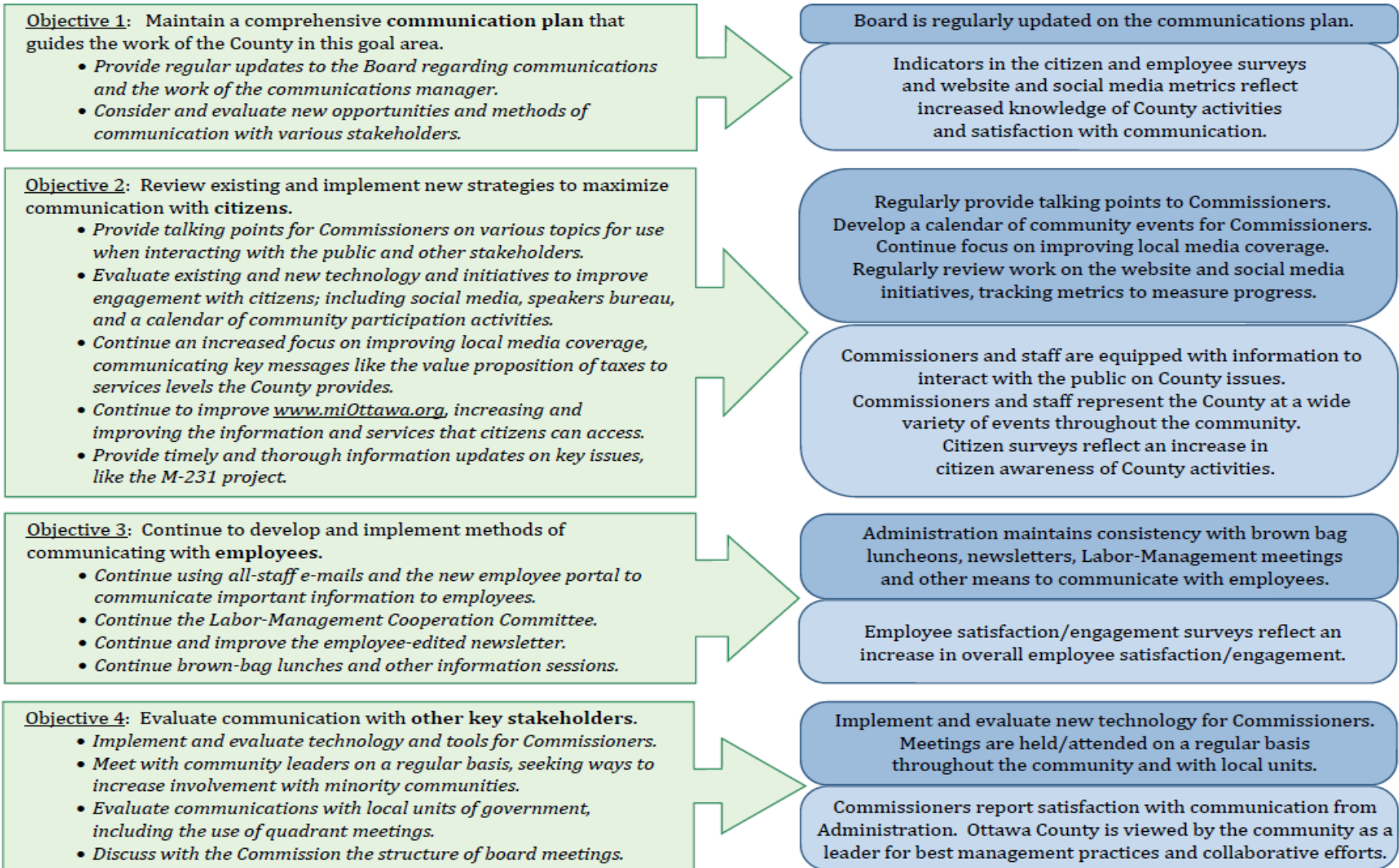
WHAT DO WE WANT TO DO?

HOW WILL WE KNOW OUR ACTIONS WERE EFFECTIVE?

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



WHAT WILL WE DO TO GET THERE?

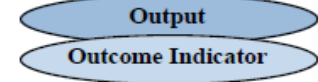




WHAT DO WE WANT TO DO?

HOW WILL WE KNOW OUR ACTIONS WERE EFFECTIVE?

GOAL 3: TO CONTRIBUTE TO THE LONG-TERM ECONOMIC, SOCIAL AND ENVIRONMENTAL HEALTH OF THE COUNTY.



WHAT WILL WE DO TO GET THERE?

Objective 1: Consider initiatives that contribute to the economic health and sustainability of the County and its' residents.

- Work with existing partners to further county-wide economic development, including funding for Lakeshore Advantage.
- Discuss and act upon road policy issues, while maintaining regular communication with the road commission. Review the road commission report and memorandum of understanding. Monitor the completion of phase 1 and future phases of M - 231.
- Continue work developing the Great Lakes Agricultural Technology Business Incubator and provide other forms of support that recognize the role of agriculture in our economy.

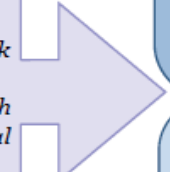


Board is represented, funds and is regularly updated about county-wide economic development activities. Review the Road Commission report and continue regular meetings with the Road Commission and MDOT. Evaluate progress of the agriculture incubator work.

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

Objective 2: Consider initiatives that contribute to the social health and sustainability of the County and its' residents.

- Continued involvement and support of the coalition examining the challenge of affordable housing, Ottawa Housing Next.
- Continue to provide for public safety in the County through the work of the Sheriff, Prosecutor and Courts.
- Continue to provide for the health of residents in the County through the work of the Department of Public Health and Community Mental Health. Closely monitor state regionalization changes.
- Continue dialogue with community leaders and develop cultural intelligence training for employees so that the County is part of the solution to develop a globally diverse workforce in our community.

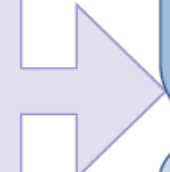


Board stays updated on the work and initiatives (Ottawa Housing Next and regionalization) of departments in areas of public safety, public health and mental health. Cultural intelligence training provided for all employees.

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

Objective 3: Consider initiatives that contribute to the environmental health and sustainability of the County and its' residents.

- Complete the next phase of the groundwater resources study.
- Evaluate changes to the Solid Waste Plan (landfills) in the County.
- Continue to support the work of the Parks and Recreation Commission, including the Hager Park sign issue, their upcoming millage renewal efforts, the Grand River Greenway, park land acquisition review and investigate a Parks Foundation.
- Continue efforts related to water quality and beach sand quality.
- Continue work with the Agricultural Preservation Board, encouraging creative funding methods for their work.
- Complete Urban Smart Growth demonstration project.
- Provide community education events, like done with "fracking".



Groundwater study is completed. Board reviews changes to the Solid Waste Plan. Continue with board liaisons on the Parks Board, reporting on the mentioned initiatives. Water Quality Forum held. Complete Urban Smart Growth project. Continue support of the Agricultural Preservation Board. Continue community education events.

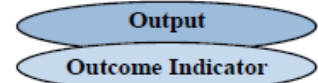
Ottawa County is recognized for improving water quality, and can provide for the water needs of residents and agriculture. Citizen surveys reflect continued satisfaction with living in Ottawa County.



WHAT DO WE WANT TO DO?

HOW WILL WE KNOW OUR ACTIONS WERE EFFECTIVE?

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



WHAT WILL WE DO TO GET THERE?

Objective 1: Conduct activities and maintain systems to continuously improve to gain efficiencies and improve effectiveness.

- Develop and incorporate systems of creativity (continuous improvement and innovation) for all employees.
- Complete technology projects, including the email system.
- Complete facilities projects, including; landscape maintenance, performance contract projects and future campus planning.
- Develop and recommend policy to the Board on administrative handling and consideration by the Board of "political issues", such as the Hager Park sign.

Systems of creativity are implemented, including the Innovation Fund. Technology and facility projects are completed. Board considers a policy on the handling and consideration of "political issues".

Employees are actively involved in the continuous improvement of County processes and services. Ottawa County is viewed as a leader in all areas of service.

Objective 2: Continue to perform program evaluations and implement outcome-based performance measurement systems.

- Conduct organizational efficiency/structure reviews and program evaluations, including;
 - Road Commission memorandum of understanding review
 - Tax Increment Financing (TIF) Report
 - SWAP Program
 - Sobriety/Drug Courts
 - Indigent Defense Analysis
 - Others as needed
- Continue to improve performance measurement systems and benchmarks relative to budgeted resources.
- Continue to develop and improve dashboards and other reports to increase transparency and demonstrate outcomes.

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

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

Objective 3: Maintain and expand investments in the human resources and talent of the organization.

- Develop and maintain an Ottawa County standard for internal and external customer service, training all employees on the standard.
- Continue the investment in employee training and development through GOLD training program and tuition reimbursement.
- Continue to development tools and resources to hire, train and promote "the right person on the right seat of the bus".

A customer service standard is implemented with training for all employees. Employees are trained for excellence.

Ottawa County is recognized for excellent customer service. Ottawa County is competitive for talent and viewed as an employer of choice.

Objective 4: Examine opportunities for increased cooperation and collaboration with local government and other partners.

- Examine and evaluate possibilities for collaboration on services and make cost-effective services available to units of government.
- Continue work on regionalization (CMH, MiWorks, Public Health).
- Continue to improve culture of collaboration and teamwork among county departments/agencies/courts.

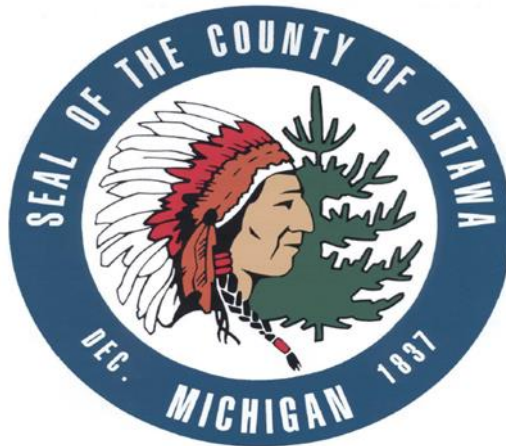
Shared service opportunities, regionalization and teamwork among county departments are consistently expanded.

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



BUDGET

OVERVIEW





About the Budget

Defining the Budget

The development of the budget for Ottawa County is the annual financial plan. It defines what programs and services that the County is funding for the budget year. It determines what revenues are available to fund the various services and programs of the County as well as how the money will be spent. The consolidated budget is comprised of the annual budget for all operating funds and the budget for the debt funds and the capital fund. The current fund structure is as follows: 1 General Operation fund (General Fund), 19 Special Revenue funds, 4 Debt Service funds, 1 Capital fund, and 1 Permanent fund. Currently the County has two fiscal years depending on the fund, September 30 and December 31.

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

Components of the Budget

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

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

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

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

Factors that Impact the Budget

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

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

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



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

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

Legal Development of the Budget

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

Legal requirements include:

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



Timeline for the budget

The timeline for the 2016 budget as set in the Board Strategic Planning Session in January of 2015 is contained in the following page. This timeline is adjusted annually to meet adopting the budget prior to the commencement of the budget year.

**County of Ottawa
2016 Budget Calendar**

January 22, 2015	Board Strategic Planning Session
February 17, 2015	Budget Calendar presented to the Finance Committee
February 24, 2015	Budget Calendar presented to the Board of Commissioners for approval
March 31, 2015	Departments/Agencies submit Capital Improvement Project requests
March 31, 2015	2016 Personnel Requests due
May 15, 2015	2016 Operating Budget Kick-off
June 5, 2015	Departments/Agencies finalize 2016 Operating Budget Requests
June 26, 2015	Fiscal Services reviews budget requests and prepares summary for Administration review
June 30, 2015	Departments/Agencies submit Performance Measures to Planning and Performance Improvement
July 17, 2015	Administration budget review complete
August 18, 2015	Deadline for publication of the 2016 Community Mental Health Budget Public Hearing notice
August 18, 2015	Finance Committee reviews the 2016 County Budget; approve resolution for the distribution of Convention Facility Tax and Cigarette Tax
August 24, 2015	Community Mental Health Board holds the Public Hearing and adopts the 2016 Community Mental Health Budget
August 25, 2015	Board of Commissioners approve the resolution regarding the distribution of the Convention Facility Tax and Cigarette Tax; Board formally sets the date of the Public Hearing for the 2016 County Budget
September 2, 2015	Deadline for publication of the 2016 County Budget Public Hearing notice
September 8, 2015	Public Hearing for the 2016 County Budget
September 15, 2015	Finance Committee reviews the Resolution to approve the 2016 County Budget
September 22, 2015	Board of Commissioners adopts the 2016 County Budget

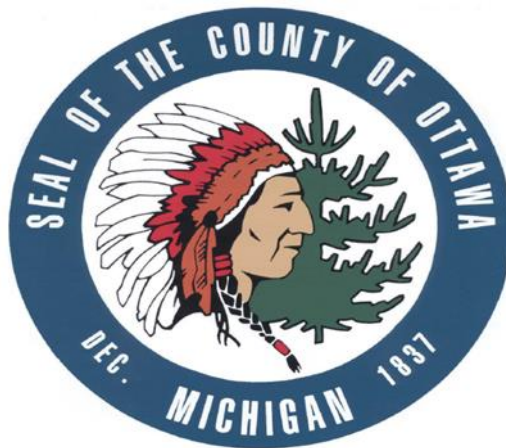
Budget Amendment Process

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



BUDGET

SUMMARY





COUNTY OF OTTAWA
Summary of 2016 Budget and Estimated Fund Balance
Consolidated - All Budgeted Funds

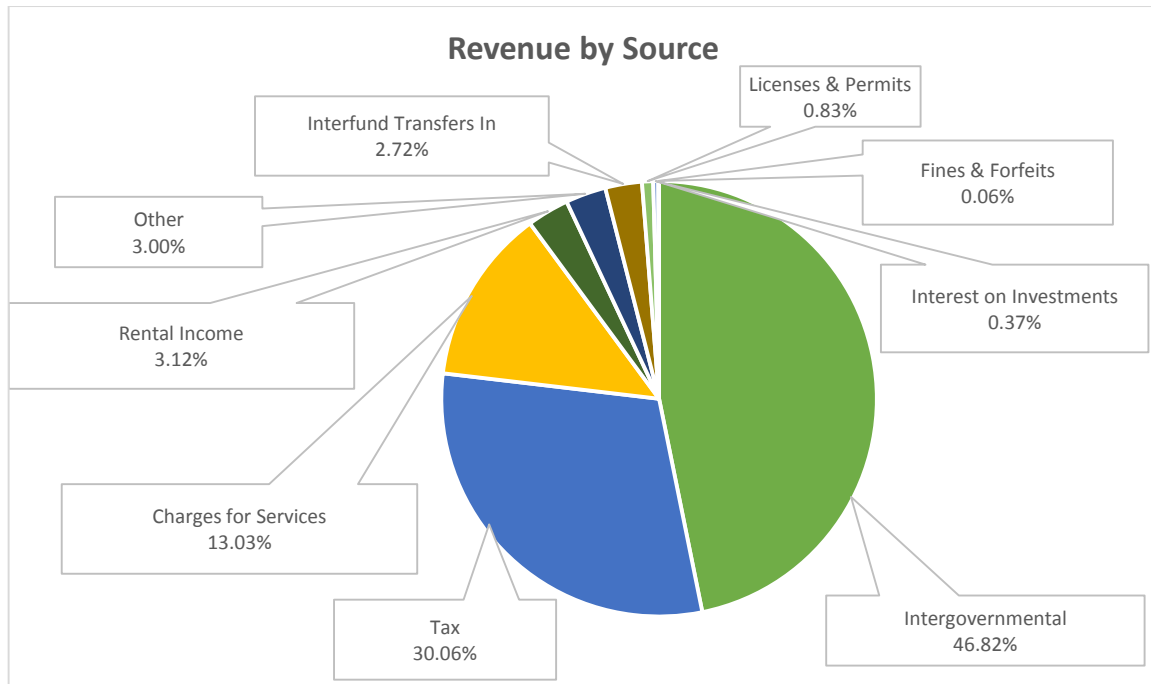
	General Fund	Special Revenue Funds	Debt Service	Capital Projects	Permanent Fund	Total Primary Government
Revenues:						
Taxes	\$37,060,592	\$3,258,632				\$40,319,224
Intergovernmental	\$8,765,624	\$54,037,789				\$62,803,413
Charges for services	\$13,615,969	\$3,864,736				\$17,480,705
Fines and forfeits	\$76,400					\$76,400
Interest on investments	\$352,070	\$98,470		\$50,000	\$30	\$500,570
Rental income	\$2,264,153	\$15,500	\$1,817,694	\$88,543		\$4,185,890
Licenses and permits	\$291,822	\$815,962				\$1,107,784
Other	\$599,964	\$3,427,457				\$4,027,421
	<u>\$63,026,594</u>	<u>\$65,518,546</u>	<u>\$1,817,694</u>	<u>\$138,543</u>	<u>\$30</u>	<u>\$130,501,407</u>
Expenditures:						
Legislative	\$454,494					\$454,494
Judicial	\$13,412,387	\$4,674,133				\$18,086,520
General Government	\$17,774,982	\$269,053				\$18,044,035
Public Safety	\$21,842,342	\$8,195,232				\$30,037,574
Public Works	\$171,250	\$1,084,005				\$1,255,255
Health & Welfare:	\$824,212	\$55,584,394				\$56,408,606
Culture & Recreation		\$4,931,031				\$4,931,031
Community & Economic Development	\$1,190,653	\$59,108				\$1,249,761
Other Expenditures	\$537,280					\$537,280
Debt Service	\$539,485		\$4,676,683			\$5,216,168
Capital Projects	\$20,000			\$1,669,500		\$1,689,500
	<u>\$56,767,085</u>	<u>\$74,796,956</u>	<u>\$4,676,683</u>	<u>\$1,669,500</u>	<u>\$0</u>	<u>\$137,910,224</u>
Revenue Over (Under) Expenditures	\$6,259,509	-\$9,278,410	-\$2,858,989	-\$1,530,957	\$30	-\$7,408,817
Transfers In (Out) to Other Funds	-\$7,401,214	\$7,430,800	\$2,858,989	\$761,425	\$0	\$3,650,000
Fund Balance (Usage)/Contribution	-\$1,141,705	-\$1,847,610	\$0	-\$769,532	\$30	-\$3,758,817
Fund Balance, Beginning of Year	<u>18,705,681</u>	<u>27,976,653</u>	<u>-</u>	<u>1,744,174</u>	<u>5,883</u>	
Projected Fund Balance, End of Budget Year	<u>\$17,563,976</u>	<u>\$26,129,043</u>	<u>\$0</u>	<u>\$974,642</u>	<u>\$5,913</u>	<u>-\$3,758,817</u>



Revenue and Expenditure by Category

REVENUES

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



Property Taxes

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

Property Taxes are levied against the assessed taxable valuation of real and personal property in the County. The tax rates are expressed in "mills" per one dollar of the assessed taxable valuation of the property; one mill of taxation is equal to one dollar on each one thousand dollars of assessed valuation. The 2016 tax levy is broken down as follows: General Operations 3.6000 mills, Parks & Recreation 0.3165 mills, E-911 0.4400 mills and Road Commission 0.5000. The 10 year history of the Property Tax Levy for the County is summarized on the next page:



Tax Levy History

Levy Year	County Operation	E-911	Parks	Road Commission	Total
2005	3.5000	0.4411	0.3168		4.2579
2006	3.5000	0.4407	0.3165		4.2572
2007	3.6000	0.4407	0.3165		4.3572
2008	3.6000	0.4407	0.3165		4.3572
2009	3.6000	0.4407	0.3165		4.3572
2010	3.6000	0.4400	0.3165		4.3565
2011	3.6000	0.4400	0.3165		4.3565
2012	3.6000	0.4400	0.3165		4.3565
2013	3.6000	0.4400	0.3165		4.3565
2014	3.6000	0.4400	0.3165		4.3565
2015	3.6000	0.4400	0.3165		4.3565
2016	3.6000	0.4400	0.3165	0.5000	4.8565

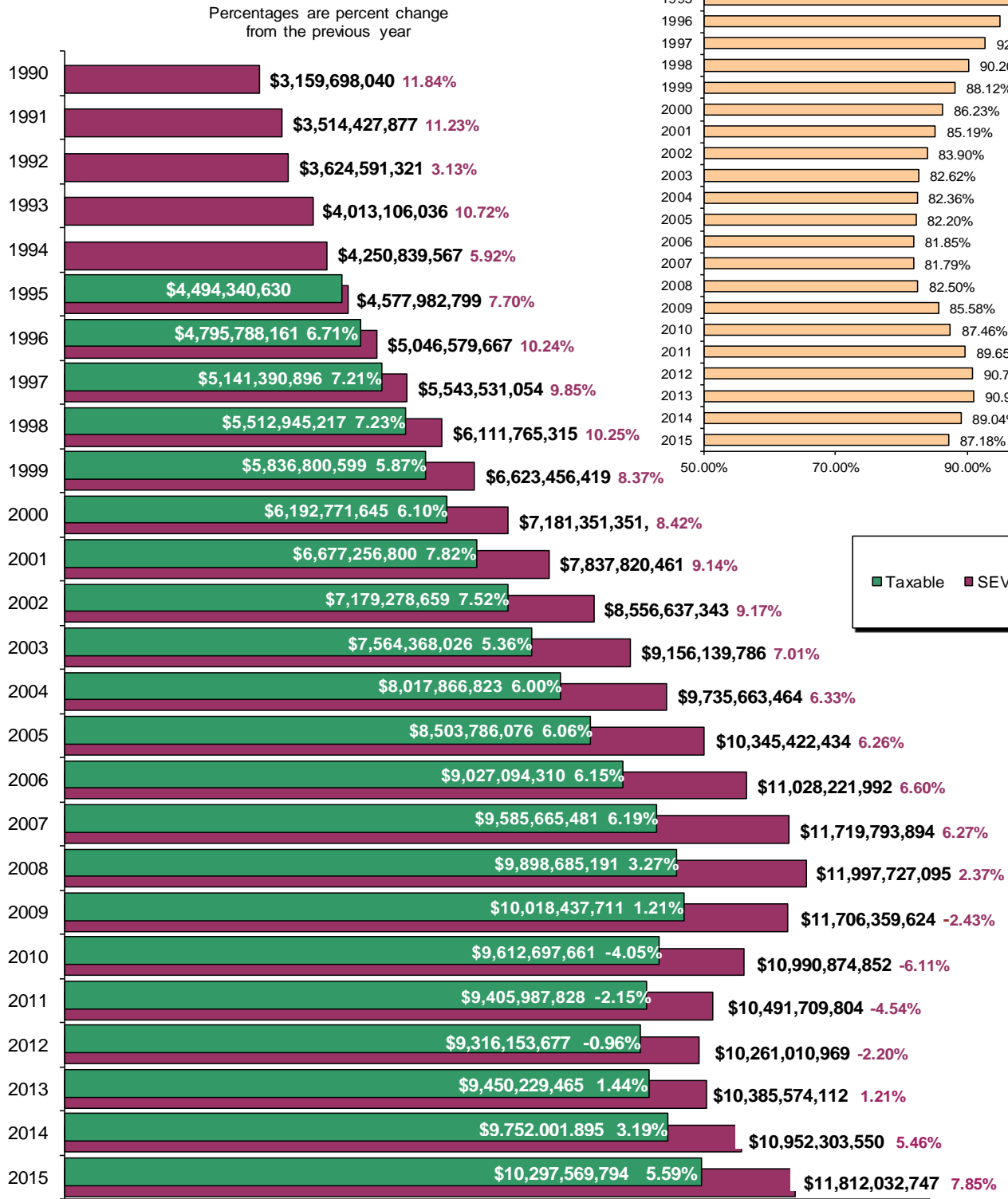
In addition to the operating levy, in August of 1989, Ottawa County residents voted a 20 year millage at the rate of .5 mill to fund the equipment lease obligation and the cost of operating the E-911 Central Dispatch system. In November 1996, a 10-year .33 mill was approved for Park Expansion, Development and Maintenance. The Park levy was renewed for 10 years by the voters during 2006, and the E-911 Central Dispatch levy was renewed for 20 years during 2009. The property tax levies conform with the Headlee constitutional tax limitation amendment as well as P.A. 5 of 1982, Truth in Taxation requirements.

Proposal A of 1994 limits the increase in taxable value of property to the lower of the consumer price index or 5%. As shown in the chart on the next page, this equates to approximately a \$1.5 billion in decreased taxable value for the County and a total of approximately \$4 million in lost tax revenue annually. This chart also illustrates the difference between the actual property values and the taxable property values.



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

Taxable Value as a Percent of Assessed Value from 1995 to present





Intergovernmental revenue

The County receives funding from various Federal, State, and Local agencies that is to be used to finance designated programs and services provided by various County departments. Intergovernmental revenue is approximately 13% of the revenue received into the General Fund. However it is 82% of the total revenue received for the special revenue funds. This is mainly distributed within the Mental Health Fund, Health Fund (Public Health Department), Child Care Fund, Friend of the Court Fund & Sheriff Contracts Fund.

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

1. State Court Distribution: This is a reimbursement for allowable costs of court operations and is based on the cost structure provided to the County by the State of Michigan
2. Convention Facility Liquor Tax: Public Act 106 and 107 distributed this tax that is collected by the State. The County receives 2% of this levy currently, but the State of Michigan has reduced this to 1% in 2016. The Public Act mandates that the County allocate 50% of this revenue for substance abuse programs.
3. State County Incentive Program (CIP): This is a State appropriation to the County which is allocated as part of the State Revenue Sharing program and is distributed upon meeting information submission requirements set by the State. The County anticipates this revenue source to be steady over the next few years.

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

1. Mental Health Fund Medicaid program and Mental Health Funds Grants
2. Health Fund consists of a variety of Federal and State grants as well as State cost sharing
3. Parks and Recreation Fund receives funding from the Federal and State government for capital improvements and land acquisitions for the County Parks.
4. Friend of the Court Fund receives revenue from the State for title IV-D child support enforcement, which is a Federal, State, and County cooperative effort to collect child support from parents that are legally obligated to pay.
5. Child Care Fund revenue represents the 50% State subsidy for net child care costs

Charges for Services

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

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

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

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

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

Licenses and Permits

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



Interest on Investments

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

Rent

This is revenue received from two main sources

1. Variable Rent which are the expenses incurred by the Facilities Maintenance department for the upkeep of County space that is used by various grant funded programs.
2. Debt Service Funds receive rent payments from the Lease agreements between the Ottawa County Building Authority (a blended component unit) and the County, which allows the Authority to charge the County rent for the buildings based on the debt service payments.

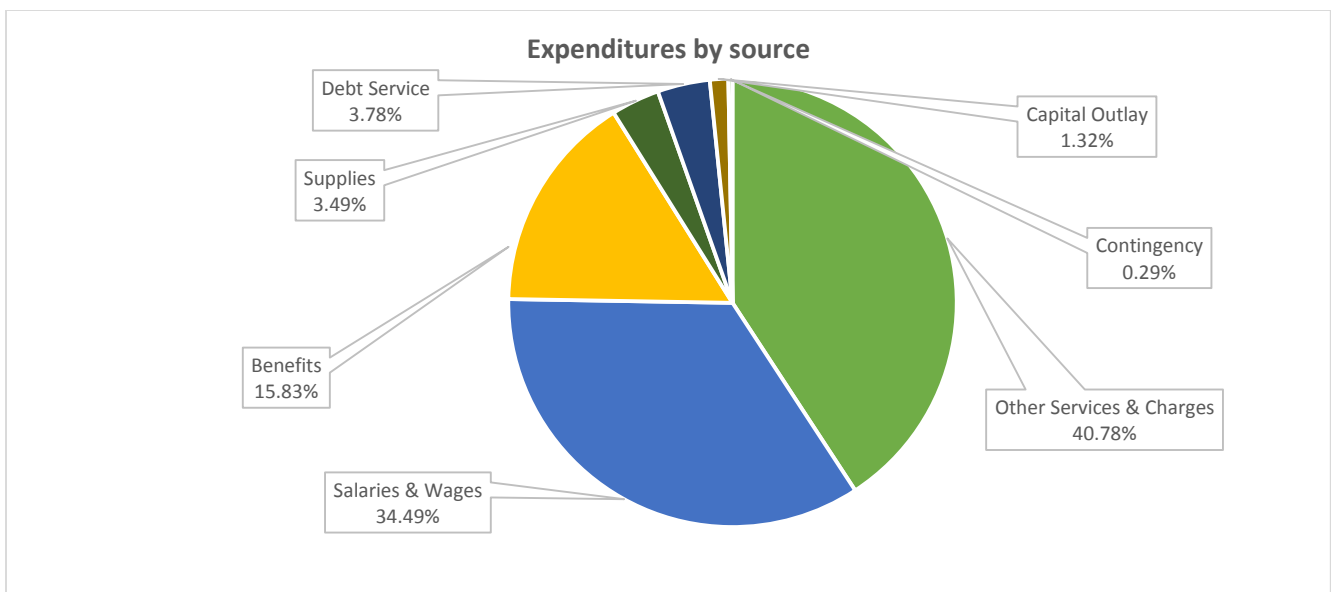
Other Revenue

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

EXPENDITURES

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

The County continues to maintain a conservative approach to expenditures. However in 2016 there is a preplanned use of fund balance in some of the funds that is needed to sustain the continued level of services within these funds and sustain the current level of operations. As per the Fund Balance policy the County continues to sustain a desirable fund balance level for emergency purposes.



**Salaries & Wages and Benefits**

This category of expenditures constitutes that greatest percentage of the total expenditures for the County as a whole. Increases for salaries were based on negotiated increases for the group of employees that are under contracts and well as a 2% increase across the board for all the employees that are not under contracts. Benefits were budgeted on a 10% increase for health insurance, which is the largest benefited expense.

Supplies

The expenditures that are budgeted in this category are items that are necessary by the various departments to run their day-to-day operations. It includes general office supplies, printing supplies, various operating costs, and computer costs that are under \$5,000. The budget for 2016 in this category remained stagnant throughout the County.

Other Services and Charges

This category includes professional and technical contracts, membership & dues, IT and Administrative cost allocation charges, telephone, travel and conference costs, rent payments, repair and maintenance, and insurance costs

Debt Service

This is the cost to the County for its current payments of its outstanding debt. Debt Service payments are made from the General Fund and the Debt Service Funds. The increase in the Debt Service Fund expenditure is from the additional Pension Bond Debt that the County acquired at the end of 2014.

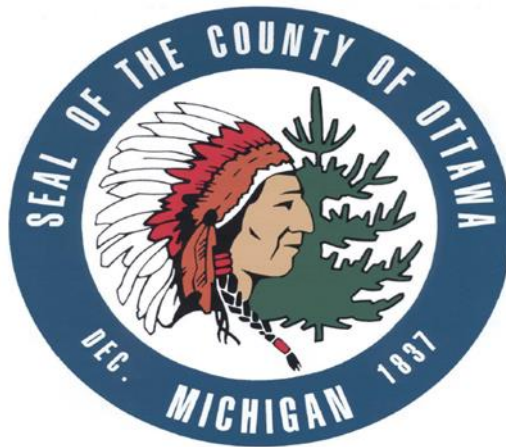
FUND BALANCE

Budget Stabilization – the County will commit fund balance in the General Fund in an amount not to exceed the lesser of 1) 15% of the most recently adopted General Fund budget or 2) 15% of the average of the most recent five years of General Fund budgets, as amended. Uses of these funds include: cover a general fund deficit, when the County's annual audit reveals such a deficit., prevent a reduction in the level of public services or in the number of employees at any time in a fiscal year when the County's budgeted revenue is not being collected in an amount sufficient to cover budgeted expenditures, prevent a reduction in the level of public services or in the number of employees when in preparing the budget for the next fiscal year the County's estimated revenue does not appear sufficient to cover estimated expenses and cover expenses arising because of natural disaster, including a flood, fire, or tornado



BUDGET BY

FUND





GENERAL

FUND



GENERAL FUND (1010)

Budget Year Ending December 31, 2016

Fund Description & Financial Summary

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

	Prior Year Actual 12/31/2014	Current Year Amended Budget 12/31/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Tax	39,185,501	40,624,268	37,060,592	3,563,676)
Intergovernmental Revenue	8,745,471	9,523,951	8,765,624	758,327)
Charges for Services	12,207,378	13,488,431	13,615,969	127,538
Fines & Forfeits	74,400	79,400	76,400	(3,000)
Interest on Investments	380,143	14,500	352,070	37,570
Rental	2,917,199	2,461,600	2,264,153	197,447)
Licenses & Permits	399,935	383,826	291,822	92,004)
Other Revenue	747,882	662,988	599,964	63,024)
Operating Transfers In	84,853	1,125,000	2,250,000	1,125,000
Total Revenues	64,742,761	68,363,964	65,276,594	(3,087,370)
Expenditures				
Salaries & Wages	22,419,149	23,684,173	24,246,392	562,219
Benefits	10,486,040	11,571,358	11,891,900	320,542
Supplies	2,207,729	2,603,482	2,611,625	8,143
Other Services & Charges	20,671,435	21,227,276	17,071,062	(4,156,214)
Debt Service	576,505	553,355	539,485	(13,870)
Contingency	-	256,727	406,621	149,894
Transfers Out	8,731,645	10,407,587	9,651,214	
Total Expenditures	65,092,502	70,303,958	66,418,299	(3,129,286)
Revenues Over (Under) Expenditures	(349,741)	(1,939,994)	(1,141,705)	
Fund Balance, Beginning of Year		20,645,675	18,705,681	
Projected Fund Balance, End of Year		18,705,681	17,563,976	
Estimated Underspend		1,915,083	925,940	
Other Planned Projects		24,911	215,765	
Revenues Over (Under)		1,939,994	1,141,705	



SPECIAL
REVENUE
FUNDS



BROWNFIELD REDEVELOPMENT AUTHORITY FUND (2430)

Budget Year Ending December 31, 2016

Fund Description & Financial Summary

The Brownfield Redevelopment Authority Fund was established by the County Board for the purpose of revitalizing certain environmentally distressed or functionally obsolete and/or blighted areas in the County.

	Prior Year Actual 12/31/2014	Current Year Amended Budget 12/31/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Taxes	560	762	762	-
Intergovernmental Revenue	67,720	332,279	10,000	(322,279)
Other Revenue	-	1,500	-	(1,500)
Operating Transfer In	-	-	-	-
Total Revenues	68,280	334,541	10,762	(323,779)
Expenditures				
Supplies	10	1,149	-	(1,149)
Other Services & Charges	68,242	333,415	10,762	(322,653)
Operating Transfers Out	-	-	-	-
Total Expenditures	68,252	334,564	10,762	(323,802)
Revenues Over (Under)Expenditures	28	(23)	-	
Fund Balance, Beginning of Year		321	298	
Projected Fund Balance, End of Year		298	298	

Personnel

No Personnel has been allocated to this Fund



CHILD CARE FUND (2920)

Budget Year Ending September 30, 2016

Mission Statement

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

Function Statement

The Child Care Fund (CCF) provides programming for delinquent and/or neglect/abuse cases. These programs include specialized treatment programs in the Juvenile Detention Center, general detention, all community-based, in-home treatment programs and residential treatment placement. Approximately 68 full-time staff positions, including administrators, and all treatment programs are included in this budget. The Michigan CCF reimburses the County for 50% of all staff and program expenditures from state funds. This budget and the programs are audited on an annual basis by the Michigan Department of Human Services, Bureau of Juvenile Justice based on specific criteria as reflected in the performance measures.

Fund Description & Financial Summary

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

	Prior Year Actual 9/30/2014	Current Year Amended Budget 9/30/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Intergovernmental Revenue	3,577,185	4,234,024	4,103,267	(130,757)
Charges for Services	761,780	621,000	593,600	(27,400)
Operating Transfers In	3,646,053	4,234,525	4,201,095	(33,430)
Total Revenues	7,985,018	9,089,549	8,897,962	(191,587)
Expenditures				
Salaries & Wages	2,907,357	3,180,201	3,312,052	131,851
Benefits	1,251,075	1,474,674	1,353,312	(121,362)
Supplies	153,212	221,719	222,223	504
Other Services & Charges	3,873,376	4,169,612	4,010,375	(159,237)
Operating Transfers Out	-	-	-	-
Total Expenditures	8,185,020	9,046,206	8,897,962	(148,244)
Revenues Over (Under) Expenditures	(200,002)	43,343	-	
Fund Balance, Beginning of Year		964,470	1,007,813	
Projected Fund Balance, End of Year		1,007,813	1,007,813	



CHILD CARE FUND (2920), continued

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Detention Superintendent	1.00	1.00	1.00
Assistant Superintendent	1.00	1.00	1.00
Director of Juvenile Services	0.86	0.85	0.85
Assistant Director of Juvenile Services	0.87	1.88	1.88
Treatment Program Supervisor	1.00	1.00	1.00
Administrative Aide	1.00	1.00	1.00
Group Leader - Juvenile	7.00	7.00	7.00
Youth Specialist	17.65	17.65	17.65
Shift Supervisor	5.00	5.00	5.00
Casework Services Manager	1.00	1.00	1.00
Senior Caseworker	2.00	1.00	1.00
Treatment Specialist	5.00	4.00	5.00
Programs Supervisor	1.00	-	-
Treatment Services Manager	1.00	1.00	1.00
Caseworker	11.00	8.00	7.00
Assistant Juvenile Register	1.00	1.00	1.00
Circuit Court Administrator	0.34	0.34	0.34
Juvenile Court Clerk II	1.00	1.00	1.00
Administrative Clerk	1.00	-	-
Juvenile Community Justice Supr	1.00	1.00	1.00
Captain	0.30	0.30	0.30
Deputy	3.00	3.00	3.00
	64.02	58.02	58.02

Target Population

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

Primary Goals & Objectives

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

Goal 1: To ensure compliance with Child Care Fund audit requirements

Objective 1) Collect required data and review all expenditures for proper authorization, documentation, and eligibility

Objective 2) Collect required data and review all program case files for proper authorization, documentation, and eligibility

Objective 3) Collect required data and review all program criteria requirements



CHILD CARE FUND (2920), continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD & EFFICIENCY	% compliance with having the minimum # of face-to-face youth contacts per week	100%	100%	100%	100%
	% compliance with having the required ratio of 1:20	100%	100%	100%	100%
	% compliance with having a copy of the agreement between the juvenile, parent(s) and Court that is signed and dated by all parties in response to settling a complaint	100%	100%	100%	100%
	% compliance with having documentation reflecting a preliminary hearing and temporary order for services	100%	100%	100%	100%
	% compliance with all additional petitions	100%	100%	100%	100%
	% compliance with having adjudication and dispositional orders reflecting dates and offense(s)	100%	100%	100%	100%
	% compliance with having face sheets reflecting case demographic data and offense record	100%	100%	100%	100%
	% compliance with having a family case assessment reflecting the problem and need for specific-component services	100%	100%	100%	100%
	% compliance with having a treatment plan with objectives and action steps stated signed by the worker	100%	100%	100%	100%
	% compliance with having a Court order reflect the requirement of a juvenile's participation	100%	100%	100%	100%
	% compliance with submitting quarterly progress reports	100%	100%	100%	100%
	% compliance with the length of time each youth has been involved in a program funded by the CCF	100%	100%	100%	100%
	% compliance with termination criteria, dismissal orders	100%	100%	100%	100%
	OUTCOMES	% compliance with Child Care Fund audit	100%	100%	100%
CUSTOMER SERVICE	% of attorneys satisfied with department services	90%	n/a	n/a	n/a
	% of public customers indicating interaction with staff was courteous, respectful, and friendly	90%	97%	97%	98%



COMPENSATED ABSENCES FUND (2980)

Budget Year Ending December 31, 2016

Fund Description & Financial Summary

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

	Prior Year Actual 12/31/2014	Current Year Amended Budget 12/31/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Charges for Services	124,240	75,000	75,000	-
Interest on Investments	45,258	5,091	5,091	-
Operating Transfers In	-	-	-	-
Total Revenues	169,498	80,091	80,091	-
Expenditures				
Benefits	38,869	27,163	32,325	5,162
Operating Transfers Out	-	-	-	-
Total Expenditures	38,869	27,163	32,325	5,162
Revenues Over (Under) Expenditures	130,629	52,928	47,766	
Fund Balance, Beginning of Year		3,432,725	3,485,653	
Projected Fund Balance, End of Year		3,485,653	3,533,419	

Personnel

No Personnel has been allocated to this Fund



CONCEALED PISTOL LICENSES FUND (2631)

Budget Year Ending December 31, 2016

Fund Description & Financial Summary

The Concealed Pistol Licenses Fund is used to comply with Public Act 3 of 2015 to account for the fees charged and costs associated with the issuing of a concealed pistol licenses.

