

OTTAWA COUNTY

WEST OLIVE, MICHIGAN ADOPTED 2017 BUDGET



Photo by: Edward Post



OTTAWA COUNTY BOARD OF COMMISSIONERS

Back Row (Left to Right): Donald G. Disselkoen - District 3; Mike Haverdink - District 5;
Matthew R. Fenske - District 11; Dennis L. Van Dam - District 6;
Roger A. Bergman - District 10; Stuart P. Visser- District 1; James H. Holtvluwer - District 7
Front Row (Left to Right): Philip D. Kuyers - District 9; Chair Joseph S. Baumann - District 2;
Vice-Chair Greg J. De Jong - District 8; Allen Dannenberg – District 4

Administrator – Alan G. Vanderberg
Fiscal Services Director – Karen Karasinski
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, 2016. This was the twenty-third year that the County has submitted and received this prestigious award.

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Ottawa County

Michigan

For the Fiscal Year Beginning

January 1, 2016

A handwritten signature in black ink, appearing to read 'Jeffrey R. Ennis'.

Executive Director

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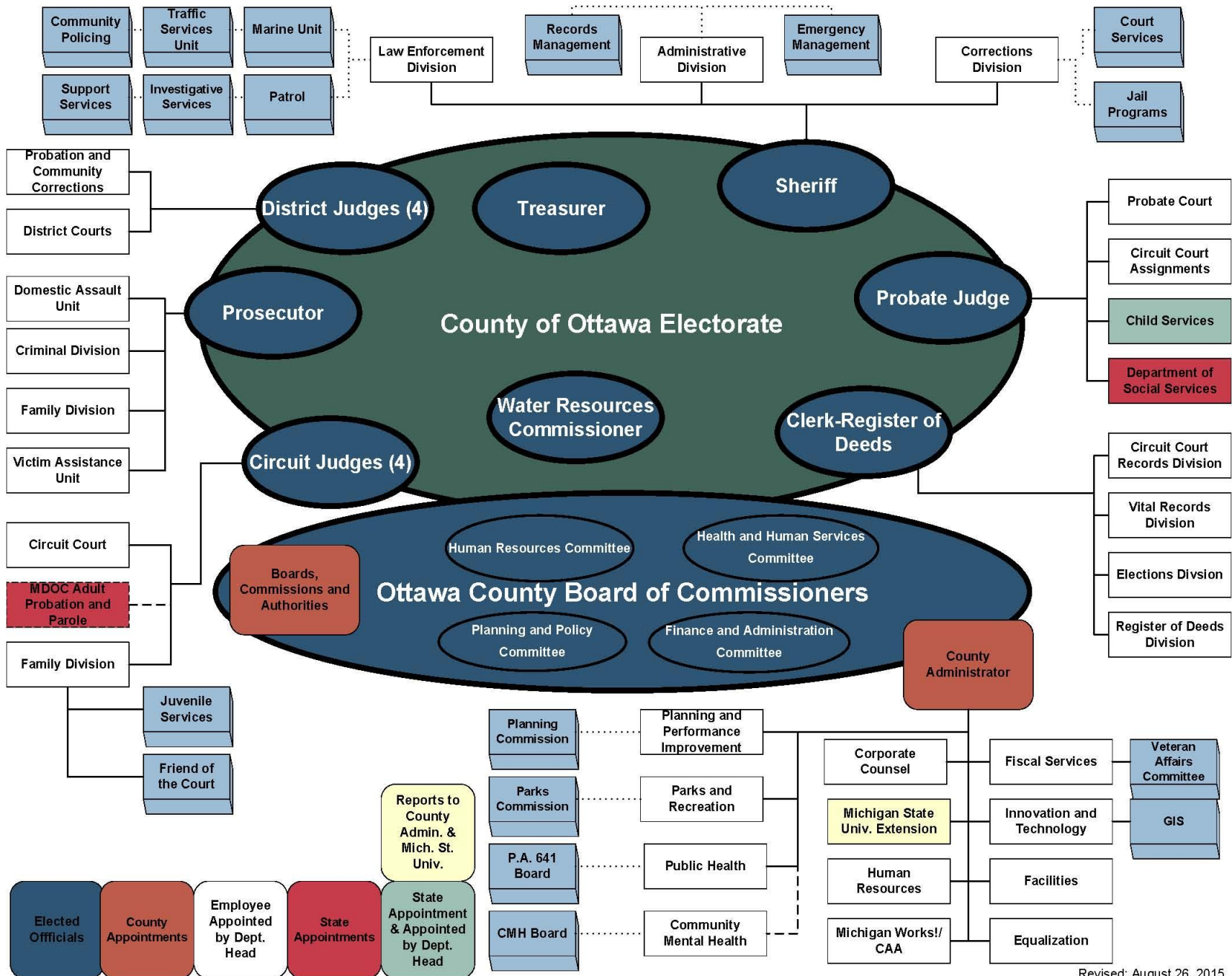
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Revised: August 26, 2015



Ottawa County

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September 13, 2016

Chair Baumann and Board of Commissioners:

Please accept the Fiscal Year 2017 Annual Budget for your consideration and approval. This budget was prepared in accordance with the State of Michigan Public Act of 1968 – The Uniform Budgeting and Accounting Act, as amended along with County of Ottawa's (County) adopted financial policies. This working document is intended to provide a comprehensive framework for decision making on expenses, revenues and fund balances. The FY 2017 Budget is financially sound, balanced and responsible; which positions the County to meet both its short and long-term strategic goals.

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

The total recommend budget for 2017 is \$179,322,760 and is categorized as follows. The General Fund Budget is \$79,806,822. The twenty-one Special Revenue funds have a combined budget of \$88,116,671. The remaining budget is compiled of the Debt Service Fund and Capital Project Fund that have appropriations of \$5,034,126 and \$6,365,141 respectively. More detail about the revenue and expenditures changes from the 2016 budget to the 2017 budget are addressed later in this letter.

CURRENT BUDGET TOPICS

Several budget considerations have continued in the County's favor in the past couple of years as well as in the planning for the 2017 budget year. A few of these include a continued increase in the property tax value, reasonable increases in health care expenditures and a small increase in state revenue sharing. The 2017 budget is balanced, with the use of little reserves, and with the proposed county operating millage remaining the same at 3.6 mills. County programs are funded at the same service level, all debt service payments are included, capital improvement plan, retirement plan and other benefit programs are all fully funded.



State budgets and legislative initiatives must be watched closely during the year to gauge the impacts and potential revenue changes and or programmatic/service shifts to local government. The concern over unfunded mandates is identified in the County's Strategic Plan and can pose a serious threat to local government service delivery and fiscal stability.

The County's Financial Policies stress the importance of having a balanced budget, which means at the end of the fiscal year operating revenues match operating expenditures. To keep a conservative approach to estimating revenues without eliminating programs, the 2017 budget includes the following steps to balance the budget.

1. \$1 million transfer from the Ottawa County Insurance Authority (OCIA). The County has budgeted similar transfers from the OCIA in the past, but the last time dollars were actually transferred at the end of the fiscal year was in 2005. The County contributed money to start the Authority in 1990, which has been fully refunded to the County. The interest earned through investing of this contribution was valued at \$4 million at 12/31/2015 and is available to fund this transfer to the County's General Fund, if needed.
2. \$1.2 million transfer from the Delinquent Tax Fund. This funds net position as of 12/31/2015 is \$22.3 million, which has the capacity to potentially transfer funds to the General Fund. This, like the transfer from the OCIA, has been budgeted in the past, but has never been needed to balance the General Fund.
3. \$1.3 transfer from the DB/DC Fund. This fund was established by the Board to assist in the cost of closing the Defined Benefit Plan with MERS. This transfer is budgeted to reduce the strain on the General Fund to cover the significant increase due to MERS, covering the unfunded portion of the plan liability.

FUTURE BUDGET CHALLENGES & ISSUES

Retirement Plan Funding

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

The assumption changes, combined with the actual plan results almost doubled the unfunded liability, increasing it from \$20.9 million to \$44.8 million. The 2017 calendar year employer contribution is \$7 million, a 40% increase over the 2016 calendar year contribution of \$5 million. Additionally, through 2028 employer contributions are projected to average \$6 million more annually than previous projections, with the new peak reaching \$17.8 million in 2028.

In 2017, the budget includes a use of \$1.3 million from the DB/DC Conversion Fund; resources the Board of Commissioners set aside when the defined benefit plan was closed. After the 2017 use of \$1.3 million, the remaining balance is \$3 million.

Capital Infrastructure

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



In 2014, the County prepared a formal Capital Improvement Plan and created a Capital Project Fund to account for projects. In total, \$7.5 million was transferred to the Capital Improvement Fund from the General Fund to fund projects. From 2015-2017, \$6.5 million in projects have been funded.

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

Summary

The retirement and infrastructure funding is not an immediate crisis, but serious planning needs to be done to meet the future challenge. We are gathering necessary information and completing necessary analysis to have a full discussion later this fall. With these looming challenges, we do not believe it prudent to reduce the general operating tax millage at this time.

2017 BUDGET SUMMARY

Revenue Summary

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

Source	2016 Adopted Budget	2016 Percent of Total	2017 Proposed Budget	2017 Percent of Total	Percent Increase (Decrease)
Taxes	\$ 40,319,224	26.9%	\$ 54,677,150	30.5%	35.6%
Intergovernmental	62,803,413	41.9%	69,619,958	38.8%	10.9%
Charges for services	17,480,705	11.7%	17,693,263	9.9%	1.2%
Fines and forfeits	76,400	0.1%	85,600	0.0%	12.0%
Interest on investments	500,570	0.3%	586,038	0.3%	17.1%
Rental income	4,185,890	2.8%	2,363,979	1.3%	-43.5%
Licenses and permits	1,107,784	0.7%	1,322,183	0.7%	19.4%
Other	4,027,421	2.7%	4,014,474	2.2%	-0.3%
Transfers In from Other Funds	15,710,203	10.5%	22,328,463	12.5%	42.1%
Total Fund Balance Use	3,758,817		6,631,652		76.4%
Total Estimated Revenues	<u>\$ 149,970,427</u>	<u>97.5%</u>	<u>\$ 179,322,760</u>	<u>96.3%</u>	

The overall projected revenues – excluding fund balance and transfers are \$150,362,645. At first glance it appears that there is a 15% increase in revenues (excluding fund balance and transfers) from 2016 to 2017. However, there are a few items that factor into this increase and are explained in detail in the sections below.

Taxes

Tax revenue is recorded in the General Fund, Parks and Recreation Fund and the Mental Health Millage Fund. Tax revenue in total shows an increase of 35.6%. The estimated increase in taxes levied based on the increase in property value and inflation is approximately 3%. The additional increase above the estimated 3% is generated from two new changes in 2017.



The General Fund is now accounting for pass-thru payments for tax revenue levied for Central Dispatch (E-911) and Road Commission in the amount of \$9,661,600, which is 24% of the 35.6% increase. This revenue does have an offsetting expenditure that accounts for the pass-thru payment of the taxes. Originally the tax pass-thru for Central Dispatch was recorded in the General Fund, but was removed from the 2016 adopted budget. It was later added through a budget adjustment to the General Fund in 2016 to properly account for this tax levy and expenditure. The Road Commission tax levy was a new levy as of 2016 and was added as a part of the above mentioned budget adjustment in 2016.

The other tax revenue increase is generated from the new Mental Health millage, passed by the citizens of the County in 2016, which will be levied for the first time in December of 2016. The amount of this change in budgeted tax revenue is \$3.1 million and equates to approximately 8% of the 35.6% tax revenue increase.

Intergovernmental Revenue

In general the increase in intergovernmental revenue is a result from the annual increase of money needed to fund the various programs and services that are provided throughout the County. The Parks & Recreation Fund and the Capital Project Fund are the two funds that increased beyond the typical annual increases. The Parks & Recreation Fund increase of \$700,000 is related to grant money expected to be received to fund various projects. The Capital Project Fund increase of \$2.2 million is a result of an increase in grant funding to support the Spoonville Trail project and an increase in funding from the State of Michigan for replacement of the voting machines throughout the County.

Rental Income

The change in this revenue category is related to changing in the accounting of the money received for debt service payments as rent by the Ottawa County Building Authority. The debt originally held through the Building Authority was refinanced in 2015. As a result of this refinancing, the debt is no longer held by the Building Authority, but the County directly. The payments are now being made through transfers to the debt service fund and is no longer being received as rent by the Building Authority. This change equates to a \$1.8 million decrease in rent.