	Prior Year Actual 12/31/2014	Current Year Amended Budget 12/31/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Licenses and Permits	-	-	48,100	48,100
Operating Transfer In	-	-	-	-
Total Revenues	-	-	48,100	48,100
Expenditures				
Salaries & Wages	-	-	26,612	26,612
Benefits	-	-	11,323	11,323
Supplies	-	-	5,072	5,072
Operating Transfers Out	-	-	-	-
Total Expenditures	-	-	43,007	43,007
 Revenues Over (Under) Expenditures	-	-	5,093	
 Fund Balance, Beginning of Year		-	-	
Projected Fund Balance, End of Year		None	5,093	

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Clerk/Register Technician	-	-	0.65
	-	-	0.65



DB/DC CONVERSION FUND (2970)

Budget Year Ending December 31, 2016

Fund Description & Financial Summary

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

	Prior Year Actual 12/31/2014	Current Year Amended Budget 12/31/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Interest on Investments	59,065	6,680	4,880	(1,800)
Other Revenue	29,139,274	-	1,495,414	1,495,414
Operating Transfer In	-	-	-	-
Total Revenues	29,198,339	6,680	1,500,294	1,493,614
Expenditures				
Benefits	29,600,000	-	-	-
Other Services & Charges	139,274	-	-	-
Operating Transfers Out	-	946,709	2,095,414	1,148,705
Total Expenditures	29,739,274	946,709	2,095,414	1,148,705
Revenues Over (Under) Expenditures	(540,935)	(940,029)	(595,120)	
Fund Balance, Beginning of Year		4,116,040	3,176,011	
Projected Fund Balance, End of Year		3,176,011	2,580,891	

Personnel

No Personnel has been allocated to this Fund



DEPARTMENT OF HEALTH & HUMAN SERVICES (2901)

Budget Year Ending September 30, 2016

Fund Description & Financial Summary

The Department of Human and Health Services Fund is used primarily to account for monies from State and local funding sources to assist with the welfare programs which offers aid to disadvantaged individuals in Ottawa County.

	Prior Year Actual 9/30/2014	Current Year Amended Budget 9/30/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Intergovernmental Revenue	(28)	-	-	-
Operating Transfer In	44,547	44,547	46,287	1,740
Total Revenues	44,519	44,547	46,287	1,740
Expenditures				
Supplies	454	593	515	(78)
Other Services & Charges	42,014	43,954	45,772	1,818
Operating Transfer Out	-	-	-	-
Total Expenditures	42,468	44,547	46,287	1,740
Revenues Over (Under) Expenditures	2,051	-	-	
Fund Balance, Beginning of Year		30,583	30,583	
Projected Fund Balance, End of Year		30,583	30,583	

Personnel

No Personnel has been allocated to this Fund



FARMLAND PRESERVATION FUND (2340)

Budget Year Ending December 31, 2016

Fund Description & Financial Summary

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

	Prior Year Actual 12/31/2014	Current Year Amended Budget 12/31/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Other Revenue	-	51,158	48,346	(2,812)
Operating Transfer In	-	-	-	-
Total Revenues	-	51,158	48,346	(2,812)
Expenditures				
Supplies	510	1,300	1,346	46
Other Services & Charges	-	49,858	47,000	(2,858)
Operating Transfers Out	-	-	-	-
Total Expenditures	510	51,158	48,346	(2,812)
Revenues Over (Under) Expenditures	(510)	-	-	
Fund Balance, Beginning of Year		94	94	
Projected Fund Balance, End of Year		94	94	

Personnel

No Personnel has been allocated to this Fund



FRIEND OF THE COURT FUND (2160)

Budget Year Ending September 30, 2016

Mission Statement

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

Function Statement

The Friend of the Court (FOC) has three broad statutory duties: 1) To investigate, report, and make recommendations to the 20th Judicial Circuit Court regarding child custody, parenting time, and child support issues; 2) To monitor and manage collection and disbursement of child support payments by the Michigan State Disbursement Unit (MiSDU); and 3) To enforce child custody, parenting time, and child support orders entered by the 20th Judicial Circuit Court.

Fund Description & Financial Summary

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

	Prior Year Actual 9/30/2014	Current Year Amended Budget 9/30/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Intergovernmental Revenue	2,285,020	2,772,108	2,762,021	(10,087)
Charges for Services	245,813	225,450	233,600	8,150
Operating Transfer In	996,235	911,997	930,939	18,942
Total Revenues	3,527,068	3,909,555	3,926,560	17,005
Expenditures				
Salaries & Wages	1,914,140	2,109,979	2,181,186	71,207
Benefits	891,732	1,037,559	922,938	(114,621)
Supplies	69,084	75,016	121,607	46,591
Other Services & Charges	652,112	687,001	700,829	13,828
Operating Transfer Out	-	-	-	-
Total Expenditures	3,527,068	3,909,555	3,926,560	17,005
Revenues Over (Under) Expenditures	-	-	-	
Fund Balance, Beginning of Year		-	-	
Projected Fund Balance, End of Year		-	-	



FRIEND OF THE COURT FUND (2160), continued

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Friend of the Court	1.00	1.00	1.00
Assistant FOC - Operations	1.00	1.00	1.00
Assistant FOC - Field Services	1.00	1.00	1.00
Investigators	11.00	11.00	11.00
Family Services Coord/Custody Investigator	4.00	4.00	4.00
Data Processing Specialist	4.00	4.00	4.00
Senior Data Processing Specialist	1.00	1.00	1.00
Parent Location Specialist	1.00	1.00	1.00
FOC Clerk II	3.00	4.00	4.00
Accounting Clerk	3.00	3.00	
Referee	1.73	1.73	
FOC Clerk I	4.00	4.00	4.00
Deputy/Road Patrol	2.00	2.00	
Third Party Liability Specialist	1.00	1.00	1.00
Account Specialist	-	-	3.00
Senior Law Clerk	-	-	0.10
Road Patrol Deputy	-	-	2.00
	38.73	39.73	38.10

Target Population

Children, Custodial & Non-Custodial Parents

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

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

Objective 1) Perform domestic relations hearings

Objective 2) Conduct parenting time and custody assessments

Objective 3) Process and enforce orders of support

Objective 4) Manage the collection and disbursement of child support payments

Objective 5) File civil warrants for non-payment of child support payments

Objective 6) Comply with all state and federal regulations regarding child support, parenting time and custody

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

FOC Goal 2: To serve the public and Court stakeholders in a satisfactory and professional manner (Access and Fairness - NCSC CourTools 1)

Objective 1) Survey court users to obtain their feedback on the Court's treatment of customers



FRIEND OF THE COURT FUND (2160), continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of new cases filed (Title IV-D child support enforcement)	-	934	1,100	1,100
	# of cases active (Title IV-D child support enforcement)	-	12,161	12,200	12,200
	# of parenting time and custody assessments completed	-	241	255	255
	# of bench warrants filed	-	1,716	1,750	1,750
EFFICIENCY	% of domestic relation hearings scheduled within 3 weeks of case filing	85%	90%	90%	92%
	% of custody assessments completed within time guidelines	95%	100%	100%	100%
	% of DHS-Office of Child Support audits that show compliance with Federal and State child support regulations	95%	100%	100%	100%
OUTCOMES	Paternity Establishment Rate	90%	93.7%	94.0%	95.0%
	Support Order Establishment Rate	80%	82.0%	82.0%	82.0%
	Collection Rate on Current Support (outstanding payments)	80%	78.7%	78.8%	78.9%
	Collection Rate on Arrears	80%	84.9%	85.0%	85.0%
	Collection Rate on Medical	80%	84.0%	84.0%	84.0%



HEALTH FUND (2220)

Budget Year Ending September 30, 2016



*mi*Ottawa Department of
Public Health

Fund Description & Financial Summary

The Public Health Fund is used to account for monies received from Federal, State, and Local grants and County appropriations. These monies are utilized in providing a variety of health-related services to County residents.

	Prior Year Actual 9/30/2014	Current Year Amended Budget 9/30/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Intergovernmental Revenue	3,984,092	4,158,190	3,231,678	(926,512)
Charges for Services	826,928	889,930	990,655	100,725
Licenses and Permits	779,766	751,023	767,862	16,839
Other Revenue	217,249	232,320	174,727	(57,593)
Operating Transfers In	3,026,193	4,032,301	3,379,710	(652,591)
Total Revenues	8,834,228	10,063,764	8,544,632	1,519,132
Expenditures				
Salaries & Wages	4,254,716	4,455,083	4,674,334	219,251
Benefits	1,845,098	2,175,228	1,910,839	(264,389)
Supplies	887,348	1,018,180	1,035,526	17,346
Other Services & Charges	1,847,066	1,968,199	1,748,933	(219,266)
Operating Transfers Out	-	-	-	-
Total Expenditures	8,834,228	9,616,690	9,369,632	(247,058)
Revenues Over (Under) Expenditures	-	447,074	(825,000)	
Fund Balance, Beginning of Year		578,327	1,025,401	
Projected Fund Balance, End of Year		1,025,401	200,401	



HEALTH FUND (2220), continued (Administration & Epidemiology Division)

Mission Statement

Analyze the causes and distribution of disease in order to control their course and protect the community

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.

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Account Clerk	1.00	1.00	1.00
Accountant I	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00
Assistant Health Administrator	1.00	1.00	1.00
Communication Specialist	1.00	1.00	1.00
Epidemiologist	1.00	1.00	1.00
Health Administrative Clerk	0.80	0.80	0.80
Health Officer/ Administrator	1.00	1.00	1.00
Health Promotion Clerk	0.10	0.10	0.10
Medical Director	1.00	1.00	1.00
Programmer/ Analyst	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00
Custodian	-	-	0.10
	10.90	10.90	11.00

Target Population

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





HEALTH FUND (2220), continued (Administration & Epidemiology Division)

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

Department Goal 1: Monitor population health status to identify and mitigate health problems and to improve the delivery of public health services

Objective 1) Collect, analyze and disseminate accurate and credible data regarding the health of residents and the environment (YAS¹, BS&ASS², BMI³, morbidity and mortality, program statistics, etc.)

Objective 2) Maintain and enhance existing disease surveillance systems to identify, investigate & control public health threats

Objective 3) Advise health department staff and health system partners on emerging public health threats

Objective 4) Provide data analysis and support to internal and external public health partners

Objective 5) Maintain and improve the accessibility of all current health data reports to stakeholders and the public

Objective 6) Provide program specific data collection and reporting to state, federal partners

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

Department Goal 2: Provide excellent customer service

Objective 1) Provide thorough and satisfactory services

Objective 2) Provide interaction with customers that is courteous, respectful, and friendly

Objective 3) Provide timely responses to requests for service

Department Goal 3: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs⁴

Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties⁵

Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties⁵

Performance Metrics

	ANNUAL MEASURES	TARGET	2014	2015	2016
			ACTUAL	ESTIMATED	PROJECTED
WORKLOAD	% completion of the Ottawa County Health Assessment Profile (<i>Every 3 years</i>)	-	75%	25%	n/a
	% completion of the Ottawa County BRFSS (<i>Every 3 years</i>)	-	100%	n/a	n/a
	# of health data elements collected, analyzed, and displayed	-	4,550	4,800	4,000
	# of health data requests completed	-	60	55	55
	# of alerts, warnings, advisories or closures issued due to identified health threat	-	15	12	12
	# of data reports requiring data analysis	-	36	30	30
	# of committees/councils provided consultation and data support	-	36	25	25
OUTCOMES	% of infectious disease threats identified within 72 hours of index case identification	100%	100%	100%	100%
COST⁸	Cost of Epidemiology per capita (total expenses ⁶)	-	\$0.40	\$0.44	\$0.44
	# of Epidemiology Division FTE ⁷ per 100,000 residents	-	0.41	0.41	0.41

1. YAS: Youth Assessment Survey

2. BRFSS: Behavioral Risk Factor Surveillance System

3. BMI: Body Mass Index

4. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline

5. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks

6. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)

7. FTE is calculated using Fiscal Service's History of Positions By Fund report

8. The cost calculations are computed by the Planning and Performance Improvement Department



HEALTH FUND (2220), continued (Clinic Services Division)

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

Function Statement

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

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Clinic Health Manager	2.80	1.00	1.00
Clinic Support	10.50	10.20	10.50
Community Health Nurse	12.00	11.80	12.00
Community Health Supervisor	1.00	-	-
Public Health Team Supervisor	-	2.80	2.80
Health Technician	1.80	1.80	1.80
Nurse Practitioner	1.20	1.20	1.20
Office Supervisor/Clinical Support	1.00	1.00	1.00
	<hr/>	<hr/>	<hr/>
	30.30	29.80	30.30

Target Population

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



HEALTH FUND (2220), continued (Clinic Services Division)

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

Department Goal 1: Reduce unplanned pregnancies among persons who seek family planning services*

Objective 1) Conduct breast and pelvic exams and breast and cervical cancer screenings

Objective 2) Provide family planning counseling and education

Objective 3) Distribute contraceptives to clients

Department Goal 2: Reduce Sexually Transmitted Infections (STI) being transmitted by those persons who receive STI treatment services*

Objective 1) Provide education regarding STI prevention

Objective 2) Provide STI testing, treatment, and counseling

Department Goal 3: Minimize the spread of communicable disease

Objective 1) Monitor communicable disease

Objective 2) Investigate reported cases of communicable disease

Objective 3) Provide treatment and control spread of confirmed cases of communicable disease

Objective 4) Provide education regarding the signs, symptoms, and transmission of communicable disease

Department Goal 4: Protect the public against vaccine preventable disease

Objective 1) Ensure vaccinations are received by eligible children and adults

Objective 2) Provide immunizations to travelers to high risk areas

Objective 3) Provide education regarding vaccinations, immunizations, and vaccine preventable disease

Objective 4) Perform quality assurance with vaccine providers (e.g. proper storage, expirations)

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

Department Goal 5: Provide excellent customer service

Objective 1) Provide thorough and satisfactory services

Objective 2) Provide interaction with customers that is courteous, respectful, and friendly

Objective 3) Provide timely responses to requests for service

Department Goal 6: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²

Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties²



HEALTH FUND (2220), continued (Clinic Services Division)

Performance Metrics

	ANNUAL MEASURES	TARGET	2014	2015	2016
			ACTUAL	ESTIMATED	PROJECTED
WORKLOAD	# of unduplicated family planning clients receiving medical exam	2,200	1,350	1,200	1,400
	# of unduplicated family planning clients receiving counseling and education	3,000	1,662	1,500	1,500
	# of unduplicated clients receiving contraceptives	2,850	1,618	1,500	1,650
	# of STI clinic client encounters	5,900	3,884	3,500	3,800
	# of HIV tests performed	1,000	884	757	500
	# of STI prevention education sessions conducted	5,900	3,884	3,500	3,800
	# of MDSS communicable diseases reported	1,100	1,245	1,250	1,250
	# of immunizations administered to children	14,000	8,954	7,993	7,500
	# of immunizations provided to travelers	2,600	1,327	1,372	1,350
	# of immunization and vaccine preventable disease education sessions	18	23	12	12
	# of LTBI (latent tuberculosis infections) reported	45	37	35	35
# of active TB clients	5	4	3	3	
EFFICIENCY	% of clients with an abnormal breast/pelvic exam result that are notified within 60 days	100%	100%	100%	100%
	% of clients receiving family planning counseling/education	100%	100%	100%	100%
	% of clients receiving test result access within 14 days	100%	100%	100%	100%
	% of clients with positive test results receiving treatment within 14 days	100%	95%	95%	95%
	% of mandated communicable disease investigations initiated within 24 hours of being reported	100%	100%	100%	100%
	% of MDSS ³ communicable diseases reported that receive intervention strategies	100%	100%	100%	100%
	% of children 19-35 months of age who are fully immunized based on MCIR ⁴ registry data ⁵	90%	47%	51%	55%
OUTCOMES	% of clients who became pregnant while receiving family planning services	<1%	<1%	<1%	<1%
	Incidence rate of reported STI by those who received STI treatment/prevention education services	<1%	<1%	<1%	<1%
	Communicable disease rate	0.0040	0.004565	0.0046	0.0046
	Vaccine preventable disease rate	0.0004	0.0003	0.0035	0.0035
COST⁸	Cost of Family Planning services per client served - clinic, counseling, and/or education (total expenses not including admin or clerical ⁶)	-	\$259.74	\$284.10	\$264.50
	Cost of Immunization services per client served - children and travelers (total expenses not including admin or clerical ⁶)	-	\$107.79	\$115.74	\$122.48
	Cost of STI clinic services per client encounter (total expenses not including admin or clerical ⁶)	-	\$73.48	\$87.57	\$80.66
	Cost of Communicable Disease services per capita (total expenses not including admin or clerical ⁶)	-	\$291.31	\$306.56	\$306.56
	Total Cost of Clinic Health Services per capita (total expenses ⁶)	-	\$13.49	\$13.72	\$13.72
	Total # of department FTEs ⁷ per 100,000 residents	-	12.45	12.26	12.26

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. MDSS: Michigan Disease Surveillance System
4. MCIR: Michigan Care Improvement Registry
5. Effective January 1, 2014 CDC/MDCH changed the immunization requirement to include a second Hepatitis A vaccine
6. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
7. FTE is calculated using Fiscal Service's History of Positions By Fund report
8. Total Cost and FTE calculations will be computed by the Planning and Performance Improvement Department



HEALTH FUND (2220), continued (Community Services Division)

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

Function Statement

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

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Clinic Support	0.50	-	-
Clinical Health Supervisor	1.00	-	-
Community Health Clerk	2.00	1.00	1.00
Community Health Nurse	5.60	5.60	5.60
CSHCS Clerical *	1.00	1.00	1.00
Health Promotion Manager	0.34	0.34	0.34
Hearing & Vision Tech	3.40	3.40	3.40
CSHCS/HV Clerk	-	0.80	0.80
Maternal and Infant Health Clerk	0.75	0.75	0.75
Nutritionist	0.60	0.60	0.60
Public Health Social Worker	1.80	1.80	1.80
Public Health Team Supervisor	-	2.00	2.00
Public Health Outreach Worker	0.60	-	-
	17.59	17.29	17.29

Target Population

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



HEALTH FUND (2220), continued (Community Services Division)

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

Department Goal 1: Reduce infant mortality and low birth weight for those enrolled in program

Objective 1) Ensure Medicaid eligible pregnant women receive prenatal care

Objective 2) Ensure Medicaid eligible infants receive pediatric care

Objective 3) Refer clients to domestic violence counseling, substance abuse counseling, and/or Community Mental Health, if necessary

Objective 4) Conduct case management visits with clients to review dietary and medical needs, and interactions with children

Department Goal 2: Improve quality-of-care of children ages 0 to 21 with special health care needs who are in program

Objective 1) Refer children with special health care needs to appropriate medical services

Objective 2) Reduce the financial burden on parents for obtaining specialized health care services for their children

Objective 3) Provide support services to parents of children with chronic health problems

Objective 4) Conduct service contacts with clients to ensure necessary services are being obtained

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

Objective 1) Screen children for hearing loss and/or visual impairment

Objective 2) Re-screen children determined to have potential hearing and/or vision impairment

Objective 3) Refer children with two failed screens to appropriate medical services

Objective 4) Follow-up with medically referred children to encourage evaluation and/or treatment

Department Goal 4: Reduce the incidence and impact of child abuse

Objective 1) Conduct assessments and medical exams for abused children upon request of the Children's Advocacy Center

Objective 2) Assist prosecutors with investigations of suspected child abuse

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

Department Goal 5: Provide excellent customer service

Objective 1) Provide thorough and satisfactory services

Objective 2) Provide interaction with customers that is courteous, respectful, and friendly

Objective 3) Provide timely responses to requests for service

Department Goal 6: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties

Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties



HEALTH FUND (2220), continued (Community Services Division)

Performance Metrics

	ANNUAL MEASURES	TARGET	2014	2015	2016
			ACTUAL	ESTIMATED	PROJECTED
WORKLOAD	# of eligible pregnant women served (MIHP)	-	131	100	100
	# of eligible infants served (MIHP)	-	193	190	180
	# of infant case management contacts (MIHP)	-	1,659	1,700	1,700
	# of maternal case management contacts (MIHP)	-	625	600	600
	# of clients served with special health care needs (CSHCS)	-	1,026	1,121	1,125
	# of service encounter contacts (CSHCS)	-	678	805	810
	# of hearing screens conducted	-	14,219	14,330	14,500
	# of vision screens conducted	-	15,862	17,050	17,500
	# of children receiving a referral for vision/hearing	-	1,721	1,830	1,850
	# of assessments conducted for CAC	-	64	80	80
EFFICIENCY	% of MIHP clients contacted within 7 days (I) or 14 days (M) of referral	100%	100%	100%	100%
	% of CSHCS clients contacted to renew coverage within 90 days of expiration	100%	100%	100%	100%
	% of children with potential hearing/vision loss rescreened per State requirements	100%	100%	100%	100%
OUTCOMES	Infant mortality rate of MIHP clients	5%	<5%	<5%	<5%
	% of MHP client newborns with low birth weight	7%	n/a	n/a	n/a
	% of CSHCS clients who receive specialty care for improving quality of life	100%	100%	100%	100%
	% of children screened with potential hearing loss who had a confirmed medical diagnosis and/or received treatment	100%	86%	84%	84%
	% of children screened with potential vision loss who had a confirmed medical diagnosis and/or received treatment	100%	92%	93%	93%
COST⁵	Cost per MIHP client (total cost ³ divided by # clients served)	-	\$2,223.80	\$2,454.33	\$2,541.98
	Cost per CSHCS client (total cost ³ divided by # clients served)	-	\$332.45	\$334.79	\$333.60
	Cost per Hearing/Vision screen conducted (total cost ³ divided by # screens conducted)	-	\$10.16	\$10.17	\$9.98
	Total cost ³ of Community Health services per capita	-	\$6.18	\$6.36	\$6.36
	Total # of department FTEs ⁴ per 100,000 residents	-	7.23	7.11	7.11

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Total cost include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
4. FTE is calculated using Fiscal Service's History of Positions By Fund report
5. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



HEALTH FUND (2220), continued (Environmental Health Division)

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

Function Statement

Programs and services of the Environmental Health Division (EH) are aimed at protecting resident and visitor health through control and prevention of environmental conditions that may endanger human health and safety. We are the defense system and response team. Our business as environmental health professionals is to identify, respond and prevent, or eliminate factors that create risk to human health by taking appropriate action based on professional judgment and accepted standards/methods.

Environmental Health Specialists routinely inspect restaurants, school kitchens, vending locations, and temporary food service establishments for proper food storage, preparation, and handling to protect the public from food-borne illnesses. Public and private water supplies are regulated, evaluated, and sampled to eliminate the risks of water-borne disease and toxic exposure. Through soil evaluations, issuance of permits and inspections of new on-site sewage disposal systems, the EH Specialists protect against illness and health hazards. The safety and sanitation of public swimming pools, spas, and bathing beaches are maintained through inspections and testing of water quality. Potential homebuyers are provided with results of water quality and condition of sewage disposal systems through a unique real estate evaluation program. EH specialists also inspect and evaluate mobile home parks, campgrounds, child care centers, adult and child foster homes, marinas, schools, new sub-divisions, and general nuisance complaints as well as provide educational and consultative services for the public.

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Environmental Health Clerk	3.30	2.40	2.40
Environmental Health Specialist	9.90	10.00	10.00
Environmental Health Manager	-	0.90	0.90
Team Supervisor	2.00	2.00	2.00
Environmental Technician	0.50	0.50	2.00
	15.70	15.80	17.30

Target Population

Ottawa County Residents and Homeowners, Food Service Establishments and Patrons



HEALTH FUND (2220), continued (Environmental Health Division)

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

Department Goal 1: Protect the public from unsafe drinking water from groundwater supply systems (wells)

- Objective 1) Perform inspections of wells*
- Objective 2) Issue permits for new wells or repairs/replacements to existing wells*
- Objective 3) Educate new homeowners about unsafe drinking water systems*

Department Goal 2: Protect surface water and groundwater from onsite wastewater disposal systems

- Objective 1) Perform inspections of sewage disposal systems*
- Objective 2) Issue permits for new sewage systems or repairs/replacements to existing systems*
- Objective 3) Educate new homeowners about faulty septic systems*

Department Goal 3: Prevent exposure to unsafe surface and/or swimming waters

- Objective 1) Collect water samples at public beaches*
- Objective 2) Perform inspections of public swimming pools*
- Objective 3) Issue "no body contact" advisories or correction orders as necessary*

Department Goal 4: Reduce the risk of food borne illnesses from food service establishments

- Objective 1) Perform inspections of food service establishments*
- Objective 2) Conduct investigations of food borne illnesses and complaints*
- Objective 3) Develop & enforce risk control plans for food establishments with persistent or emerging problems*
- Objective 4) Improve the level of food safety knowledge among the food service community*

Department Goal 5: Prevent persons from contracting rabies after being bitten by a rabid animal

- Objective 1) Perform rabies testing on animals that have bitten people*
- Objective 2) Provide treatment to persons bitten by a rabid animal*

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

Department Goal 6: Provide excellent customer service

- Objective 1) Provide thorough and satisfactory services*
- Objective 2) Provide interaction with customers that is courteous, respectful, and friendly*
- Objective 3) Provide timely responses to requests for service*

Department Goal 7: Provide exceptional services/programs

- Objective 1) Maintain high-efficiency work outputs¹*
- Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²*
- Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties²*



HEALTH FUND (2220), continued (Environmental Health Division)

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of groundwater supply systems (wells) inspected prior to real estate transfers	-	714	730	720
	# of new and replacement well permits issued	-	291	370	355
	# of vacant property evaluations completed for future development	-	77	118	110
	# of wastewater disposal systems inspected prior to real estate transfers	-	1,113	1,135	1,110
	# of sewage disposal system permits issued for new construction	-	201	285	270
	# of sewage disposal system permits issued for repair/replacement at existing homes	-	312	344	335
	# of septage hauling vehicles inspected	-	23	29	30
	# of public beach sampling events conducted	-	80	80	80
	# of public swimming pools licensed and inspected	-	153	154	154
	# of campgrounds licensed and inspected	-	28	28	29
	# of fixed food establishment inspections	-	1,334	1,350	1,400
	# of vending machine and STFU inspections	-	150	150	150
	# of temporary food establishment inspections	-	291	300	300
	# of re-inspections conducted	-	384	390	390
	# of foodborne illnesses and/or complaints investigated	-	414	250	250
	# of food service employees trained, including school concessions	-	184	400	500
	# of web-based food service training modules available	-	4	4	8
# of rabies tests conducted on animals	-	42	18	30	
EFFICIENCY	% of complaints related to food safety responded to within 1 day	100%	100%	100%	100%
OUTCOMES	# of persons that become ill from unsafe well water	0	0	0	0
	# of reported injuries or fatalities at licensed pools or campgrounds resulting from non-compliant Environmental Health factors	0	0	0	0
	% of persons bitten by an animal confirmed to have rabies that contract the disease	0%	0%	0%	0%
COST⁵	Cost of Division per capita (total expenses ³)	-	\$5.51	\$5.92	\$5.92
	Total # of Environmental Health FTE ⁴ per 100,000 residents	-	6.45	6.50	6.50

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
4. FTE is calculated using Fiscal Service's History of Positions By Fund report
5. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



HEALTH FUND (2220), continued (Health Promotion Division)

Mission Statement

Health promotion is committed to providing initiatives which create an environment that empowers Ottawa County residents to make healthy choices

Function Statement

The Health Promotion Division of the Ottawa County Health Department strives to promote positive health behaviors that enable people to increase control over and improve their health. Health Promotion Services provides comprehensive prevention education programs, collaborative community project leadership, reproductive health education, substance abuse prevention, chronic disease prevention programs and oral health services.

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Dental Assistant Clinic Manager	0.80	0.80	0.80
Dental Hygienist Manager	0.80	0.80	0.80
Health Educator	2.60	2.60	2.45
Health Promotion Clerk	2.36	0.90	0.90
Health Promotion Manager	-	0.66	0.66
Health Promotion Team Supervisor	-	0.90	0.80
Oral Health Team Supervisor	1.00	1.00	1.00
	7.56	7.66	7.41

Target Population

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





HEALTH FUND (2220), continued (Health Promotion Division)

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

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

- Objective 1)* Increase access to healthy food choices
- Objective 2)* Increase community access to physical activity
- Objective 3)* Educate residents about healthy eating and physical activity
- Objective 4)* Provide effective administration support for the OCFPC

Department Goal 2: Reduce tobacco use among youth

- Objective 1)* Decrease tobacco sales to underage youth

Department Goal 3: Reduce dental disease among low-income, uninsured, and Medicaid-eligible children in Ottawa County

- Objective 1)* Provide preventative (sealants, fluoride, cleanings), diagnostic (exams, x-rays) and restorative (fillings, extractions, etc.) services through the "Miles of Smiles" Mobile Dental Unit
- Objective 2)* Provide screenings/exams, fluoride varnish, and sealant treatments in schools and Headstart

Department Goal 4: Increase enrollment of young adults to family planning and sexually transmitted infection (STI) services

- Objective 1)* Increase awareness of family planning services that are available to reduce unintended pregnancies
- Objective 2)* Increase awareness of STI treatment and prevention services
- Objective 3)* Educate youth and parents regarding the consequences of early sexual involvement

Department Goal 5: Reduce alcohol-related traffic crashes in Ottawa County

- Objective 1)* Provide effective administrative support for the ROADD Coalition
- Objective 2)* Reduce alcohol sales to under age youth

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

Department Goal 6: Provide excellent customer service

- Objective 1)* Provide thorough department services
- Objective 2)* Provide timely responses to requests for service
- Objective 3)* Provide interaction with customers that is courteous, respectful, and friendly

Department Goal 7: Provide exceptional services/programs

- Objective 1)* Maintain high-efficiency work outputs¹
- Objective 2)* Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²
- Objective 3)* Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties²



HEALTH FUND (2220), continued (Health Promotion Division)

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of residents using electronic benefits transfer system at farm markets	-	500	500	600
	# of nutrition and exercise educational sessions conducted	-	238	79	100
	# of policy/environmental changes implemented to increase access to physical activity and healthy food choices	-	6	10	10
	# of Food Policy Council and subcommittee meetings facilitated	-	14	14	14
	# of cigarette vendor education trainings conducted	-	92	150	150
	# dental services provided on "Miles of Smiles" mobile dental unit (exams, cleanings, x-rays, fillings, extractions, fluoride varnish, sealants)	-	5,413	6,014	5,344
	# of dental services provided through the SEAL program (screenings, sealants, fluoride varnish)	-	2,380	3,434	3,000
	# of dental services provided in Early Headstart/Headstart fluoride varnish program (assessments, fluoride treatments)	-	448	525	550
	# of Family Planning/STI presentations, workshops and conferences to schools/Juvenile Detention Center/Girls Group/Harbor House/Hope College/Grand Valley State University/community	-	28	25	25
	# of alcohol vendor education trainings conducted	-	53	200	200
	# of ROADD coalition and task force meetings administered	-	4	2	2
EFFICIENCY	% of policies adopted related to nutrition/ exercise	100%	100%	100%	100%
	% of cigarette vendors passing compliance checks	100%	91%	86%	86%
	% of cigarette vendors notified of status in 1 month of compliance check	100%	100%	100%	100%
	% of alcohol retailers passing compliance checks	96%	90%	90%	90%
OUTCOMES	% increase in number of Ottawa County residents with a healthy Body Mass Index (3 year survey)	≥3%	40.8% (2014 BRFSS)	n/a (2017 BRFSS)	n/a (2017 BRFSS)
	% reduction in dental disease in children served on Miles of Smiles	>30%	34%	25%	29%
	% of young adults using family planning services	25%	23%	29%	25%
	% of Ottawa County young adults using STI services	50%	21%	23%	25%
	% reduction in alcohol related traffic crashes where driver is 18-24	3%	33%	33%	33%
COST⁵	Cost of promotions division per capita (total expenses ³)	-	\$3.66	\$3.75	\$3.75
	# of promotions division FTEs ⁴ per 100,000 residents	-	3.11	3.15	3.15

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
4. FTE is calculated using Fiscal Service's History of Positions By Fund report
5. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



HEALTH FUND (2220), continued (Public Health Preparedness Division)

Mission Statement

Prepare for the health and safety of Ottawa County citizens during public health emergencies

Function Statement

The Public Health Preparedness Program (PHP) focuses on strengthening the public health infrastructure to increase the ability to identify, respond to, and prevent acute threats to public health by collaborating and coordinating response strategies with local, regional, and state partners. PHP ensures the availability and accessibility to health care for Ottawa County residents, and the integration of public health and public and private medical capabilities with first responder systems during a public health emergency.

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
PH Preparedness Coordinator	1.00	1.00	1.00
	1.00	1.00	1.00

Target Population

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

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

Department Goal 1: Demonstrate ability to perform effective public health response during a public health emergency

- Objective 1) Develop plans to respond to public health emergencies (i.e. Strategic National Stockpile (SNS) Plan, Crisis Emergency Risk Communication (U) Plan, Continuity of Operations Plan (COOP))
- Objective 2) Assist community partners in creating local health preparedness plans
- Objective 3) Conduct emergency response training exercises with local communities
- Objective 4) Provide personal preparedness training to residents
- Objective 5) Maintain adequately trained health department staff
- Objective 6) Educate and coordinate with community partners on response to an actual public health emergency

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

Department Goal 2: Provide excellent customer service

- Objective 1) Provide thorough and satisfactory services
- Objective 2) Provide interaction with customers that is courteous, respectful, and friendly
- Objective 3) Provide timely responses to requests for service

Department Goal 3: Provide exceptional services/programs

- Objective 1) Maintain high-efficiency work outputs¹
- Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²
- Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties²



HEALTH FUND (2220), continued (Public Health Preparedness Division)

Performance Metrics

	ANNUAL MEASURES	TARGET	2014	2015	2016
			ACTUAL	ESTIMATED	PROJECTED
WORKLOAD	# of updates completed to SNS Plan	-	20	1 - Major	5
	# of updates completed to CERC Plan	-	14 - Major	5	5
	# of updates completed to COOP	-	2	1 - Major	1
	# of response training exercises conducted	-	14	12	10
	# of employees trained to respond to a public health emergency	All	All	All	All
	# of emergency personnel who received Incident Command Structure & National Incident Management System Training	All	14	15	5
	# of actual documented public health emergency events/outbreaks	-	10	5	5
OUTCOMES	# of critical deficiencies identified during actual public health emergency	0	0	1	1
	% of improvements implemented (as indicated in after action report)	100%	100%	100%	100%
COST⁶	Cost of department per capita (total expenses ⁴)	-	\$0.50	\$0.52	\$0.52
	Total # of department FTEs ⁵ per 100,000 residents	-	0.41	0.41	0.41

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. MDCH - OPHP: Michigan Department of Community Health - Office of Public Health Preparedness
4. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
5. FTE is calculated using Fiscal Service's History of Positions By Fund report
6. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



HOMESTEAD PROPERTY TAX FUND (2550)

Budget Year Ending December 31, 2016

Fund Description & Financial Summary

The Homestead Property Tax Fund was established as a result of the passage of Public Act 105 of 2003 which provides for the denial of homestead status by local governments, counties, and/or the State of Michigan. The County's share of interest on tax revenue collected under this statute is to be used solely for the administration of this program, and any unused funds remaining after a period of three years may be transferred to the County's general fund (MCL 211.7cc, as amended).

	Prior Year Actual 12/31/2014	Current Year Amended Budget 12/31/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Taxes	7,564	5,000	5,000	-
Interest on Investments	79	79	79	-
Operating Transfers In	-	-	-	-
Total Revenues	7,643	5,079	5,079	-
Expenditures				
Supplies	-	100	100	-
Other Services & Charges	1,422	1,445	1,474	29
Operating Transfers Out	-	-	-	-
Total Expenditures	1,422	1,545	1,574	29
Revenues Over (Under) Expenditures	6,221	3,534	3,505	
Fund Balance, Beginning of Year		8,819	12,353	
Projected Fund Balance, End of Year		12,353	15,858	

Personnel

No Personnel has been allocated to this Fund



INFRASTRUCTURE FUND (2444)

Budget Year Ending December 31, 2016

Fund Description & Financial Summary

The Infrastructure Fund was established by the County Board to provide financial assistance to local units of government for water, sewer, road, and bridge projects that especially unique, non-routine, and out-of-the ordinary.

	Prior Year Actual 12/31/2014	Current Year Amended Budget 12/31/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Interest on Investments	28,407	3,721	2,320	(1,401)
Operating Transfers In	-	-	-	-
Total Revenues	28,407	3,721	2,320	(1,401)
Expenditures				
Operating Transfers Out	125,000	125,000	125,000	-
Total Expenditures	125,000	125,000	125,000	-
Revenues Over (Under) Expenditures	(96,593)	(121,279)	(122,680)	
Fund Balance, Beginning of Year		1,682,560	1,561,281	
Projected Fund Balance, End of Year		1,561,281	1,438,601	

Personnel

No Personnel has been allocated to this Fund



LANDFILL TIPPING FEES FUND (2272)

Budget Year Ending December 31, 2016

Mission Statement

Administer the Ottawa County Solid Waste Management Plan and provide residents with alternatives to landfills for disposing of waste.

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.