Fund Balance

The change in use of Fund Balance for the FY 2017 budget is reflected in three funds: General Fund, Parks and Recreation Fund and the Capital Project Fund; which are explained below.

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 2017 Budget appropriates \$79,806,822 with an estimated fund balance of \$18,063,964. The budgeted unassigned fund balance will be closer to the 15% maximum and the remaining is non-spendable, restricted, committed or assigned fund balance designated for planned projects.

Long-term financial planning is addressed extensively in the County's Strategic Plan. The Board adopted fiscal policies and procedures specifically addressing the County's long-term financial needs through various Financing Tools that provide partial, alternative funding sources. The following funds are budgeted as Special Revenue Funds, but consolidated with the General Fund for reporting purposes and have the following projected equity balances for the 2017 Annual Budget: Compensated Absences (2980) \$3,377,459, DB/DC Conversion Fund (2970) \$2,969,902, Infrastructure Fund (2444) \$1,458,450, Solid Waste Clean-up Fund (2271) \$3,024,553 and Stabilization Fund (2570) \$9,255,217.



The Parks and Recreation Fund has accrued fund balance over the past 10 years. This balance is to be used for projects that were designated and approved as a part of the millage that expired in 2016. In 2017, \$1.4 million of this accrued fund balance is budgeted for these projects. The millage was again passed by the citizens of the County in 2016 for another 10 years and will be used to fund the Parks general operating budget as well as projects that are designated in millage renewal long term goals.

The Capital Project Fund has a fund balance as of 12/31/2015 of \$6.4 million that is designated for larger projects throughout the County. In 2017, there is an increase in the amount of projects that are approved based on needs identified by Department Heads and Elected Officials. Additionally, the Overall Facilities Study and Master Plan, June 2016 made recommendations for projects in the coming year, based on various building and facility infrastructure factors. These projects in addition to typical capital outlay expenses resulted in a \$1.5 million use of fund balance.

Expense Summary

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

Uses	2016 Adopted Budget	2016 Percent of Total	2017 Proposed Budget	2017 Percent of Total	Percent Increase (Decrease)
Salaries & Wages	47,568,054	31.7%	\$ 49,110,177	27%	3.2%
Benefits	21,836,122	14.6%	\$ 25,337,868	14%	16.0%
Supplies	4,819,096	3.2%	4,959,998	3%	2.9%
Other Services & Charges	54,569,163	36.4%	68,799,900	38%	26.1%
Debt Service	5,404,743	3.6%	5,034,126	3%	-6.9%
Contingency	406,621	0.2%	500,000	0%	23.0%
Capital Projects	3,495,000	37.9%	8,593,891	5%	145.9%
Total Expense	138,098,799		162,335,960		
Transfers Out	11,871,628	6.6%	16,986,800	9%	43.1%
Total Estimated Expense	\$ 149,970,427	134%	\$ 179,322,760	100%	

Salaries and Wages

The wage increase reflects the negotiated 2% COLA increase for the bargaining groups and other employee classifications as well as the anticipated step increases for employees.

Benefits

The largest increase in this category relates to the increase in payment to MERS for the defined benefit plan, mainly the unfunded portion. Approximately \$1.3 million of this increase has been covered by a transfer from the DB/DC fund. There is also an anticipated increase in health insurance expense of 7.5%.



Other Services and Charges

Other Services and Charges has the largest increase from 2016 to 2017. \$9.6 million of this is offsetting pass-thru expenditures for the E-911 and Road Commission tax revenue levy that are now being accounted for in the General Fund. The remaining increase is approximately \$4.6 million and is explained in further detail in the following paragraphs.

Along with the increase of \$9.6 million, the General Fund also has an additional increase of \$1.2 million. \$1 million of this increase is the result of the following changes: 1) an increase in the Cost Allocation Plan costs for Admin and IT charges, 2) an increase cost for a Water Resource Study (there is offsetting revenue for these expenses), 3) a Water Resources drain project that has a 50% assessment to the County, and 4) an increase in smaller building repairs by Facilities for projects recommended by the Overall Facilities Study and Master Plan, June 2016. The additional increase is from the scheduled increases in various contracts/services as well as normal increase in utility and facility maintenance cost.

The second largest increase of approximately \$1.8 million is the result of increased revenue from the new Mental Health millage. Mental Health is now able to dedicate millage dollars to fund programs and services that are not eligible for funding through Medicaid.

Another increase in this expense category results from the addition of the Community Action Agency (CAA) budget to Other Governmental Grants Fund in the amount of \$625,000. Prior to 2017, CAA was not a part of the County's adopted budget. For the 2017 budget process, the County took a conservative approach to budgeting for the grants that fund CAA and included them in the budget process. The expenditures in CAA are 100% grant funded.

Capital Projects

The increase in Capital Projects expenditures is consolidated to the Capital Project Fund and the Parks and Recreation Fund and were explained in prior sections of this transmittal letter. Capital Projects are compiled and can be reviewed in the Capital Improvement Plan 2017-2022 that has been approved as a part of the budget process.

CONCLUSION

Ottawa County remains committed to achieving its Vision Statement of being the place *where you belong*. The 2017 Annual Budget represents a fiscally responsible spending plan that balances the Board's direction of providing citizens and business exemplary levels of service at reasonable expense, while continuing to address regulatory compliance.

The preparation of the 2017 County of Ottawa Budget was made possible through the collaboration efforts of the various County employee's, Elected Officials and Judges, Department Heads, Agency Directors, Fiscal Service staff and all others involved in the budget preparation process. With their input, the successful 2017 budget process has been achieved.

Sincerely,

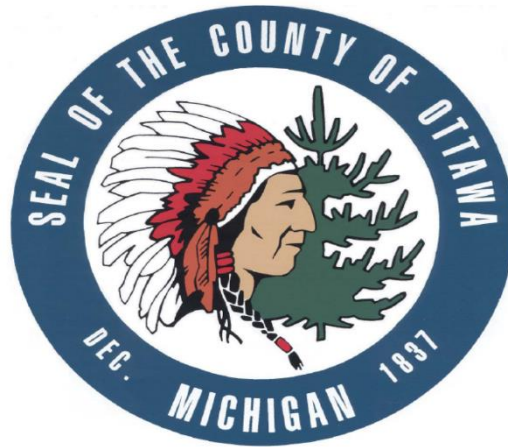
Alan G. Vanderberg
County Administrator

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.



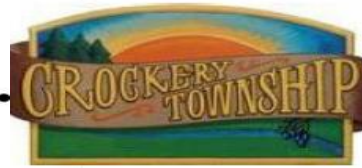
The County took its name from the Ottawa Indians who occupied this area in the middle of the 17th century. The Indian word Ottawa means trader. The Ottawa Indians were hunters and fishermen and harvested wild rice in the swamps along the Grand River. In 1754 a Frenchman named Charles Langlade came to 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 2015 at 279,955 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 & Tourism

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

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



Education



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

There are two institutions of higher education based in Ottawa County. Grand Valley State University (GVSU) and Hope 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**

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

Agriculture & Food Processing

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

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

Health Care

Ottawa County has gained recognition on the National scale for being named the Number 1 healthiest County in the State of Michigan for 3 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

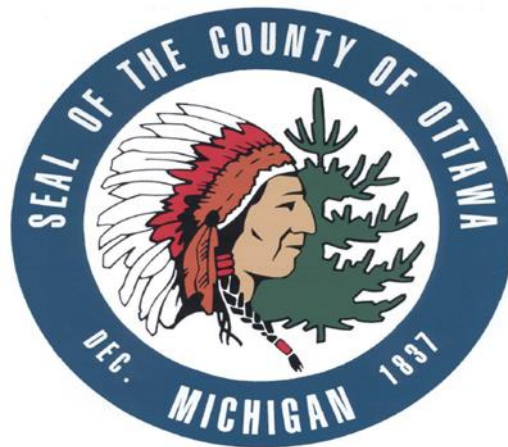
Ottawa County is accessed by several Interstate and State Highways, including I-96, I-196, US-31, M-45, M-6, and M-104. US-31, which parallels the Lake Michigan shoreline, and is a heavily traveled route especially by tourist during the summer months. Recently the M-231 bypass was completed to alleviate 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.

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

Process Summary

Ottawa County, the eighth-largest county in Michigan, is a beautiful community of 279,955 people located along the Lake Michigan shoreline. The government that serves the community is comprised of approximately 1,100 employees and elected officials with occupations as diverse as nursing, parks, corrections, administration, and law enforcement.

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

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

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

The Board of Commissioners met on March 17, 2016, to review the current strategic plan and create the business plan for 2016. This involved a review of the strengths, weaknesses, opportunities, and threats (SWOT) facing the County, a confirmation of major goals, and the development and ranking of objectives. After the Board established draft objectives, Administration assigned resources to each objective, and developed outcome measures which will indicate success in completing the plan's goals. The results of the process follow.



STRATEGIC PLANNING

Components

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

Where you belong

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

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

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

The four goals of the Board of Commissioners are

- 1. To maintain and improve the strong financial position of the County.**
- 2. To 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

- People and employees
- Health care systems
- Environmentally sound
- Work ethic and integrity
- Recreational opportunities, park system including state parks
- Facilities
- Economically diverse, business community
- Strong school systems, including higher education
- Good reputation
- Influential with legislators (State/Federal)
- Human services - take care of needs in County
- Communication - use of social media
- Ahead of curve with information and answers of what public may ask
- Innovative programs
- County health management program
- Strong credit rating
- Improved perception of County by local units of government, and the collaboration/partnerships with local units and others
- Lake Michigan, natural beauty
- Health ratings - #1 County for Health
- Financial stability - as a result but also how we manage to retain it
- Staff pro-active to find ways to save money
- Strength of agriculture community
- Character and culture of the people that live here - reflect people we serve
- TIF report/analysis - impact decision making
- Insurance authority and other financing tools
- Leadership and vision - look into the future/long-term thinking
- Low millage rate
- Public safety
- Unity and working structure of Board of Commissioners
- Improved communication/relationship with Road Commission

OPPORTUNITIES

- Legislation at end of terms/lame duck
 - ⇒ More proactive
 - ⇒ Unfunded mandates
- 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, stress importance and long-term value of farmland
- 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
- Legislative - road commission rule about workers on duty 24/7
- Further promotion of farmer markets
- M-231 Run
- Groundwater study - work ahead on a problem
- Public Utilities - examine options for water/sewer infrastructure, county acts to convene partners

- Roads
- Minority interaction/involvement
- Embracing diversity
- Separation of police/fire at local levels (duplication)
- Number of school districts
- Revenue sharing loss/threats
- 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
- Look beyond 5-10 years into the future
- Road Commission - state law requires them to have staff on-duty even when not needed

- 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 cost and millages
- 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

- Agriculture community need for new farmers
- Economic uncertainty
- Lack of affordable housing
- Funding from state weak in areas, so had to have two special millages for roads and mental health
- Unfunded mandates

- Increase in numbers of Michigan Tax Tribunal appeals
- State regionalization of services and loss of local control
- Millage renewals - funding for items like parks maintenance if renewals fail
- Next phase of M-231
- Lack of infrastructure in growth areas
- Term limits
- Court funding
- Solid waste
- Infrastructure - lead in water issues
- Growth in unfunded mandates
- EPA air quality rules
- Invasive species/fish farms/other threats to sport fishing and related industries
- Expanded fed/state regulations

WEAKNESSES

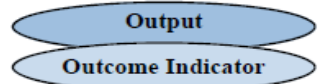
THREATS



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.



WHAT WILL WE DO TO GET THERE?

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.
- Annually review the general operating millage rate.
- Successfully transition to a new Fiscal Year beginning 10/1/2016.
- Identify financial threats and approve strategies to mitigate those threats.
- Maintain the health of the County financing tools.
- Maintain the health of the Insurance Authority, investigating the use of funds for projects that lower County liability.
- 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.
- Continue to develop the Capital Improvement Plan, identifying projects needed in the future and the funding to pay for it.

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

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

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 with associated talking points that can be used with legislators.
- Advocate on the issue of unfunded mandates, seeking to eliminate the addition of new unfunded mandates and to receive full funding for existing unfunded mandates.
- Advocate to protect revenue sharing payments to counties.
- Advocate for improvements in court funding by the State, including "Raise the Age" legislation that would move more juveniles into the county juvenile criminal justice system.
- Advocate for improvements to how property values are assessed under Michigan Tax Tribunal rules.