Fund Description & Financial Summary

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

	Prior Year Actual 12/31/2014	Current Year Amended Budget 12/31/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Intergovernmental Revenue	24,655	28,000	28,000	-
Charges for Services	353,859	320,000	330,000	10,000
Other Revenue	36,128	30,350	27,250	(3,100)
Operating Transfers In	-	-	-	-
Total Revenues	414,642	378,350	385,250	6,900
Expenditures				
Salaries & Wages	147,210	166,360	177,972	11,612
Benefits	66,427	90,060	92,311	2,251
Supplies	8,315	15,295	11,670	(3,625)
Other Services & Charges	159,352	185,303	174,071	(11,232)
Operating Transfers Out	-	-	-	-
Total Expenditures	381,304	457,018	456,024	(994)
Revenues Over (Under) Expenditures	33,338	(78,668)	(70,774)	
Fund Balance, Beginning of Year		1,125,431	1,046,763	
Projected Fund Balance, End of Year		1,046,763	975,989	



LANDFILL TIPPING FEES FUND (2272), continued

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Environmental Health Manager	0.10	0.10	0.10
Team Supervisor - Health	1.00	1.00	1.00
Sr Environmental Health Specialist	0.10	-	
Technician	0.50	0.50	0.50
Sr Recycle Center Attendant	1.00	1.00	1.00
Recycle Center Attendant	1.00	1.00	1.05
Environmental Health Clerk	0.60	0.60	0.60
	<u>4.30</u>	<u>4.20</u>	<u>4.25</u>

Target Population

Ottawa County Residents

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

Department Goal 1: Protect the public and environment from household hazardous materials

Objective 1) Maintain a free service center for residents to properly dispose of household hazardous materials

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

Department Goal 2: Prolong the lifespan of landfills

Objective 1) Maintain a fee-based service center for residents to dispose of their recyclables

Objective 2) Increase membership in recycling program

Objective 3) Educate residents on the importance of recycling

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

Department Goal 3: Provide excellent customer service

Objective 1) Provide thorough and satisfactory services

Objective 2) Provide interaction with customers that is courteous, respectful, and friendly

Objective 3) Provide timely responses to requests for service

Department Goal 4: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²

Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties²



LANDFILL TIPPING FEES FUND (2272), continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of hours the Resource Recovery Service Centers were open to the public	-	2,496	2,496	2,496
	# of users of the Resource Recovery Service Center (RRSC)	-	13,650	13,500	13,500
	# of recycling service memberships	-	734	700	700
	# of pounds of pesticides collected	-	29,269	25,000	25,000
	# of gallons of liquid hazardous waste collected	-	7,615	8,000	8,000
	# of pounds of solid hazardous waste collected	-	109,441	110,000	105,000
	# of cubic yards of recyclables collected	-	3,180	4,000	4,000
	# of calls regarding mercury spill responded to	-	0	2	2
EFFICIENCY	% of recycling membership applications processed within one month	100%	100%	100%	100%
OUTCOMES	# of gallons of liquid household hazardous waste diverted from landfill	5,000	7,615	8,000	8,000
	# of pounds of solid household hazardous waste diverted from landfill	43,000	109,441	110,000	105,000
	% of Ottawa County's waste available for disposal in landfills (10 years)	100%	100%	100%	100%
COST⁵	Cost of waste management per RRSC user (total expenses ³)	-	\$26.20	\$31.72	\$31.72
	Cost of waste management per capita (total expenses ³)	-	\$1.29	\$1.55	\$1.55
	# of RRSC users per waste management FTEs ⁴	-	3,174	3,214	3,214
	# of waste management FTEs ⁴ per 100,000 residents	-	1.56	1.52	1.52

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
4. FTE is calculated using Fiscal Service's History of Positions By Fund report
5. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



MENTAL HEALTH FUND (2220)

Budget Year Ending December 31, 2016

Mission Statement

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

Function Statement

Community Mental Health (CMH) is a provider of public services for people with developmental disabilities and/or serious mental illness. We provide service under a "Managed Care" contract with the State of Michigan, Department of Community Health. Our programs and activities are governed by a Board of Directors. Our services are available to residents of the community who have Medicaid or are uninsured, and who are eligible for services as defined by the Michigan Mental Health Code.



Fund Description & Financial Summary

The Mental Health Fund is used to account for monies to provide mental health services within the County. Monies are provided by Federal, State, and County appropriations, contributions and charges for services

	Prior Year Actual 9/30/2014	Current Year Amended Budget 9/30/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Intergovernmental Revenue	37,511,987	36,733,004	33,421,781	(3,311,223)
Charges for Services	595,452	756,775	811,561	54,786
Interest on Investments	(2,360)	1,000	-	(1,000)
Other Revenue	737,658	413,314	435,658	22,344
Operating Transfers In	563,108	563,108	476,500	(86,608)
Total Revenues	39,405,845	38,467,201	35,145,500	(3,321,701)
Expenditures				
Salaries & Wages	8,977,000	8,293,892	6,031,612	(2,262,280)
Benefits	3,758,470	3,871,760	2,547,705	(1,324,055)
Supplies	487,827	539,317	350,749	(188,568)
Other Services & Charges	26,322,033	25,762,232	26,215,434	453,202
Operating Transfers Out	-	-	-	-
Total Expenditures	39,545,330	38,467,201	35,145,500	(3,321,701)
Revenues Over (Under) Expenditures	(139,485)	-	-	
Fund Balance, Beginning of Year		218,030	218,030	
Projected Fund Balance, End of Year		218,030	218,030	



MENTAL HEALTH FUND (2220), continued

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Clinical Office Manager	0.42	0.41	
Mental Health Prescriber	0.10	0.28	0.72
Compliance Manager	0.12	0.12	0.12
Director of Quality Improvement	0.08	-	
Compliance Assistant	0.36	0.36	0.36
Mental Health Aide	36.00	28.00	2.00
Mental Health Clinician	5.00	5.00	2.00
Mental Health Nurse	3.50	3.50	2.50
Mental Health Specialist*	16.60	16.77	16.02
Mental Health Trainer	1.00	1.00	1.00
Occupational Therapist	1.50	1.50	0.50
Program Coordinator-County	2.35	1.74	1.49
Program Supervisor	1.35	1.36	1.36
CBS Team Leader	4.00	3.00	1.00
Medical Assistant	1.00	1.00	1.00
Mental Health Clerk	3.33	3.34	2.84
Training Center Clerk	0.70	0.70	0.23
Speech Language Therapist	0.50	0.50	
Team Supervisor - M Health	4.00	4.00	3.75
Access Center Clerk	-	0.86	0.86
Clinical Office Manager	0.59	0.59	
Clinical Nurse	0.90	-	
Compliance Manager	0.21	0.21	0.21
Director of Quality Improvement	0.04	-	
Medical Assistant	1.00	1.00	0.50
Compliance Assistant	0.64	0.64	0.64
Mental Health Clinician	21.00	20.00	15.00
Mental Health Nurse	5.00	5.00	2.00
Mental Health Specialist	12.17	11.00	8.00
Peer Support Specialist	5.00	6.00	4.50
Program Coordinator	8.00	7.86	6.36
Program Supervisor	1.00	1.00	1.00
Medical Director	0.56	-	
Staff Psychiatrist	1.00	1.00	
Mental Health Clerk	5.50	4.50	2.50
Mental Health Prescriber	-	0.72	0.28



MENTAL HEALTH FUND (2220), continued

Personnel (continued)

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Mental Health Clinician	5.00	5.00	3.00
Mental Health Nurse	1.00	1.00	1.00
Mental Health Specialist	0.33	0.33	0.33
Peer Specialist	1.00	1.00	1.00
Program Coordinator	1.00	1.60	1.60
Program Supervisor	0.65	0.64	0.64
Medical Director	0.25	-	-
Mental Health Clerk	0.67	0.66	0.66
Mental Health Specialist	0.24	0.24	-
Consumer Services Coordinator	-	-	0.24
Account Clerk	7.10	6.06	4.86
Accountant I	1.00	-	-
Accountant II	-	1.50	1.50
Administrative Assistant	1.00	0.88	0.88
CMH Deputy Director	1.00	0.91	0.91
Community. Dev. & Relations Coordinator	1.00	-	-
Consumer Services Coordinator	-	0.94	0.70
Compliance Manager	0.67	0.59	0.59
Contract Manager	1.00	0.75	0.75
Cost Analyst	1.00	-	-
Director of QI & Planning	0.89	-	-
Assistant Human Resources Director	0.50	0.50	-
IT Program Coordinator	1.00	-	-
Business Analyst	-	0.88	0.88
Mental Health Director	1.00	1.00	1.00
Mental Health Specialist	0.76	0.76	-
Mental Health Finance Manager	1.00	0.90	0.90
Program Coordinator- County	0.65	0.66	0.66
Program Evaluator	1.00	0.97	0.97
Programmer/ Analyst	1.00	-	-
Quality Improvement/ Managed Care Asst	1.00	-	-
Quality Improvement Clerk	-	0.90	0.90
Recipient Rights Director	1.00	0.94	0.94
Recipient Rights & Info Officer	1.00	-	-
Peer Specialist	1.00	-	-
Medical Director	0.19	-	-
Mental Health Clerk	1.00	-	-
QI Data Technician	-	-	1.00
	181.40	162.57	104.65



MENTAL HEALTH FUND (2220), continued

Target Population

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

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

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

- Objective 1) Perform inpatient screens of persons in crisis who are at risk of inpatient hospitalization*
- Objective 2) Conduct face-to-face assessments to determine level of functioning and mental health needs*
- Objective 3) Provide direct services to eligible consumers*
- Objective 4) Provide referrals for services to eligible consumers*
- Objective 5) Divert eligible offenders from jail*

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

Department Goal 2: Provide excellent customer service

- Objective 1) Provide thorough and satisfactory services*
- Objective 2) Provide interaction with consumers that is courteous, respectful, and friendly*
- Objective 3) Provide timely responses to requests for service*

Department Goal 3: Provide exceptional services/programs

- Objective 1) Maintain high-efficiency work outputs¹*
- Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²*
- Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties²*



MENTAL HEALTH FUND (2220), continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of persons screened for potential CMH services (e.g. phone calls received)	-	1,097	1,000	1,000
	# of CMH consumer assessments conducted	-	731	730	730
	# of referrals provided for outside services (if not eligible following assessment)	-	150	105	100
	# of unduplicated adult consumers that received CMH services	-	2,133	2,550	2,600
	# of unduplicated youth consumers that received CMH services	-	665	875	900
	# of consumers diverted from jail (post-booking)	-	17	49	45
EFFICIENCY	% of adults and children in crisis screened within 3 hours of request	95%	95.2%	96.6%	97.0%
	% of persons receiving their first face-to-face assessment within 14 days of request for service	95%	99.1%	99.3%	99.5%
	% of persons receiving their first ongoing service within 14 days of initial assessment	95%	98.3%	99.3%	99.0%
	% of consumers discharged from inpatient care that are seen for follow-up care within 7 days	95%	100.0%	97.6%	98.0%
	% of consumers with a current treatment plan	95%	93.2%	93.0%	95.0%
OUTCOMES	% of adult consumers readmitted to inpatient psychiatric unit within 30 days after CMH discharge	<15%	9.2%	9.9%	9.0%
	% of youth consumers readmitted to inpatient psychiatric unit within 30 days after CMH discharge	<15%	2.5%	14.3%	10.0%
	% of adult consumers readmitted to inpatient psychiatric unit within 180 days after CMH discharge	<20%	14.3%	13.4%	13.0%
	% of youth consumers readmitted to inpatient psychiatric unit within 180 days after CMH discharge	<20%	22.8%	16.0%	18.0%
	% of Medicaid consumers served of the total Medicaid eligible population in Ottawa County (i.e. penetration rate)	-	4.7%	4.7%	4.7%
COST⁵	Cost of CMH per consumer - youth and adults (<i>Total expenses</i>) ³	-	\$13,700	\$10,687	\$10,458
	# of CMH FTE ⁴ per 100,000 residents	-	65.66	58.84	58.84

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
4. FTE is calculated using Fiscal Service's History of Positions By Fund report
5. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



OTHER GOVERNMENTAL GRANTS FUND (2180)

Budget Year Ending December 31, 2016

Fund Description & Financial Summary

The Other Governmental Grants Fund was opened in 2012 and accounts for various grants, primarily judicial and public safety grants.

	Prior Year Actual 12/31/2014	Current Year Amended 12/31/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Intergovernmental Revenue	885,551	1,264,693	853,837	(410,856)
Charges for Services	59,822	50,000	50,000	-
Other Revenue	8,959	16,049	3,500	(12,549)
Operating Transfers In	500	61,955	51,305	(10,650)
Total Revenues	954,832	1,392,697	958,642	(423,405)
Expenditures				
Salaries & Wages	266,578	218,034	229,121	11,087
Benefits	83,912	79,087	79,526	439
Supplies	29,818	59,385	21,700	(37,685)
Other Services & Charges	566,230	1,027,391	628,295	(399,096)
Operating Transfer Out	-	-	-	
Total Expenditures	946,538	1,383,897	958,642	(425,255)
Revenues Over (Under) Expenditures	8,294	8,800	-	
Fund Balance, Beginning of Year		31,552	40,352	
Projected Fund Balance, End of Year		40,352	40,352	

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Assistant Director - Probation	-	-	0.15
Probation Officer/SSA	-	-	1.00
Probation Specialist	-	-	0.98
Drug Court Coordinator	-	1.00	1.00
Caseworker	1.00	1.00	
Probation Treatment Specialist	1.00	1.00	
Enforcement Officer	-	0.98	
Assistant Director - Probation	0.15	0.15	
Case Work Surveillance Officer	-	0.63	0.63
Enforcement Officer	-	0.48	
Probation Specialist	-	-	0.48
	2.15	5.24	4.24



PARKS & RECREATION FUND (2081)

Budget Year Ending December 31, 2016

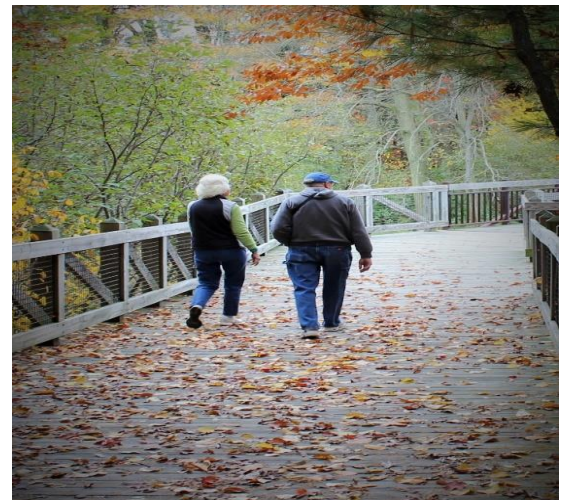
Mission Statement

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

Function Statement

The Parks and Recreation Commission oversee acquisition, development, operation and maintenance of the County Parks and Open Space system totaling over 6,000 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.





PARKS & RECREATION FUND (2081), continued

Fund Description & Financial Summary

The Parks and Recreation Fund was established for the development, maintenance and operation of the Ottawa County Parks. Funding is provided from Federal, State grants and charges for services throughout the Parks such as entrance fees and rental fees. A Millage of .33 mills was re-approved by the County electorate during 2006 for ten years and expires in 2016

	Prior Year Actuals 12/31/2014	Current Year Amended Budget 12/31/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Taxes	2,991,778	3,081,000	3,252,870	171,870
Intergovernmental Revenue	438,139	718,113	17,600	(700,513)
Charges for Services	560,805	468,500	525,320	56,820
Interest on Investments	74,816	40,850	74,800	33,950
Rents	36,062	15,750	15,500	(250)
Other Revenue	664,671	600,000	1,150,800	550,800
Operating Transfer In	-	-	-	-
Total Revenues	4,766,270	4,924,213	5,036,890	112,677
Expenditures				
Salaries & Wages	1,374,499	1,546,526	1,651,794	105,268
Benefits	459,768	578,599	571,594	(7,005)
Supplies	195,616	284,495	259,555	(24,940)
Other Services & Charges	556,559	702,430	622,588	(79,842)
Capital Outlay	2,355,985	3,369,378	1,825,500	(1,543,878)
Operating Transfer Out	-	-	-	-
Total Expenditures	4,942,426	6,481,428	4,931,031	(1,550,397)
Revenues Over (Under) Expenditures	(176,156)	(1,557,215)	105,859	
Fund Balance, Beginning of Year		4,487,970	2,930,755	
Projected Fund Balance, End of Year		2,930,755	3,036,614	



PARKS & RECREATION FUND (2081), continued

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Director of Parks & Recreation	1.00	1.00	1.00
Coordinator of Park Planning & Development	1.00	1.00	1.00
Parks Planner	1.00	1.00	1.00
Park Operations Manager	1.00	1.00	1.00
Naturalist	1.00	1.00	1.00
Coordinator of Park Maintenance & Operations	1.00	1.00	1.00
Park Supervisor	4.00	4.00	4.00
Administrative Secretary	1.00	1.00	1.00
Natural Resources Management Supervisor	1.00	1.00	1.00
Secretary	0.75	0.75	0.75
Coordinator of Interpretive & Information Serv	1.00	1.00	1.00
Park Equipment Specialist	1.00	1.00	1.00
Communication Specialist	0.50	1.00	1.00
Park Maintenance Worker	2.00	2.00	3.00
NEC Secretary	-	-	1.00
	<hr/>	<hr/>	<hr/>
	17.25	17.75	19.75



PARKS & RECREATION FUND (2081), continued

Target Population

Ottawa County Residents and Visitors

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

Department Goal 1: Provide natural resource-based recreational opportunities (e.g. hiking, biking, skiing, swimming)

Objective 1) Acquire land in areas not adequately served by county parks as identified in Long-Range Parks Plan

Objective 2) Enhance park lands to create recreational opportunities

Objective 3) Ensure individuals with disabilities can access county park lands and facilities

Department Goal 2: Protect and restore significant natural resource features (e.g. wetlands, dunes, river corridors)

Objective 1) Acquire key parcels, open space, and interconnected lands

Objective 2) Restore significant natural resource features to their natural state

Objective 3) Control invasive species on park lands

Department Goal 3: Promote the natural and cultural history of Ottawa County

Objective 1) Provide natural resource-based education programs

Objective 2) Provide interpretive facilities at selected county park lands and open spaces

Objective 3) Increase awareness of available park lands, open space, facilities, and programs

Department Goal 4: Maintain diversified sources of funding and partnerships that provide for maintenance and expansion of the park system

Objective 1) Secure grant funding

Objective 2) Maximize donations and partnership contributions

Objective 3) Support the County’s employee training and development program

Objective 4) Generate revenue from park entrance fees and reservations

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

Department Goal 5: Provide excellent overall customer service/satisfaction

Objective 1) Provide interaction with customers that is courteous, respectful, and friendly

Objective 2) Provide timely responses to requests for service

Department Goal 6: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²

Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) Of comparable services provided in comparable counties²



PARKS & RECREATION FUND (2081), continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of acres of active park land maintained	-	5,118	5,168	5,168
	# of miles of trails maintained	-	95	102	104
	# of acres of park land acquired	-	46	55	231
	Square footage of facilities maintained	-	91,348	90,508	90,508
	# of acres of habitat restoration	-	0	0	1
	# of park improvement projects completed	-	11	10	10
	# of county parks with interpretive facilities	-	18	18	19
	# of education programs conducted	-	281	290	299
	# of persons participating in natural resource-based education programs	-	5,969	5,900	5,900
	# of paid reservation orders (e.g. shelters, picnic areas, lodges)	-	1,212	1,265	1,315
	# of people utilizing park facilities through reservation orders	-	77,367	80,017	82,567
	# of grants applied for or applications in-process	-	3	3	2
EFFICIENCY	Dollar value of grants awarded	-	\$438,139	\$718,113	\$17,600
	# of acres of land acquired through donations	-	0	0	0
	# of service hours provided by volunteers	-	9,857	9,500	10,000
	% of operating cost funded by millage	-	74%	83%	86%
	Amount of revenue generated from user fees and leases	-	\$596,867	\$484,250	\$540,820
OUTCOMES	# of acres of county park land per 1,000 population	≥ 20	22.99	23.33	24.16
	% of park lands developed for accessible recreation	70%	60%	60%	60%
	% of parks and facilities in compliance with ADA	100%	88%	88%	88%
COST⁵	Total operating cost ³ of parks and recreation department per capita	-	\$9.36	\$11.26	\$11.26
	Total operating cost of nature center per visitor	-	\$19.19	\$18.32	\$17.50
	# of acres of active park land maintained per Parks and Recreation FTE (permanent and temporary seasonal) ⁴	-	122.44	116.40	112.91
	# of total department FTE (permanent and temporary seasonal) ⁴ per 100,000 population	-	15.13	16.07	16.57

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Operating cost includes all department expenses less Capital Outlay, IT Charges (831002), and Administrative Expenses (831000)
4. Permanent FTE obtained from Fiscal Service's History of Positions by Fund report. Temporary seasonal FTE provided by Parks Department
5. Cost and FTE calculations computed by the Planning and Performance Improvement Department with the exception of the Nature Center cost measures which is calculated by the Parks Department



REGISTER OF DEEDS AUTOMATION FUND (2560)

Budget Year Ending December 31, 2016

Fund Description & Financial Summary

The Register of Deeds Technology Fund was established under Public Act 698 of 2002 to account for newly authorized additional recording fees effective March 31, 20013. The revenue collected is to be spent on technology upgrades.

	Prior Year Actual 12/31/2014	Current Year Amended Budget 12/31/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Charges for Services	225,602	250,000	255,000	5,000
Interest on Investments	8,394	745	6,180	5,435
Operating Transfers In	-	-	-	-
Total Revenues	233,996	250,745	261,180	10,435
Expenditures				
Salaries & Wages	13,779	14,055	14,336	281
Benefits	8,857	10,035	10,176	141
Supplies	31,866	7,880	300	(7,580)
Other Services & Charges	144,968	167,731	167,335	(396)
Operating Transfer Out	-	-	-	-
Total Expenditures	199,470	199,701	192,147	(7,554)
Revenues Over (Under) Expenditures	34,526	51,044	69,033	
Fund Balance, Beginning of Year		608,719	659,763	
Projected Fund Balance, End of Year		659,763	728,796	

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Public Service Center Clerk	0.35	0.35	0.35
	0.35	0.35	0.35



SHERIFF GRANTS AND CONTRACTS FUND (2630)

Budget Year Ending December 31, 2016

Fund Description & Financial Summary

The Sheriff Grants & Contracts Fund accounts for various public safety grants and contracts for policing services with County municipalities.

	Prior Year Actual 12/31/2014	Current Year Amended Budget 12/31/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Taxes	-	-	-	-
Intergovernmental Revenue	6,514,123	7,598,746	7,534,592	(64,154)
Charges for Services	27,950	-	-	-
Other Revenue	7,800	98,380	91,762	(6,618)
Operating Transfers In	462,420	549,311	565,378	16,067
Total Revenues	7,012,293	8,246,437	8,191,732	(54,705)
Expenditures				
Salaries & Wages	4,104,088	4,731,947	4,793,108	61,161
Benefits	2,012,019	2,431,909	2,321,323	(110,586)
Supplies	177,788	174,694	177,108	2,414
Other Services & Charges	717,738	907,887	900,193	(7,694)
Operating Transfers Out	-	-	-	-
Total Expenditures	7,011,633	8,246,437	8,191,732	(54,705)
Revenues Over (Under) Expenditures	660	-	-	
Fund Balance, Beginning of Year		5,681	5,681	
Projected Fund Balance, End of Year		5,681	5,681	

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Sergeant	7.00	8.00	8.00
Road Patrol Deputy	54.00	62.00	62.00
	61.00	70.00	70.00



SOLID WASTE CLEAN-UP FUND (2271)

Budget Year Ending December 31, 2016

Fund Description & Financial Summary

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

	Prior Year Actual 12/31/2014	Current Year Amended Budget 12/31/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Interest on Investments	57,718	6,128	5,120	(1,008)
Operating Transfers In	-	-	-	-
Total Revenues	57,718	6,128	5,120	(1,008)
Expenditures				
Other Services & Charges	255,084	317,475	470,412	152,937
Operating Transfers Out	-	-	-	-
Total Expenditures	255,084	317,475	470,412	152,937
Revenues Over (Under) Expenditures	(197,366)	(311,347)	(465,292)	
Fund Balance, Beginning of Year		4,130,412	3,819,065	
Projected Fund Balance, End of Year		3,819,065	3,353,773	

Personnel

No Personnel has been allocated to this Fund



STABILIZATION FUND (2272)

Budget Year Ending December 31, 2016

Fund Description & Financial Summary

The Stabilization Fund was established to assure the continued solid financial condition of the County in case of an emergency.

	Prior Year Actual 12/31/2014	Current Year Amended Budget 12/31/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Operating Transfers In	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Operating Transfers Out	84,853	-	-	-
Total Expenditures	84,853	-	-	-
Revenues Over (Under) Expenditures	(84,853)	-	-	
Fund Balance, Beginning of Year		8,956,757	8,956,757	
Projected Fund Balance, End of Year		8,956,757	8,956,757	

Personnel

No Personnel has been allocated to this Fund



SUBSTANCE ABUSE FUND (2225)

Budget Year Ending September 30, 2016

Fund Description & Financial Summary

This Substance Use Disorder Fund is used to account for monies to provide substance abuse services within the County. Monies are provided by Federal, State, County (PA2), and charges for services.

	Prior Year Actual 9/30/2014	Current Year Amended Budget 9/30/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Intergovernmental Revenue	-	1,141,857	2,075,013	933,156
Operating Transfers In	-	-	-	-
Total Revenues	-	1,141,857	2,075,013	933,156
Expenditures				
Salaries & Wages	-	169,627	229,535	59,908
Benefits	-	74,862	90,850	15,988
Supplies	-	2,218	-	(2,218)
Other Services & Charges	-	895,150	1,754,628	859,478
Operating Transfers Out	-	-	-	-
Total Expenditures	-	1,141,857	2,075,013	933,156
Revenues Over (Under) Expenditures	-	-	-	-
Fund Balance, Beginning of Year		-	-	
Projected Fund Balance, End of Year		None	None	

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
CMH Deputy Director	-	0.09	0.09
Account Clerk	-	0.14	0.14
Administrative Assistant	-	0.12	0.12
Compliance Manager	-	0.08	0.08
Contract Manager	-	0.25	0.25
Mental Health Finance Manager	-	0.10	0.10
Program Coordinator- County	-	0.14	0.14
Program Evaluator	-	0.03	0.03
Quality Improvement Clerk	-	0.10	0.10
Recipient Rights Director	-	0.06	0.06
Accountant II	-	0.50	0.50
Business Analyst	-	0.12	0.12
Consumer Services Coordinator	-	0.06	0.06
Access Center Clerk	-	0.14	0.14
Mental Health Clinician	-	1.00	1.00
	-	2.93	2.93



DEBT SERVICE FUND

CAPITAL

IMPROVEMENT

FUND

PERMANENT FUND



DEBT SERVICE FUNDS (3515, 3516, 3517 & 3600)

Budget Year Ending December 31, 2016

Fund Description & Financial Summary

The Ottawa County Building Authority Fund was established to account for the accumulation of resources for payment of principal and interest on bonds issued to finance building projects for the County of Ottawa. Financing is provided by cash rental payments pursuant to lease agreements with the County of Ottawa. The Pension Bond Fund was established to assist the County in funding the unfunded portion of the pension liability with MERS. Financing is provided through the DB/DC fund balance.

	Prior Year Actual 12/31/2014	Current Year Amended Budget 12/31/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Rental	1,821,294	1,818,944	1,817,694	(1,250)
Other Revenue	-	4,315	-	(4,315)
Operating Transfer In	761,625	1,712,034	2,858,989	1,146,955
Total Revenues	2,582,919	3,535,293	4,676,683	1,141,390
Expenditures				
Debt Service	2,582,919	3,535,293	4,676,683	1,141,390
Operating Transfers Out	-	-	-	-
Total Expenditures	2,582,919	3,535,293	4,676,683	1,141,390
Revenues Over (Under) Expenditures	-	-	-	
Fund Balance, Beginning of Year		-	-	
Projected Fund Balance, End of Year		None	None	

Personnel

No Personnel has been allocated to this Fund



CAPITAL IMPROVEMENT FUND (4020)

Budget Year Ending December 31, 2016

Fund Description & Financial Summary

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

	Prior Year Actual 12/31/2014	Current Year Amended Budget 12/31/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Intergovernmental Revenue	-	515,613	-	(515,613)
Charges for Services	-	101,900	-	(101,900)
Interest on Investments	54,250	10,000	50,000	40,000
Rental	-	3,404	88,543	85,139
Operating Transfers In	3,477,649	356,170	950,000	593,830
Total Revenues	3,531,899	987,087	1,088,543	101,456
Expenditures				
Other Services & Charges	-	2,584,487	1,669,500	(914,987)
Debt Service	-	190,325	188,575	(1,750)
Operating Transfers Out	-	-	-	-
Total Expenditures	-	2,774,812	1,858,075	(916,737)
Revenues Over (Under) Expenditures	3,531,899	(1,787,725)	(769,532)	
Fund Balance, Beginning of Year		3,531,899	1,744,174	
Projected Fund Balance, End of Year		1,744,174	974,642	

Personnel

No Personnel has been allocated to this Fund



CEMETERY TRUST FUND (1500)

Budget Year Ending December 31, 2016

Fund Description & Financial Summary

The Cemetery Trust Fund was established under State statute to care for cemetery plots of specific individuals who have willed monies in trust to the County for perpetual care of their gravesites.

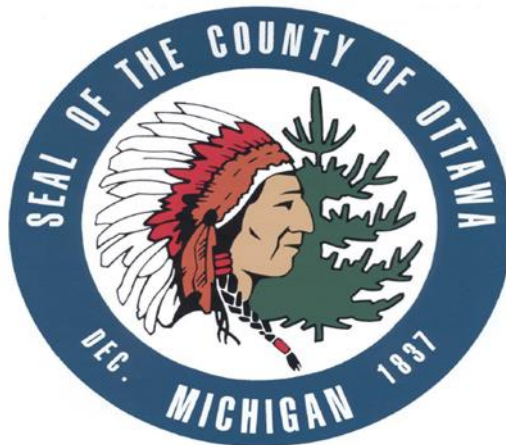
	Prior Year Actuals 12/31/2014	Current Year Amended Budget 12/31/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Interest on Investments	23	23	30	7
Operating Transfer In	-	-	-	-
Total Revenues	23	23	30	7
Expenditures				
Operating Transfer Out	-	-	-	-
Total Expenditures	-	-	-	-
Revenues Over (Under) Expenditures	23	23	30	
Fund Balance, Beginning of Year		5,860	5,883	
Projected Fund Balance, End of Year		5,883	5,913	

Personnel

No Personnel has been allocated to this Fund



BUDGET BY
DEPARTMENT
(General Fund Only)





GENERAL FUND (1010)

	Prior Year Actual 12/31/2014	Current Year Amended Budget 12/31/2015	Recommended Budget 2016	Increase/ (Decrease)
Revenues				
Tax	39,185,501	40,624,268	37,060,592	(3,563,676)
Intergovernmental Revenue	8,745,471	9,523,951	8,765,624	(758,327)
Charges for Services	12,207,378	13,488,431	13,615,969	127,538
Fines & Forfeits	74,400	79,400	76,400	(3,000)
Interest on Investments	380,143	14,500	352,070	37,570
Rental	2,917,199	2,461,600	2,264,153	(197,447)
Licenses & Permits	399,935	383,826	291,822	(92,004)
Other Revenue	747,882	662,988	599,964	(63,024)
Operating Transfers In	84,853	1,125,000	2,250,000	1,125,000
Total Revenues	64,742,761	68,363,964	65,276,594	(3,087,370)
Expenditures				
Salaries & Wages	22,419,149	23,684,173	24,246,392	562,219
Benefits	10,486,040	11,571,358	11,891,900	320,542
Supplies	2,207,729	2,603,482	2,611,625	8,143
Other Services & Charges	20,671,435	21,227,276	17,071,062	(4,156,214)
Debt Service	576,505	553,355	539,485	(13,870)
Contingency	-	256,727	406,621	149,894
Transfers Out	8,731,645	10,407,587	9,651,214	
Total Expenditures	65,092,502	70,303,958	66,418,299	(3,129,286)
Revenues Over (Under) Expenditures	(349,741)	(1,939,994)	(1,141,705)	
Fund Balance, Beginning of Year		20,645,675	18,705,681	
Projected Fund Balance, End of Year		18,705,681	17,563,976	
Estimated Underspend		1,915,083	925,940	
Other Planned Projects		24,911	215,765	
Revenues Over (Under)		1,939,994	1,141,705	



ADMINISTRATOR'S (1720)

Mission Statement

To maintain and improve Ottawa County's organizational operations in order to successfully achieve the vision and mission, goals, and objectives which are defined in the County Strategic Plan and Business Plan

Function Statement

The Administrator is responsible for the execution of policies and procedures as directed by the Board of Commissioners and the supervision of all non-elected Department Heads. The Administrator is also responsible for the day-to-day administration of the County, and the appointment and removal of all heads of departments other than elected officials and certain positions with approval of the Board of Commissioners. In addition, the Administrator coordinates the various activities of the County and unifies the management of its affairs, attends and/or has Department Heads attend all regularly scheduled Board of Commissioners meetings, supervises the preparation and filing of all reports required of the County by law. Lastly, the Administrator is responsible for the future direction of the County by developing a continuing strategic plan for the County and presenting it to the Board of Commissioners for approval.

Financial Summary

Administrator - 10101720	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Total Revenue	-	-	-
Expenditures			
Salaries & Wages	377,854	438,258	449,975
Benefits	153,471	195,020	186,876
Supplies	10,311	10,361	8,393
Other Services & Charges	47,173	48,522	50,661
Total Expenditures	588,809	692,161	695,905

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Administrator	0.84	0.84	0.84
Assistant County Administrator	1.00	1.00	1.00
Financial Analyst	0.70	0.70	0.70
Communication Specialist	0.50	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Secretary	-	0.50	0.50
	4.04	5.04	5.04



ADMINISTRATOR'S (1720) continued

Target Population

Elected Officials (Local and County), County Employees, Administrative Departments and the Courts, Citizens, Businesses

Primary Goals & Objectives

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

Department Goal 1: Communicate with stakeholders in order to obtain input regarding the County Strategic Plan and Business Plan and to provide progress reports regarding County activities

- Objective 1)* Obtain and respond to citizen input
- Objective 2)* Communicate regularly with the public (e.g. meetings, presentations, blog, digest)
- Objective 3)* Maintain relations with local officials, outside agencies, and state and federal legislators

Department Goal 2: Develop a motivated workforce that administers efficient and effective County programs and services

- Objective 1)* Promote informal meetings with employees
- Objective 2)* Obtain and respond to employee input
- Objective 3)* Support the County's employee training and development program

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

Department Goal 3: Ensure adequate financial resources are available to implement effective County programs and services

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

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

Department Goal 4: Ensure that programs and services are being developed consistent with goals and objectives contained in the County Business Plan and Strategic Plan

- Objective 1)* Meet and communicate regularly with county managers
- Objective 2)* Ensure the effective performance of department heads

Department Goal 5: Promote a culture of continuous improvement of County programs and services

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

Department Goal 6: Maintain an evaluation system to ensure the efficiency and effectiveness of County programs and services

- Objective 1)* Ensure that all new and proposed County programs/services undergo a thorough strategic planning process
- Objective 2)* Support the ongoing evaluation of county programs and services (i.e. administrative and outcome-based evaluations)
- Objective 3)* Utilize a system of performance-based budgeting to ensure the cost-effective delivery of county services

Department Goal 7: Provide excellent customer service

- Objective 1)* Provide interaction with customers that is courteous, respectful, and friendly
- Objective 2)* Provide timely responses to requests for service

Department Goal 8: Provide exceptional County Administration services

- Objective 1)* Maintain high-efficiency work outputs¹
- Objective 2)* Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²
- Objective 3)* Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties²



ADMINISTRATOR'S (1720) continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of non-elected department heads provided managerial oversight	-	11	11	11
	# of quasi-independent agencies provided administrative oversight (e.g. MSUE, CMH, DHS)	-	3	3	3
	# of community outreach presentations conducted	-	2	5	5
	# of digest articles prepared and distributed	-	16	20	20
EFFICIENCY	% of Board/Standing Committee agendas provided to commissioners within 5 days of meeting	100%	100%	100%	100%
OUTCOMES	County Bond Rating - <i>Moody's</i>	Aaa	Aaa	Aaa	Aaa
	County Bond Rating - <i>Standard & Poor's</i>	AA	AA	AA	AA
	County Bond Rating - <i>Fitch</i>	AAA	AAA	AAA	AAA
	Violent crimes per 1,000 residents	<2	1.40	1.52	1.54
	County Overall Health Ranking (<i>Robert Wood Johnson Survey</i>)	#1	#1	#1	#1
	Total verified cost-effective programming and/or cost-savings from administrative/outcome evaluations	≥\$150,000	\$5,597,241	\$5,711,912	\$5,831,974
	% of citizens satisfied with County Government services	100%	84%	n/a	85%
COST⁵	Cost of Department per capita (<i>total expenses³</i>)	-	\$2.07	\$2.45	\$2.45
	# of Administration Office FTE ⁴ per 100,000 residents	-	1.46	1.82	1.82

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Total expenses includes all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
4. FTE is calculated using Fiscal Service's History of Positions By Fund report
5. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



CANVASSING BOARD (1920)

Function Statement

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

Financial Summary

Canvassing Board - 10101920	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Other Revenue	-	5,057	2,912
Total Revenue	-	5,057	2,912
Expenditures			
Salaries & Wages	5,390	3,360	10,080
Benefits	-	257	-
Other Services & Charges	1,709	1,440	3,024
Total Expenditures	7,099	5,057	13,104

Personnel

No Personnel has been allocated to this Department



CENTRAL DISPATCH (3250)

Function Statement

This department records the tax revenue collected for the Ottawa County Central Dispatch Authority (OCCDA), a component unit of the County and passes through this funding directly to the OCCDA. For the budget year 2016 this pass through of funding was directed to the County’s trust and agency fund where all other pass-through funding is completed by the County.

Financial Summary

Central Dispatch 10103250	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Taxes	4,159,326	4,279,934	-
Total Revenue	<u>4,159,326</u>	<u>4,279,934</u>	<u>-</u>
Expenditures			
Other Services & Charges	4,162,742	4,280,105	-
Total Expenditures	<u>4,162,742</u>	<u>4,280,105</u>	<u>-</u>

Personnel

No Personnel has been allocated to this Department



CIRCUIT COURT – TRIAL DIVISION (1310)

Mission Statement

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

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.

Financial Summary

Circuit Court 10101310	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Intergovernmental Revenue	568	1,000	1,000
Charges for services	303,814	321,000	330,000
Fines and forfeits	16,980	24,500	24,500
Other Revenue	17,329	22,750	22,750
Total Revenue	338,691	369,250	378,250
Expenditures			
Salaries & Wages	739,642	768,522	823,545
Benefits	344,967	388,794	375,170
Supplies	90,927	91,989	94,642
Other Services & Charges	1,671,896	1,629,330	1,693,987
Total Expenditures	2,847,432	2,878,635	2,987,344

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Judge - Circuit Court	4.00	4.00	4.00
Trial Court Director	1.00	1.00	1.00
Senior Law Clerk	0.90	0.90	0.90
Circuit Court Clerk	4.75	4.75	4.75
Mediation Assign/Collections Clerk	2.00	2.00	2.00
Court Reporter	2.00	2.00	2.00
Law Clerk/Bailiff	1.00	1.00	1.00
	15.65	15.65	15.65



CIRCUIT COURT – TRIAL DIVISION (1310) continued

Target Population

Litigants, Attorneys, Law Enforcement, Citizens

Primary Goals & Objectives

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

Court Goal 1: To process cases in compliance with established time frames (Time to Disposition - National Center for State Courts (NCSC) Performance Measures, CourTools 3; Ottawa County Goal 1, Objective 3)

Objective 1) Assess the length of time to disposition and/or otherwise resolved within established time frames

Court Goal 2: To efficiently manage cases in a timely manner and prevent backlogs of cases (Clearance Rates - NCSC CourTools 2; Ottawa County Goal 1, Objective 2 & 3)

Objective 1) Assess the number of outgoing cases as a percentage of the number of incoming cases utilizing the formula established by the NCSC

Court Goal 3: To serve the public and Court stakeholders in a satisfactory and professional manner (Access and Fairness - NCSC CourTools 1; Ottawa County Goal 1, Objective 4)

Objective 1) Survey Court users to obtain their feedback on the Court's treatment of customers

Performance Metrics

	ANNUAL MEASURES	TARGET	2014	2015	2016
			ACTUAL	ESTIMATED	PROJECTED
WORKLOAD & EFFICIENCY	# of new and reopened appeal cases as reported to SCAO	-	75	65	70
	# of new and reopened criminal cases as reported to SCAO	-	1,054	965	1,000
	# of new and reopened civil cases as reported to SCAO	-	434	415	425
	# of new and reopened domestic relations cases as reported to SCAO	-	1,506	1,725	1,600
	# of personal protection orders authorized	-	602	650	650
	# of jury trials conducted	-	11	15	15
	% of felony cases adjudicated within 154 days from bind over	85%	95%	95%	95%
	% of general civil cases adjudicated within 364 days from filing	70%	80%	85%	80%
	% of divorce proceedings without minors adjudicated within 364 days from filing	98%	100%	98%	98%
	% of divorce proceedings with minors adjudicated within 364 days from filing	95%	98%	95%	95%
	% of appeals adjudicated within 182 days from filing from administrative agency	98%	97%	98%	98%
	% of appeals adjudicated within 182 days of filing extraordinary writ	98%	n/a	100%	100%
	% of custody proceedings adjudicated within 238 days of filing	95%	94%	98%	95%
OUTCOMES	Clearance Rate	100%	100%	100%	100%

Note: Trial Court User's Survey are not completed every year



CIRCUIT COURT – ADULT PROBATION (1520)

Mission Statement

Create a safer community through effective offender management and supervision while holding offenders accountable and promoting their success.