Clear legislative position statements are produced and made available for use by Commissioners, staff and the public. Staff and lobbyist provide regular updates to the Board.

County legislative position statements are used by stakeholders in the legislative process.
 The legislative action plan is recognized for receiving results.
 Positive legislation is adopted and negative legislation defeated.

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.

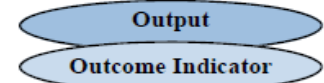
Achieve and maintain the top ratings from all rating agencies.



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?

Objective 1: Regularly review and update communication strategies that guide the work of the County in this goal area.

- Provide regular updates to the Board regarding communications and the work of the communications manager.
- Consider and evaluate new opportunities and methods of communication with stakeholders.
- Initiate a "rebranding" project.

Board is regularly updated on communication strategies.
Board approves a rebranding project.

County regularly monitors and evaluates changes in the community and communications to be effective.

Objective 2: Maximize communication with citizens.

- Provide talking points for Commissioners on various topics for use when interacting with the public and other stakeholders.
- Evaluate existing and new technology and initiatives to improve engagement with citizens; including social media and GovDelivery.
- Continue an increased focus on improving local media coverage, communicating key messages like the value proposition of taxes to service levels the County provides.
- Continue to improve www.miOttawa.org, increasing and improving the information and services that citizens can access.
- Provide timely and thorough information updates on key issues, like the M-231 project.

Board regularly receives talking points.
Regularly evaluate work and metrics on social media initiatives, GovDelivery and www.miOttawa.org.
Continue focus on improving local media coverage.
Provide event specific information as needed.

Indicators in the citizen survey, and metrics from GovDelivery/www.miOttawa.org/social media, reflect increased knowledge of County activities and satisfaction with communication.

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

- Continue to develop and use effective methods for communications with employees, including; newsletters, employee portal and all-staff emails.
- Continue the Labor-Management Cooperation Committee.
- Continue brown-bag lunches and other information sessions.

Administration maintains consistency with effective means of communication with employees.

Employee engagement surveys reflect an increase in overall employee engagement.

Objective 4: Evaluate communication with other key stakeholders.

- Meet with community leaders on a regular basis, increasing the involvement of Commissioners with the community.
- Continue the M-231 run and evaluate other community building events.
- Continue communications with local units of government, including the use of quadrant meetings.

Board regularly receives a calendar of community events.
Regularly communicate with local units of government.
Support and participate in sponsoring the M-231 run.

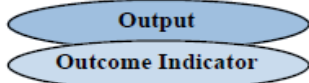
The County has good relationships with local units of government and other entities in the community.



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 partners (*Lakeshore Advantage*) to contribute to the economic development of the County.
- Maintain regular communication with the Road Commission, monitoring the road commission report/memorandum of understanding.
- Facilitate work with the State, Road Commission and local units of government to plan for future phasing of M-231.
- Continue work developing the Great Lakes Agricultural Technology Business Incubator (*GLATBI*) to recognize the role of agriculture in our economy.



The Board is represented, funded, and is regularly updated about economic development activities. Review the Road Commission report and continue regular meetings with the Road Commission and MDOT. Evaluate progress of the GLATBI.

Businesses succeed and thrive, contributing to low unemployment rates and high personal income 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 Department of Public Health and Community Mental Health.
- 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.

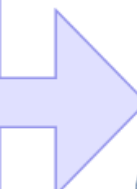


Board stays updated on initiatives (*Ottawa Housing Next* and regionalization) and work by departments in areas of public safety, public health and mental health. Cultural intelligence training provided for all employees.

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 next steps with the Southwest Ottawa County landfill.
- Convene stakeholders to continue discussions about countywide water and sewer planning.
- Continue to support the work of the Parks and Recreation Commission, including; their upcoming millage renewal efforts, the Grand River Greenway, park land acquisition review and investigation of a Parks Foundation.
- Continue efforts related to water quality and beach sand quality.
- Continued support of the Agricultural Preservation Board.
- Complete Urban Smart Growth demonstration project.



Groundwater study is completed. Board reviews options to remediate the SW County landfill. Convene a meeting with stakeholders to discuss countywide water and sewer planning. Continue with board liaisons on the Parks Board, reporting on the mentioned initiatives. Water Quality Forum held. Continue support of the Agricultural Preservation Board. Complete Urban Smart Growth project.

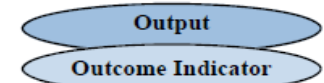
Ottawa County is recognized for a deeper understanding of water quality issues, and can provide for the water needs of residents and agriculture. Citizen surveys reflect continued satisfaction with living in Ottawa County.



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.

- Continue and enhance the "4 C's" initiative.
- Develop and incorporate systems of creativity (continuous improvement and innovation) for all employees.
- Complete facilities projects, including; improving the appearance of landscape maintenance and the facilities master plan.
- Evaluate possibilities of joint and/or contracted maintenance between Parks and County facilities.

The "4 C's" initiatives become part of the organizational culture. Facility projects are completed. Board receives a report on collaboration options between Parks and facilities.

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
 - Regional Transit Study
 - Trail Maintenance
 - Sobriety/Drug Courts
 - County campground
 - Others as needed
- Continue to improve performance measurement systems and benchmarks relative to budgeted resources.
- Continue to maintain and improve dashboards and other reports to increase transparency and demonstrate outcomes.

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

Budgets are 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.

- Board discussion about options to attract and retain talent relating to competitive wages and benefit packages.
- 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".
- Consider expanded use of volunteer coordinators in departments.

The Board considers a report regarding talent attraction and retention relating to wage and benefit packages. Training and development programs are maintained and improved. Board receives update on volunteer coordinators.

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 to improve culture of collaboration and teamwork among county departments/agencies/courts.

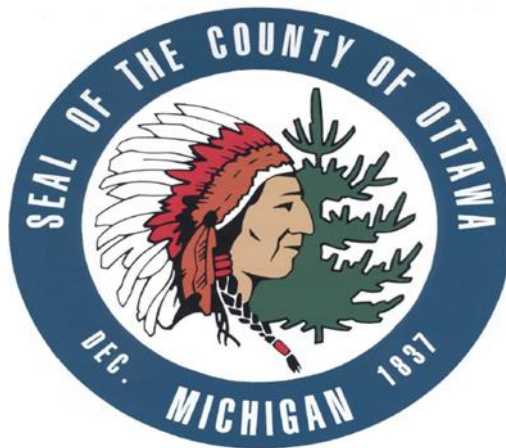
Collaboration opportunities and teamwork among county departments are consistently expanded.

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



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), 21 Special Revenue funds, 1 Debt Service funds, 1 Capital fund, and 1 Permanent fund. Starting with the budget for 2017, all funds are on an October to September fiscal year.

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

Components of the Budget

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

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

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

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

Factors that Impact the Budget

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

Inflation is defined as the rate at which the general level of prices for goods and services rises and the resulting decline in what can be purchased with the same amount of money from year to year. The Consumer Price Inflation (CPI) rate 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 2017 budget as set in the Board Strategic Planning Session in March of 2016 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
2017 Budget Calendar**

February 16, 2016	Budget Calendar presented to the Finance Committee
February 25, 2016	Budget Calendar presented to the Board of Commissioners for approval
March 17, 2016	Board Strategic Planning Session
April 1, 2016	Departments/Agencies submit Capital Improvement Project requests
April 1, 2016	2017 Personnel Requests due
May 16, 2016	2017 Operating Budget Kick-off
June 3, 2016	Departments/Agencies finalize 2017 Operating Budget Requests
June 24, 2016	Fiscal Services reviews budget requests and prepares summary for Administration review
July 1, 2016	Departments/Agencies submit Performance Measures to Planning and Performance Improvement
July 15, 2016	Administration budget review complete
August 15, 2016	Deadline for publication of the 2017 Community Mental Health Budget Public Hearing notice
August 16, 2016	Finance Committee reviews the 2017County Budget; approve resolution for the distribution of Convention Facility Tax
August 22, 2016	Community Mental Health Board holds the Public Hearing and adopts the 2016 Community Mental Health Budget
August 23, 2016	Board of Commissioners approve the resolution regarding the distribution of the Convention Facility Tax; Board formally sets the date of the Public Hearing for the 2017 County Budget
September 6, 2016	Deadline for publication of the 2017 County Budget Public Hearing notice
September 13, 2016	Public Hearing for the 2017 County Budget
September 20, 2016	Finance Committee reviews the Resolution to approve the 2017 County Budget
September 27, 2016	Board of Commissioners adopts the 2017 County Budget

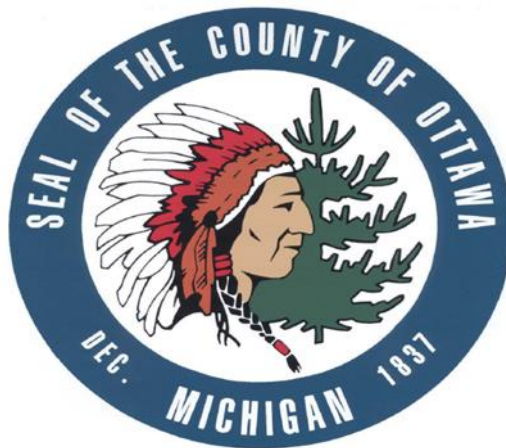
Budget Amendment Process

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 2017 Budget and Estimated Fund Balance
Consolidated - All Budgeted Funds

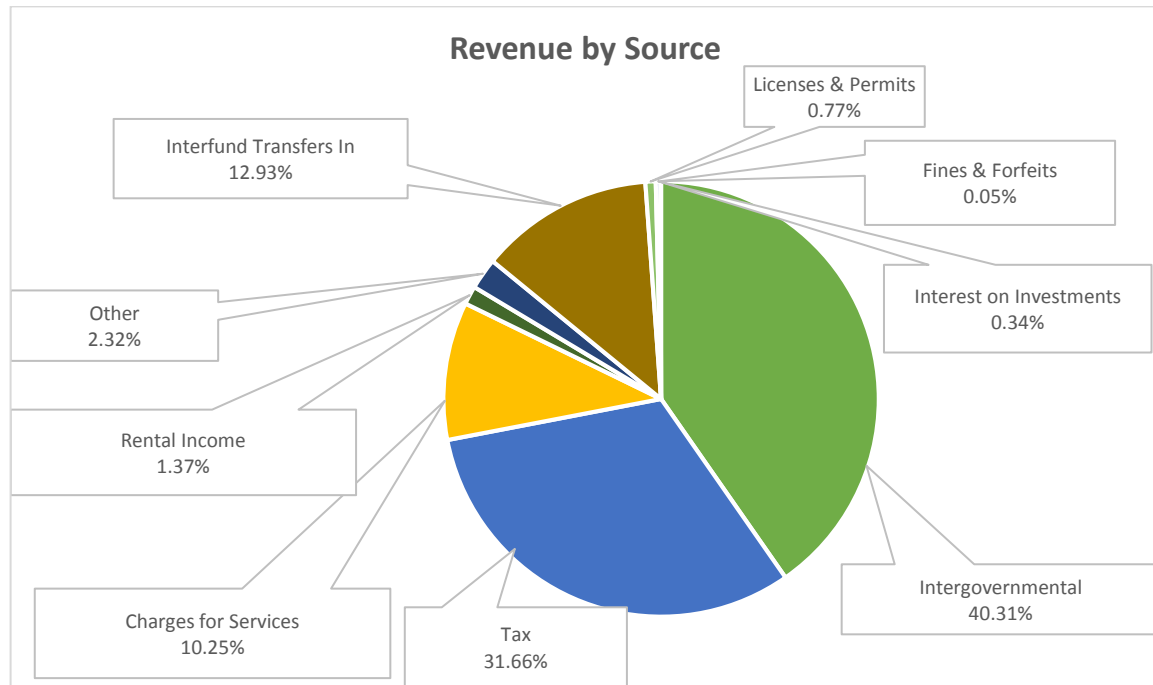
	General Fund	Special Revenue Funds	Debt Service	Capital Projects	Permanent Fund	Total Primary Government
Revenues:						
Taxes	\$48,334,169	\$6,342,981				\$54,677,150
Intergovernmental	\$8,842,002	\$57,999,823		\$2,778,133		\$69,619,958
Charges for services	\$13,476,562	\$4,216,701				\$17,693,263
Fines and forfeits	\$85,600					\$85,600
Interest on investments	\$391,136	\$164,867		\$30,000	\$35	\$586,038
Rental income	\$2,272,411	\$15,500		\$76,068		\$2,363,979
Licenses and permits	\$308,225	\$1,013,958				\$1,322,183
Other	\$851,916	\$2,655,044		\$507,514		\$4,014,474
	\$74,562,021	\$72,408,874		\$3,391,715	\$35	\$150,362,645
Expenditures:						
Legislative	\$492,056					\$492,056
Judicial	\$13,660,020	\$5,444,351				\$19,104,371
General Government	\$18,504,172	\$198,023				\$18,702,195
Public Safety	\$27,050,300	\$8,564,080				\$35,614,380
Public Works	\$5,425,547	\$1,311,992				\$6,737,539
Health & Welfare:	\$1,000,587	\$61,054,541				\$62,055,128
Culture & Recreation		\$6,137,684				\$6,137,684
Community & Economic Development	\$1,578,365	\$41,099				\$1,619,464
Other Expenditures	\$625,626					\$625,626
Debt Service			\$5,034,126			\$5,034,126
Capital Projects	\$20,000			\$6,193,391		\$6,213,391
	\$68,356,673	\$82,751,770	\$5,034,126	\$6,193,391	\$0	\$162,335,960
Revenue Over (Under) Expenditures	\$6,205,348	-\$10,342,896	-\$5,034,126	-\$2,801,676	\$35	-\$11,973,315
Transfers In (Out) to Other Funds	-\$7,786,232	\$6,878,706	\$4,998,939	\$1,250,250	\$0	\$5,341,663
Fund Balance (Usage)/Contribution	-\$1,580,884	-\$3,464,190	-\$35,187	-\$1,551,426	\$35	-\$6,631,652
Fund Balance, Beginning of Year	\$19,644,848	\$29,720,168	\$35,187	\$2,667,793	\$5,920	\$52,073,916
Projected Fund Balance, End of Budget Year	\$18,063,964	\$26,255,978	\$0	\$1,116,367	\$5,955	