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 statute. Second, Adult Probation supervises offenders who are placed on probation by the Circuit Court and those released on parole from prison. In addition to the traditional types of supervision, we have agents who supervise offenders on the electronic monitoring system and in the Adult Drug Treatment Court. The Adult Probation department has representatives in three locations: Grand Haven, Holland, and Hudsonville. The employees in the Adult Probation department are employees of the Michigan Department of Corrections. Ottawa County provides office space, supplies, and other operating necessities.

Financial Summary

	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Circuit Court Adult Probation - 10101520			
Revenues			
Total Revenue	-	-	-
Expenditures			
Supplies	9,042	10,900	10,900
Other Services & Charges	115,712	132,452	145,029
Total Expenditures	124,755	143,352	155,929

Personnel

No Personnel has been allocated to this Department



CIRCUIT COURT – ADULT PROBATION (1520) continued

Target Population

Felons, High Court Misdemeanors

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

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

Objective 1) Reduce substance abuse

Objective 2) Encourage offender education and employment

Objective 3) Ensure compliance of court or parole orders

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

Department Goal 2: Reduce cost of jail and prison operations

Objective 1) Divert offenders from jail and/or prison

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

Department Goal 3: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²

Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties²

Performance Metrics

	ANNUAL MEASURES	TARGET	2014	2015	2016
			ACTUAL	ESTIMATED	PROJECTED
WORKLOAD	# of home visits successful (i.e. probationer contact made)	1,000	1,650	1,500	1,500
	# of drug tests administered	2,400	7,200	4,500	4,500
	# of alcohol tests administered	2,400	4,000	3,500	3,500
	# of offenders diverted from prison	50	114	100	100
EFFICIENCY	% of probationers/parolees clean a minimum of 90 consecutive days at successful discharge	100%	82%	75%	75%
	% of probationers/parolees obtaining a GED during supervision, if applicable	100%	29%	25%	25%
	% of probationers/parolees successfully completing supervision	65%	72%	70%	70%
OUTCOMES	Prison commitment rate	<22%	9%	11%	11%
COST⁴	Cost of Department per capita (County dollars only ³)	-	\$0.08	\$0.10	\$0.10

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
4. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



CIRCUIT COURT – FAMILY COUNSELING (1660)

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.

Financial Summary

Family Counseling 10101660	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Licenses and permits	24,990	27,000	27,000
Total Revenue	24,990	27,000	27,000
Expenditures			
Other Services & Charges	19,563	15,382	16,065
Total Expenditures	19,563	15,382	16,065

Personnel

No Personnel has been allocated to this Department



COMMISSIONERS (1010)

Mission Statement

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

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 system to discuss and direct County policies.

Financial Summary

Commissioners - 10101010	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Total Revenue	-	-	-
Expenditures			
Salaries & Wages	184,988	189,637	193,438
Benefits	29,404	30,995	36,056
Supplies	6,825	19,650	7,500
Other Services & Charges	221,503	222,764	215,720
Total Expenditures	442,720	463,046	452,714

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Commissioners	11.00	11.00	11.00
	11.00	11.00	11.00



COMMISSIONERS (1010) continued

Target Population

Citizens, Businesses, Visitors, Employees

Primary Goals & Objectives

Commissioners Goal 1: Achieve the County's vision to be the best choice for living, working, and recreating

Objective 1) Develop a County Strategic Plan and Business Plan in conjunction with the County Administrator to achieve the County vision and mission

Objective 2) Approve policies to facilitate the implementation of the County Business Plan and Strategic Plan

Objective 3) Appoint and direct the County Administrator to implement the Business Plan and Strategic Plan

Performance Metrics

WORKLOAD	ANNUAL MEASURES	TARGET	2014	2015	2016
			ACTUAL	ESTIMATED	PROJECTED
WORKLOAD	# of Board of Commissioner meetings held	-	26	25	25
	# of Board Committee meetings held	-	55	52	52
OUTCOMES	County Bond Rating - <i>Moody's</i>	Aaa	Aaa	Aaa	Aaa
	County Bond Rating - <i>Standard & Poor's</i>	AA	AA	AA	AA
	County Bond Rating - <i>Fitch</i>	AAA	AAA	AAA	AAA
	Violent crimes per 1,000 residents	<2	1.40	1.52	1.54
	County Overall Health Ranking (<i>Robert Wood Johnson Survey</i>)	#1	#1	#1	#1
	Total verified cost-effective programming and/or cost-savings from administrative/outcome evaluations	≥\$150,000	\$5,597,241	\$5,711,912	\$5,831,974
	% of citizens satisfied with County Government services	100%	84%	n/a	85%



COMMUNITY CORRECTIONS (1362)

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 ensuring the safety of the people in Ottawa County

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 system; and to gain support of the criminal justice community and general public in the management of alternative programs. Alternative programs managed and supervised include the following: Intensive Supervision Programs (ISP), Court Services Program (Community Service, JAWS), Residential Services, Cognitive Behavioral Therapy, Inmate Case Management and Treatment.

Financial Summary

Community Corrections 10101362	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Intergovernmental Revenue	239,471	235,721	235,721
Charges for services	189,410	193,349	186,349
Other Revenue	2,525	800	-
Total Revenue	431,406	429,870	422,070
Expenditures			
Salaries & Wages	367,846	388,086	361,526
Benefits	146,535	148,723	147,293
Supplies	22,140	22,090	27,725
Other Services & Charges	296,277	312,816	315,093
Total Expenditures	832,799	871,715	851,637



COMMUNITY CORRECTIONS (1362) continued

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Assistant Director Probation/ CC	0.15	0.15	0.15
Community Corrections Secretary	0.32	0.32	
Court Services Officer	1.00	1.00	1.00
Court Services Coordinator	1.00	1.00	0.70
Director of Probation & CC	0.50	0.50	0.50
District Court Clerk	0.05	0.05	
Probation Officer/SSA	2.20	2.20	1.80
Probation Assistant	0.02	0.02	
Enforcement Officer	-	0.44	
Probation / Community Corrections Secretary	-	-	0.36
Probation Specialist	-	-	0.49
	5.24	5.68	5.00

Target Population

Offenders

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

Department Goal 1: Rehabilitate offenders

Objective 1) Eliminate substance abuse

Objective 2) Promote restorative justice (e.g. court fees, fines, victim cost, restitution)

Objective 3) Encourage offender education and employment

Objective 4) Ensure compliance of court order

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

Department Goal 2: Reduce cost of jail and prison operations

Objective 1) Divert offenders from jail and/or prison

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

Department Goal 3: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²

Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties²



COMMUNITY CORRECTIONS (1362) continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of probation enrollments	-	2,324	2,100	2,200
	# of ISP enrollments	200	172	150	150
	# of enrollments in community service	500	602	520	500
	# of enrollments in JAWS	475	474	490	500
	# of home visits attempted	20,000	14,650	15,000	15,000
	# of home visits successful (i.e. probationer contact made)	15,000	11,261	12,000	13,000
	# of office visits conducted (i.e. probationer reported in-person)	50,000	49,298	45,000	45,000
	# of drug tests administered	30,000	32,042	32,000	32,000
	# of alcohol tests administered	48,000	43,575	30,000	30,000
OUTCOMES	Ottawa OWI III offender prison commitment rate	<10%	11.9%	14.5%	12.0%
	Ottawa Straddle Cell offender prison commitment rate	<24%	14.9%	20.0%	17.0%
	Ottawa prison commitment rate (overall)	<10%	9.3%	9.6%	9.6%
	State prison commitment rate (<i>benchmark</i>)	-	21.9%	22.0%	22.0%
COST⁴	Cost of Community Corrections per capita (total expenses ³)	-	\$2.27	\$2.51	\$2.51

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
4. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



CONTINGENCY (8900)

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.

Financial Summary

Contingency - 10108900	2014	2015	2016
	Actual	Current Year Amended Budget	Board Adopted Budget
Revenues			
Total Revenue	-	-	-
Expenditures			
Contingency	-	256,727	406,621
Total Expenditures	-	256,727	406,621

Personnel

No Personnel has been allocated to this Department



CORPORATE COUNSEL (2660)

Financial Summary

Corporate Counsel - 10102660	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Total Revenue	-	-	-
Expenditures			
Salaries & Wages	147,005	149,958	152,804
Benefits	60,179	74,175	61,746
Supplies	3,820	12,565	12,650
Other Services & Charges	10,977	13,062	21,529
Total Expenditures	221,980	249,760	248,729

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Corporate Counsel	0.95	0.95	0.95
Administrative Secretary	0.75	0.75	0.75
	1.70	1.70	1.70



COUNTY CLERK (2150)

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.

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

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

Circuit Court Records, a division of the County Clerk's office, commences and maintains all files for the Circuit Court by recording all hearings and pleadings, attesting and certifying court orders, and preparing commitments to jail and prison. Other duties include 1) preparing annual statistical reports and sending them to the State Court Administrator's Office, 2) abstracting all criminal convictions involving automobiles to the Secretary of State's office, 3) judicial disposition reporting of criminal convictions to the Michigan State Police, 4) preparation of juror list, notifications, excuses, and payroll, and 5) assisting in the preparation of Personal Protection Orders.

Financial Summary

County Clerk 10102150	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Charges for services	842,178	806,000	811,118
Licenses and permits	83,963	72,426	18,800
Other Revenue	2,808	3,990	4,998
Total Revenue	928,949	882,416	834,916
Expenditures			
Salaries & Wages	879,205	942,842	949,744
Benefits	429,785	494,740	487,800
Supplies	96,428	91,128	83,799
Other Services & Charges	207,026	209,507	222,329
Total Expenditures	1,612,445	1,738,217	1,743,672



COUNTY CLERK (2150) continued

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Clerk/Register of Deeds	0.50	0.50	-
Chief Deputy County Clerk	1.00	1.00	1.00
Assistant Chief Deputy County Clerk	1.00	1.00	-
Vital Records Supervisor	1.00	1.00	1.00
Case Records Specialist	1.00	1.00	-
Case Records Processor I	10.00	10.00	-
Case Records Processor II	3.00	3.00	-
Vital Records Clerk	5.00	5.00	-
Case Records Technician	-	-	13.00
Clerk/Register Technician	-	-	4.85
Court Records Supervisor	-	-	1.00
Senior Case Records Technician	-	-	1.00
	22.50	22.50	21.85

Target Population

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

Primary Goals & Objectives

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

Department Goal 1: Ensure the accuracy, protection, and confidentiality (where applicable) of vital records

Objective 1) Process all records efficiently and accurately (e.g. marriage, birth and death records, business registrations, concealed weapons permits, military discharges, notary public commissioners, corporate agreements)

Objective 2) Protect, to the greatest extent possible, vital records from damage/loss (e.g. floods, fire, tornado)

Objective 3) Prevent, to the greatest extent possible, the unauthorized access of vital record information

Department Goal 2: Ensure the accuracy, protection, and confidentiality (where applicable) of Circuit Court Records

Objective 1) Process all records efficiently and accurately (e.g. hearings, pleadings, court orders, commitments to jail and prison)

Objective 2) Protect, to the greatest extent possible, court records from damage/loss (e.g. floods, fire, tornado)

Objective 3) Prevent, to the greatest extent possible, the unauthorized access of court record information

Department Goal 3: Ensure citizens and the courts have access to accurate records

Objective 1) Distribute copies of records

Objective 2) Provide online access to public records, where permitted

Department Goal 4: Provide excellent customer service

Objective 1) Provide thorough and satisfactory services

Objective 2) Provide interaction with customers that is courteous, respectful, and friendly

Objective 3) Provide timely responses to requests for service

Department Goal 5: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²

Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties²



COUNTY CLERK (2150) continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of new vital records filed (<i>births, deaths, marriages</i>)	-	6,155	6,200	6,300
	# of Concealed Weapon Applications processed	-	2,399	2,000	2,100
	# of certified copies of vital records distributed (<i>births, marriages, deaths</i>)	-	21,206	21,500	22,000
	# of vital record books newly preserved (books exist for years 1835-1932)	-	2	1	1
	# of new court cases opened	-	4,657	5,000	5,250
	# of active court files maintained	-	13,800	14,000	14,250
	# of Personal Protection Orders prepared	-	567	600	650
	# of jurors processed	-	671	700	750
	# of days spent clerking in the courtroom	-	260	260	260
	# of pages scanned and indexed into court imaging system	-	466,724	475,000	485,000
	# of resolutions scanned, indexed and distributed (<i>includes Contracts, Correspondence Log & Resolutions</i>)	-	480	500	500
	# of meeting minutes prepared, published and noticed	-	165	175	180
	Clerk fees collected	-	\$2,132,505	\$2,300,000	\$2,500,000
EFFICIENCY	% of court records processed in 48 hours	100%	100%	100%	100%
	% of Board minutes posted within 8 days of meeting	100%	100%	100%	100%
	% of requests for records processed within 2 business days	100%	100%	100%	100%
	% of vital record books that are adequately preserved	100%	80%	85%	90%
	# of online document services available	6	12	14	16
OUTCOMES	% of vital records that met State & Federal guidelines for archiving & security (<i>percent compliance is dependent on the resources made available to meet the State and Federal guidelines</i>)	100%	100%	100%	100%
	% of Court records that met State & Federal guidelines for archiving & security (<i>percent compliance is dependent on the resources made available to meet the State and Federal guidelines</i>)	100%	100%	100%	100%
COST ⁵	Cost of County Clerk Office per capita (total expenses ³)	-	\$5.38	\$5.80	\$5.80
	Total number of County Clerk FTE ⁴ per 100,000 residents	-	8.14	8.14	8.14

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
4. FTE is calculated using Fiscal Service's History of Positions By Fund report
5. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



COUNTY TREASURER (2530)

Mission Statement

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

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

Financial Summary

County Treasurer 10102530	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Taxes	35,026,175	36,344,334	37,060,592
Intergovernmental Revenue	5,319,339	5,963,687	6,133,687
Charges for services	26,225	48,000	60,675
Fines and forfeits	5,543	4,800	4,800
Interest on investments	380,126	14,500	352,070
Licenses and permits	207,138	204,400	161,022
Other Revenue	153,416	168,802	168,802
Total Revenue	41,117,962	42,748,523	43,941,648
Expenditures			
Salaries & Wages	380,842	412,526	411,800
Benefits	180,861	218,011	196,968
Supplies	36,529	40,745	38,994
Other Services & Charges	152,487	158,820	152,964
Total Expenditures	750,720	830,102	800,726



COUNTY TREASURER (2530) continued

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
County Treasurer	0.95	0.95	0.95
Chief Deputy Treasurer	1.00	1.00	1.00
Deputy Treasurer	1.00	1.00	1.00
Revenue Accounting Supervisor	1.00	1.00	1.00
Delinquent Property Tax Specialist	0.30	0.30	0.30
Revenue Accounting Technician	1.00	1.00	1.00
Warranty Deed Clerk	0.30	0.30	0.30
Public Service Center Clerk	1.00	1.00	1.00
Clerk - Treasurer	1.00	1.00	1.00
	<u>7.55</u>	<u>7.55</u>	<u>7.55</u>

Target Population

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

Primary Goals & Objectives

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

Department Goal 1: Protect public funds

Objective 1) Diversify investments

Objective 2) Evaluate creditworthiness of financial institutions holding county funds

Department Goal 2: Ensure liquidity of public funds

Objective 1) Utilize laddered investments to meet cash flow needs

Department Goal 3: Maximize return on investment

Objective 1) Invest General Pool funds at competitive rates

Department Goal 4: Adhere to state statutes that address forfeiture and foreclosure processes

Objective 1) Ensure property owners and those with an interest in a property are properly notified of delinquent, forfeiture and foreclosure status

Objective 2) Collect and account for delinquent and forfeited accounts

Objective 3) Handle the disposal of foreclosed property and accounting

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

Department Goal 5: Provide exceptional services/programs

Objective 1) Increase the number of electronic transactions for services

Objective 2) Maintain high-efficiency work outputs¹

Objective 3) Provide cost-effective services

Objective 4) Meet or exceed the results of services/programs provided by other counties²



COUNTY TREASURER (2530) continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of property tax searches conducted	-	19,798	21,000	22,500
	Value of County Investment Portfolio at year end (in millions)	-	\$81.23	\$82.50	\$82.30
	# of properties returned delinquent	-	4,092	3,991	3,721
	# of properties forfeited	-	670	503	578
	# of properties foreclosed	-	19	19	18
	# of current dog licenses issued	-	20,692	18,759	18,009
EFFICIENCY	% of financial institutions holding County funds deemed creditworthy	90%	100%	100%	100%
	% of property owners with delinquent properties contacted 90 days before foreclosure	95%	96%	96%	95%
	% of total tax searches processed online	95%	99%	99%	99%
	% of total dog license renewals processed online	15%	12.2%	12.6%	13.0%
OUTCOMES	# of new processes implemented that result in a positive return-on-investment, increased efficiency, and/or improved customer satisfaction	>4	2	5	5
	Invested principal lost during the year	\$0	\$0	\$0	\$0
	County Investment Portfolio rate of return	-	1.36%	1.40%	1.60%
	<i>Benchmark rate of return³</i>		0.80%	1.40%	0.02
	Investment Portfolio weighted average maturity at year end	<3	1.76	2.20	2.40
	% of delinquent properties forfeited	<20%	14%	12%	13%
COST⁶	% of properties foreclosed of those properties forfeited	<8%	2.8%	2.8%	3.5%
	Cost of Department per property parcel (total expenses ⁴ , excluding Delinquent Tax Revolving Fund expenses)	-	\$6.54	\$7.28	\$7.28
	Cost of Delinquent Tax Revolving Fund (total expenses ⁴) per number of properties returned delinquent (average last 2 years)	-	\$45.07	\$51.60	\$53.01
	Total Department FTE ⁵ per 100,000 parcels (including Delinquent Tax Revolving Fund FTE)	-	8.21	8.20	8.20

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
 2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
 3. The benchmarked rate of return target is the 2/3 Barclay 1-5 year Government & 1/3 Barclay 3-month Treasury (blended rate). Variances between the County's return rate and the benchmark will occur for a variety of factors such as the timing of purchases of investments. These variances will sometimes result in the County exceeding the benchmark, other times it may fall short.
 4. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
 5. FTE is calculated using Fiscal Service's History of Positions By Fund report
 6. The cost and FTE calculations are computed by the Planning and Performance Improvement Department
Property Delinquency: Property owner missed the deadline for payment of property taxes. Municipalities, school districts and other taxing authorities turn over delinquent property taxes receivable to the County for collection.
Property Forfeiture: Michigan is a property tax foreclosure state. In Ottawa County, if real property taxes returned delinquent on March 1 remain unpaid, they are forfeited to the Ottawa County Treasurer the following March 1. The property owner or other interested parties have one year to redeem the property by paying the forfeited delinquent taxes plus all penalties, interest and costs assessed.
Property Foreclosure: If not paid in full, the property is foreclosed on March 31 by Circuit Court action. By fee simple title, the property is owned by the foreclosing government unit, the Ottawa County Treasurer. At the end of March each year the Ottawa County Treasurer forecloses on properties for unpaid delinquent taxes. By the end of April, title is transferred to the Ottawa County Treasurer by deed recorded with the Ottawa County Register of Deeds. The first Land Auction is held by the end of August with a second Land Auction held by the end of September for parcels not sold at the first auction.



CRIME VICTIM'S RIGHTS (2320)

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.

Financial Summary

Crime Victim's Rights 10102320	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Intergovernmental Revenue	151,866	164,000	164,000
Other Revenue	500	400	-
Total Revenue	152,366	164,400	164,000
Expenditures			
Salaries & Wages	137,986	146,980	149,919
Benefits	59,505	69,392	66,068
Supplies	7,206	8,895	8,595
Other Services & Charges	14,458	15,452	16,625
Total Expenditures	219,155	240,719	241,207

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Victims Rights Coordinator	1.00	1.00	1.00
Victim Advocate	2.00	2.00	2.00
	3.00	3.00	3.00

Target Population

Victims of felony and serious misdemeanor offenses



CRIME VICTIM'S RIGHTS (2320), continued

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

Department Goal 1: Protect the rights of victims

Objective 1) Notify victims of their rights and the services available to them

Objective 2) Inform victims of the dates of court proceedings

Objective 3) Maintain communications with victims during court proceedings

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

Department Goal 2: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²

Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties²

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of cases opened	-	2,086	2,190	2,300
	# of communications/letters distributed to victims	-	18,596	19,525	20,501
	Total # of contacts made with victims (e.g. letters, phone calls, visits, etc.)	-	22,877	24,021	25,222
EFFICIENCY	% of cases opened where the victim formally requests the enactment of their Victim's Rights via the submittal of a Crime Victim Notification Form (CVNF)	n/a	37%	n/a	n/a
COST⁵	Cost of division per case opened (total expenses ³)	-	\$100.60	\$105.49	\$100.45
	Cost of division per capita (total expenses ³)	-	\$0.76	\$0.84	\$0.84
	# of cases opened per victims' rights FTE ⁴	-	695	730	767
	# of victims' rights FTE ⁴ per 100,000 residents	-	1.09	1.09	1.09

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
4. FTE is calculated using Fiscal Service's History of Positions By Fund report
5. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



DEPARTMENT OF VETERAN'S AFFAIRS (6890)

Mission Statement

To act as a one-stop for information on services available for County veterans and their families

Function Statement

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

Financial Summary

Department of Veteran's Affairs - 10106890	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Intergovernmental Revenue	3,000	3,000	3,000
Total Revenue	3,000	3,000	3,000
Expenditures			
Supplies	106	700	700
Other Services & Charges	58,221	60,646	60,079
Total Expenditures	58,327	61,346	60,779

Personnel

No Personnel has been allocated to this department

Target Population

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



DEPARTMENT OF VETERAN'S AFFAIRS (6890) continued

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

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

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

Objective 2) Provide emergency financial assistance to impoverished veterans and their families

Objective 3) Provide state-mandated burial assistance to widows and families of veterans that demonstrate financial need

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

Department Goal 2: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Achieve quantifiable outcomes

Objective 3) Provide interaction with customers that is courteous, respectful, and friendly

Objective 4) Provide timely responses to requests for service

Objective 5) Meet or exceed the administrative performance (i.e. workload, efficiency, outcomes, and customer service) of comparable services/programs provided in comparable counties²

Objective 6) Meet or surpass the value-per-dollar (e.g. cost per veteran, amount of federal benefits per veteran) of comparable services/programs provided in comparable counties²

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of veterans that contact the County Veterans Affairs Department for assistance	-	2,088	2,300	2,500
	# of federal benefit appointments scheduled for a County Veteran with a Veterans Service Officer	-	716	800	800
	# of applications taken from veterans and their families requesting emergency financial assistance (state and county assistance)	-	76	75	75
	# of applications taken from widows and families of veterans requesting burial assistance	-	63	60	60
OUTCOMES	Amount of federal benefits (direct allocations and grants) received per County veteran	\$3,000	\$3,972	\$4,042	\$4,114
	Total amount of County emergency financial assistance distributed to impoverished veterans and their families	-	\$14,295	\$14,000	\$14,000
	Total amount of State emergency financial assistance distributed to impoverished veterans and their families	-	\$76,291	\$78,000	\$80,000
COST³	Cost of Veterans Affairs per county veteran (total expenses ⁴)	-	\$8.83	\$9.44	\$9.61
	Cost of Veterans Affairs per impoverished county veteran (total expenses ⁴)	-	\$229.22	\$240.88	\$240.88

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline

2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks

3. The cost and FTE calculations are computed by the Planning and Performance Improvement Department

4. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)



DISTRICT COURT (1360)

Mission Statement

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

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 issues search and arrest warrants, conducts initial arraignments and sets bond in all adult criminal cases. Preliminary examinations are scheduled in all felony matters prior to bind over to circuit court. Misdemeanor cases brought under state statute or local ordinance are scheduled for pretrial conferences and jury or non-jury trials unless a guilty plea is entered. Convicted defendants are sentenced following pre-sentence investigation and compliance with the Michigan Crime Victims' Rights Act. Convictions are reported to the appropriate agencies with fines, costs, restitution and bonds collected and disbursed pursuant to law.

The Civil Division processes all civil and small claim cases filed in the Court. It schedules motion 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. It is 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.

Financial Summary

District Court 10101360	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Intergovernmental Revenue	69,446	70,000	70,000
Charges for services	2,989,265	3,589,000	3,408,000
Fines and forfeits	51,277	50,000	47,000
Other Revenue	6,883	8,500	7,500
Total Revenue	3,116,870	3,717,500	3,532,500
Expenditures			
Salaries & Wages	2,481,473	2,600,411	2,754,105
Benefits	1,125,231	1,250,297	1,297,219
Supplies	240,580	332,352	320,438
Other Services & Charges	2,331,020	2,543,627	2,699,401
Total Expenditures	6,178,305	6,726,687	7,071,163



DISTRICT COURT (1360) continued

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Judge - District Court	4.00	4.00	4.00
Court Administrator	1.00	1.00	1.00
Director of Probation Services	0.50	0.50	0.50
Assistant Director of Probation Services	0.70	0.70	0.70
Chief Deputy Court Clerk	3.00	3.00	3.00
Assignment Clerk	3.00	3.00	3.00
Trial Court Specialist	1.00	1.00	1.00
District Court Clerk II	10.00	10.00	10.00
Records Processing Clerk II	1.00	1.00	1.00
Community Corrections Secretary	0.48	0.48	
District Court Clerk I	11.20	11.20	10.25
Court Recorder	4.00	4.00	4.00
Court Officer	0.88	0.88	0.88
Case Specialist	1.00	1.00	1.00
Probation-Treatment Specialist	8.80	8.80	9.20
Probation Secretary	0.75	0.75	
Probation Assistant	0.98	0.98	
Bailiff	0.70	0.70	0.70
Magistrate	1.00	1.00	1.00
Enforcement Officer	-	0.05	
Probation / Community Corrections Secretary	-	-	3.19
Court Services Coordinator	-	-	0.30
	<hr/>	<hr/>	<hr/>
	53.99	54.04	54.72

Target Population

Litigants, Attorneys, Law Enforcement, Citizens



DISTRICT COURT (1360) continued

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

Court Goal 1: Sentence misdemeanants who are proven guilty of committing a crime(s)

Objective 1) Dispose of cases in an efficient and fair manner

Objective 2) Promote restorative justice (e.g. court fees, fines, victim costs, restitution)

Objective 3) Report case dispositions to the Secretary of State and Michigan State Police Records

Court Goal 2: Adjudicate misdemeanor traffic cases and civil traffic infraction cases

Objective 1) Process traffic tickets/citations

Objective 2) Conduct hearings for disputed tickets

Objective 3) Collect payments for tickets

Objective 4) Report case dispositions to the Secretary of State

Court Goal 3: Resolve civil and small claim disputes brought before the court

Objective 1) Conduct civil hearings and trials in an efficient and fair manner

Objective 2) Issue court orders and judgments

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

Court Goal 4: Provide excellent customer service

Objective 1) Provide thorough court services

Objective 2) Provide timely responses to requests for service

Objective 3) Provide interaction with customers that is courteous, respectful, and friendly

Court Goal 5: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²

Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties²



DISTRICT COURT (1360) continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of traffic misdemeanors or civil traffic infractions filed	-	32,537	33,000	33,500
	# of hearings conducted for disputed tickets	-	1,625	1,650	1,675
	# of general civil cases filed	-	5,139	5,250	5,350
	# of small claims cases filed	-	1,539	1,600	1,700
	# of civil summary proceedings (e.g. landlord tenant) cases filed	-	3,214	3,375	3,500
	# of non-traffic misdemeanors filed	-	5,681	5,800	6,000
EFFICIENCY	% of fines and fees collected within 2 years of imposition	95%	94.1%	95.0%	96.0%
	% of fines, costs and restitution collected within twelve months of assessment	95%	92.8%	94.0%	96.0%
	% of cases decided within 56 days of submission	100%	100%	100%	100%
	% of abstracts filed to Secretary of State within required timeframe	95%	99%	99%	99%
	% of pre-trials with a scheduled date within 21 days of arraignment	95%	99%	99%	99%
	% of pleas or trials held within 9 months of arraignment	100%	100%	100%	100%
	% of cases set for trial or referred to mediation within 14 days of filing of answer	100%	86%	88%	90%
OUTCOMES	Case clearance rate (i.e. new cases filed versus cases disposed)	100%	100%	100%	100%
COST	Average cost per criminal case ³	-	n/a	\$531.67	\$531.67
	Performance based budgeting department cost per capita (total expenses ⁴)	-	\$18.28	\$19.82	\$19.82
	Performance based budgeting department cost per filed case ⁵ (total expenses ⁴)	-	\$104.95	\$111.69	\$109.40

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. The cost calculation reflects expenses as specified in MCL 769.1k that the court can assess for the general operation of the court. This does not include the cost of the civil or ticket dockets
4. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000). These cost calculations are computed by the Planning and Performance Improvement Department
5. Filed cases include all criminal, civil, and ticket docket cases



DRAIN ASSESSMENTS (4450)

Function Statement

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

Financial Summary

Drain Assessments - 10104450	2014	2015	2016
	Actual	Current Year Amended Budget	Board Adopted Budget
Revenues			
Total Revenue	-	-	-
Expenditures			
Other Services & Charges	491,245	112,450	171,250
Total Expenditures	491,245	112,450	171,250

Personnel

No Personnel has been allocated to this Department



ELECTIONS (2620)

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

Function Statement

The County Clerk's office is responsible for the oversight of all elections held in the County, for development and printing of ballots, and the ordering of all election supplies for all State and Federal elections. The County Clerk's office is responsible for running all school board and special elections as mandated under the Election Consolidation Act of 2003. The office is responsible for training election workers for those elections and for the dissemination of campaign finance information as well as filing all local campaign finance committees and their reports. After every election, the County Clerk's office reviews all election returns and assists the Board of Canvassers in finalization of the election results. Other duties of the Elections Division include setting dates for special elections upon request; assisting in providing information and direction in the elections process including but not limited to administration, management, petition drives, recounts, and recalls; providing a County-wide voter registration process; and assisting in the registration of voters throughout the County.

Financial Summary

Financial

Elections - 10102620	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Charges for services	-	18,025	31,250
Other Revenue	115,709	180,435	142,515
Total Revenue	115,709	198,460	173,765
Expenditures			
Salaries & Wages	92,541	99,555	107,376
Benefits	19,419	25,217	30,422
Supplies	123,345	82,178	192,737
Other Services & Charges	116,252	84,683	56,678
Total Expenditures	351,557	291,633	387,213

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Election Coordinator	1.00	1.00	1.00
	1.00	1.00	1.00



ELECTIONS (2620) continued

Target Population

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

Primary Goals & Objectives

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

Department Goal 1: Ensure compliance with State and Federal election laws and requirements

- Objective 1) Disseminate information regarding upcoming elections to voters, candidates, and clerks
Objective 2) Train inspectors and other election officials
Objective 3) Ensure accurate ballot information
Objective 4) Provide ADA compliant ballot marking device in each polling place and accurate vote tabulation equipment in each precinct

Department Goal 2: Provide excellent customer service

- Objective 1) Provide thorough and satisfactory services
Objective 2) Provide interaction with customers that is courteous, respectful, and friendly
Objective 3) Provide timely responses to requests for service

Department Goal 3: Provide exceptional services/programs

- Objective 1) Maintain high-efficiency work outputs
Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties
Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties



ELECTIONS (2620) continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of ballot styles reviewed and proofed	-	316	187	440
	# of ballot errors	-	0	1	0
	# of election days held (local, state, and federal)	-	4	4	4
	# of election inspectors trained	-	852	80	900
	# of campaign finance records filed	-	104	100	350
	# of precinct supply kits assembled	-	278	174	385
	# of precincts programmed for election	-	278	174	385
	# of recall hearings conducted	-	0	1	0
	# of voter registration drives attended	-	10	5	10
	# of voter registration cards processed	-	7,737	4,000	10,000
	total # of registered voters	-	187,766	188,000	190,000
	# of days County Board of Canvassers met	-	19	9	32
EFFICIENCY	% of ballots needing to be re-printed	0%	0%	68%	0%
	% of time official notices published in local papers within statutory provisions	100%	100%	100%	100%
EFFICIENCY	% of ballots provided to clerks at least 45 days prior to local, state, and federal elections	100%	100%	100%	100%
	% of requests for information responded to within 2 business days	100%	95%	95%	100%
	% of election records stored digitally	100%	25%	30%	35%
OUTCOMES	# of online election services available	-	14	14	14
	% of precincts that could not be recounted (<i>in the event of an actual recount</i>)	0%	0%	0%	0%
COST ⁵	Cost of elections division per registered voter (<i>total expenses³</i>)	-	\$1.84	\$1.52	\$1.50
	# of registered voters per elections division FTE ⁴	-	187,766	188,000	190,000

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
4. FTE is calculated using Fiscal Service’s History of Positions By Fund report
5. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



EQUALIZATION (2570)

Mission Statement

To assist the County Board of Commissioners by examining the assessment rolls of the townships and cities to ascertain whether the real and personal property in the townships and cities have been equally and uniformly assessed at 50% of true cash value; to oversee the apportionment process; to update and maintain property data in the County GIS and the BS&A Assessing system; and to assist local units in the assessment process.

Function Statement

Equalization is statutorily mandated to administer the real and personal property tax system at the county level and conduct valuation studies in order to determine the total assessed value of each classification of property in each township and city. The department also does all tax limitation and "Truth in Taxation" calculations, audits tax levy requests, and provides advice and assistance to local units, school districts and other tax levying authorities.

The department maintains the parcel-related layers in the County GIS (including changes in property-splits, combinations, plats); maintains tax descriptions, owner names, addresses, and current values, and local unit assessment roll data for 23 local units. The department also provides assessment roll preparation for local units as a shared service.

Financial Summary

Equalization - 10102570	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Charges for services	1,565	3,600	3,600
Total Revenue	1,565	3,600	3,600
Expenditures			
Salaries & Wages	584,671	604,429	627,527
Benefits	266,219	305,512	313,171
Supplies	16,231	10,053	8,930
Other Services & Charges	102,989	128,203	94,745
Total Expenditures	970,109	1,048,197	1,044,373



EQUALIZATION (2570) continued

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Equalization Director	0.95	0.92	0.96
Deputy Equalization Director	0.95	0.94	0.98
Appraiser III	2.85	2.82	2.78
Appraiser II	-	-	0.15
Appraiser I	0.75	0.30	-
Property Description Coordinator	0.95	1.00	-
Property Description Technician	2.00	1.00	2.00
Senior Abstracting/Indexing Clerk	1.00	0.96	0.97
Abstracting/Indexing Clerk	2.35	2.55	2.62
Administrative Assistant	-	1.00	1.00
Assistant Assesor	-	-	0.10
	11.80	11.49	11.56

Target Population

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

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

Department Goal 1: Administer property equalization process to ensure each local unit of government contributes uniformly and equitably to any taxing authority

Objective 1) Determine market value of all classes of real property in all local units

Objective 2) Audit local unit assessment rolls to verify consistency with calculated market values

Objective 3) Adjust classes of property by adding or deducting appropriate amounts from the total valuation, and present report to County Board

Objective 4) Represent Ottawa County in the equalization appeal process

Department Goal 2: Administer the apportionment process to ensure the millages of each taxing authority are valid

Objective 1) Audit millages requested by each taxing authority

Objective 2) Prepare and present report to County Board

Department Goal 3: Maintain the integrity of parcel base layers in the GIS, property tax descriptions, and assessment roll information

Objective 1) Ensure uniform parcel numbering

Objective 2) Ensure all properties are represented on the tax assessment roll

Objective 3) Ensure accuracy and completeness of new or changed property descriptions

Objective 4) Ensure property tax maps match descriptions on the tax assessment roll

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

Department Goal 4: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Achieve quantifiable outcomes

Objective 3) Meet or exceed the administrative performance (i.e. workload, efficiency, and outcomes) of comparable services/programs provided in comparable counties

Department Goal 5: Maintain and/or minimize cost to taxpayers

Objective 1) Implement shared service arrangements

Objective 2) Meet or surpass the value-per-dollar (e.g. cost per resident, cost per employee) of comparable services/programs provided in comparable counties²



EQUALIZATION (2570) continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of sales documents processed	-	13,810	14,200	14,000
	# of real property classes studied	-	114	114	114
	# of property appraisals	-	1,656	1,725	1,700
	# of personal property audits	-	125	130	135
	# of ordered changes to assessment rolls processed	-	1,681	1,650	1,625
	# of new parcels assigned, descriptions written & various layers updated in GIS	-	1,183	1,250	1,275
	# of new Subdivisions and condos mapped	-	17	20	22
	# of total real property parcels maintained for County assessment purposes	-	107,540	107,700	107,900
	# of total real property parcels maintained for local assessment purposes	-	7,560	7,599	7,630
	# of local unit MTT Small claim and Full tribunal appeals filed	-	7	4	4
	# of local unit reappraisals of industrial and commercial properties	-	0	0	0
	# of local unit new construction visits	-	522	525	525
	# of properties reviewed for local assessment rolls	-	1,261	1,500	1,500
EFFICIENCY	% of local assessment rolls audited	100%	100%	100%	100%
	% of assessment rolls adjusted	0%	0%	0%	0%
	% of requested millages audited	100%	100%	100%	100%
	% of new parcels numbered uniformly	100%	100%	100%	100%
	% of all properties represented on tax assessment roll	100%	100%	100%	100%
	% of new parcel descriptions that do not match deed	0%	0%	0%	0%
	% of property tax maps matching tax assessment roll	100%	100%	100%	100%
OUTCOMES	# of classes where County Equalized Value was appealed	0	0	0	0
	% of time the Michigan Tax Tribunal or State Tax Commission side with County on equalization appeals	100%	100%	100%	100%
	% of time a requested millage is incorrectly audited	0%	0%	0%	0%
	Cost-savings to taxpayers (shared assessment services)	-	\$60,000	\$60,000	\$60,000
COST⁵	Cost of Department per real property parcel (total expenses ³)	-	\$8.55	\$9.03	\$9.01
	# of Department FTE ⁴ per 100,000 residents	-	4.27	4.16	4.16
	# of real property parcels per Department FTE ⁴	-	9114	9,373	9,391
	Cost of Assessment services for Grand Haven City per capita (total expenses ³)	-	\$9.53	\$12.46	\$12.46
	Cost of Assessment services for Crockery Township per capita (total expenses ³)	-	\$5.73	\$9.33	\$9.33

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
4. FTE is calculated using Fiscal Service's History of Positions By Fund report
5. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



CROCKERY TOWNSHIP ASSESSING - EQUALIZATION (2572)

Financial Summary

Crockery Township Assessing - 10102572	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Charges for services	18,240	38,980	39,340
Total Revenue	18,240	38,980	39,340
Expenditures			
Salaries & Wages	17,150	27,399	24,701
Benefits	6,992	9,677	9,403
Supplies	-	450	200
Other Services & Charges	497	4,065	2,065
Total Expenditures	24,640	41,591	36,369

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Equalization Director	-	0.03	0.02
Deputy Equalization Director	-	0.01	
Appraiser III	-	0.13	0.02
Appraiser II	-	-	0.15
Appraiser I	-	0.30	
Abstracting/Indexing Clerk	-	0.05	0.03
Senior Abstracting Clerk	-	0.01	0.01
Assistant Assesor	-	-	0.20
	-	0.53	0.43



GRAND HAVEN ASSESSING - EQUALIZATION (2571)

Financial Summary

Grand Haven Assessing - 10102571	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Charges for services	131,715	132,500	142,275
Total Revenue	131,715	132,500	142,275
Expenditures			
Salaries & Wages	73,224	94,943	98,478
Benefits	29,746	36,187	37,352
Supplies	200	525	420
Other Services & Charges	6,709	7,475	1,550
Total Expenditures	109,880	139,130	137,800

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Equalization Director	0.05	0.05	0.02
Deputy Equalization Director	0.05	0.05	0.02
Appraiser III	1.15	1.05	0.20
Appraiser II	-	-	0.70
Appraiser I	0.25	0.40	
Property Description Coordinator	0.05	-	
Abstracting/Indexing Clerk	0.15	0.15	0.10
Senior Abstracting Clerk	-	0.03	0.02
Assistant Assesor	-	-	0.70
	1.70	1.73	1.76



EQUIPMENT POOL (9010)

Function Statement

The Equipment Pool budget in the General Fund was established to provide funds for equipment not budgeted for purchased after the budget process or for costs in excess of the planned amount.

Financial Summary

Equipment Pool - 10109010	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Total Revenue	-	-	-
Expenditures			
Other Services & Charges	-	5,750	20,000
Total Expenditures	-	5,750	20,000

Personnel

No Personnel has been allocated to this Department



FACILITIES (2650)

Mission Statement

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

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.

Financial Summary

Facilities - 2650	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Charges for services	10,104	15,190	10,000
Rental income	2,917,199	2,235,772	2,038,568
Other Revenue	1,274		
Total Revenue	2,928,577	2,250,962	2,048,568
Expenditures			
Salaries & Wages	833,739	900,018	918,070
Benefits	416,625	467,179	486,962
Supplies	159,159	214,430	205,541
Other Services & Charges	2,233,585	2,432,585	2,355,594
Total Expenditures	3,643,108	4,014,212	3,966,167

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Facilities Maintenance Director	1.00	1.00	1.00
Building & Grounds Supervisor	1.00	1.00	1.00
Custodial/Maintenance Supervisor	1.00	1.00	1.00
Custodian	5.00	5.00	4.90
Maintenance Worker	11.00	11.00	9.00
Maintenance Technician	-	-	2.00
Senior Secretary	1.00	1.00	1.00
Facilities Clerk	0.60	0.60	0.60
	20.60	20.60	20.50

Target Population

Visitors to Ottawa County Facilities, County Employees



FACILITIES (2650) continued

Primary Goals & Objectives

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

Department Goal 1: Maintain buildings, grounds, and equipment

Objective 1) Provide clean, safe, and aesthetically pleasing buildings and grounds

Objective 2) Promote energy conservation through temperature control

Objective 3) Perform maintenance & operational activities in an environmentally sensitive manner

Department Goal 2: Provide excellent customer service/satisfaction

Objective 1) Provide thorough and satisfactory services

Objective 2) Provide interaction with customers that is courteous, respectful, and friendly

Objective 3) Provide timely responses to requests for service

Department Goal 3: Improve the level of knowledge of Ottawa County employees regarding energy conservation and maintenance policies

Objective 1) Educate all employees about energy conservation

Objective 2) Educate department employees regarding building and grounds related processes

Department Goal 4: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Achieve quantifiable outcomes

Objective 3) Meet or exceed the administrative performance (i.e. workload, efficiency, outcomes, and customer service) of comparable services/programs provided in comparable counties

Objective 4) Meet or surpass the value-per-dollar (e.g. cost per employee) of comparable services/programs provided in comparable counties



FACILITIES (2650) continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	Total square footage of county facilities maintained	-	670,621	670,621	670,621
EFFICIENCY	# of reported accidents in buildings or on grounds	< 5	4	2	0
	# of building code violations	0	0	0	0
	# of environmental violations	0	0	0	0
OUTCOMES	% of work orders completed by the requested due date	100%	98.80%	99.00%	99.00%
	# of onsite accidents in which the county was held liable	0	0	0	0
	% change in maintenance cost per square foot compared to consumer price index (CPI) for fuel and utilities ³	<CPI	-2.4% 2.8%	-7.1% 2.8%	-7.1% 2.8%
COST	Cost of Facilities Department per total square foot maintained (total expenses ⁵)	≤\$6.75	\$5.29	\$5.85	\$5.85
	Cost of Holland City Facilities Maintenance per total square foot maintained (total expenses ⁵)	<\$0.10	\$0.07	\$0.06	\$0.06
	Number of Facilities Department FTE ⁶ per 100,000 square foot maintained	-	3.04	3.04	3.04

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. The CPI, cost, and FTE calculations are computed by the Planning and Performance Improvement Department
4. Utility expenses obtained from Performance Budget Report
5. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
6. FTE is calculated using Fiscal Service's History of Positions By Fund report



FISCAL SERVICES (1910)

Mission Statement

To administer an efficient financial management system that facilitates sound fiscal planning, accurate and timely reporting, and reliable service to board members, administrators, employees, vendors, and citizens.

Function Statement

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

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

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

Financial Summary

Fiscal Services 10101910	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Intergovernmental Revenue	30,200	30,000	30,000
Charges for services	4,265,954	4,881,431	4,787,976
Other Revenue	46,127	67,600	82,000
Total Revenue	4,342,282	4,979,031	4,899,976
Expenditures			
Salaries & Wages	650,969	747,038	753,539
Benefits	295,829	375,349	397,541
Supplies	33,558	42,370	33,500
Other Services & Charges	211,756	238,937	241,413
Total Expenditures	1,192,112	1,403,694	1,425,993



FISCAL SERVICES (1910), continued

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Fiscal Services Director	0.50	0.49	0.49
Assistant Fiscal Services Director	0.80	0.80	0.80
Budget/Audit Manager	0.60	-	-
Budget/Audit Analyst	1.00	1.00	1.00
Risk Management/Accountant	0.25	0.25	0.25
Accountant II	3.40	3.40	2.40
Administrative Assistant/Buyer	0.75	0.75	0.75
Account Clerk II	3.80	3.80	4.00
Fiscal Services Secretary	1.00	1.00	-
Local Unit Financial Liaison	-	1.00	1.00
Accounting Manager	-	0.60	0.60
Accountant I	-	-	2.00
	12.10	13.09	13.29

Target Population

County Departments and Employees, Vendors, Creditors, Board of Commissioners

Primary Goals & Objectives

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

Department Goal 1: Maintain and improve the County's financial stability

Objective 1) Ensure that expenditures do not exceed revenues and available fund balance (i.e. balanced budget)

Objective 2) Provide accurate and timely financial reports (e.g. CAFR, Single Audit, Annual Budget)

Objective 3) Adhere to generally accepted accounting standards (e.g. GAAP, GASB, FASB, GFOA)

Department Goal 2: Ensure that all County financial obligations are met

Objective 1) Prepare and pay all invoices

Objective 2) Process purchase orders

Department Goal 3: Ensure reimbursement of all awarded grant funds

Objective 1) Track and report all grant reimbursable expenditures

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

Department Goal 4: Provide excellent customer service

Objective 1) Provide interaction with customers that is courteous, respectful, and friendly

Objective 2) Provide timely responses to requests for service

Department Goal 5: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²

Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties²



GEOGRAPHIC INFORMATION SYSTEM (2590)

Mission Statement

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

Function Statement

Geographic Information Systems (GIS) is an expanding department started in the fourth quarter of 1999. GIS provides better access to Ottawa County's information using the latest in information technology to improve the delivery and quality of government services, while experiencing improved efficiencies, productivity, and cost effective service. The advances in technology and the requirements of a more informed citizenry have increased the need for development of an enhanced access/informational delivery system. Our goal is to enable county-wide accessibility to GIS technology, data and procedures to support the County Departmental business functions. In addition, the IT/GIS Department will educate County Departments, external agencies and Local Units of Government, on how to use GIS as a tool to make their existing tasks and duties more efficient. The efficiencies gained combined with increased capabilities results in better service to the public and economic advantages for County as a whole.

Financial Summary

Geographic Info. Systems - 10102590	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Charges for services	96,902	79,500	85,880
Total Revenue	<u>96,902</u>	<u>79,500</u>	<u>85,880</u>
Expenditures			
Salaries & Wages	197,244	226,285	242,917
Benefits	107,029	124,185	131,825
Supplies	8,232	12,893	13,559
Other Services & Charges	219,304	75,547	63,552
Total Expenditures	<u>531,808</u>	<u>438,910</u>	<u>451,853</u>

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
GIS Manager	1.00	1.00	
GIS Technician	1.00	1.00	1.00
GIS Programmer/Technician	1.00	1.00	1.00
Programmer/Analyst	1.00	1.00	1.00
GIS Supervisor	-	-	1.00
	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>



GEOGRAPHIC INFORMATION SYSTEMS (2590) continued

Target Population

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

Primary Goals & Objectives

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

Department Goal 1: Maintain County GIS Infrastructure (hardware and software) to improve decision making capabilities of customers

Objective 1) Ensure GIS network availability

Objective 2) Ensure data is accurate

Objective 3) Develop new datasets and GIS applications/web-based services

Department Goal 2: Provide education and training to county local unit partners

Objective 1) Train GIS users about GIS programs

Objective 2) Educate all users regarding GIS related policies

Objective 3) Increase awareness of new technologies

Objective 4) Establish partnerships with agencies & non-participating local units who purchase GIS services

Department Goal 3: Provide excellent customer service/satisfaction

Objective 1) Provide thorough and satisfactory services

Objective 2) Provide interaction with customers that is courteous, respectful, and friendly

Objective 3) Provide timely responses to requests for service

Department Goal 4: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²

Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties²



GEOGRAPHIC INFORMATION SYSTEMS (2590) continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of total GIS licenses supported (internal/ external)	100	146	149	143
	# of GIS users supported (County employees)	50	174	122	130
	# of GIS users supported (Local Units/agencies)	100	266	335	340
	# of service requests received	650	550	501	550
	# of new datasets created	3	20	24	10
	# of GIS applications/web-based services created	3	14	13	15
EFFICIENCY	% error in sample areas of GIS data	<1%	<1%	<1%	<1%
	% of service requests responded to within 48 business hours	98%	98%	100%	98%
	% increase in total number of available datasets	5%	3.0%	7.0%	4.0%
	% increase in partnering agencies/local units	5%	5%	0%	5%
OUTCOMES	% of time GIS servers are not available to users	0%	<1%	<1%	<1%
	% increase in revenue from GIS data and services	4%	-5.11%	-1.40%	1.00%
COST⁵	GIS cost per GIS user supported (total expenses ³)	-	\$1,173	\$927	\$901
	GIS users supported per GIS FTE ⁴	-	110.0	114.3	117.5

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
4. FTE is calculated using Fiscal Service's History of Positions By Fund report
5. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



HUMAN RESOURCES (2700)

Mission Statement

The Human Resources Department serves the County of Ottawa by focusing efforts on the County's most valuable asset, its employees. Human Resources does this through recruitment, hiring and retention of a diverse, qualified workforce. The Human Resources Department provides human resource direction and technical assistance, training and development, equal employment opportunities and employee/labor relation services to the County

Function Statement

The Human Resources Department represents a full-service human resource operation for the various departments that make up Ottawa County. Department operations include programs in the areas of employee relations, benefits administration, labor relations, classification maintenance, and training.

Among the diverse responsibilities are recruitment, selection, interviews (exit interviews), promotion, training, contract negotiations, contract administration, grievance resolution, disciplinary process, employee compensation, administration of benefits, employee wellness activities, and employee payroll. In addition the department oversees the creation and administration of the Unclassified and Group T Benefit Manuals. The department creates and enforces County policies and procedures approved by the Board for the administration of Human Resource functions.

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

Also included in the department's responsibilities is the function of labor relations, which includes representation for the County in contract negotiations with eight (8) bargaining units. The department is responsible for contract negotiations with several organized unions that include not only negotiations but also contract administration and review sessions with the Board of Commissioners. Additional responsibilities associated with labor relations are the handling of grievances and representation in processes such as mediation, fact finding, and both grievance and interest arbitration.

Training opportunities are also the responsibility of the department for the development of employees throughout the organization. This is accomplished by offering the GOLD Standard Leadership and GOLD Standard Employee Programs, as well as a variety of in-house training, ranging from customer service skills and compliance trainings to the development of skills for supervisors.

The department is engaged in a collaborative effort to provide employee wellness activities and educational opportunities. Employees are encouraged to participate in utilization of the on-site exercise facilities. The program is based on the premise that healthier County employees equate to limitations/reductions in the County's cost of its health plan.

In an effort to develop a program of employee retention, the department conducts exit interviews with all employees upon receiving notice of resignation. Also included in this retention program is an annual Service Awards Program designed to recognize the employee's duration of employment with Ottawa County. Special recognition is given to each employee every five years.



HUMAN RESOURCES (2700), continued

Financial Summary

Human Resources - 10102700	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Charges for services	2,750	3,000	3,000
Total Revenue	2,750	3,000	3,000
Expenditures			
Salaries & Wages	305,304	353,398	427,394
Benefits	143,236	190,851	208,684
Supplies	24,709	30,830	23,630
Other Services & Charges	124,529	199,800	228,180
Total Expenditures	597,778	774,879	887,888

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Human Resources Director	0.60	0.60	0.60
Assistant Human Resources Director	0.40	0.40	1.00
Training and Development Coordinator	1.00	1.00	
Human Resources Generalist	0.33	0.31	0.31
Human Resources Assistant	1.00	1.00	
Human Resources Specialist	1.08	2.08	2.08
Human Resources Technician	1.00	1.00	1.00
Human Resources Manager	-	-	1.00
Payroll Coordinator	-	-	1.00
	5.41	6.39	6.99

Target Population

Job Applicants, County Employees, Retirees, Board of Commissioners



HUMAN RESOURCES (2700), continued

Primary Goals & Objectives

Goal 1: Continually improve the County's organization and services

Department Goal 1: Recruit and hire a qualified, ethnically diverse workforce

Objective 1) Ensure accurate job descriptions for each position

Objective 2) Target recruitment efforts to obtain an adequate pool of qualified candidates

Objective 3) Ensure the utilization of interview techniques, testing, and questions that maximize the interviewers' ability to select qualified applicants

Department Goal 2: Retain qualified employees by providing a competitive compensation and benefit package

Objective 1) Verify that employee compensation is competitive with local labor market and comparable counties

Objective 2) Verify that employee benefit package is competitive with local labor market and comparable counties

Department Goal 3: Improve proficiency and performance of County employees

Objective 1) Provide effective leadership skills training

Objective 2) Provide effective general employee skills training

Department Goal 4: Provide professional labor relations services to the County Board of Commissioners, employees, and departments

Objective 1) Negotiate fair and timely collective bargaining agreements with all labor unions

Objective 2) Enforce and adhere to collective bargaining agreements, personnel-related policies and employee benefit manuals

Objective 3) Provide counsel to department managers on employee discipline, performance issues, and labor relations

Department Goal 5: Ensure compliance with state and federal employment laws and recordkeeping

Objective 1) Maintain the confidentiality of employment records for all active and terminated employees

Objective 2) Process leaves of absence and worker's compensation claims in accordance with statutory requirements

Department Goal 6: Ensure prompt and accurate processing of employee payroll

Objective 1) Issue bi-weekly payroll checks

Objective 2) Prepare and pay all invoices

Department Goal 7: Provide excellent customer service

Objective 1) Provide thorough and satisfactory services

Objective 2) Provide interaction with customers that is courteous, respectful, and friendly

Objective 3) Provide timely responses to requests for service

Department Goal 8: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²

Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties²



HUMAN RESOURCES (2700), continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of job descriptions reviewed for accuracy	-	400	134	150
	# of jobs openings posted	-	125	189	180
	# of jobs applications received/processed	-	4,000	3,486	3,500
	# of interviews conducted	-	625	741	700
	# of new employees hired	-	175	150	150
	# of positions requiring salary adjustment (up/down) as a result of wage study	-	10%	38	0
	# of leadership trainings conducted	-	20	21	20
	# of employee trainings conducted ³	-	150	97	115
	# of total employees attending training	-	1,800	1,116	1,300
	# of total employees attending compliance trainings	-	1,400	1,124	1,300
	# of bargaining units	-	7	7	7
	# of grievances filed	-	2	2	2
	# of workers compensation claims filed	-	45	37	45
	# of discrimination claims filed	-	1	1	1
	% of employees that are in unions (POAM & POLC)	<50%	20%	19%	20%
	% of employees covered by collective bargaining agreements (Assoc.)	<50%	31%	30%	30%
	# of wrongful termination cases filed	-	0	0	0
	# of payroll checks/direct deposits issued ⁴	-	27,500	27,406	27,500
EFFICIENCY	% of job descriptions reviewed	33%	100%	32%	35%
	% of job openings with adequate candidate pool within 2 weeks of posting	90%	90%	60%	60%
	% of open positions that are filled within 6 weeks	75%	90%	90%	90%
	% of position salaries verified as competitive by wage study	33%	100%	n/a	n/a
	% of personnel files in compliance with guidelines	100%	100%	100%	100%
	% of Family Medical Leave Act leaves and worker's compensation claims processed in compliance with regulations	100%	100%	100%	100%
	% of collective bargaining agreements negotiated within 4 months of expiration	80%	100%	n/a	n/a
	% of grievances responded to within contractually specified time frame	100%	100%	100%	100%
	% of contract interpretation questions that are responded to within two business days	100%	100%	100%	100%
	Average days of position vacancy (management)	45	50	60	60
	Average days of position vacancy (non-management)	40	30	30	30
	% of payroll checks issued without error ⁴	100%	99%	99%	99%
% of employees using direct deposit ⁴	100%	100%	100%	100%	
% of discrimination claims filed that were settled in County's favor	100%	100%	n/a	100%	



HUMAN RESOURCES (2700), continued

Performance Metrics (continued)

	ANNUAL MEASURES	TARGET	2014	2015	2016
			ACTUAL	ESTIMATED	PROJECTED
OUTCOMES	County employee turnover ratio	< 9%	10%	12%	10%
	% of discrimination claims filed that were settled in County's favor	100%	100%	n/a	100%
	% of wrongful termination cases filed that were settled in County's favor	100%	100%	n/a	100%
	% of contested W/C claims settled in County's favor	75%	100%	100%	100%
	% of contested unemployment claims settled in County's favor	50%	75%	67%	80%
	% of employees who leave during first year ⁵	<5%	<1%	<1%	<1%
	Employee benefit cost to County as a percent of labor cost	< 50%	45.00%	46.00%	48.00%

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Does not include on-line training
4. The processing of employee payroll was performed by Fiscal Services up until January 2012
5. This does not include seasonal employees who routinely work less than one full year
6. FTE is calculated using Fiscal Service's History of Positions By Fund report
7. Cost based upon a .5 FTE unclassified, grade 1 and .5 FTE unclassified, grade 4 wages
8. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
9. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



INSURANCE (8650)

Function Statement

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

Financial Summary

Insurance - 10108650	2014	2015	2016
	Actual	Current Year Amended Budget	Board Adopted Budget
Revenues			
Total Revenue	-	-	-
Expenditures			
Other Services & Charges	112,850	111,512	130,659
Total Expenditures	112,850	111,512	130,659

Personnel

No Personnel has been allocated to this Department



JURY BOARD (1670)

Function Statement

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

Financial Summary

Jury Board - 10101670	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Total Revenue	-	-	-
Expenditures			
Supplies	1,856	3,950	5,631
Other Services & Charges	1,982	1,765	2,215
Total Expenditures	3,838	5,715	7,846

Personnel

No Personnel has been allocated to this Department



JUVENILE SERVICES – FAMILY COURT (1490)

Mission Statement

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

Function Statement

The function of the 20th Circuit Court, Family Division - Juvenile Services is to process cases in delinquency; neglect and abuse; and other legal matters mandated by statute. Exclusively utilizing general fund dollars, the 1010.1490 budget provides funding for approximately 4 full-time and 1 temporary part-time staff and focuses on court processing of cases. Also, a portion of the staff salaries are offset by a Juvenile Community Officer stipend from the State of Michigan and others are split with the Child Care Fund in order to obtain reimbursement. The Judge of Probate also serves in the Circuit Court, Juvenile Services.

Financial Summary

Juvenile Services CC - 10101490	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Intergovernmental Revenue	104,454	104,260	104,260
Charges for services	117,471	89,000	78,200
Fines and forfeits	100	-	-
Total Revenue	222,026	193,260	182,460
Expenditures			
Salaries & Wages	385,897	476,015	544,718
Benefits	189,914	236,208	266,738
Supplies	37,538	24,743	46,638
Other Services & Charges	391,191	399,341	426,080
Total Expenditures	1,004,540	1,136,307	1,284,174

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Circuit Court Administrator	0.66	0.66	0.66
Juvenile Services Director	0.15	0.15	0.15
Juvenile Court Referee	0.88	0.87	1.00
Asst Director - Juvenile Services	0.13	0.12	1.00
Judicial Clerk Juvenile	1.00	1.00	1.00
Juvenile Register	1.00	1.00	1.00
Administrative Aide	1.00	1.00	1.00
Reimbursement Specialist	1.00	1.00	1.00
Juvenile Caseworker	-	2.00	2.00
	5.81	7.80	8.81



JUVENILE SERVICES – FAMILY COURT (1490), continued

Target Population

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

Primary Goals & Objectives

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

Court Goal 1: To process cases in compliance with established time frames (Time to Disposition - National Center for State Courts (NCSC) Performance Measures, CourTools 3)

Objective 1) Assess the length of time to disposition and/or otherwise resolved within established time frames

Court Goal 2: To efficiently manage cases in a timely manner and prevent backlogs of cases (Clearance Rates - NCSC CourTools 2)

Objective 1) Assess the number of outgoing cases as a percentage of the number of incoming cases utilizing the formula established by the NCSC

Court Goal 3: To serve the public and Court stakeholders in a satisfactory and professional manner (Access and Fairness - NCSC CourTools 1)

Objective 1) Survey Court users to obtain their feedback on the Court's treatment of customers

Performance Metrics

WORKLOAD	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
	# of new and reopened juvenile cases as reported to SCAO	-	929	957	962
EFFICIENCY	% of detained minor/court custody cases adjudicated & disposed 84 days from petition authorization	90%	100%	100%	100%
	% of detained minor/court custody cases adjudicated & disposed 98 days from petition authorization	100%	100%	100%	100%
	% of minors not detained/court custody petitions adjudicated & disposed 119 days from petition authorization	75%	87%	88%	89%
	% of minors not detained/court custody petitions adjudicated & disposed within 210 days	100%	98%	99%	99%
OUTCOMES	Case clearance rate (i.e. new cases filed versus cases disposed)	100%	101%	10%	100%
CUSTOMER SERVICE	% of attorneys satisfied with department services	90%	n/a	n/a	n/a
	% of public customers indicating interaction with staff was courteous, respectful, and friendly	90%	97%	97%	97%



LEGAL SELF HELP CENTER (1370)

Function Statement

The Legal Self-Help Center provides citizens with free resources for a variety of legal issues. Well trained staff is available on a walk-in basis to assist patrons who wish to resolve a variety of non-criminal matters without the assistance of a lawyer. Online resources are also available, including links to various forms. This Center is located in Grand Haven.

Financial Summary

Legal Self Help - 10101370	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Charges for services	14,714	14,672	15,144
Other Revenue	3,828	2,394	2,070
Total Revenue	18,542	17,066	17,214
Expenditures			
Salaries & Wages	59,114	64,054	103,650
Benefits	30,019	35,386	58,341
Supplies	7,391	8,469	5,259
Other Services & Charges	8,986	14,371	15,175
Total Expenditures	105,510	122,280	182,425

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Legal Self-Help Center Director	1.00	1.00	1.00
LSH Admin Assistant	-	-	1.00
	1.00	1.00	2.00



MEDICAL EXAMINERS (6480)

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.

Financial Summary

Medical Examiners - 10106480	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Intergovernmental Revenue	800	800	800
Charges for services	35,770	38,235	38,235
Total Revenue	36,570	39,035	39,035
Expenditures			
Salaries & Wages	43,100	42,861	44,734
Benefits	7,697	7,854	8,519
Supplies	2,015	2,165	3,165
Other Services & Charges	297,681	264,790	263,244
Total Expenditures	350,493	317,670	319,662

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Clerk	0.20	0.20	
Health Admin Specialist	-	-	0.20
	0.20	0.20	0.20



MSU EXTENSION (2610)

Mission Statement

The Mission of the Ottawa County MSU Extension Office is "Helping people improve their lives through an educational process that applies knowledge to critical needs, issues and opportunities".

Function Statement

Michigan State University (MSU) Extension in Ottawa County is part of a state-wide information and education delivery network, applying university level, non-biased, research-based knowledge to locally identified critical issues. We respond to local needs through a unique partnership of County, State and Federal resources. Information is extended to all Ottawa County residents through the MSU non-formal education system, which assists individuals, families and communities to make better decisions about issues that affect their lives.

The Agriculture and Agribusiness Institute provides educational programs using research-based information to help retain competitiveness and profitability for the varied agricultural industries of Ottawa County. These programs offer information and assistance to commercial horticulture industries including fruit, vegetable, greenhouse and nursery producers enabling them to efficiently grow and market quality products and services. The "Ag in the Classroom" program, a collaborative effort between Ottawa County, Ottawa County Farm Bureau and MSU Extension, increases the level of agricultural literacy in local youth to ensure that they have a deep appreciation of the important role that farmers have in feeding and clothing America.

Financial Summary

MSU Extension - 10102610	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Interfund Transfers in from other funds			
Other Revenue	21,564	5,000	5,000
Total Revenue	21,564	5,000	5,000

Expenditures

Salaries & Wages	67,325	57,740	62,577
Benefits	37,293	26,332	27,289
Supplies	1,714	2,780	1,639
Other Services & Charges	242,886	262,117	263,832
Total Expenditures	349,217	348,969	355,337

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Extension Clerk	0.75	-	-
Senior Extension Clerk	1.00	1.00	1.00
	1.75	1.00	1.00



MSU EXTENSION (2610), continued

Target Population

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

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

Agency Goal 1: Improve the profitability of small-fruit farming operations in Ottawa County

Objective 1) Implement new, improved production processes/technologies

Objective 2) Increase the utilization of effective Integrated Pest Management practices

Objective 3) Ensure farm-to-market operations are in compliance with Federal and State food safety standards

Agency Goal 2: Increase the profitability of farming operations in Ottawa County through the adoption of energy conservation practices, replacement of purchased electricity, heat and/or vehicle fuel with on-farm renewable energy, production of bio-energy crops, and/or the development of bio-products

Objective 1) Implement renewable energy systems into farming operations (e.g. anaerobic digesters, gasifiers, ethanol, biodiesel and other renewable energy systems) in order to promote energy independence

Objective 2) Encourage State-level adoption of policies to facilitate homegrown energy innovation

Objective 3) Increase the cultivation of bio-energy crops and facilitate the sale of those crops to new markets

Objective 4) Assist entrepreneurs in developing and selling bio-products

Objective 5) Assist farms in understanding and implementing appropriate energy conservation practices

Agency Goal 3: Increase awareness of the role of agriculture in the local economy

Objective 1) Provide agricultural-related education programs to students in kindergarten through 5th grade

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

Agency Goal 4: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²

Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties²



MSU EXTENSION (2610), continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD & EFFICIENCY	# of small-fruit growers assisted (direct contact) with implementing new production processes/technologies	-	103	108	108
	# of small-fruit growers trained at Integrated Pest Management Training	-	103	108	108
	# of small-fruit farms assisted with ensuring food safety compliance	-	32	28	28
	# of farms reporting implementation of sustainable energy conservation practices as a result of education and/or resources provided by MSU Extension staff (target is dairy farms)	-	1	1	5
	# of test sites assisted with cultivating and selling bio-energy crops	-	2	2	2
	# of bio-products in early to mid-stage development	-	2	2	2
	# of grants applied for in support of this effort (developing bio-products)	-	2	3	3
	# of grants received in support of above effort	-	1	3	3
	# of educational resources or programs developed or updated related to implementing energy conservation practices	-	8	10	10
	# of Ag in the Classroom programs conducted	-	121	125	125
	# of students attending Ag in the Classroom programs	-	2,863	2,900	2,900
	# of soil samples processed	-	120	130	130
	OUTCOMES	Average savings per farm that installs or implements energy conservation systems (based on results of feasibility study)	TBD	\$9,535	\$8,223
Average net profit range for entrepreneurs that develop new bio-products (based on survey done after products are marketed, probably in 2013)		TBD	n/a	n/a	\$500,000 (estimate)
COST⁷	Cost to County for MSUE services per capita (<i>total expenses⁵</i>)	-	\$1.22	\$1.22	\$1.22
	Cost to County for MSUE services per administrative FTE funded by County ⁵	-	\$192,143	\$191,982	\$191,965
	# of total administrative FTE ⁶ funded by County per 100,000 residents	-	0.63	0.63	0.63
	Cost per acre of small fruit produced in Ottawa County(<i>cost includes the salary and fringes for the small fruit agent that is funded by the County</i>)	-	\$7.68	\$7.91	\$8.15
	Cost to County per farm reporting implementation of sustainable energy conservation practices as a result of education and/or resources provided by MSU Extension staff (<i>cost includes the salary for the bio-energy agent that is funded by the County</i>)	-	\$50,419	\$51,931	\$10,698
	Cost to county per Ag in the Classroom program conducted (<i>General Fund contribution to Ag-in-the-Classroom divided by number of programs conducted</i>)	-	\$41.32	\$40.00	\$40.00
	Cost to county per Ag in the Classroom student (<i>General Fund contribution to Ag-in-the-Classroom divided by number of students educated</i>)	-	\$1.75	\$1.72	\$1.72

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Due to inclement winter weather during the school year and the number of days that schools were closed, several Ag in the Classroom programs were cancelled. This resulted in a higher cost per program and cost per student
4. Comparison of value of bioenergy crop per acre compared to crop previously on same land (marginal land may not have had previous cropping). Based on feasibility study done in 2011
5. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
6. FTE is calculated using Fiscal Service's History of Positions By Fund report



OTHER HEALTH & WELFARE (6039)

Function Statement

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

Financial Summary

Other Health & Welfare - 10106039	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Total Revenue	-	-	-
Expenditures			
Other Services & Charges	28,250	29,000	29,000
Total Expenditures	28,250	29,000	29,000

Personnel

No Personnel has been allocated to this Department.



OTTAWA COUNTY BUILDING AUTHORITY (2790)

Financial Summary

Ottawa County Building Authority - 10102790	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Total Revenue	-	-	-
Expenditures			
Other Services & Charges	-	250	145
Total Expenditures	-	250	145

Personnel

No Personnel has been allocated to this Department.



OTTAWA SOIL/WATER CONSERVATION (2800)

Financial Summary

Ottawa Soil/Water Conservation - 10102800	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Total Revenue	-	-	-
Expenditures			
Other Services & Charges	20,000	40,000	40,000
Total Expenditures	20,000	40,000	40,000

Personnel

No Personnel has been allocated to this Department.



PLANNING & PERFORMANCE (7211)

Mission Statement

Provide services to increase economic development, maintain and improve quality of life, improve organizational performance, and maximize the use of financial resources

Function Statement

The Planning and Performance Improvement Department initiates programs to strengthen businesses and increase jobs in the County as well as programs to improve quality-of-life for residents. The Department is also responsible for conducting outcome-based evaluations of County programs and services to improve organizational performance and to maximize the use of financial resources, as well as performing legislative analysis to ensure the County is not negatively impacted by proposed State legislation, and reviewing grant applications and award requirements to protect the County from any permanent financial obligations. The statistical data that is researched and compiled by the Department is used by County departments, local communities, and local agencies to bolster applications for grant funding, enhance bond ratings, recruit prospective businesses to the county, and enhance market opportunities for existing local businesses.

Financial Summary

Planning & Performance	2014	2015	2016
	Actual	Current Year Amended Budget	Board Adopted Budget
Revenues			
Intergovernmental Revenue	50,000	62,895	47,250
Charges for services	-	238,399	365,367
Other Revenue	52,968	8,760	-
Total Revenue	102,968	310,054	412,617
Expenditures			
Salaries & Wages	369,379	540,143	546,741
Benefits	160,069	243,187	248,407
Supplies	20,052	29,904	17,736
Other Services & Charges	195,255	332,286	349,834
Total Expenditures	744,754	1,145,520	1,162,718



PLANNING & PERFORMANCE (7211), continued

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Clerk	0.20	0.20	
Asst Planning & Performance Impv. Director	1.00	1.00	1.00
Economic Development Coordinator	1.00	0.80	1.00
Research & Evaluation Analyst	1.00	1.00	1.00
Land Use Planning Analyst	0.92	0.92	
Purchase Development Rights Specialist	0.50	-	
Senior Secretary	1.00	1.00	1.00
Land Use Planning Specialist	-	1.00	1.92
Sr Business Development Manager	-	-	1.00
	<hr/> 5.62	<hr/> 5.92	<hr/> 6.92

Target Population

County Board and Administration, Elected Offices and County Departments, Local Leaders, Agencies, and Citizens, Community Planners



PLANNING & PERFORMANCE (7211), continued

Primary Goals & Objectives

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

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

Objective 1) Establish and maintain outcome-based performance measures for County departments

Objective 2) Evaluate County services/programs to verify cost-effectiveness or to provide recommendations to ensure that services/programs are cost-effective

Objective 3) Lobby to ensure that proposed legislation that would negatively impact the county is defeated or, conversely, lobby to ensure that proposed legislation that would positively impact the county is passed

Objective 4) Generate revenue by constructing communications towers in underserved areas

Objective 5) Provide statistical data to bolster county, community, and local agency grant applications

County Goal: Contribute to a healthy physical, economic, and community environment

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

Objective 1) Foster the development and expansion of businesses that produce services and products associated with the agribusiness sector of the economy

Objective 2) Increase the number of new businesses in all sectors of the economy

Objective 3) Increase new capital investment in existing local businesses

Objective 4) Promote collaboration among the County's economic development agencies in order to maximize existing resources, obtain additional resources, and minimize duplication of services

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

Objective 1) Ensure safe and efficient transportation corridors

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

Objective 3) Enhance the vibrancy, livability, and aesthetic character of urban communities

Objective 4) Mitigate the impacts of development on water quality and quantity, and ensure that new development is not negatively impacted by elevated water tables

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

Department Goal 4: Provide excellent customer service/satisfaction

Objective 1) Provide thorough and satisfactory services

Objective 2) Provide interaction with customers that is courteous, respectful, and friendly

Objective 3) Provide timely responses to service requests

Department Goal 5: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²

Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties²



PLANNING & PERFORMANCE (7211), continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of Department Performance Plans prepared for the County's Annual Performance-based Budget process	-	52	52	52
	# of Strategic Plans completed for County programs, departments, and local agencies	-	1	2	2
	# of Evaluations completed (e.g. administrative, outcome-based, cost-benefit, time-studies, organizational efficiency)	-	1	3	3
	# of specialized/technical reports completed (e.g. Road Commission Report, Public Utilities Report, Benchmarking Report)	-	6	6	6
	# of requests fulfilled for data/research assistance	-	39	40	40
	# of Data Books maintained	-	3	3	4
	# of data sets maintained/updated for Ottawa County On-line Performance Dashboards	-	36	36	36
	# of approved Brownfield Plans	-	0	1	2
	# of projects assisted with EPA Assessment Grant funds	-	4	32	6
	# of business trainings hosted by the Ag-Tech Business Incubator	-	0	2	4
	# of clients receiving Ag-Tech Business Incubator services	-	3	5	10
	# of cell tower leases maintained as part of Countywide wireless initiative	-	4	4	6
	# of land use planning projects active at any given time (e.g. PDR, Water Study, Standardized Mapping, Urban Smart Growth)	-	7	9	14
	# of Excellence Through Training programs conducted	-	5	3	5
EFFICIENCY	% of requests for information via the County Planning Listserv fulfilled within the timeframe required	100%	100%	100%	100%
	% of data and information that is provided in requested time frame	100%	100%	100%	100%
OUTCOMES	Total verified cost-effective programming and/or cost-savings from administrative/outcome evaluations	≥\$150,000	\$5,597,241	\$5,711,912	\$5,831,974
	Total cost-savings from programming requiring improvement, modification, privatization, or discontinuation as a result of administrative/outcome evaluations	≥\$150,000	\$1,858,525	\$1,906,317	\$2,008,444
	County Return-on-Investment from Strategic Planning & Program Evaluation Services	>\$15.00	\$35.62	\$35.65	\$36.22
	Net revenue from wireless communication towers (4.2 year ROI on initial investment)	≥\$40,000	\$48,000	\$49,500	\$51,000
	# of new jobs created by Incubator clients	-	0	6	8
	# of jobs created through approved County Brownfield Plans and EPA Assessment Grant assisted redevelopment	-	88	304	60
	Total private investment in Brownfield Plan and EPA Assessment Grant assisted redevelopment	-	\$3,730,000	\$39,100,000	\$7,800,000
	% of local units adopting standardized colors and terminologies in their master plans	> 90%	58%	58%	70%
	% of local units adopting standardized colors and terminologies in their zoning ordinances	> 90%	42%	42%	58%

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. The cost and FTE calculations are computed by the Planning and Performance Improvement Department
4. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
5. FTE is calculated using Fiscal Service's History of Positions By Fund report



PLAT BOARD (2470)

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

Financial Summary

Plat Board - 10102470	2014	2015	2016
	Actual	Current Year Amended Budget	Board Adopted Budget
Revenues			
Total Revenue	-	-	-
Expenditures			
Salaries & Wages	1,600	1,440	2,400
Benefits	341	268	208
Total Expenditures	1,941	1,708	2,608

Personnel

No permanent personnel has been allocated to this Department.



PROBATE COURT (1480)

Mission Statement

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

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

Financial Summary

Probate Court - 10101480	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Charges for services	54,921	50,000	56,000
Fines and forfeits	500	100	100
Other Revenue	13,487	13,000	14,000
Total Revenue	68,908	63,100	70,100
Expenditures			
Salaries & Wages	355,747	372,118	370,179
Benefits	156,773	181,327	175,442
Supplies	20,025	21,863	23,774
Other Services & Charges	257,021	252,695	286,409
Total Expenditures	789,565	828,003	855,804

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Judge - Probate Court	1.00	1.00	1.00
Probate Register	1.00	1.00	1.00
Chief Deputy Probate Register	1.00	1.00	1.00
Deputy Probate Register	1.00	1.00	1.00
Probate Clerk	2.00	2.00	2.00
	6.00	6.00	6.00



PROBATE COURT (1480), continued

Target Population

Litigants, Attorneys, Citizens

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

Court Goal 1: Ensure the health and well-being of minors, individuals with developmental disabilities, and incapacitated seniors

Objective 1) Establish legal guardianship and/or conservatorship

Objective 2) Oversee the administration of estates of persons in conservatorship

Objective 3) Ensure the appropriateness of commitments for hospitalization of persons with mental illness

Court Goal 2: Establish formal record of the legal status of estates of the deceased

Objective 1) Resolve estate proceedings efficiently and fairly

Objective 2) Interpret wills of the deceased

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

Court Goal 3: Provide excellent customer service

Objective 1) Provide thorough court services

Objective 2) Provide timely responses to requests for service

Objective 3) Provide interaction with customers that is courteous, respectful, and friendly

Court Goal 4: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²

Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties²



PROBATE COURT (1480), continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of probate new filings	-	1060	1160	1260
	# of probate re-opened cases	-	46	50	56
	# of total filings	-	1,106	1,240	1,640
	# of total dispositions	-	1099	1229	1350
	# of total active cases	-	9,824	10,878	11,932
EFFICIENCY	<u>CourTool #3-Time to Disposition</u> % of contested estate, trust, guardianship, or conservator matters adjudicated within 364 days from filing	75%	95%	95%	95%
	% of mental illness and judicial proceeding petitions adjudicated within 28 days from filing	100%	100%	100%	100%
	% of civil proceedings adjudicated within 728 days from filing	75%	100%	100%	100%
	% of miscellaneous petitions adjudicated 35 days from filing	100%	n/a	n/a	n/a
OUTCOMES	<u>CourTool #2-Clearance Rate (total outgoing/total incoming)</u>	100%	99%	99%	99%
	<u>CourTool #6-Reliability/Integrity of Case Files</u>	100%	100%	100%	100%
	<u>CourTool #9-Court Employee Satisfaction (biennial, taken in 2011)</u>	80%	n/a	75%	n/a
COST⁴	<u>CourTool #10-Cost Per Active Case (total expenses³)</u>	-	\$74.09	\$70.49	\$64.27

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
4. The cost calculations are computed by the Planning and Performance Improvement Department

Note: These measures may not be inclusive of State and Federal performance measures that have been established for the Court



PROSECUTING ATTORNEY (2670)

Mission Statement

The mission of the Ottawa County Prosecutor's Office is to preserve and improve the quality of life for Ottawa County residents by promoting lawful conduct and enhancing safety and security through diligent efforts to detect, investigate, and prosecute criminal offenses in Ottawa County

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 representation on behalf of the People of the State of Michigan at all stages of prosecution, from the initial abuse and neglect, delinquency, and mental commitment proceedings.