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 2017 tax levy is broken down as follows: General Operations 3.6000 mills, Parks & Recreation 0.3165 mills, E-911 0.4400 mills and Road Commission 0.5000. The 10 year history of the Property Tax Levy for the County is summarized on the next page:



Tax Levy History

Levy Year	County Operation	E-911	Parks	Road Commission	CMH	Total
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
2017	3.6000	0.4400	0.3165	0.5000	0.3000	5.1565

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

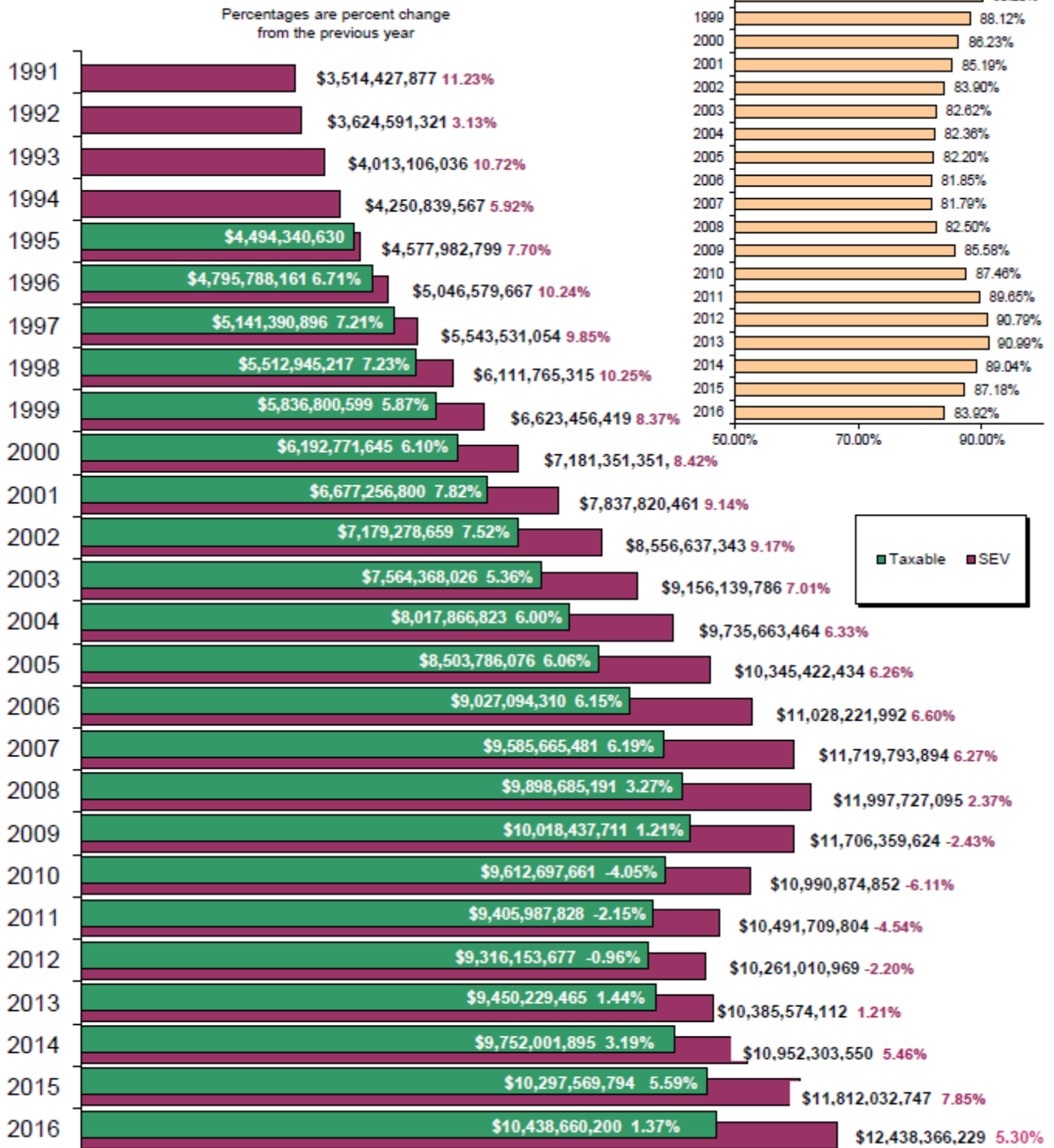
Proposal A of 1994 limits the increase in taxable value of property to the lower of the consumer price index or 5%. As shown in the chart on the next page, this equates to approximately a \$1.5 billion in decreased taxable value for the County and a total of approximately \$4 million in lost tax revenue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



Ottawa County County Equalized and Taxable Values By Year

Dollars as Equalized (County)

Taxable Value as a Percent of Assessed Value from 1997 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 (Community Mental Health), Health Fund (Public Health Department), Child Care Fund, Friend of the Court Fund & Sheriff Contracts Fund.