Financial Summary

Prosecuting Attorney 10102670	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Intergovernmental Revenue	150,051	171,572	171,572
Charges for services	21,445	18,000	18,000
Other Revenue	20,417	24,000	24,000
Total Revenue	191,912	213,572	213,572
Expenditures			
Salaries & Wages	1,894,040	1,936,705	1,927,175
Benefits	890,962	1,030,799	932,513
Supplies	91,798	99,684	99,684
Other Services & Charges	666,862	682,983	718,312
Total Expenditures	3,543,662	3,750,171	3,677,684



PROSECUTING ATTORNEY (2670), continued

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Prosecuting Attorney	1.00	1.00	1.00
Division Chief	4.00	4.00	4.00
Chief Prosecuting Attorney	1.00	1.00	1.00
Assistant Prosecuting Attorney II	5.00	5.00	6.00
Office Administrator	1.00	1.00	1.00
Legal Clerk	1.00	1.00	1.00
Legal Assistant I	1.00	1.00	
Legal Assistant II	6.00	6.00	6.00
Legal Assistant III	2.00	2.00	2.00
Child Support Investigator	1.60	2.00	2.00
Domestic Violence Intervention Officer	1.00	1.00	1.00
Assistant Prosecuting Attorney I	2.00	2.00	1.00
	26.60	27.00	26.00

Target Population

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

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

Department Goal 1: Convict offenders that have committed a crime

Objective 1) Process warrant requests

Objective 2) Prosecute misdemeanants and felons

Department Goal 2: Ensure that support is provided for the care and maintenance of children

Objective 1) Establish paternity

Objective 2) Set levels of child support

Objective 3) Ensure that non-payers of child support make payments as established by the court

Department Goal 3: Provide high quality legal services/advice to law enforcement and social services agencies

Objective 1) Provide thorough legal services

Objective 2) Provide timely responses to requests for service (e.g. warrant review)

Objective 3) Provide interaction with customer that is courteous, respectful, and friendly

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

Department Goal 4: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²

Objective 3) Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties²



PROSECUTING ATTORNEY (2670), continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of warrants authorized (misdemeanor/felony)	-	8,287	8,701	9,136
	# of warrants denied	-	2,077	2,180	2,289
	# of denied warrants per 1,000 residents	-	7.52	7.89	8.28
	# of misdemeanor cases authorized	-	6,004	6,304	6,619
	# of filed misdemeanor cases per 1,000 residents	-	21.73	22.82	23.96
	# of felony cases authorized	-	1,390	1,460	1,533
	# of filed felony cases per 1,000 residents	-	5.03	5.28	5.55
	# of juvenile delinquency petitions authorized	-	893	938	985
	# of total cases authorized (misdemeanor/felony/juvenile petition)	-	8,287	8,701	9,136
	# of total cases filed (criminal/civil/family) ³	-	10,601	11,131	11,688
	# of total filed cases per 1,000 residents	-	38.37	40.29	42.30
	# of cold case files in process	-	1	1	1
	EFFICIENCY	# of district court trials (including civil infraction trials)	-	708	743
# of circuit court trials		-	17	18	19
# of appellant briefs filed		-	8	8	8
% of warrants processed within 48 hours (electronically submitted via OnBase)		90%	62%	65%	68%
% of juvenile petitions processed within 48 hours		100%	65%	68%	71%
EFFICIENCY	% of misdemeanor cases with plea to the highest charge	≥ 65%	52%	55%	58%
	% of felony cases with plea to the highest charge	≥ 65%	40%	42%	44%
	% of DV cases where contact is made with victim within 24 hours of arrest	100%	20%	52%	54%
OUTCOMES	# of not guilty verdicts	0	10	11	12
	% of paternity cases where paternity is established	> 90%	n/a	n/a	n/a
	% of child support cases where support order is established	> 80%	n/a	n/a	n/a
COST⁶	Cost of Department per filed case (Total expenses ⁴)	-	\$287.73	\$291.14	\$277.26
	Cost of Department per capita (Total expenses ⁴)	-	\$11.04	\$11.73	\$11.73
	# of total department FTE ⁵ per 100,000 residents	-	9.63	9.63	9.63

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Total caseload includes: felonies, misdemeanors, denied warrants, juvenile petitions, abuse and neglect, child support, paternity, URSEA (in and out of state child support), alleged mentally ill and guardianships, and personal protection orders
4. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
5. FTE is calculated using Fiscal Service's History of Positions By Fund report
6. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



QEC BONDS (9070)

Financial Summary

QEC Bonds - 10109070	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Intergovernmental Revenue	185,083	177,615	164,550
Rental income	-	225,828	225,585
Other Revenue	21,746	19,000	19,000
Total Revenue	206,829	422,443	409,135
Expenditures			
Debt Service	576,505	553,355	539,485
Total Expenditures	576,505	553,355	539,485

Personnel

No Personnel allocated to this Department



REAPPORTION/TAX (1290)

Financial Summary

Reapportion/Tax - 10101290	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Total Revenue	-	-	-
Expenditures			
Salaries & Wages	-	160	160
Benefits	69	15	16
Supplies	40	-	-
Other Services & Charges	796	1,602	1,604
Total Expenditures	905	1,777	1,780

Personnel

No Personnel have been allocated to this Department



REGISTER OF DEEDS (2680)

Mission Statement

To put into public record all land related documents to safeguard ownership and monetary obligations

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. Recorded information is retrievable on computer terminals in the Register of Deeds office and via the internet by referencing the grantor, grantee, property description, or any partial entry combinations thereof.

Financial Summary

Register of Deeds - 10102680	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Charges for services	2,153,237	1,998,000	2,256,560
Other Revenue	115,433	98,000	76,817
Total Revenue	2,268,670	2,096,000	2,333,377
Expenditures			
Salaries & Wages	375,045	389,845	377,976
Benefits	210,164	242,113	237,268
Supplies	22,064	18,000	19,138
Other Services & Charges	41,417	48,742	47,051
Total Expenditures	648,690	698,700	681,433

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Clerk/Register of Deeds	0.50	0.50	
Chief Deputy Register of Deeds	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	
Abstracting/Indexing Clerk	4.00	4.00	
Senior Abstracting/Indexing Clerk	1.00	1.00	1.00
Public Service Center Clerk	0.65	0.65	0.65
Clerk Register Technician	-	-	4.50
Register of Deeds Supervisor	-	-	1.00
	8.15	8.15	8.15



REGISTER OF DEEDS (2680), continued

Target Population

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

Primary Goals & Objectives

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

Department Goal 1: Provide timely and accurate recording of documents

- Objective 1)* Improve quality control of submitting agencies (i.e. reduce document errors)
- Objective 2)* Increase the utilization of electronic filing through promotion and third party training
- Objective 3)* Provide an accurate index of recordable documents in searchable fields that allows for cross indexing

Department Goal 2: Provide convenient access to documents

- Objective 1)* Convert all useable records into electronic formats
- Objective 2)* Maintain microfilm

Department Goal 3: Provide exceptional services/programs

- Objective 1)* Maintain high-efficiency work outputs¹
- Objective 2)* Meet or exceed the administrative performance (e.g. workload, efficiency, customer service) of comparable services provided in comparable counties²
- Objective 3)* Meet or surpass the value-per-dollar (e.g. outcome results, cost per capita, FTE per resident) of comparable services provided in comparable counties²



REGISTER OF DEEDS (2680), continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of Deed documents recorded	-	11,099	11,200	11,300
	# of Mortgage documents recorded	-	23,759	24,000	24,500
	# of LEIN documents recorded	-	4,187	4,200	4,300
	# of miscellaneous documents recorded	-	7,181	7,200	7,250
	# of microfilm audits	-	23	75	77
	# of plat cards updated and/or indexed	-	17	32	25
	# of corner/remonumentation corners updated and/or indexed	-	26	25	25
	# of images replaced due to poor quality	-	900	300	100
	# of duplicate images deleted from database	-	3,500	100	100
	# of subscribers enrolled in the ROD electronic databank	-	n/a	n/a	n/a
	# of citizens assisted in Public Service Center vault	-	674	700	725
EFFICIENCY	% of documents submitted with zero errors	≥70%	82%	83%	84%
	% of total documents received electronically	>15%	29%	33%	35%
	% of all documents years back indexed, including legal description verification	100%	65%	75%	80%
	% of audits (i.e. errors) in indexed documents	<10%	5.0%	5.0%	5.0%
OUTCOMES	% of documents received in a 24 hour period that are processed for recording	100%	85%	87%	90%
	Net Department revenue per recorded document (total revenue less total expenses ³)	-	\$6.41	\$7.53	\$7.41
COST⁵	Cost of Department per capita (total expenses ³)	-	\$2.30	\$2.48	\$2.48
	Cost of Department per document recorded (total expenses ³)	-	\$13.76	\$14.71	\$14.47
	# of documents recorded per Register of Deeds FTE ⁴	-	5,672	5,718	5,810

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000). Total revenue includes all department/division revenue less Real Estate Transfer Tax (611000)
4. FTE obtained from Fiscal Service's History of Positions by Fund report
5. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



ROAD SALT MANAGEMENT (7212)

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

Financial Summary

Road Salt Management - 10107212	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Total Revenue	-	-	-
Expenditures			
Other Services & Charges	-	1,581	27,935
Total Expenditures	-	1,581	27,935

Personnel

No Personnel has been allocated to this Department



SHERIFF (3020)

Mission Statement

The mission of the Ottawa County Sheriff's Office is to protect and preserve the general safety and welfare of the county residents through effective law enforcement

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, Hudsonville, Coopersville, 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 program 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.



SHERIFF (3020), *continued*

Financial Summary

Sheriff - 10103020	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Intergovernmental Revenue	375	3,500	-
Charges for services	271,116	260,500	188,500
Interest on investments	17	-	-
Other Revenue	121,374	11,000	1,000
Total Revenue	392,882	275,000	189,500
Expenditures			
Salaries & Wages	5,043,791	5,217,592	5,327,709
Benefits	2,527,755	2,597,593	2,678,192
Supplies	231,874	363,473	453,996
Other Services & Charges	1,590,655	1,745,384	1,873,722
Total Expenditures	9,394,074	9,924,042	10,333,619

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Sheriff	1.00	1.00	1.00
Undersheriff	1.00	1.00	1.00
Records Management Director	1.00	1.00	1.00
Sergeant	9.25	9.25	9.25
Captain	3.70	3.70	3.70
Evidence Technician	1.00	1.00	1.00
Road Patrol Deputy	32.00	32.00	32.00
Detective	14.00	14.00	14.00
Office Supervisor	1.00	1.00	1.00
Administrative Secretary II	2.00	2.00	2.00
Clerk Typist II/Matron	11.00	11.00	11.00
Records Specialist	-	-	1.00
	76.95	76.95	77.95



SHERIFF (3020), *continued*

Target Population

Citizens & Motorists

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

Department Goal 1: Minimize crime in Ottawa County

Objective 1) Patrol communities for criminal activity

Objective 2) Arrest persons who commit crimes

Objective 3) Respond to calls regarding criminal activity

Objective 4) Respond to calls regarding civil issues (e.g. medical, lockouts, barking dogs)

Department Goal 2: Maintain safe roads

Objective 1) Patrol roadways

Objective 2) Ticket and/or arrest persons who violate traffic laws

Objective 3) Respond to traffic accidents

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

Department Goal 3: Maintain an up-to-date and accurate records management system

Objective 1) Transcribe police officer reports promptly and accurately

Objective 2) Enter warrant and personal protection orders in LEIN promptly and accurately

Objective 3) Process public records and reports (e.g. sex offender registry, gun licenses, finger printing)

Department Goal 4: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Achieve verifiable outcome-based results

Objective 3) Produce results that equal or exceed peers²

Department Goal 5: Provide excellent customer service

Objective 1) Provide interaction with customers that is professional

Objective 2) Provide timely responses to calls for service



SHERIFF (3020), continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014	2015	2016
			ACTUAL	ESTIMATED	PROJECTED
WORKLOAD	# of total calls for service	-	67,334	68,014	68,701
	# of criminal arrests	-	6,893	6,962	7,068
	# of adult arrest & juvenile arrest	-	6,893	6,962	7,068
	# of cases assigned	-	2,416	2,465	2,515
	# of Criminal & Accident FOIA request	-	1,805	1,832	1,860
	# of sex offender verifications	-	1,446	1,458	1,465
	# of firearm purchase permits processed	-	995	1,020	1,150
	# of traffic accidents investigated	-	6,372	6,201	6,103
	Average caseload per detective	172	201	204	210
	% of priority one calls responded to within 5 minutes	100%	100%	100%	100%
% of services calls responded to within 15 minutes	100%	95%	95%	95%	
EFFICIENCY	% of time officer reports are transcribed within 2 days of receipt	90%	50%	60%	70%
	% of time warrants are entered in LEIN within 1 day of receipt	95%	100%	100%	100%
	% of time PPOs are entered in LEIN within 1 day of receipt	95%	100%	100%	100%
	% of time police reports are provided within 2 days of request	96%	70%	73%	80%
OUTCOMES	Violent crimes per 1,000 residents	<2	1.40	1.52	1.54
	Non-violent crimes per 1,000 residents	<70	59.7	60.3	60.9
	# of traffic crashes per 1,000 citizens ³	<50	23.1	22.0	21.5
	# of fatal traffic crashes per 1,000 citizens ³	<0.1	0.10	0.10	0.10
	# of alcohol related crashes per 1,000 citizens ³	<2	0.80	0.78	0.79
	% of violent crimes cleared	>90%	87%	85%	86%
	% of non-violent crimes cleared	>90%	86%	87%	88%
COST ⁶	Department cost per capita (total expenses ⁴)	-	\$32.27	\$33.70	\$33.70
	# of Administration, Road Patrol and Contract Deputy FTE ⁵ per 10,000 residents	-	4.99	5.28	5.28

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Figures represent the total crashes reported by the Sheriff's Department within the County
4. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
5. FTE is calculated using Fiscal Service's History of Positions By Fund report
6. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



SHERIFF CORRECTIONS - JAIL (3510)

Mission Statement

Protect the public from offenders that pose a danger and provide a safe and humane environment for individuals in custody

Function Statement

The function of the Sheriff's Correctional Facilities is to provide safe, secure, and clean housing for all inmates within; to ensure 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, prisons, and any other facility as directed by the courts, documenting such movements.

Financial Summary

Sheriff Corrections - Jail 10103510	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Intergovernmental Revenue	15,707	-	-
Charges for services	638,268	628,200	677,500
Other Revenue	9,506	11,500	11,500
Total Revenue	663,481	639,700	689,000
Expenditures			
Salaries & Wages	4,226,264	4,246,875	4,237,585
Benefits	1,930,785	1,972,680	2,186,266
Supplies	741,059	844,468	759,879
Other Services & Charges	2,514,714	2,274,602	2,468,162
Total Expenditures	9,412,822	9,338,625	9,651,892

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Captain	1.00	1.00	1.00
Sergeant	6.00	6.00	6.00
Corrections Officer	48.00	48.00	48.00
Court Services Officer	15.00	16.00	16.00
Clerk Typist II/Matron	4.00	4.00	4.00
	74.00	75.00	75.00



SHERIFF CORRECTIONS - JAIL (3510), continued

Target Population

Inmates, Corrections Staff, Courthouse Visitors, General Public

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

Department Goal 1: Maintain a secure and healthy correctional facility in accordance with MDOC standards

Objective 1) Minimize jail injuries and illness

Objective 2) Prevent inmate escapes from jail or during transport

Department Goal 2: Maintain the security of county court buildings

Objective 1) Prevent weapons and/or contraband from entering court buildings

Objective 2) Respond to court panic alarms and medical calls

Objective 3) Provide general court building security

Department Goal 3: Ensure volunteer-based rehabilitative services are provided to inmates in accordance with MDOC standards

Objective 1) Provide community-based programs designed to equip inmates with the skills necessary to improve financial organization, job interview techniques, and basic health education

Objective 2) Provide religious services to interested inmates

Objective 3) Provide educational opportunities to inmates in the form of general equivalency programs

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

Department Goal 4: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Provide cost-effective services/programs

Objective 3) Meet or exceed the results of peer services/programs²



SHERIFF CORRECTIONS - JAIL (3510), continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	Average daily jail population	-	317.0	323.0	330.0
	# of suicide attempts	-	3	0	0
	# of inmate assaultive behavior incidents	-	27	25	28
	# of inmates physically transported to court/jail – prison – mental	-	6,776	6,844	6,948
	# of contraband items confiscated by court security staff	-	74	78	81
	# of court arrests	-	136	149	162
	Average daily # of individuals processed through court building screening	-	150	145	155
	# of court panic alarms/medical calls responded	-	36	35	36
	# of inmate support programs offered	-	8	9	10
EFFICIENCY	% of court alarms responded to within 2 minutes	100%	100%	100%	100%
	% of inmates participating in religious services while incarcerated	-	<10%	<13%	<15%
	% of inmates with less than a high school degree that enroll in GED courses while incarcerated	100%	<15%	<18%	<19%
OUTCOMES	Rate of compliance on MDOC inspections	100%	100%	100%	100%
	# of inmate injuries/incidents per average daily population	-	16	18	20
	# of (attempted) escapes during incarceration or transport	0	0	0	0
COST⁵	Cost of Corrections per average daily jail population (total expenses ³)	-	\$28,874	\$28,517	\$27,912
	# of correctional FTE ⁴ per inmate (based on average daily jail population)	-	4.28	4.31	4.40

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Figures represent the total crashes reported by the Sheriff's Department within the County
4. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
5. FTE is calculated using Fiscal Service's History of Positions By Fund report
6. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



SHERIFF EMERGENCY SERVICES (4260)

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

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).

Financial Summary

Sheriff Emergency Services - 10104260	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Intergovernmental Revenue	63,792	53,500	47,228
Other Revenue	7,446	-	-
Total Revenue	71,237	53,500	47,228
Expenditures			
Salaries & Wages	119,649	125,428	125,321
Benefits	51,385	65,298	59,701
Supplies	11,028	8,375	9,031
Other Services & Charges	163,521	157,822	135,221
Total Expenditures	345,583	356,923	329,274

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Director of Emergency Management	1.00	1.00	1.00
Coordinator	0.60	0.60	0.60
Records Processing Clerk II	0.50	0.50	0.50
	2.10	2.10	2.10



SHERIFF EMERGENCY SERVICES (4260), continued

Target Population

Citizens, Business Owners, Local Units of Government

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

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

Objective 1) Develop emergency response plans for each type of emergency

Objective 2) Conduct emergency response training exercises with local communities

Objective 3) Maintain adequately trained Technical Response Team (TRT) and Hazardous Materials Team (HAZMAT)

Objective 4) Coordinate effective emergency response to an actual disaster

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

Department Goal 2: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Provide cost-effective services/programs

Objective 3) Meet or exceed the results of peer services/programs²

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of new emergency response plans created	-	6	4	6
	# of emergency response plans updated	-	10	15	10
	# of SARA 1 Title III plans developed/reviewed	-	30	35	35
	# of emergency response training exercises conducted	-	8	10	10
	# of storms and other events tracked	-	7	9	9
	# of Emergency Operations Center activations	-	2	2	2
EFFICIENCY	% of emergency response plans approved by MSP-EMHSD 2 on first submission	100%	100%	100%	100%
	# of first responders in the County who have completed ISC300 3 and ISC4003 training	100	232	238	245
OUTCOMES	Amount of property damage from natural, technological, or terrorist-related disasters	n/a	\$0	\$0	\$0
	# of injuries from natural, technological, or terrorist-related disasters	0	0	0	0
	# of deaths from natural, technological, or terrorist-related disasters	0	0	0	0
COST⁵	Cost of Department per capita (total expenses ³)	-	\$0.80	\$0.91	\$0.91
	Total department FTE ⁴ per 100,000 residents	-	0.76	0.76	0.76

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Figures represent the total crashes reported by the Sheriff's Department within the County
4. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
5. FTE is calculated using Fiscal Service's History of Positions By Fund report
6. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



SHERIFF ANIMAL CONTROL (4300)

Mission Statement

Enhance public health and safety by responding to animal-related complaints and addressing the stray animal population

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

Financial Summary

Sheriff Animal Control - 10104300	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Total Revenue	-	-	-
Expenditures			
Salaries & Wages	88,378	90,300	92,094
Benefits	48,349	52,120	50,014
Supplies	6,963	2,440	2,137
Other Services & Charges	227,863	332,676	283,331
Total Expenditures	371,554	477,536	427,576

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Animal Control Officer	2.00	2.00	2.00
	2.00	2.00	2.00

Target Population

Citizens and Animal Owners



SHERIFF ANIMAL CONTROL (4300), continued

Primary Goals & Objectives

- County Goal: Contribute to a healthy physical, economic, and community environment**
- Department Goal 1: Reduce incidences of animal cruelty**
 - Objective 1) Respond to and investigate calls regarding animal cruelty
 - Objective 2) Arrest persons that violate State animal control laws
 - Objective 3) Educate residents about animal control laws and responsible pet ownership
- Department Goal 2: Protect the public from stray animals**
 - Objective 1) Ensure all dogs have rabies vaccination (through dog licensing)
 - Objective 2) Capture stray animals and transport to Harbor Shores Humane Society
 - Objective 3) Educate youth and residents about the consequences of approaching stray animals
- County Goal: Continually improve the County's organization and services**
- Department Goal 3: Provide exceptional services/programs**
 - Objective 1) Maintain high-efficiency work outputs¹
 - Objective 2) Produce results that equal or exceed peers²
- Department Goal 4: Provide excellent customer service**
 - Objective 1) Provide interaction with customers that is professional
 - Objective 2) Provide timely responses to calls for service

Performance Metrics

	ANNUAL MEASURES	TARGET	2014	2015	2016
			ACTUAL	ESTIMATED	PROJECTED
WORKLOAD	# of calls regarding animal complaints/incidents & animal welfare	-	2,042	2,062	2,083
	# of citations issued	-	5	6	8
	# of arrests for animal cruelty	-	0	0	0
	# of County dog licenses issued	-	12,033	12,278	12,529
	# of summons issued for unlicensed dogs	-	8	10	13
	# of nuisance animal calls	-	2,042	2,062	2,083
	# of animals picked up and delivered to shelter	-	1,650	1,666	1,683
EFFICIENCY	% of animal welfare responses provided within 2 hours of receipt of call	100%	100%	100%	100%
	% of animal control responses provided within 30 minutes of receipt of call	100%	93%	93%	93%
	# of animal complaints per 1,000 residents	-	7.40	7.50	7.50
COST⁵	Cost of Division per animal control complaint response provided (total expenses ³)	-	\$181.96	\$230.62	\$228.29
	# of animal control complaints investigated per Animal Control FTE ⁴	-	1,021.00	1,031.00	1,041.50
	Total # of Animal Control FTE ⁴ per 100,000 residents	-	0.72	0.72	0.72

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
4. FTE is calculated using Fiscal Service's History of Positions By Fund report
5. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



SHERIFF HAZ-MAT RESPONSE TEAM (4263)

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.

Financial Summary

Sheriff Haz-Mat Response Team - 10104263	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Intergovernmental Revenue	24,030	38,971	34,510
Other Revenue	2,902	-	-
Total Revenue	26,932	38,971	34,510
Expenditures			
Salaries & Wages	12,349	16,790	15,370
Benefits	5,771	9,559	9,129
Supplies	8,962	16,357	12,120
Other Services & Charges	41,829	34,835	26,212
Total Expenditures	68,911	77,541	62,831

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Coordinator	0.40	0.40	0.40
	0.40	0.40	0.40





SHERIFF HOMELAND SECURITY (4265)

Function Statement

In the aftermath of the 9/11 tragedy, President Bush created the Department of Homeland Security to address terrorism threats within the country. The department provides grant dollars to local governments to help them address potential weaknesses in security specific to their region.

Financial Summary

Sheriff Homeland Security - 10104265	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Intergovernmental Revenue	395,582	184,137	112,707
Total Revenue	<u>395,582</u>	<u>184,137</u>	<u>112,707</u>
Expenditures			
Salaries & Wages	54,886	57,741	68,686
Benefits	14,749	16,080	21,713
Supplies	69,566	76,478	20,000
Other Services & Charges	326,483	33,838	1,470
Total Expenditures	<u>465,684</u>	<u>184,137</u>	<u>111,869</u>

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Homeland Security Regional Planner	1.00	1.00	1.00
	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>



SHERIFF MARINE SAFETY (3310)

Mission Statement

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

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.

Financial Summary

Sheriff Marine Safety - 10103310	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Intergovernmental Revenue	140,764	111,810	158,873
Charges for services	7,245	8,850	8,000
Other Revenue	48	-	100
Total Revenue	148,057	120,660	166,973
Expenditures			
Salaries & Wages	93,379	108,521	102,091
Benefits	35,159	38,219	34,960
Supplies	15,966	26,517	8,477
Other Services & Charges	57,355	71,479	61,289
Total Expenditures	201,858	244,736	206,817

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Sergeant	0.75	0.75	0.75
	0.75	0.75	0.75



SHERIFF MARINE SAFETY (3310), continued

Target Population

Residents, Visitors, Recreational Users of Ottawa County Waterways

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

Department Goal 1: Reduce marine accidents and drownings

Objective 1) Patrol local waterways, inland lakes, Lake Michigan and related waterways to enforce marine laws

Objective 2) Initiate contacts with boaters and/or conduct inspections of boats

Objective 3) Ticket and/or arrest persons who violate marine laws

Objective 4) Provide boater safety education classes to residents

Department Goal 2: Perform marine rescue and recovery operations

Objective 1) Maintain adequately trained Dive Team

Objective 2) Rescue persons who are struggling in waterways

Objective 3) Assist in recovery of bodies and submerged property

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

Department Goal 3: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Provide cost-effective services/programs

Objective 3) Meet or exceed the results of peer services/programs²



SHERIFF MARINE SAFETY (3310), continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of patrol hours on waterways	-	2,836	2,864	2,893
	# of boat safety checks conducted on waterways	-	99	100	105
	# of citations written for boater safety violations	-	76	80	85
	# of citations written for vessel registration violations	-	21	22	24
	# of boat operators arrested	-	7	9	11
	# of boater safety education students	-	676	680	700
	# of boating safety examinations conducted	-	42	50	55
	# of boating safety certificates issued	-	676	680	700
	# of Dive Team training hours	-	512	500	510
EFFICIENCY	% of boats checked that meet safety standards	> 80%	97%	98%	98%
	Average marine rescue response time (in minutes)	<10	5.1	5.1	5.2
	% of mariners in imminent danger who are rescued	100%	100%	100%	100%
OUTCOMES	# of boating accidents	-	5	6	5
	# of drownings	-	1	1	1
	# of boating injuries	-	4	5	4
	# of boating deaths	-	0	1	0
COST⁵	Cost of Division per patrol hour (total expenses ³)	-	\$70.33	\$76.15	\$75.38
	Cost of Division per capita (total expenses ³)	-	\$0.72	\$0.79	\$0.79
	Total # of Marine Safety FTEs ⁴ per 100,000 residents	-	0.27	0.27	0.27

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
4. FTE is calculated using Fiscal Service's History of Positions By Fund report
5. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



SHERIFF TRAINING (3200)

Mission Statement

To maintain and improve the expertise of Ottawa County officers

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.

Financial Summary

Sheriff Training - 10103200	2014	2015	2016
	Actual	Current Year Amended Budget	Board Adopted Budget
Revenues			
Intergovernmental Revenue	29,372	26,000	26,000
Total Revenue	29,372	26,000	26,000
Expenditures			
Other Services & Charges	29,372	26,000	26,000
Total Expenditures	29,372	26,000	26,000

Personnel

No Personnel has been allocated to this Department

Target Population

New and Current Deputies

Primary Goals & Objectives

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

Department Goal 1: Improve the level of technical knowledge of law enforcement officers

Objective 1) Ensure all law enforcement officers achieve and/or maintain certifications

Department Goal 2: Provide exceptional services/programs

Objective 1) Provide cost-effective services/programs



SHERIFF TRAINING (3200), continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of officers trained	-	139	135	140
	# of officer training hours provided	-	2,210	2,200	2,208
	# of new officers certified	-	8	4	4
	# of certifications maintained	-	135	135	135
	# of training hours per officer FTE	-	54.1	55.0	56.0
EFFICIENCY	% of officers required to attend training courses who were trained within the specified time limits	100%	98%	98%	98%
OUTCOMES	% of officers certified	100%	100%	100%	100%
COST¹	Total training cost per officer trained	-	\$211.31	\$192.59	\$185.71

1. The cost calculations are computed by the Planning and Performance Improvement Department



SHERIFF WEMET (3100)

Mission Statement

Enhance drug enforcement efforts and reduce drug related incidents in the County

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.

Financial Summary

Sheriff WEMET Operations - 10103100	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Intergovernmental Revenue	11,868	4,000	11,900
Total Revenue	<u>11,868</u>	<u>4,000</u>	<u>11,900</u>
Expenditures			
Salaries & Wages	376,397	396,815	392,316
Benefits	184,649	202,918	205,769
Supplies	5,654	8,510	8,487
Other Services & Charges	83,047	57,487	85,892
Total Expenditures	<u>649,747</u>	<u>665,730</u>	<u>692,464</u>

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Sergeant	1.00	1.00	1.00
Road Patrol Deputy	5.00	5.00	5.00
	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>



SHERIFF WEMET (3100), continued

Target Population

Illegal Drug Users and Manufacturers, Students and Ottawa County Residents

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

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

Objective 1) Respond to calls regarding illegal drug activity

Objective 2) Identify illegal drug activity through undercover operations

Objective 3) Investigation of conspiracy crimes (i.e. crimes in which two or more persons conspire to commit a crime)

Objective 4) Arrest persons who use, manufacture, and/or traffic illegal drugs

Objective 5) Educate students and residents on the consequences of illegal drug use, manufacturing, and trafficking

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

Department Goal 2: Provide exceptional services/programs

Objective 1) Maintain high-efficiency work outputs¹

Objective 2) Provide cost-effective services/programs

Objective 3) Meet or exceed the results of peer services/programs²

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of cases investigated	-	715	729	744
	# of narcotic-related arrests	-	494	504	514
	Total street value of drugs seized	-	\$3,048,322	\$3,079,113	\$3,110,215
EFFICIENCY	% of investigations resulting in arrest	-	69%	69%	69%
OUTCOMES	Narcotic-related incidents per 1,000 population	<0.05	2.60	2.63	2.65
COST⁵	Cost per narcotic-related investigation (total expenses ³)	-	\$909	\$951	\$932
	Cost per narcotic-related arrest (total expenses ³)	-	\$1,315	\$1,376	\$1,349
	Cost of Division per capita (total expenses ³)	-	\$2.35	\$2.51	\$2.51
	Value of drugs seized per WEMET FTE ⁴	-	\$508,054	\$513,186	\$518,369
	# of cases per WEMET FTE ⁴	-	119.17	121.50	124.00
	Total # of WEMET FTE ⁴ per 100,000 residents	-	2.17	2.17	2.17

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. The counties that will be used for benchmarking purposes will be determined based on, but not limited to, the following considerations: Population size; County equalized value; General Fund expenditures; data availability; and/or any other factors deemed necessary to ensure comparable benchmarks
3. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
4. FTE is calculated using Fiscal Service's History of Positions By Fund report
5. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



STRATEGIC INITIATIVES (2230)

Function Statement

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

Financial Summary

Strategic Initiatives - 10102230	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Total Revenue	-	-	-
Expenditures			
Supplies	1,482	4,000	11,190
Other Services & Charges	125,693	106,000	63,810
Total Expenditures	127,175	110,000	75,000

Personnel

No Personnel has been allocated to this Department



SUBSTANCE ABUSE (6300)

Function Statement

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

Financial Summary

Substance Abuse - 10106300	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Intergovernmental Revenue	1,641,404	1,816,691	987,157
Total Revenue	<u>1,641,404</u>	<u>1,816,691</u>	<u>987,157</u>
Expenditures			
Other Services & Charges	244,820	829,537	414,771
Total Expenditures	<u>244,820</u>	<u>829,537</u>	<u>414,771</u>

Personnel

No Personnel has been allocated to this Department



SURVEY & REMONUMENTATION (2450)

Mission Statement

To compile and maintain an accurate inventory of historic survey corners (i.e. Public Land Survey Corner) in Ottawa County

Function Statement

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

Financial Summary

Survey & Remonumentation 10102450	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Intergovernmental Revenue	93,535	300,792	261,409
Total Revenue	93,535	300,792	261,409
Expenditures			
Salaries & Wages	6,212	6,718	6,835
Benefits	2,915	3,419	3,178
Supplies	404	94	94
Other Services & Charges	57,281	81,964	82,004
Total Expenditures	66,813	92,195	92,111

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Planning & Performance Improvemt. Director	0.02	0.02	0.02
Land Use Planning Specialist	0.08	0.08	0.08
	0.10	0.10	0.10



SURVEY & REMONUMENTATION (2450), continued

Target Population

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

Primary Goals & Objectives

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

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

Objective 1) Set a physical monument at each Public Land Survey Corner in the County

Objective 2) Establish GPS coordinates for each Public Land Survey Corner in the County

Objective 3) Monitor each physical monument and replace monuments as necessary

Performance Metrics

	ANNUAL MEASURES	TARGET	2014	2015	2016
			ACTUAL	ESTIMATED	PROJECTED
WORKLOAD	# of GPS corner positions established	-	70	96	101
	# of previously monumented corners that needed to be replaced	-	5	5	8
	# of Township Completion Reports Completed (no longer required as of 1/1/15)	-	1	n/a	n/a
	# of Land Corner Recordation Certificates (LCRCs) entered into State Remonumentation database	-	19	104	109
	# of Grant Applications Submitted	1	1	1	1
	# of Grant Reports Completed	1	1	1	1
	# of Contracts Executed with Surveyors	-	6	5	5
EFFICIENCY	% of GPS corner positions established within State required accuracy standards	100%	100%	100%	100%
	% of Land Corner Recordation Certificates (LCRCs) accepted by State	100%	100%	100%	100%
	% of original PLS corners in State Databases	100%	98%	98%	99%
	% of GPS corner positions in State Databases	100%	91%	95%	97%
OUTCOMES	# of original PLS corners with established GPS coordinates (Cumulative)	2,901	2,704	2,800	2,901
COST	Total Cost of Remonumentation Program	-	\$80,175	\$86,503	\$86,503
	Total amount of County funds used to expedite the Program that have been reimbursed by the State (Cumulative)	\$1.749m	\$0	\$174,906	\$349,812



WATER RESOURCES COMMISSIONER (2750)

Mission Statement

Minimize damage caused by flooding through proper stormwater management for the citizens of Ottawa County and protect surface waters through the development review process, soil erosion control and water quality educational programs.

Function Statement

The Water Resources Commissioner provides direction to private land owners and units of government through organization of projects as petitioned or as maintained, to ensure 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 Water Resources 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.

Financial Summary

Water Resources Commission 10102750	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Charges for services	15,068	15,000	15,000
Licenses and permits	83,844	80,000	85,000
Other Revenue	10,594	12,000	15,000
Total Revenue	109,506	107,000	115,000
Expenditures			
Salaries & Wages	389,524	427,667	441,137
Benefits	186,190	206,972	217,681
Supplies	19,517	12,560	10,698
Other Services & Charges	100,974	105,195	100,150
Total Expenditures	696,204	752,394	769,666



WATER RESOURCES COMMISSIONER (2750), continued

Personnel

Position Name	2014 # of Position	2015 # of Positions	2016 # of Positions
Drain Commissioner	1.00	1.00	1.00
Chief Deputy Drain Commissioner	1.00	1.00	1.00
Soil Erosion Control Agent	1.00	1.00	1.00
Soil Erosion Control Inspector	1.00	1.00	1.00
Drain Clerk	1.00	1.00	1.00
Development Coordinator	1.00	1.00	
Secretary	0.75	0.75	0.75
Drain Inspector	1.00	1.00	1.00
Civil Engineer	-	-	1.00
	<u>7.75</u>	<u>7.75</u>	<u>7.75</u>

Target Population

Ottawa County Residents, Business Owners, Developers

Primary Goals & Objectives

County Goal: Contribute to a healthy physical, economic, and community environment

Department Goal 1: Protect agricultural and improved land from flooding

Objective 1) Establish new drains, which are petitioned successfully, to protect up to the 100-year flood-level

Objective 2) Ensure adequate stormwater control systems are constructed in all new residential, commercial, and industrial developments

Objective 3) Ensure adequate drainage through maintenance of existing drainage and stormwater control systems within the jurisdiction of the Water Resources Commission Office

Department Goal 2: Ensure water levels are maintained for all legally established Inland Lake Level control sites

Objective 1) Establish new Inland Lake Level controls which are petitioned successfully

Objective 2) Monitor inland lake levels at established control sites

Department Goal 3: Improve and protect surface water quality

Objective 1) Prevent steam erosion, and control sedimentation, for all earth-changing activities that occur within 500 feet of a lake, stream, or County Drain, or for activities that disturb one or more acres

Objective 2) Eliminate illicit stormwater connections

Objective 3) Increase awareness of water quality and educate the public on the effects of stormwater pollution

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

Department Goal 4: Provide excellent customer service

Objective 1) Provide interaction with customers that is professional

Objective 2) Provide timely responses to requests for service

Department Goal 5: Provide exceptional services/programs

Objective 1) Maintain high-efficiency departmental work outputs¹



WATER RESOURCES COMMISSIONER (2750), continued

Performance Metrics

	ANNUAL MEASURES	TARGET	2014 ACTUAL	2015 ESTIMATED	2016 PROJECTED
WORKLOAD	# of new drains petitioned successfully	-	4	6	10
	# of extensions to existing drains petitioned successfully	-	2	2	2
	# of existing drains improved/maintained (e.g. deepened, cleared-out)	-	82	80	80
	# of new residential, commercial, and industrial development stormwater control system construction plans reviewed	-	69	75	75
	# of new Inland Lake Levels approved by Circuit Court	-	0	0	1
	# of new Inland Lake Level controls constructed	-	0	0	1
	# of Inland Lake Level sites monitored	-	2	4	3
	# of earth-changing activity sites permitted	-	546	550	550
	# of illicit stormwater connections identified	-	0	0	0
	# of persons attending water quality training and education events	-	50	200	100
EFFICIENCY	% of petitioned projects completed within 1 year of determination of necessity	100%	95%	90%	100%
	% of new residential, commercial, and industrial development approved within 30 days of receipt of required construction plan items	100%	95%	95%	100%
	% of inadequate drainage that is repaired within 90 days of identification/notification	100%	95%	95%	100%
	% of Inland Lake Level control structures that are established within 1 year of Circuit Court approval of established lake level	100%	100%	100%	100%
OUTCOMES	% of permitted earth-changing activity sites cited for causing stream erosion and/or sedimentation issues	0%	0%	0%	0%
	% of identified illicit stormwater connections eliminated within 90 days	100%	100%	100%	100%
	% of inadequate Inland Lake Level controls that are repaired within 30 days of identification/notification	100%	90%	100%	100%
	# of incidences of land flooded in any plat or drainage district	0	480	450	450
COST⁴	Cost of Department per capita (total expenses ²)	-	\$2.41	\$2.60	\$2.60
	Total # of department FTEs ³ per 100,000 residents	-	2.81	2.81	2.81

1. Department efficiency is assessed using annual workload and efficiency measures identified in the Performance Outline
2. Total expenses include all department/division expenses less IT Charges (831002) and Administrative Expenses (831000)
3. FTE is calculated using Fiscal Service's History of Positions By Fund report
4. The cost and FTE calculations are computed by the Planning and Performance Improvement Department



TRANSFERS IN (9300)

Financial Summary

Transfers in Control - 10109300	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Transfers In from other funds	84,853	1,125,000	2,250,000
Total Revenue	84,853	1,125,000	2,250,000
Expenditures			
Total Expenditures	-	-	-

Personnel

No Personnel has been allocated to this Department



TRANSFERS OUT (9650)

Financial Summary

Transfer Out Control- 10109650	2014 Actual	2015 Current Year Amended Budget	2016 Board Adopted Budget
Revenues			
Total Revenue	-	-	-
Expenditures			
Transfers Out	8,731,645	10,407,587	9,651,214
Total Expenditures	8,731,645	10,407,587	9,651,214

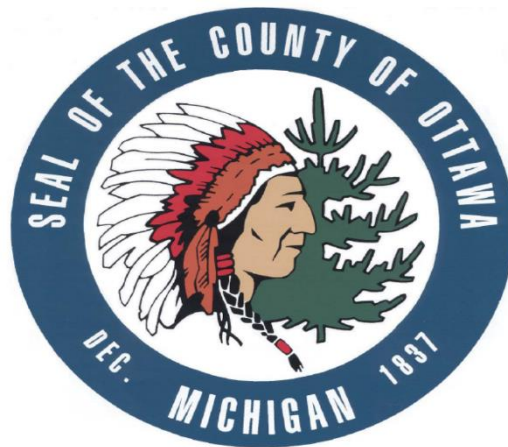
Personnel

No Personnel has been allocated to this Department



COUNTY

DEBT





DEBT SERVICE

The issuance of debt by the County is controlled by various State of Michigan statutes, which limits amounts and times for capital and other projects. Ottawa County 2015 assessed value of \$11,812,032,747 is limited to no more than \$1,181,203,274 of debt or 10% of the assessed value. The County's total debt at December 31, 2015 is \$203,944,000 or approximately 1.73% of the assessed value - well below the legal limit.

The majority of the general obligation bonds, \$150,589,000, were issued by the Ottawa County Public Utilities Department, a component unit of Ottawa County, for water and sewer projects. The County has entered into a lease agreement with Public Utilities representing the amount of the bonds sold by the County to finance the construction of water and sewer systems for Public Utilities. In compliance with Act 185, P.A. Michigan 1957, as amended, the County maintains ownership, and the local units of government and agencies operate, maintain, repair, insure and manage the systems. The principal and interest payments on these water and sewer project issues are repaid generally from funds received from local municipalities in the County.

The rest of the County debt in the amount of \$47,805,000 is general obligation debt owed by the County. The breakdown of this debt is included in the table on the adjoining page. Also included in the table, is the funding source for each bond payment. The County does not fund any of its debt payments from its general obligation levy.

The County has entered into lease agreements with Ottawa County Building Authority, a component unit of the County, for the use and improvement of various county buildings and facilities. In this agreement, the leases are scheduled to terminate when sufficient rentals have been paid to the Building Authority to retire the related bond issues. At termination of the leases, titles to the leased properties will be passed to the County. Since the Building Authority is part of the governmental unit's entity for financial reporting purposes, the debt and assets of the Building Authority are reported as part of county funds. The Building Authority makes the principal and interest payments with revenues collected from lease agreements with the County and other revenue previously identified.

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

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

The County has pledged its full faith and credit for payment on the above obligations. Ottawa County has obtained a AAA rating from Fitch on General Obligation Limited Tax Bonds. Moody's Bond Rating is Aaa for General Obligation Unlimited and Limited Tax Bonds. Standard and Poor's Bond Rating is AA for General Obligation Unlimited and Limited Tax Bonds.



County of Ottawa
Schedule of Annual Debt Services Requirements

Budget Year	Amount Outstanding Beginning of Year	Ottawa County Building Authority 2005 Refunding Issue		Ottawa County Building Authority 2005 Refunding Issue		Ottawa County Building Authority 2007 Bond Issue		Qualified Energy Conservation 2013 Bond Issue		Pension Obligation Bonds 2014 Bond Issuance		Total Requirements
		Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2016	47,805,000	1,105,000	113,500	390,000	208,094	455,000	307,825	365,000	174,135	1,290,000	805,414	\$ 3,995,467
2017	44,200,000	1,165,000	58,250	405,000	188,594	475,000	289,625	365,000	160,265	1,400,000	795,739	\$ 4,079,222
2018	40,390,000			425,000	168,344	495,000	269,500	365,000	146,395	1,645,000	778,239	\$ 4,292,477
2019	37,460,000			445,000	150,813	515,000	249,700	365,000	132,525	1,925,000	751,096	\$ 4,534,134
2020	34,210,000			465,000	132,456	535,000	226,525	365,000	118,655	2,270,000	711,634	\$ 4,824,270
2021	30,575,000			485,000	112,926	565,000	199,775	365,000	104,785	2,705,000	656,473	\$ 5,193,959
2022	26,455,000			505,000	92,556	590,000	175,763	365,000	90,915	3,345,000	584,790	\$ 5,749,024
2023	21,650,000			525,000	71,094	615,000	150,688	365,000	77,045	2,810,000	489,458	\$ 5,103,284
2024	17,335,000			545,000	48,781	640,000	123,935	365,000	63,175	2,405,000	403,753	\$ 4,594,644
2025	13,380,000			570,000	24,938	665,000	95,935	370,000	49,210	2,355,000	33,590	\$ 4,163,673
2026	9,420,000					695,000	66,675	370,000	35,150	2,310,000	245,520	\$ 3,722,345
2027	6,045,000					730,000	32,850	370,000	21,090	2,295,000	166,980	\$ 3,615,920
2028	2,650,000							370,000	7,030	2,280,000	84,360	\$ 2,741,390
		<u>\$2,270,000</u>	<u>\$171,750</u>	<u>\$4,760,000</u>	<u>\$1,198,595</u>	<u>\$6,975,000</u>	<u>\$2,188,796</u>	<u>\$4,765,000</u>	<u>\$1,180,375</u>	<u>\$29,035,000</u>	<u>\$6,507,043</u>	<u>\$ 53,868,419</u>

All figures are as of 12/31/2015

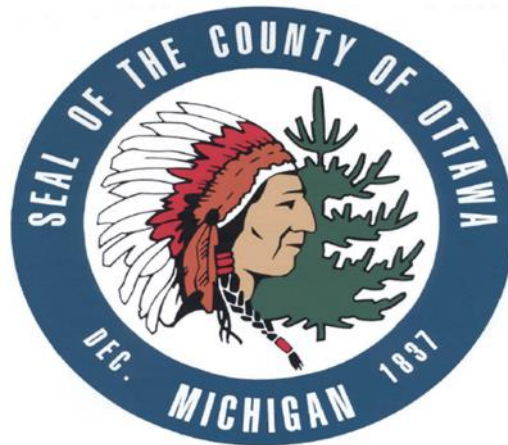
Issue Date	Issue Amount	Project	Funding Source	% of Funding
07/2005	16,755,000	Administrative	Delinquent Tax Revolving Fund (fund 5160)	100% of payment
10/2007	10,000,000	Grand Haven/ Filmore St.	Ottawa County, Michigan Insurance Authority (fund 6780)	20%, up to \$150,000/yr
			Telecommunications Fund (fund 6550)	20%, up to \$150,000/yr
			Delinquent Tax Revolving Fund (fund 5160)	20%, up to \$150,000/yr
			Infrastructure Fund (fund 2444)	17%, up to \$125,000/yr
			Capital Improvement Fund (fund 4020)	23%, remainder of payment
10/2013	5,495,000	Quality Energy Conversation (QEC) Bonds	General Fund (fund 1010)	100% of payment
12/2014	29,285,000	Pension Obligation Bonds	DB/DC Conversion Fund (fund 2970)	100% of payment



CAPITAL

IMPROVEMENT

PLAN





County of Ottawa
Proposed Capital Improvement Plan
Fiscal Year 2016-2021

Project Number	Project Description	Funding Source	Current Approved	Adj to Current Approved	2016	2017	2018	2019	2020	2021 & Beyond	Estimated Cost
Facilities											
1	Asphalt replacement-A bldg	4020				51,000					\$ 51,000
2	Asphalt replacement-B bldg	4020				37,000					\$ 37,000
3	Asphalt replacement-C bldg	4020				123,000					\$ 123,000
4	Carpet Replacement-DHS	4020	170,000								\$ 170,000
5	Door Control Replacement-Jail	4020	90,000	485,000							\$ 575,000
6	Jail cell painting-Jail	4020	50,000		50,000						\$ 100,000
7	Locker Room-Holland District Court	4020				125,000					\$ 125,000
8	Clerk & Register of Deeds Office Consolidation	4020	75,000								\$ 75,000
9	Sallyport	4020	550,000	120,000							\$ 670,000
10	Rest Room Renovations -Hudsonville	4020				75,500					\$ 75,500
11	Roof Replacement-Jail/Detention Center	4020	312,250								\$ 312,250
12	Space Study	4020	75,000								\$ 75,000
13	Friend of the Court Renovation - Reception area	4020	30,000								\$ 30,000
14	JSC Bldg. Construction	4020				175,000					\$ 175,000
15	OCJDC Construction Modification	4020				95,000					\$ 95,000
16	Adult Jail Addition/Alteration/New Juvenile	4020								910,000	\$ 910,000
17	New Juvenile Justice Center	4020								250,000	\$ 250,000
18	Public defender's offices	4020									
19	Friend of the Court Expansion -Holland District Court	4020				30,000					\$ 30,000
20	Jail/Detention Center DVR system	4020				200,000	200,000	200,000	200,000		\$ 800,000
21	Replace carpet in Admin thru Fiscal Services	4020				85,000					\$ 85,000
22	Replace Fiscal Services workstations	4020				82,000					\$ 82,000
23	Innovation Room -Fillmore	4020			72,000						\$ 72,000
24	Fire Alarm Panel replacement - A bldg	4020			25,000						\$ 25,000
25	Fire Alarm Panel replacement - B bldg	4020			23,000						\$ 23,000
26	Fire Alarm Panel replacement - C bldg	4020			28,000						\$ 28,000
27	Cooling Tower Bldg B replacement	4020			50,000						\$ 50,000
28	Range Upgrade	4020				50,000					\$ 50,000
29	Environmental Controls	4020				100,000					\$ 100,000
30	Replace carpet lower level Fillmore, original bldg	4020					56,000				\$ 56,000
31	Roof Top Units 1 & 2 Fillmore Admin Bldg replacement	4020					250,000				\$ 250,000
32	Air Handling Units 1 & 2 Fillmore Admin Bldg replacement	4020						180,000			\$ 180,000
33	Air Handling Units 3 & 4 Fillmore Admin Bldg replacement	4020							150,000		\$ 150,000
34	Make-Up Air Unit replacement - Jail kitchen	4020							65,000		\$ 65,000
35	Grand Haven Court steps solutions	4020			220,000						\$ 220,000
36	Card Access Readers/System	4020									
Facilities Subtotal			\$ 1,352,250	\$ 605,000	\$ 468,000	\$ 1,228,500	\$ 506,000	\$ 380,000	\$ 415,000	\$ 1,160,000	\$ 6,114,750



**County of Ottawa
Proposed Capital Improvement Plan
Fiscal Year 2016-2021**

Project Number	Project Description	Funding Source	Current Approved	Adj to Current Approved					2021 & Beyond	Estimated Cost	
				2016	2017	2018	2019	2020			
Information Technology											
37	Justice System (MICA)	6360	566,500	566,500	263,250					\$ 1,396,250	
38	CourtStream Project	4020	202,000	43,000						\$ 245,000	
39	Touch Screen Self Service Center	4020		25,000	25,000	25,000				\$ 75,000	
40	OCCDA-LEIN-MICA Interface	4020	25,000	25,000						\$ 50,000	
41	Courtroom Technology upgrade	4020	65,000	95,000	25,000					\$ 185,000	
42	Phone System Replacement	6550				1,000,000				\$ 1,000,000	
43	Public Safety Digital Media	Insurance		950,000						\$ 950,000	
44	Court Xray Machines replacement	4020		60,000	30,000					\$ 90,000	
45	Touch Print fingerprint machines replacement	4020			40,000	30,000				\$ 70,000	
46	GIS LIDAR update	4020			170,000					\$ 170,000	
47	GIS Oblique Imagery Update	Aerial reserve			191,000			191,000		\$ 382,000	
48	GIS Orthophoto Imagery update	Aerial reserve			127,000					\$ 127,000	
49	Server/Storage Infrastructure Refresh	4020					876,800			\$ 876,800	
50	Wireless Infrastructure Refresh	4020						89,480		\$ 89,480	
51	Building Cabling/Recabling	6550/GF						400,000	200,000	\$ 600,000	
52	WAN Refresh	6550							240,600	\$ 240,600	
Information Technology Subtotal			\$ 858,500	\$ -	\$ 1,764,500	\$ 871,250	\$ 1,055,000	\$ 876,800	\$ 680,480	\$ 440,600	\$ 6,547,130
Parks & Recreation Commission											
53	Grand River Greenway Trail Phase 1	2081		990,000						\$ 990,000	
54	Grand River Acquisitions	2081	380,000							\$ 380,000	
55	Grand Ravines Phase 1	2081	1,327,773							\$ 1,327,773	
56	Hager Park Age of Discovery Updates	2081				50,000				\$ 50,000	
57	Hager Park South Play Equipment	2081						100,000		\$ 100,000	
58	Historic Ottawa Beach Pumphouse Museum	2081	252,342							\$ 252,342	
59	Kirk Park Play Area Improvements	2081				50,000				\$ 50,000	
60	Kirk Paving Reconstruction	2081			80,000					\$ 80,000	
61	Lower Grand River Restoration	2081	69,313							\$ 69,313	
62	Macatawa Green Space Paved Trail	2081	65,000							\$ 65,000	
63	Macatawa Greenspace Bridge	2081					80,000			\$ 80,000	
64	Macatawa Greenway Trail	2081	711,674							\$ 711,674	
65	Nature Education Center Exhibit Renovation	2081	50,000							\$ 50,000	
66	North Beach Drive Bike Path	2081	50,000							\$ 50,000	
67	North Ottawa Dunes Stair Reconstruction	2081	90,000							\$ 90,000	
68	Ottawa Beach Waterfront Walkway	2081	72,837							\$ 72,837	
69	Paw Paw Park Renovations	2081	130,000							\$ 130,000	
70	Tunnel Paving Reconstruction	2081			50,000					\$ 50,000	
71	Upper Macatawa 84th Ave. Improvements	2081	91,487							\$ 91,487	
Parks and Recreation Subtotal			\$ 3,290,426	\$ -	\$ 990,000	\$ 130,000	\$ 100,000	\$ 80,000	\$ 100,000	\$ -	\$ 4,690,426



**County of Ottawa
Proposed Capital Improvement Plan
Fiscal Year 2016-2021**

Project Number	Project Description	Funding Source	Current Approved	Adj to	2016	2017	2018	2019	2020	2021 & Beyond	Estimated Cost
				Current Approved							
Planning & Performance Improvement											
72	Spoonville Trail -Phase I	4020	739,933								\$ 739,933
73	Spring Lake Cell Tower	4020	200,000								\$ 200,000
74	Tallmadge Twp Cell Tower	4020	200,000								\$ 200,000
75	Spoonville Trail - Phase II	various				1,626,864					\$ 1,626,864
Planning and Performance Subtotal			\$ 1,139,933		\$ -	\$ 1,626,864	\$ -	\$ -	\$ -	\$ -	\$ 2,766,797

Grand Total		\$ 6,641,109	\$ 605,000	\$ 3,222,500	\$ 3,856,614	\$ 1,661,000	\$ 1,336,800	\$ 1,195,480	\$ 1,600,600	\$ 20,119,103
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Summary of Funding Source:

MDOT Grant		515,613			1,028,864						\$ 1,544,477
MDNR Grant					300,000						\$ 300,000
Other Grants					147,500						\$ 147,500
Donations					101,500						\$ 101,500
(2081) Parks Fund		3,290,426		990,000	130,000	100,000	80,000	100,000		-	\$ 4,690,426
(6360) Innovation and Technology Fund		566,500		566,500	263,250						\$ 1,396,250
(6550) Telecommunications Fund						1,000,000		400,000	440,600		\$ 1,840,600
(4020) Capital Project Fund		2,268,570	605,000	716,000	1,885,500	561,000	1,256,800	695,480	1,160,000		\$ 9,148,350
Insurance Authority				950,000							\$ 950,000
Total Funding		\$ 6,641,109	\$ 605,000	\$ 3,222,500	\$ 3,856,614	\$ 1,661,000	\$ 1,336,800	\$ 1,195,480	\$ 1,600,600	\$ 20,119,103	



2016 CAPITAL IMPROVEMENTS

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

CAPITAL IMPROVEMENTS

The total amount for Capital Projects budgeted in 2016 is \$3,222,500. They are divided into 4 categories: Facilities, Information Technology (I/T), Parks and Recreation, and Planning and Performance. The funding for these projects may come from various areas within the County based on the category that the project has been classified and availability of funding. The distribution of these projects for 2016 is as follows:

1. Facilities - \$468,000
2. Information Technology - \$1,764,500
3. Parks and Recreation - \$990,000
4. Planning and Performance - \$0

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

The projects that are approved for 2016 are described below.

Facilities

1. Jail Cell Painting – This project was funded initially for \$50,000 in 2015 and the completion of this project is budgeted in 2016 in the amount of \$50,000. This project is being funded through the Capital Improvement plan based on the need for upkeep to the jail facility and the number of man hours that need to be dedicated to this, which necessitates the need to hire an outside contractor to complete this.
Effects on budget – minor routine maintenance costs
2. Fire Panel replacements at the James Street location Buildings A, B, & C – The current system is at the end of life and needs to be replaced in order to keep up with current code and meet safety requirements. Total project cost \$76,000
Effects on budget – minor routine maintenance costs
3. Cooling Tower replacement at the James Street location Building B – The current condition of this tower is deteriorating and its capacity has reduced greatly due to the scaling and age. Total project cost \$50,000
Effects on budget – improve efficiencies of the system



- 4. Grand Haven Courthouse Step Replacement – After completion of this building in 2009 the steps current conditions have been deemed unsafe. Various solutions have been developed with the biggest being the complete replacement of the steps. A total of \$220,000 was budgeted for this project in 2016. However, after further analysis of the current condition it was deemed necessary to complete this project before the end of 2015 and before the winter season for 2015 commenced.
Effects on budget – minor routine maintenance costs

Information Technology

- 1. Justice System (MICA) - This project consists of the development of new Justice System to replace the AS400. The current system lacks functionality needed by the courts, law enforcement, and the prosecutor. This project began in 2015 and has many phases with an anticipated completion date in 2017. The total cost for this portion of this project budgeted in 2016 is \$566,500.
Effects on budget – improve efficiencies



- 2. CourtStream Project - This project entails the development of a case management system for the Courts within the County. CourtStream will provide three levels of enhancements that are not available as a part of MICA. These are: record retention and deletion; user viewing of specified clients; and signed court orders from OnBase. CourtStream will provide efficiencies for court staff by not having to log into a separate system to get information. This project was initiated in 2015 and ultimately will be concluded in 2016. The total cost of this project budgeted in 2016 is \$43,000, with most of the cost of this project budgeted in 2015.
Effects on budget – improve efficiencies

- 3. Touch Screen Kiosks - This project is a countywide initiative to develop device(s) in County locations which would facilitate many types of customer self-service options. Interested departments include District Court, County Clerk/Register of Deeds, Sheriff and likely others. The Customer Service Team is involved with the development and eventual implementation of this project. The total cost of this project is estimated at \$75,000 with \$25,000 of this being budgeted in 2016 and the rest being budgeted in future years.
Effects on budget – improve efficiencies

- 4. OCCDA LEIN-MICA Interface - This project entails the integration of the LEIN warrant system with JMS (MICA). This will eliminate the need for staff to have to enter the information in MICA and the AS400 and will help with the phasing out of the use of the AS400. The total cost of this project is \$50,000 with \$25,000 budget in 2015 and \$25,000 budgeted in 2016. Project completion is anticipated in 2016.
Effects on budget – improve efficiencies





- 5. Courtroom Technology Upgrades - The current District Court video arraignment technology in Hudsonville and Holland courthouses is nearly 10 years old. The State Court Administrative Office (SCAO) equipped the four District Courtrooms with new video hearing equipment (allows for connection with the state) at no expense to the County. However, this equipment must be integrated into the County’s court recording software. There is also aging video equipment in all the Magistrate Hearing rooms in addition to the judicial courtrooms. In addition, the camera with the current video arraignment system in the Grand Haven Courtroom needs to be re-wired and moved to a location that is more conducive to conducting video arraignments. This project began in 2015 with hope for completion in 2016. Total budget for 2016 is \$95,000

Effects on budget – improve efficiencies

- 6. Public Safety Digital Media - This capital improvement is to provide technology for Public Safety that could potentially include cameras for the Sherriff’s vehicles as well as body cameras. This technology will require upgraded or additional information storage. Total initial project cost is estimated at \$950,000.

Effects on budget – improve efficiencies



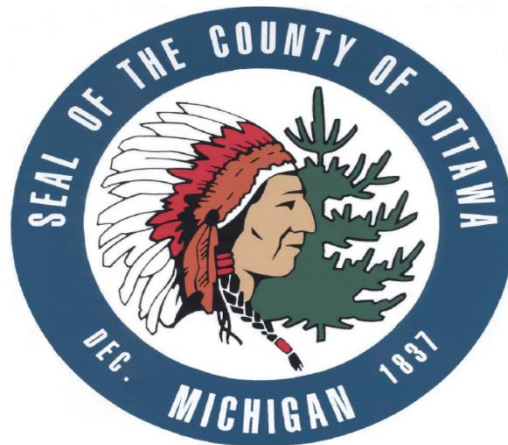
- 7. Court X-ray machine replacement - This for the replacement of x-ray machines at various Court building security locations. The current units (3) budgeted in this phase were purchased in 2006 and are at end of life. Total budgeted cost in 2016 is \$60,000

Effects on budget – improve efficiencies

Parks and Recreation – The Parks and Recreation Board currently has one capital project slated for 2016, which is the Grand River Greenway Trail project. Ottawa County Parks has committed to building the first segment of the Grand River Greenway Trail between Connor Bayou and Riverside Parks which will encompass the current non-motorized Grand River bridge crossing. Preliminary engineering has been completed for the initial segment of the trail and a grant request has been submitted to MDOT for funding assistance through the Transportation Alternatives Program. If successful, the goal is to build the trail in 2016. Total budget cost is \$990,000



APPENDIX





The Ottawa County Board of Commissioners West Olive,

Michigan

RESOLUTION TO APPROVE 2016 OPERATING BUDGET

At a meeting of the Board of Commissioners of the County of Ottawa, Ottawa County, Michigan, held at the Ottawa County Administrative Annex, Olive Township, Michigan, in said County on September 23, 2015, at 1:30 p.m. local time.

PRESENT: Members –Visser, Baumann, Disselkoen, Dannenberg, Haverdink, Van Dam, Holtvluwer, DeJong, Bergman, Fenske. (10)

ABSENT: Member –Kuyers. (1)

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

WHEREAS, this resolution is known as the FY 2016 General Appropriations Act; and

WHEREAS, pursuant to State law, notice of a public hearing on the proposed budget was published in a newspaper on general circulation on or before September 2, 2015, and a public hearing on the proposed budget was held on September 8, 2015; and

WHEREAS, the Ottawa County voters authorized .3165 mills for Park development, expansion, and maintenance;

WHEREAS, the Board of Commissioners will authorize, in May 2016, a general property tax levy on all real and personal property within the County upon the current tax roll for County general operations; and

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

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

Fund	Sources		Appropriations
	Revenue	Reserves	
General Fund	65,276,594	(1,141,705)	66,418,299
Special Revenue Funds	75,169,760	(1,847,610)	77,017,370
Debt Service Funds	4,676,683	-	4,676,683
Capital Project Funds	1,088,543	(769,532)	1,858,075
Permanent Funds	30	(30)	-
Total	146,211,610	(3,758,877)	149,970,427



NOW, THEREFORE, BE IT RESOLVED that the Ottawa County Board of Commissioners hereby adopts the FY2016 Appropriations Act as the official budget for FY2016; and

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

BE IT FURTHER RESOLVED, that the Ottawa County Board adopts the FY2016 budgets for the various governmental funds by department or activity per the attached schedule; and

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

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

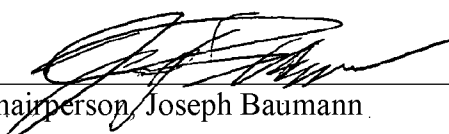
FURTHER BE IT RESOLVED THAT all resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution are hereby rescinded.

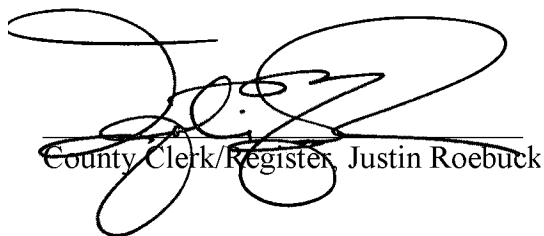
YEAS: Members –Fenske, Disselkoen, Visser, Holtvluwer, DeJong, Bergman, Van Dam, Dannenberg, Haverdink, Baumann. (10)

NAYS: Members - None ABSTAIN:

Members–None

RESOLUTION DECLARED ADOPTED.

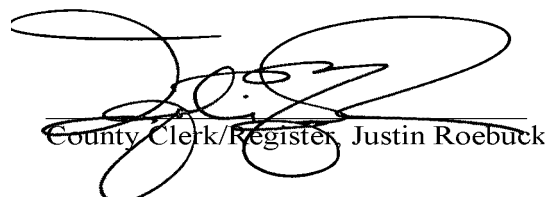

Chairperson, Joseph Baumann


County Clerk/Register, Justin Roebuck

Certification

I, the undersigned, duly qualified Clerk of the County of Ottawa, Michigan, do hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Board of Commissioners of the County of Ottawa, Michigan, at a meeting held on September 23, 2015, 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 m 23rd day of September, AD., 2015.


County Clerk/Register, Justin Roebuck



COUNTY OF OTTAWA
2016 Appropriation Act

	General Fund	Special Revenue Funds	Debt Service	Capital Projects	Permanent Fund	Total Primary Government
Revenues:						
Taxes	\$37,060,592	\$3,258,632				\$40,319,224
Intergovernmental	\$8,765,624	\$54,037,789				\$62,803,413
Charges for services	\$13,615,969	\$3,864,736				\$17,480,705
Fines and forfeits	\$76,400					\$76,400
Interest on investments	\$352,070	\$98,470		\$50,000	\$30	\$500,570
Rental income	\$2,264,153	\$15,500	\$1,817,694	\$88,543		\$4,185,890
Licenses and permits	\$291,822	\$815,962				\$1,107,784
Other	\$599,964	\$3,427,457				\$4,027,421
Transfers In from Other Funds	\$2,250,000	\$9,651,214	\$2,858,989	\$950,000		\$15,710,203
	\$65,276,59		\$4,676,68	\$1,088,54		\$146,211,61
Total Estimated Revenues	4	\$75,169,760	3	3	\$30	0
Appropriations:						
Legislative (Commissioners)	\$454,494					\$454,494
Judicial:						
20th Circuit Court	\$3,169,769					\$3,169,769
58th District Court	\$7,922,800					\$7,922,800
Probate Court	\$855,804					\$855,804
Juvenile Services Division	\$1,284,174					\$1,284,174
Circuit Court Adult Probation	\$155,929					\$155,929
All other judicial	\$23,911	\$4,674,133				\$4,698,044
General Government:						
Administrator	\$770,905					\$770,905
Fiscal Services	\$1,425,993					\$1,425,993
County Clerk	\$2,143,989					\$2,143,989
Prosecuting Attorney	\$3,918,891					\$3,918,891
County Treasurer	\$800,726					\$800,726
Equalization	\$1,218,541					\$1,218,541
Geographic Information Systems	\$451,853					\$451,853
MSU Extension	\$355,337					\$355,337
Facilities Maintenance	\$3,966,167					\$3,966,167
Corporate Counsel	\$248,729					\$248,729
Register of Deeds	\$681,433					\$681,433
Human Resources	\$887,888					\$887,888
Water Resources Commissioner	\$769,666					\$769,666
All other General Government	\$134,864	\$269,053			\$0	\$403,917



**COUNTY OF OTTAWA
2016 Appropriation Act**

	General Fund	Special Revenue Funds	Debt Service	Capital Projects	Permanent Fund	Total Primary Government
Public Safety:						
Sheriff	\$10,333,619					\$10,333,619
Jail	\$9,651,892					\$9,651,892
All other Public Safety	\$1,856,831	\$8,195,232				\$10,052,063
Public Works (drain assessments)	\$171,250					\$171,250
All other Public Works		\$1,084,005				\$1,084,005
Health & Welfare:						
Substance Abuse	\$414,771					\$414,771
All other Health & Welfare	\$409,441	\$55,584,394				\$55,993,835
Culture & Recreation						
All other Culture & Recreation		\$4,931,031				\$4,931,031
Community & Economic Development						
	\$1,190,653					\$1,190,653
All other Community & Economic Development		\$59,108				\$59,108
Other Expenditures:						
Insurance	\$130,659					\$130,659
Contingency	\$406,621					\$406,621
Debt Service	\$539,485		\$4,676,683			\$5,216,168
Capital Projects	\$20,000			\$1,669,500		\$1,689,500
Transfers Out to Other Funds	\$9,651,214	\$2,220,414		\$188,575		\$12,060,203
Total Appropriations	\$66,418,299	\$77,017,370	\$4,676,683	\$1,858,075	\$0	\$149,970,427
Fund Balance (Usage)/Contribution	-\$1,141,705	-\$1,847,610	\$0	-\$769,532	\$30	-\$3,758,817



**County of Ottawa
History of Positions By Fund
For the Years 2014 - 2016**

Fund #	Dept #	Sub-Dept #	Department Name	2014	2015	2016	Change in
				Full-Time Equivalents	Full-Time Equivalents	Full-Time Equivalents	Full-Time Equivalents 2015 to 2016
GENERAL FUND							
1010	1010		Commissioners	11.00	11.00	11.00	-
1010	1310		Circuit Court	15.65	15.65	15.65	-
1010	1360		District Court	53.99	54.04	54.72	0.68 3
1010	1362		Community Corrections	5.24	5.68	5.00	(0.68) 3
1010	1370		Legal Self-Help Center	1.00	1.00	2.00	1.00 2
1010	1480		Probate Court	6.00	6.00	6.00	-
1010	1490		Family Court - Juvenile Services	5.81	8.68	8.81	0.13 3
1010	1720		Administrator	4.04	5.04	5.04	-
1010	1910		Fiscal Services	12.10	13.09	13.29	0.20 3
1010	2150		County Clerk	22.50	22.50	22.50	-
1010	2320		Crime Victims Rights	3.00	3.00	3.00	-
1010	2450		Survey & Remonumentation	0.10	0.10	0.10	-
1010	2530		County Treasurer	7.55	7.55	7.55	-
1010	2570		Equalization	11.80	11.49	11.56	0.07 3
1010	2571		Grand Haven Assessing	1.70	1.73	1.76	0.03 3
1010	2572		Crockery Township Assessing	-	0.53	0.43	(0.10) 3
1010	2590		Geographic Information System	4.00	4.00	4.00	-
1010	2610		Michigan State University Extension	1.75	1.00	1.00	-
1010	2620		Elections	1.00	1.00	1.00	-
1010	2651		Bldg. & Grnds - Hudsonville	1.06	1.17	0.85	(0.32) 3
1010	2652		Bldg. & Grnds - Holland Human Serv.	1.23	1.32	0.99	(0.33) 3
1010	2653		Bldg. & Grnds - Fulton Street	0.50	0.51	0.59	0.08 3
1010	2654		Bldg. & Grnds - Grand Haven	3.70	4.22	3.37	(0.85) 3
1010	2655		Bldg. & Grnds - Holland Health Facility	1.36	1.32	1.16	(0.16) 3
1010	2656		Bldg. & Grnds - Holland District Court	1.27	1.26	1.24	(0.02) 3
1010	2658		Bldg. & Grnds - Grand Haven Health	0.60	-	-	-
1010	2659		Bldg. & Grnds - CMH Facility	1.63	1.58	1.23	(0.35) 3
1010	2660		Corporate Counsel	1.70	1.70	1.70	-
1010	2665		Bldg. & Grnds-Probate/Juvenile Complex	3.36	3.35	5.86	2.51 3
1010	2667		Bldg. & Grnds-Administrative Annex	3.79	3.81	4.02	0.21 3
1010	2668		Bldg. & Grnds-FIA	1.90	1.86	1.19	(0.67) 3
1010	2669		Bldg. & Grnds-City of Holland	0.20	0.20	-	(0.20) 3
1010	2670		Prosecuting Attorney	26.60	26.00	26.00	-
1010	2680		Register of Deeds	8.15	8.15	8.15	-
1010	2700		Human Resources	5.41	6.39	6.99	0.60 3
1010	2750		Drain Commission	7.75	7.75	7.75	-
1010	3020		Sheriff	76.95	77.95	77.95	-
1010	3100		West Michigan Enforcement Team	6.00	6.00	6.00	-
1010	3310		Marine Safety	0.75	0.75	0.75	-
1010	3510		Jail	74.00	75.00	75.00	-
1010	4260		Emergency Services	2.10	2.10	2.10	-
1010	4263		HAZMAT Response Team	0.40	0.40	0.40	-
1010	4265		Homeland Security	1.00	1.00	1.00	-
1010	4300		Animal Control	2.00	2.00	2.00	-
1010	6480		Medical Examiner	0.20	0.20	0.20	-
1010	7211		Planner/Grants	6.40	7.90	7.90	-
TOTAL GENERAL FUND				408.23	416.97	418.80	1.83
PARKS & RECREATION							
2081	7510		Parks Department	17.25	17.75	19.75	2.00 2



**County of Ottawa
History of Positions By Fund
For the Years 2014 - 2016**

Fund #	Dept #	Sub-Dept #	Department Name	2014 Full-Time Equivalents	2015 Full-Time Equivalents	2016 Full-Time Equivalents	Change in Full-Time Equivalents 2015 to 2016	
FRIEND OF THE COURT								
2160	1410		Friend of the Court	36.73	37.73	36.10	(1.63)	3
2160	1440		FOC Warrant Officer	2.00	2.00	2.00	-	
TOTAL FRIEND OF THE COURT				38.73	39.73	38.10	(1.63)	
OTHER GOVERNMENTAL GRANTS								
2180	1361		Dist. Ct. Sobriety Treatment	-	2.13	2.13	-	
2180	1371		Dist. Ct. SCAO Drug Ct. Grant	1.15	1.63	1.63	-	
2180	1376		ADTC Discretionary Grant	-	0.48	0.48	-	
2180	1493		SCAO Juvenile Drug Ct. Grant	1.00	1.00	-	(1.00)	4
TOTAL OTHER GOVERNMENTAL GRANTS				2.15	5.24	4.24	(1.00)	
HEALTH FUND								
2210	6010		Agency Support	6.90	6.90	7.00	0.10	3
2210	6011		Preparedness October-June	0.75	1.00	1.00	-	
2210	6012		Fiscal Services/IT	4.00	4.00	4.00	-	
2210	6015		Preparedness July - September	0.25	-	-	-	
2210	6020		Environmental - Field Services	7.60	8.70	8.70	-	
2210	6021		Environmental - Food Services	8.10	7.60	7.60	-	
2210	6024		Real Estate	-	1.00	1.00	-	
2210	6031		Hearing/Vision	3.76	4.20	4.20	-	
2210	6036		MCH Bock Grants	-	-	0.26	0.26	3
2210	6041		Clinic Clerical	10.75	10.50	10.50	-	
2210	6042		Family Planning	6.85	6.65	7.60	0.95	3
2210	6044		Immunization Clinic	5.85	5.85	5.60	(0.25)	3
2210	6045		Healthy Children's Contract	2.93	2.93	2.60	(0.33)	3
2210	6046		Reproductive Health	-	-	0.12	0.12	3
2210	6047		Tobacco Initiatives	-	-	0.12	0.12	3
2210	6048		Substance Abuse Prevention	0.75	0.85	0.65	(0.20)	3
2210	6050		Children's Special Health Care Services	4.48	4.54	4.00	(0.54)	3
2210	6051		SNAP Education	0.25	0.40	-	(0.40)	3
2210	6053		Maternal/Infant Support Services	9.35	8.75	8.75	-	
2210	6055		AIDS/Sexually Transmitted Diseases (STD)	3.15	3.15	3.08	(0.07)	3
2210	6059		Communicable Disease	3.70	3.70	3.52	(0.18)	3
2210	6310		Health Education	1.22	1.22	1.53	0.31	3
2210	6311		Nutrition/Wellness	2.41	2.26	2.47	0.21	3
TOTAL HEALTH FUND				83.05	84.20	84.30	0.10	



County of Ottawa History of Positions By Fund For the Years 2014 - 2016

Fund #	Dept #	Sub-Dept #	Department Name	2014	2015	2016	Change in		
				Full-Time Equivalents	Full-Time Equivalents	Full-Time Equivalents	Full-Time Equivalents	2015 to 2016	
MENTAL HEALTH FUND									
2220	6491	1240	D.D. Clinical Support	13.07	1.43	2.52	1.09	2	
2220	6491	1242	D.D. Clinical Management	0.91	0.89	0.48	(0.41)	2	
2220	6491	1243	D.D. Lake Erie	-	6.67	5.02	(1.65)	2	
2220	6491	1244	D.D. Lake Michigan	-	8.67	6.42	(2.25)	2	
2220	6491	1246	D.D. Lake Ontario	-	8.67	6.67	(2.00)	2	
2220	6491	1247	D.D. Lake Huron	-	6.27	5.27	(1.00)	2	
2220	6491	1349	D.D. Supported Employment	18.51	14.48	1.38	(13.10)	2	
2220	6491	1357	D.D. Skill Building	23.51	18.69	2.79	(15.90)	2	
2220	6491	1440	D.D. Community Living Skills	0.84	0.85	0.85	-		
2220	6491	5400	D.D. Training	0.43	0.42	0.18	(0.24)	2	
2220	6491	5401	D.D. Group Home Training	1.67	1.62	1.39	(0.23)	2	
2220	6491	5510	D.D. Client Services Management	18.45	-	-	-		
2220	6491	5522	D.D. Child Case Management	3.95	3.92	3.92	-		
2220	6492	5611	Hud Grants (Combined; leasing assistance & homeless)	0.24	0.24	0.24	-		
2220	6493	3240	M.I. Adult Emergency Services	6.64	6.66	6.66	-		
2220	6493	3241	M.I. Adult Access Center	8.00	6.72	5.72	(1.00)	2	
2220	6493	3242	M.I. Adult Medication Clinic	1.47	1.44	0.85	(0.59)	2	
2220	6493	3243	M.I. Adult Other Sup Ser	-	-	2.00	2.00	2	
2220	6493	3244	M.I. MDT Grand Haven	8.64	8.64	7.14	(1.50)	2	
2220	6493	3246	M.I. Adult Contr Outpat.	-	-	1.00	1.00	2	
2220	6493	3247	M.I. Vocational Rehabilitation	0.67	-	-	-		
2220	6493	3249	M.I. Adult Assertive Community Treatment	7.51	7.14	2.64	(4.50)	2	
2220	6493	3253	M.I. MDT Holland 2	8.64	8.64	4.14	(4.50)	2	
2220	6493	3254	M.I. MDT Holland 1	7.79	7.59	5.42	(2.17)	2	
2220	6493	3256	M.I. MDT MI/DD	8.59	8.41	0.14	(8.27)	2	
2220	6493	3344	M.I. Adult Lakeshore Clubhouse	4.64	5.14	5.14	-		
2220	6494	4244	M.I. Child Home Based Services	4.14	4.16	4.16	-		
2220	6494	4245	M.I. Child Home Outpatient	5.92	5.66	3.66	(2.00)	2	
2220	6494	4451	M.I. Child Respite	0.41	0.41	0.41	-		
2220	6495	5020	Administration - Board	2.04	1.82	1.25	(0.57)	2	
2220	6495	5022	Administration Quality Improvement	2.69	1.92	2.36	0.44	2	
2220	6495	5023	Administration Recipient Rights	2.00	0.94	0.94	-		
2220	6495	5024	Administration Community Relations & Public Education	2.00	0.94	0.70	(0.24)	2	
2220	6495	5026	Administration Finance	6.68	5.70	5.60	(0.10)	2	
2220	6495	5029	Administration Managed Care Organization Administration	10.36	6.82	5.59	(1.23)	2	
2220	6495	5031	IT	1.00	0.50	0.50	-		
2220	6495	5032	Regional Entity	-	0.50	0.50	-		
TOTAL MENTAL HEALTH				181.40	162.57	103.65	(58.92)		
SUBSTANCE USE DISORDER FUND									
2225	6493	3251	SUD Jail Services	-	-	1.00	1.00	2	
2225	6495	5051	Administration Access Center	-	1.28	1.28	-		
2225	6495	5052	Administration Quality Improvement - Compliance	-	0.33	0.23	(0.10)	3	
2225	6495	5053	Administration Recipient Rights	-	0.06	0.06	-		
2225	6495	5054	Administration Community Relations	-	0.06	0.06	-		
2225	6495	5056	Administration Financial Services	-	0.74	0.74	-		
2225	6495	5059	Administration Provider Network	-	0.32	0.42	0.10	3	
2225	6495	5061	Administration IT	-	0.14	0.14	-		
TOTAL SUBSTANCE USE DISORDER				-	2.93	3.93	1.00		



**County of Ottawa
History of Positions By Fund
For the Years 2014 - 2016**

Fund #	Dept #	Sub-Dept #	Department Name	2014 Full-Time Equivalents	2015 Full-Time Equivalents	2016 Full-Time Equivalents	Change in Full-Time Equivalents 2015 to 2016
LANDFILL TIPPING FEES							
2272	5250		Laidlaw Surcharge	4.30	4.25	4.25	-
REGISTER OF DEEDS							
2560	2360		Automation Fund	0.35	0.35	0.35	-
COPS UNIVERSAL							
2630	3114	C3113	COPS - Holland/West Ottawa	1.00	1.00	1.00	-
2630	3114	C3114	Community Policing-Grand Haven Township	3.00	3.00	3.00	-
2630	3114	C3115	Spring Lake Township	1.00	1.00	1.00	-
2630	3114	C3119	City of Coopersville	5.00	5.00	5.00	-
2630	3114	C3120	City of Hudsonville	6.00	6.00	6.00	-
2630	3114	C3129	City of Ferrysburg/Spring Lake Village	-	8.00	8.00	-
2630	3114	C3131	Community Policing-Holland Township	4.00	4.00	4.00	-
2630	3114	C3132	Community Policing-Park Township	1.00	1.00	1.00	-
2630	3114	C3133	Community Policing- Zeeland Township	1.00	1.00	1.00	-
2630	3114	C3134	Community Policing- Port Sheldon Twp/West Ottawa	1.00	1.00	1.00	-
2630	3114	C3135	Community Policing- Allendale Twp/Allendale Schools	1.00	1.00	1.00	-
2630	3114	C3136	Community Policing- Grand Haven Twp/Grand Haven Sch.	1.00	1.00	1.00	-
2630	3114	C3137	Community Policing- Georgetown Twp/Jenison Schools	1.00	1.00	1.00	-
2630	3114	C3138	Community Policing- Zeeland Twp/Zeeland Schools	1.00	1.00	1.00	-
2630	3114	C3139	Community Policing- Holland Township/Park Township	10.00	10.00	10.00	-
2630	3114	C3141	Community Policing- Holland/Park	1.00	1.00	1.00	-
2630	3114	C3142	Community Policing- Spring Lake Twp/ Schools	1.00	1.00	1.00	-
2630	3114	C3143	Community Policing- Jamestown Township	1.00	1.00	1.00	-
2630	3114	C3144	Community Policing- Tallmadge/Chester/Wright/Polkton	1.00	1.00	1.00	-
2630	3114	C3146	Community Policing- Georgetown Township	13.00	13.00	13.00	-
2630	3114	C3148	Community Policing- Allendale	2.00	2.00	2.00	-
2630	3114	C3149	Community Policing-Communities that Care	1.00	1.00	1.00	-
2630	3114	C3170	Blendon/Holland/Robinson/Zeeland	1.00	1.00	1.00	-
TOTAL COPS UNIVERSAL				58.00	66.00	66.00	-
SHERIFF ROAD PATROL							
2630	3150		3000 Sheriff Road Patrol	3.00	3.00	3.00	-
SHERIFF JUVENILE SERVICES							
2630	3150		3001 Juvenile Services/OAISD/Child Care/Sheriff	-	1.00	1.00	-
WORKFORCE INVESTMENT ACT FUNDS/MICHIGAN WORKS!/COMMUNITY ACTION AGENCY							
2740 - 2749, 2800, 2870 - 2890				47.78	36.40	8.00	(28.40) 2
CHILD CARE							
2920	6620		Family Court - Detention Services	30.70	30.70	30.70	-
2920	6622		Juvenile Intensive Supervision	3.30	3.30	3.30	-
2920	6623		Juvenile Treatment/Div Services	11.83	9.83	10.33	0.50 3
2920	6624		Juvenile In-Home Services	18.19	14.19	13.69	(0.50) 3
TOTAL CHILD CARE				64.02	58.02	58.02	-
DELINQUENT TAX REVOLVING FUND							
5160	8950		Taxes	1.40	1.40	1.40	-



**County of Ottawa
History of Positions By Fund
For the Years 2014 - 2016**

Fund #	Dept #	Sub-Dept #	Department Name	2014 Full-Time Equivalents	2015 Full-Time Equivalents	2016 Full-Time Equivalents	Change in Full-Time Equivalents 2015 to 2016
INNOVATION AND TECHNOLOGY							
6360	2580		Data Processing (I.T.)	20.90	21.90	21.90	-
DUPLICATING							
6450	2890		General Services Administration	0.13	0.13	0.13	-
TELECOMMUNICATIONS							
6550	2890		Telephones	1.19	1.18	1.18	-
EQUIPMENT POOL FUND							
6641	9010		Equipment Pool	0.40	0.40	0.40	-
PROTECTED SELF-FUNDED PROGRAMS							
6770	8690		P.S.F. Liability Insurance	1.13	1.13	1.13	-
6770	8710		P.S.F. Worker's Compensation Insurance	0.46	0.46	0.46	-
6771	8520		P.S.F. Health Insurance	1.57	1.57	1.52	(0.05) 3
6771	8540		P.S.F. Dental Insurance	0.22	0.22	0.22	-
6771	8550		P.S.F. Vision Insurance	0.22	0.22	0.22	-
6772	8700		P.S.F. Unemployment Insurance	0.28	0.28	0.23	(0.05) 3
6775	8580		P.S.F. Long-Term Disability	0.09	0.09	0.09	-
TOTAL PROTECTED SELF-FUNDED PROGRAMS				3.96	3.97	3.87	(0.10)
GRAND TOTAL OF ALL FUNDS				936.22	927.39	842.27	(85.12)

The total change in full time equivalents of (82.72) is comprised of the following:

- 1 Net positions approved/eliminated during 2015
- 2 Position eliminated/added with the 2016 budget
- 3 The net change is due to a change in the salary distribution (salary split) and does not reflect a change in staffing levels



COUNTY OF OTTAWA

2016 Personnel Requests **Budgeted**)

Department	Org	Position Title	FTE	Personnel Cost Increase	Cost for Equipment	Net Cost to General Fund
<u>Permanent (Benefited) Positions</u>						
Friend of the Court	10101370	Legal Self Help Center Administrative Assistant	1.00	62,561	-	62,561
Subtotal General Fund			1.00	62,561	-	
Parks	20811750	Nature Education Center Secretary	1.00	41,355	-	-
Parks	20811750	Parks Maintenance Worker	1.00	20,780	-	-
Juvenile Services	29206624	Senior Caseworker	1.00	81,189	-	8,220
Eliminated Group Leader position for this position			-1.00	(64,750)		
Subtotal Other Funds			2.00	62,135	-	
Total Permanent Position Recommended			3.00	124,696	-	
<u>Temporary (Unbenefited) Position</u>						
Juvenile Services	29206620	Relief Youth Specialist	1.00	23,647	-	11,824
Subtotal Other Funds						
Total Temporary Positions Recommended			1.00	23,647	-	
Recommended	Total All Funds - Permanent & Temporary		4.00	148,343	-	82,604



OPERATING BUDGET POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

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

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

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

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

IV. PROCEDURE

A. County Budget Philosophy

1. Alignment with Strategic Plan: The County Board regularly reviews and updates the County's strategic plan which serves as a guide for County operations. Since the budget is the main tool for implementation of the Strategic Plan, the budget, to the extent possible, will be consistent with the goals and objectives of the strategic plan.
2. Prudence: As stewards of taxpayer dollars and to promote stability, the budget will be prepared using conservative, but realistic estimates. The County will also avoid budgetary procedures such as accruing future years' revenues or rolling over short-term debt to balance the current budget at the expense of future budgets.

The County will include a contingency amount in the budget for unforeseen and emergency type expenditures. The amount will be based on the unassigned fund balance in the General Fund for the most recently completed audit. If the unassigned fund balance for the most recently completed audit (e.g., 2006 audit used for the 2008 budget) is at least 10% of audited expenditures, contingency will be budgeted at not less than .5% and not more than 2% of the General Fund's actual expenditures for the most recently completed audit. If the unassigned fund balance is less than 10% of expenditures, contingency will be budgeted at not less than 1% and not more than 2% of the General Fund's actual expenditures for the most recently completed audit (e.g., 2006 audit used for the 2008 budget). All appropriations from contingency must have Board approval.



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

B. Budget Formulation

1. Responsibility: The Administrator will assume final responsibility for the preparation, presentation and control of the budget, and shall prepare an annual budget calendar and budget resolution packet for each fiscal year.
2. State law requires the County to adopt a budget for the General Fund and all Special Revenue Funds. In addition to what is required by law, the County will adopt a budget for all Debt Service Funds and Capital Projects Funds.
3. The legal level of control, at a minimum, is at the department level for each fund for which a budget is adopted. Project appropriation will be funded in the Capital Project Fund for the life of the project. Fiscal Services may implement safeguards or guidelines for processing budget reallocations within a department to ensure sufficient resources are available.
4. Budget Basis: The budget will be prepared on the same basis as the County's financial statements.
5. Required Budget Data: Department heads and other administrative officers of budgetary centers will provide necessary information to the Administrator for budget preparation. Specifically, departments will be asked to provide equipment and personnel requests with explanatory data, goals, objectives and performance data, substantiating information for each account, and performance measures, both historical and projected.
6. Departments and Elected Officials are responsible for administering their respective Programs within the financial resources in the budget, as adopted or amended.
7. Budget Document: The County will prepare the budget document in accordance industry best practices.

V. REVIEW PERIOD

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



ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICY

I. POLICY

As stewards of funds, the County must provide accountability for their use. The accounting, auditing and financial reporting functions address accountability and provide critical information to the County Board, administrative staff, and department managers that helps them assess their programs and aid in decision-making.

The intent of this policy is to establish guidelines and standards for the County's accounting, auditing and financial reporting process.

II. STATUTORY REFERENCES

Public Act 2 of 1968, Uniform Budgeting and Accounting Act
Public Act 71 of 1919, Uniform System of Accounting MCL 141.921(1)
Public Act 34 of 2001, the Revised Municipal Finance Act
SEC Rule 15c2-12

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

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

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

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

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

IV. PROCEDURE

- A. The County will comply with generally accepted accounting principles as contained in the following publications:
1. *Codification of Governmental Accounting and Financial Reporting Standards* issued by the Governmental Accounting Standards Board (GASB) including all statements, interpretations, technical bulletins, and implementation guides.
 2. *Governmental Accounting, Auditing and Financial Reporting* (GAAFR) issued by the Government Finance Officers Association (GFOA) of the United States and Canada
 3. *Audits of State and Local Government Units*, an industry guide published by the American Institute of Certified Public Accountants (AICPA) including statements of position and practice bulletins.
 4. *Government Auditing Standards* issued by the Controller General of the United States



5. *Uniform Budgeting and Accounting Act*, State of Michigan Public Act 2 of 1968
6. *Uniform System of Accounting Act*, State of Michigan Public Act 71 of 1919
7. Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards 2 CFR 200
8. *Municipal Finance Act*

B. The County will issue all required financial reports by their established deadlines:

1. A comprehensive financial audit including an audit of federal grants according to the United States Office of Management and Budget will be performed annually by an independent public accounting firm. The firm will express an opinion on the County's financial statements.
2. The Comprehensive Annual Financial Report will be issued within six months of the County's fiscal year end.
3. The Comprehensive Annual Financial Report will be in compliance with the standards and guidelines established by the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting program.
4. The Schedule of expenditures of Federal awards (Single Audit) will be issued within nine months of the County's fiscal year end.
5. The County will submit a qualifying statement to the State of Michigan in compliance with Public Act 34 of 2001, the Revised Municipal Finance Act.
6. The County will meet all continuing disclosure filings required by the Securities and Exchange Commission (SEC) including the guidelines established by SEC Rule 15c2-12.
7. The local unit annual fiscal report (F-65).

C. Capitalization of Assets

1. Capital outlay or fixed assets is used to refer to land, buildings, and equipment with the following characteristics.
 - a. An estimated useful life greater than one-year.
 - b. Fixed assets' capitalization threshold is applied to individual fixed assets (single unit) rather than groups of assets (desks, tables etc.)
 - c. The capitalization threshold for each individual item is \$5,000.
 - d. Departments and Elected Officials should exercise control over all assets by establishing and maintaining adequate control procedures at the department or office level.
2. At least biennially Departments and Elected Officials shall confirm a list of assets maintained by their Office. Once confirmed, Fiscal Services shall select a small sample to validate the inventory process.



- D. The County will provide accurate and timely financial reports to departments and the Board of Commissioners to aid them in assessing the financial condition of the County and individual departments:
1. A system of internal accounting controls will be maintained to adequately safeguard assets and provide reasonable assurances of proper recording of the County's financial transactions.
 2. The internal control practices of individual departments will be reviewed annually in connection with the annual audit.
 3. Electronic financial reports including a budget to actual comparison, transaction listing and budget exception report will be available to departments.
 4. Fiscal Services Department will provide the Finance and Administration Committee of the Board with budget to actual comparisons for the General Fund, Mental Health Fund and Health Fund on a quarterly basis or as requested.

V. REVIEW PERIOD

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



FINANCIAL GOALS POLICY

I. POLICY

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

II. STATUTORY REFERENCES

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

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

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

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

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

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

PROCEDURE

1. Maintain an adequate financial base to sustain a prescribed level of services as determined by the State of Michigan and the County Board of Commissioners.
2. Adhere to the highest accounting and management practices as set by the Financial Accounting Standards Board, the Governmental Accounting Standards Board, the Government Finance Officers' Association standards for financial reporting and budgeting, and other applicable professional standards.
3. Assure the public that the County government is well managed by using prudent financial management practices and maintaining a sound fiscal condition.
4. Establish priorities and funding mechanisms which allow the County to respond to local and regional economic conditions, changes in service requirements, changes in State and Federal priorities and funding, as they affect the County's residents.
5. Preserve, maintain and plan for replacement of physical assets.



6. Promote fiscal conservation and strive to obtain the highest credit rating in the financial community, by ensuring that the County:
 - a. pays current bills in a timely fashion;
 - b. balances the budget;
 - c. provides for future costs, services and facilities;
 - d. maintains needed and desired services.

IV. REVIEW PERIOD

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



DEBT MANAGEMENT POLICY

I. POLICY

Debt financing is an important tool for municipalities in meeting their service obligations to the public. However, used inappropriately, debt financing can cause serious, long-term problems that significantly affect on-going operations. It is important for municipalities to have appropriate guidelines in place to avoid the potential pitfalls of debt financing.

The intent of this policy is to establish parameters and guidance for the issuance, management, monitoring, assessment and evaluation of all debt obligations of the County.

II. STATUTORY REFERENCES

State of Michigan Constitution of 1963, Article VII, Section 11
Public Act 34 of 2001, the Revised Municipal Finance Act
Public Act 470 of 2002, the Agency Reporting Act

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

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

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

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

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

IV. PROCEDURE

A. Conditions for Debt Issuance

1. In order to maintain a high credit rating and provide accountability to the taxpayers, debt issuance is subject to current conditions. Specifically, debt issuance is limited to the following conditions:
 - a. Debt financing may be used to finance the construction or acquisition of infrastructure and other capital assets for the purpose of meeting its service obligations to the public.
 - b. Debt (short-term or long-term) will not be issued to finance current, on-going operations of the County except in the case of an extreme financial emergency which is beyond its control or reasonable ability to forecast.
 - c. The County may issue debt to refund outstanding debt or to fund outstanding pension liabilities, when indicated by market conditions or to remove a restrictive covenant imposed by the bonds to be refinanced.



- d. The County may guarantee debt issued by the County’s component units for the construction or acquisition of infrastructure and other capital assets for the purpose of meeting its service obligations to the public.
- e. Every proposed bond issue to be financed by County funds will be accompanied by an analysis to ensure that the new issue combined with current debt does not negatively impact the County’s debt capacity and conformance with County debt policies.
- f. An internal feasibility analysis will be prepared for each debt proposal to be financed by County funds which analyzes the impact on current and future budgets to ensure that the County’s operating budget can absorb the additional costs.

B. Limitations on Debt Issuance

- 1. The County faces both legal restrictions on debt issuance as well as self-imposed limitations.
 - a. The County will comply with the State of Michigan Constitution of 1963, Article VII, Section 11, which states “No County shall incur indebtedness which shall increase its total debt beyond 10% of its assessed valuation.”
 - b. The County will comply with the provisions of the State of Michigan Public Act 34 of 2001, the Revised Municipal Finance Act.
 - c. The County will manage debt in a manner than ensures the long-term financial integrity of the County.
 - d. The maximum maturity of the issue will not exceed the expected useful life of the project.
 - e. Exclusive of the debt service payments for the Ottawa County Central Dispatch Authority (which has a separate funding source), direct debt will not be issued if it will cause the total annual debt service payments to exceed 10% of the revenue sources that cover them. These revenue sources include the general operating levy, the interest, penalties, and collection fees earned by the Delinquent Tax Revolving Fund, and other identified sources.
 - f. Additional debt will not be issued or guaranteed if doing so may jeopardize the County’s current bond rating.



C. Debt Issuance Process and Maintenance

1. The County will issue debt in the manner providing the best financial benefit and maintain its obligation to the purchasers in an efficient and responsible manner.
 - a. The County may sell bonds with a competitive bid process or as a negotiated sale. Certain issue specific conditions or market conditions may exist that necessitate a negotiated sale.
 - b. Credit enhancements (e.g., insurance) may be considered if the projected benefits equal or exceed the additional cost.
 - c. The County will comply with all disclosure requirements of the Securities Exchange Commission.
 - d. The County will comply with State of Michigan Public Act 470 of 2002, the Agency Reporting Act.
 - e. The County will make every effort to maintain or improve its bond rating.
 - f. Debt Service payments will be made for all issues on or before the due date.
 - g. Debt Service payments will be made via electronic funds transfer in order to enhance the security and timeliness of payments and to maximize the investment return on County funds.

V. REVIEW PERIOD

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



CAPITAL PLANNING POLICY

I. POLICY

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

II. STATUTORY REFERENCES

MCL 141.421 et seq

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

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

III. COUNTY LEGISLATION OR HISTORICAL REFERENCES

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

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

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

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

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

IV. PROCEDURE

1. The Board of Commissioners must grant approval to all capital projects. To assist the Board in the capital improvement decision making, County administrative staff will:
 - a. Prepare a 5-10 year Capital Improvement Plan for new and existing County assets. Capital projects are defined as the acquisition, expansion, or major rehabilitation of a County asset. Capital projects generally exceed \$50,000 and have an estimated useful life of at least ten years, or, if part of an existing structure, an estimated useful life of at least the remaining life of the original structure.
 - b. Project requests will identify additional operating costs that will result from the project.



2. Financial Planning and Budgeting for Capital Assets:

- a. The nature and amount of capital projects as well as the County's financial resources and market conditions determine the financing method for capital projects. Specifically, care must be exercised to ensure that the payment stream for the project does not exceed the expected life of the project. Although the County has paid for several projects with cash, each project must be analyzed separately to determine if it is in the County's financial interest to pay cash, borrow or bond. The County's cash balances and the ability of the operating budget to absorb debt service payments will also influence the financing method selection process.
- b. Once the Board of Commissioners has approved a capital project, the Fiscal Services department will incorporate the approved sources and uses of funds applicable to the County's fiscal year into the annual operating budget. This may be a part of the annual budget process or a separate budget adjustment during the year. The Fiscal Services Department is also responsible for monitoring the projects for conformance with approved spending levels.

3. Impairment:

- a. If changes in factors and conditions result in an unexpected and significant decline in the service utility of a capital asset which is not considered temporary, the reportable value of the asset will be adjusted accordingly. Assets impaired that will no longer be used by the County will be adjusted to the lower of carrying value or fair value. For assets that will continue to be used by the County, reportable values will be adjusted to reflect the impairment based on the most appropriate method (e.g., restoration cost, service units, etc.).

V. REVIEW PERIOD

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



GENERAL FUND BUDGET SURPLUS POLICY

I. POLICY

The Ottawa County Board of Commissioners does not assume that the County will finish each fiscal year with a budget surplus in the General Fund. If such a surplus does exist, the Board will use such surplus funds to meet the identified long-term fiscal goals of Ottawa County. Generally, such funds should not be used toward payment of ongoing operational costs. Ottawa County defines a surplus as the amount of undesignated fund balance that exceeds the lesser of (a) three months of the most recently adopted budget, or (b) 10% to 15% of the General Fund's expenditures from the most recently completed audit.

II. STATUTORY REFERENCES

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

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

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

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

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

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

IV. GASB REFERENCES

V. PROCEDURE

1. Board will use surplus funds left over at the close of the fiscal year in the following order of priority:
 - a. Such funds may be added to the Committed or Assigned Fund Balance of the General Fund for a specified purpose;
 - b. The Board may use the funds to fund the county financing tools;
 - c. Such funds may be used to address emergency needs, concerns, or one time projects as designated by the Board;
 - d. After funding the county financing tools, any remaining fund balance may be used toward a millage reduction factor to be applied to the next levied millage;



2. The Board will designate surplus funds projected during the budgetary process for use in the following order of priority:
 - a. The Board may use such funds to grant additional equipment requests which were not originally approved in the proposed budget;
 - b. The Board may use such funds to add to the Committed or Assigned Fund Balance of the General Fund for a specified purpose;
 - c. The Board may use such funds to fund the county financing tools;
 - d. The Board may use the funds in the form of a millage reduction factor;
3. In making its decisions about the use and allocation of such funds on new, unbudgeted projects, the Board will use the following criteria:
 - a. Any request for funding must be designed to meet a significant public need. The request must be supportable and defensible;
 - b. Any proposal for funding must be cost effective, affordable, and contain a realistic proposal for available, ongoing funding, if necessary to successfully complete the project or provide the service;
 - c. Any proposal for funding must be consistent with the Board’s Strategic Plan;
 - d. Any proposal for funding must be specific, attainable, have measurable results, be realistic, and timely;
 - e. Any proposal for funding must identify long-term benefits for the general public which would benefit in an identifiable way the “majority” of citizens’
 - f. In making decisions about the use of such funds, the Board will consider whether the program or goal can be performed better by a person or entity other than the County.

VI. REVIEW PERIOD

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



FUND BALANCE POLICY

I. POLICY

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

II. STATUTORY REFERENCES

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

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

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

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

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

IV. PROCEDURE

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



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

- a. cover a general fund deficit, when the County's annual audit reveals such a deficit.
 - b. prevent a reduction in the level of public services or in the number of employees at any time in a fiscal year when the County's budgeted revenue is not being collected in an amount sufficient to cover budgeted expenditures.
 - c. prevent a reduction in the level of public services or in the number of employees when in preparing the budget for the next fiscal year the County's estimated revenue does not appear sufficient to cover estimated expenses.
 - d. cover expenses arising because of natural disaster, including a flood, fire, or tornado
4. *Assigned Fund Balance* - This portion of fund balance is *assigned* to reflect the intended use of the related assets. Such assignments cannot exceed the available (spendable, unrestricted, or uncommitted) fund balance in any particular fund. Less formality is needed to impose, remove, or modify a constraint reflected in *assigned fund balance*. The County Board delegate's authority to assign fund balances to the (County Administrator). No governmental funds other than the General Fund may have unassigned fund balance, therefore any amounts remaining in excess of non-spendable, restricted, or committed fund balance in a governmental fund other than the General Fund will automatically be reported as *assigned fund balance*. If any portion of existing fund balance will be used to eliminate a projected deficit in the subsequent year's budget, this amount will also be categorized as *assigned fund balance*.
5. *Unassigned Fund Balance* - The General Fund, and no other governmental fund, may have resources that cannot be classified in one of the four categories described above. Only the General Fund can report an *unassigned fund balance*.

B. Order of Spending Fund Balance

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

C. Minimum Fund Balance

- 1. It is the County of Ottawa's policy to maintain a fund balance in the General Fund of not less than 10% and not more than 15% of the most recently audited General Fund expenditures and transfers out for cash flow and flexibility purposes.

Such assignments cannot exceed the available (spendable, unrestricted, uncommitted) fund balance in any particular fund.

V. REVIEW PERIOD

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



GLOSSARY OF TERMS

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

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

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

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

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

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

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

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

BOND: A written promise to pay a specified sum of money, called the face value or principal, at specified dates, called maturity dates, together with periodic interest at a specified rate.

BUDGET: A financial operating plan embodying an estimate of proposed county expenditures for a given period and the proposed means of financing them.

BUDGET ADJUSTMENT: A legal procedure utilized by County staff and the Board of Commissioners to revise a budget appropriation.

BUDGET CALENDAR: The schedule of key dates which a government follows in the preparation and adoption of the budget.

CAPITAL ASSETS: Long-term (with an expected life of more than one year) assets with a value in excess of \$5,000 dollars.

CAPITAL OUTLAY: The amount expended in acquiring capital assets. Also an expenditure category including line items for the purchase of capital assets.



GLOSSARY OF TERMS, continued

CAPITAL IMPROVEMENT PLAN: A detailed list of capital outlays to be incurred over the six years to meet the capital needs of the County. The lists includes each contemplated project or outlay and specifies the resources or funding estimated to be available to finance them.

CAPITAL PROJECT FUND: A fund created to account for financial resources to be used for the spending of appropriations made or incurred in accordance with the Capital Improvement Plan.

COMPONENT UNIT: A separate government unit, agency, or non-profit corporation that is combined with other component units to constitute the reporting entity in conformity with GAAP. The elected officials of the primary government are financially accountable for the component unit.

CONSUMER PRICE INDEX (CPI): A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

CONTINGENCY: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

COST ALLOCATION PLAN (CAP): Plan developed annually to allocate costs for support services. The plan must adhere to guidelines of the Federal Office of Management and Budget Circular A-87. The purpose of the plan is to show the full cost of programs and to ensure reimbursement under state and federally funded programs.

DEBT SERVICE FUND: A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

DEFICIT: The excess of an entity's liabilities over its assets, or the excess of expenditures/expenses over revenues during a single accounting period.

DEPARTMENT: The basic organizational unit of government which is functionally unique in its delivery of services.

DISTINGUISHED BUDGET PRESENTATION AWARDS PROGRAM: A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

ENCUMBRANCE: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure. NOTE: an encumbrance is not an expenditure (nor an expense); to encumber a certain quantity of money means to reserve it for a future designated purpose. Encumbrances generally arise at the time goods or services are ordered from outside parties.

EXPENDITURE: Decreases in net financial resources (usually a decrease in cash).

EXPENSES: Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures. The concept of an expense is applicable to accrual basis accounting whereas expenditure is a modified accrual basis concept.

FISCAL YEAR: A twelve month period to which the Operating Budget applies and at the end of which the County determines its financial position and results of operation.

FTE - FULL-TIME EQUIVALENT: The amount of time considered the normal or standard amount for working during a given period. The County considers a 100% position to be at least 37.5 hours worked per week. To be eligible for fringe benefits an individual must work at least 50% or 18.75 hours per week.



GLOSSARY OF TERMS, continued

FUND: A fiscal and accounting entity containing a set of self-balancing accounts for recording all financial transactions for specified activities or government functions.

FUND BALANCE: The portion of Fund Equity that is available for appropriation (i.e. not already reserved).

FUND EQUITY: The excess of fund assets and resources over liabilities. A portion of the fund equity may be reserved or designated; any remaining amount is referred to as Fund Balance.

GAAP: Generally Accepted Accounting Principles are those accounting principles that are considered essential if a governmental entity is to report and fully disclose its financial condition and results of operations for a given period. The primary sources of these principles are the following: FASB - Financial Accounting Standards Board GASB - Governmental Accounting Standards Board AICPA - American Institute of Certified Public Accountants

GENERAL FUND: The largest fund within the county, it accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges and other types of revenue. The General Fund includes most of the basic operating services such as administration, Sheriff, Trial Court, finance, data processing, public works, County Clerk, etc.

GRANT: A contribution by another governmental unit (e.g. State of Michigan, Federal Government) or private entity to the County. The contribution is usually made to aid in the support of a specified function but it is sometimes also for general purposes.

HEADLEE AMENDMENT: 1978 Amendment to Michigan State Constitution limiting property tax rate increases without voter approval. Headlee requires that tax rates be "rolled back" if the increase in a taxing unit's equalized valuation (excluding changes from new construction, improvements and losses) is greater than the rate of inflation. Headlee also requires the State to appropriate necessary funds to local units for any new state-required services and prohibits the State from reducing State share of existing required services.

INDIRECT COST: A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

INTERFUND TRANSFERS: The movement of monies between funds of the same governmental entity.

INTERGOVERNMENTAL REVENUES: Those revenues received from another governmental entity, such as State grants or Federal Revenue sharing.

INFORMATION TECHNOLOGY: The County department working collaboratively with all County departments to identify, evaluate, plan, implement and support automated solutions in areas of computerization and telecommunication in accordance with County policies procedures and standards.

LEIN: Law Enforcement Information Network

LONG-TERM DEBT: Debt with a maturity of more than one year after the date of issue.

MILLAGE: The millage rate is the amount of taxes to be paid per thousand dollars of taxable value. For example, a property with taxable value of \$100,000, taxed at 1.0 mills, would be taxed \$100.



GLOSSARY OF TERMS, continued

MODIFIED ACCRUAL BASIS: Used for governmental, agency, and expendable trust funds, this basis of accounting recognizes revenues at the time they become available and measurable; expenditures are recognized when a liability is incurred (debt service and special assessment funds modify this recognition criterion slightly), in accord with appropriation authority. The modified accrual basis has a spending measurement focus as contrasted to a full accrual basis which focuses on capital maintenance measurement.

OPERATING BUDGET: A budget which applies to all outlays other than capital outlays.

OTHER SERVICES & CHARGES: An expenditure category made up of line items for services (i.e. Consultants, etc.) necessary for departmental operations.

PERFORMANCE MEASUREMENTS: Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

PERSONNEL SERVICES: Expenditures for salaries, wages, and fringe benefits of a government's employees

PROGRAM: A group of related activities performed by one of more organizational units for the purpose of accomplishing a function of which the governmental unit is responsible.

PROPOSAL A: Proposal A was passed in 1994 and changed the way in which the taxable value of a parcel of property is calculated in Michigan. The net result of these changes was that the taxable value of each parcel adjusted for additions and losses will not increase more than the increase in the Consumer Price Index (CPI) or 5%, whichever is less, until ownership is transferred.

RESERVE: An account used to indicate that a portion of a fund's equity is legally restricted for a specific purpose, and is not available for general appropriation.

RESOLUTION: A special or temporary order of a legislative body requiring less legal formality than an ordinance or statute.

REVENUE: Funds that the County receives as income. Revenue includes such items as tax payments, fees from specific services, fines, grants, shared revenues and interest income.

RISK MANAGEMENT: An organized attempt to protect a government's assets against accidental loss via the most economical method.

SEV - STATE EQUALIZED VALUE: The taxable value of a parcel of land. Prior to 1994 the taxable value of a parcel was equal to 50% of the current assessed value. Due to Proposal A, passed in 1994, the taxable values of each parcel adjusted for additions and losses will not increase more than the increase in the CPI (Consumer Price Index) or 5% , whichever is less, until ownership is transferred

SPECIAL REVENUE FUND: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for a specified purpose.

SUPPLIES: An expenditure category including expendable materials and operating supplies necessary to conduct departmental operations.



GLOSSARY OF TERMS, continued

TAX RATE: The amount of taxes (in mills) levied for each \$1,000 of assessed valuation. Example: A commercial building with an assessed value of \$200,000, when the applicable tax rate is 5.0 mills, would be taxed for \$1,000 (= \$200,000 x .005).

TAXABLE VALUE: The amount of allowable taxes charged for a parcel of land. In Michigan, the taxable value is based on SEV (State Equalized Value).

TRANSFERS IN/OUT: Amounts transferred from one fund to another to finance services in the recipient fund.

UNIFORM BUDGETING AND ACCOUNTING ACT OF 1968: An act to provide for the formulation and establishment of uniform charts of accounts and reports in local units of government; to define local units of government; to provide for the examination of the books and accounts of local units of government; to provide for annual financial reports from local units of government; to provide for the administration of this act; to prescribe the powers and duties of the state treasurer, the attorney general, the library of Michigan and depository libraries, and other officers and entities; to provide penalties for violation of certain requirements of this act; to provide for meeting the expenses authorized by this act; to provide a uniform budgeting system for local units; and to prohibit deficit spending by a local unit of government.

USE OF FUND BALANCE: This is the use of fund equity that is available for appropriation to balance the budget.



GLOSSARY OF ACRONYMS

4C: Strategic Initiative involving Communication, Customer service, Continuous improvement, Cultural competency

ADA: Americans with Disabilities Act

AICPA: American Institute of Certified Public Accountants

ARC: Annual Required Contribution.

BMI: Body Mass Index Screening; widely used diagnostic tool to identify weigh problems within a population. The screening uses body weight and height to determine the measure.

BOC: Board of Commissioners

BRFS: Behavioral Risk Factors Survey; survey performed periodically by the Health Department to assist in program evaluation and development

BS&A: the Software Company that handles tax, property and utility look-up system

CAFR: Comprehensive Annual Financial Report

CCF: Child Care Fund (Special Revenue fund 2920)

CCW: Carrying Concealed Weapons

CDC: Centers for Disease Control and Prevention

CERC: Crisis Emergency Risk Communication Plan; Crisis and emergency risk communication is the attempt by science or public health professionals to provide information that allows an individual, stakeholders, or an entire community to make the best possible decisions for their wellbeing during a crisis

CIP: Capital Improvement Program; a program which identifies capital projects and equipment purchases, provides a planning schedule and identifies options for financing the plan.

CMH: Community Mental Health

COOP: Continuity of Operations Plan; a plan that ensures the entity is prepared to respond to emergencies, recover from them, and mitigate against their impacts and is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated



GLOSSARY OF ACRONYMS, continued

CSHCS: Children's Special Health Care Services; CSHCS helps persons with chronic health problems by providing: coverage and referral for specialty services based on the person's health problems; family centered services to support the primary caretaker of the child; community based services to help care for the child at home and maintain normal routines; culturally competent services which demonstrate awareness of cultural differences, and coordinated services to pull together the services of many different providers who work within different agencies. (See Health Department, Special Revenue fund 2210)

CYFC: Children, Youth, Families and Community

DB/DC: Defined Benefit/Defined Contribution

DHS: Department of Human Services

DTRF: Delinquent Tax Revolving Fund

EH: Environmental Health

EM: Emergency Management

EOC: Emergency Operations Center

ERP: Emergency Response Plan; a basic guide for providing a response system to major crises or emergencies occurring in the County.

FOC: Friend of the Court

FOIA: Freedom of Information Act

FTE: Full time equivalent – Number of hours worked per year divided by 2,080.

GAAP: Generally Accepted Accounting Principles_- Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the GASB.

GASB: Governmental Accounting Standards Board is the authoritative accounting and financial reporting standard-setting body for government entities.

GFOA: Government Finance Officers Association

GIS: Geographic Information Systems



GLOSSARY OF ACRONYMS, continued

GOLD: Growth Opportunities in Learning and Development (Employee Training)

ISP: Intensive Supervision Program

IT: Information Technology

JAWS: Jail Alternative Work System

LEIN: Law Enforcement Information Network

LRP: Lakeshore Regional Partner

MDCH: Michigan Department of Community Health

MDOC: Michigan Department of Corrections

MDOT: Michigan Department of Transportation

MDSS: Michigan Disease Surveillance System; A web based communicable disease reporting system developed for the State of Michigan

MERS: Michigan Employees Retirement System

MI: Mentally Impaired

MICA: Many Integrated Court Applications

MIHP: Maternal and Infant Health Program; a program for all Michigan women with Medicaid health insurance who are pregnant and all infants with Medicaid. MIHP provides support to promote healthy pregnancies, good birth outcomes, and healthy infants.

MHP: Maternal Health Program (See MIHP)

MSP: Michigan State Police

MSUE: Michigan State University Extension

MTA: Michigan Townships Association

NCSC: National Center for State Courts

OAISD: Ottawa Area Intermediate School District



GLOSSARY OF ACRONYMS, continued

OCCDA: Ottawa County Central Dispatch Authority

OPEB: Other Post-Employment Benefits: Post-employment benefits that an employee will begin to receive at the start of retirement. This does not include pension benefits paid to the retired employee. Primarily, OPEB benefits include reductions in the amount an employee has to pay for continued health insurance upon retirement.

PH: Public Health

PHP: Public Health Preparedness

PNC: Pre-natal care

POAM: Police Officers Association of Michigan

POLC: Police Officers Labor Council

PPO: Personal Protection Order

ROD: Register of Deeds

RRSC: Resource Recovery Service Center

SCAO: State Court Administrative Office

S.E.V.: In Michigan means "State Equalized Value", which is approximately one half the value of the property.

SNS: Strategic National Stockpile Plan (mass prophylaxis)

STD: Sexually Transmitted Disease or Short Term Disability

STI: Sexually Transmitted Infection

TV: Taxable Value

WEMET: West Michigan Enforcement Team; a joint venture with participants from Ottawa, Muskegon, and Allegan Counties and the Michigan Department of State Police. This legally separate entity was formed in 2002 under the Urban Cooperation Act of 1967 and is governed by a board made up of member-designated representatives. The purpose of the WEMET is to establish a cooperative law enforcement force assembled for the purpose of enforcing narcotics and other controlled substances laws.

YAS: Youth Assessment Survey; survey performed periodically by the Health Department to assist in program valuation and development