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

1. State Court Distribution: This is a reimbursement for allowable costs of court operations and is based on the cost structure provided to the County by the State of Michigan
2. Convention Facility Liquor Tax: Public Act 106 and 107 distributed this tax that is collected by the State. The County receives 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.

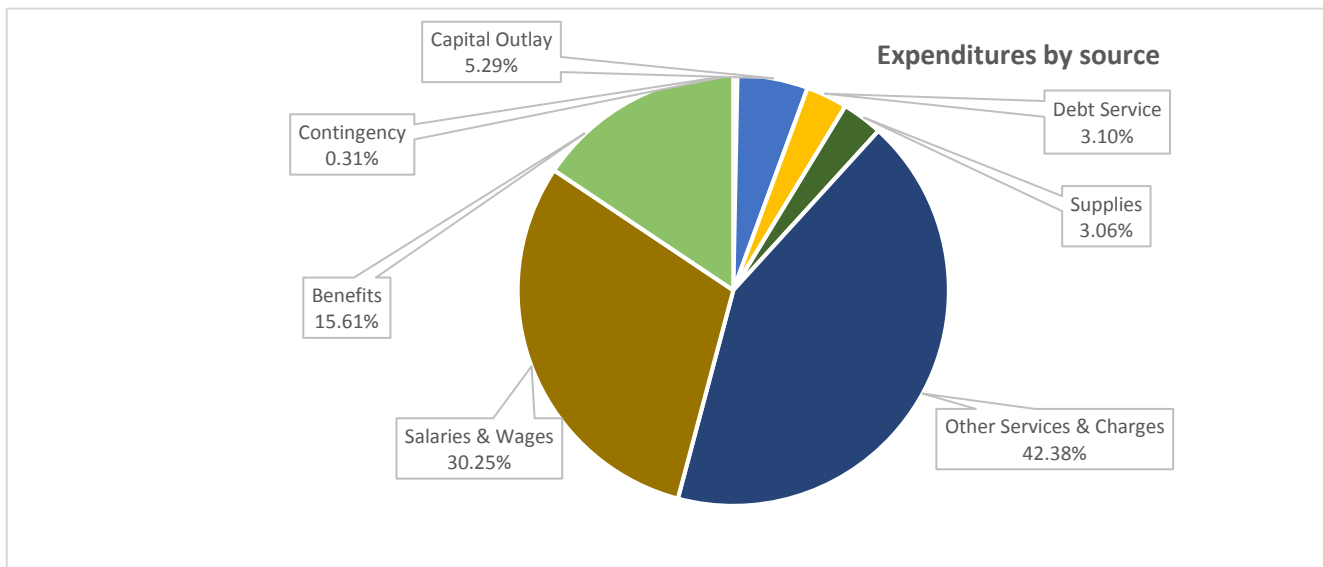
Other Revenue

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 and a 16% increase to the unfunded portion of the MERS Defined Benefit plan, which are the two 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. In 2016 the County did not originally budget for the pass-thru payments of the E-911 and Road Commission tax levy that are collected by the County and then forwarded to Ottawa County Central Dispatch and Ottawa County Road Commission, respectively. This was corrected mid 2016 with a budget adjustment and was budgeted for in 2017. This change skews the adopted budget 2016 comparison to adopted budget 2017, however a more accurate comparison can be made between the revised budget 2016 and the adopted budget 2017.

Debt Service

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

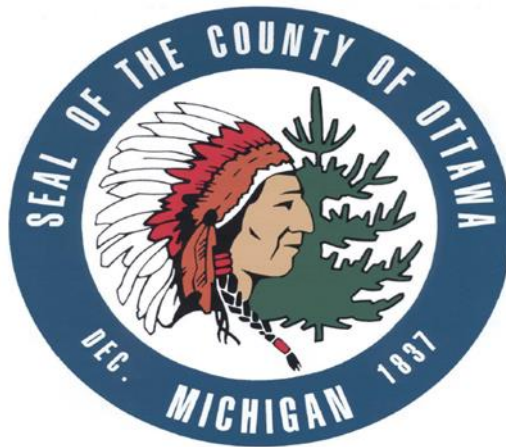
FUND BALANCE

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



BUDGET BY

FUND





GENERAL
FUND



GENERAL FUND (1010)

Budget Year Ending September 30, 2017

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 12/31/2015	Current Year		Adopted Increase/ (Decrease)
		Amended Budget 9/30/2016	Recommended Budget 2017	
Revenues				
Tax	40,643,909	43,409,154	48,334,169	11,273,577
Intergovernmental Revenue	8,583,706	6,427,041	8,842,002	76,378
Charges for Services	13,276,393	9,787,854	13,476,562	(139,407)
Fines & Forfeits	69,428	55,175	85,600	9,200
Interest on Investments	132,391	264,053	391,136	39,066
Rental	2,239,378	1,689,115	2,272,411	8,258
Licenses & Permits	379,902	218,867	308,225	16,403
Other Revenue	795,949	719,938	851,916	251,952
Operating Transfers In	15,717	-	3,663,917	1,413,917
Total Revenues	66,136,773	62,571,195	78,225,938	12,949,344
Expenditures				
Salaries & Wages	23,028,926	16,378,413	24,379,222	132,830
Benefits	10,974,356	8,819,840	12,867,637	975,737
Supplies	2,136,916	2,199,207	2,638,947	27,322
Other Services & Charges	19,885,657	23,362,633	27,970,867	10,899,805
Debt Service	553,355	-	-	(539,485)
Contingency	-	289,325	500,000	93,379
Transfers Out	12,132,024	9,948,144	11,450,149	1,798,935
Total Expenditures	68,711,234	60,997,562	79,806,822	13,388,523
Revenues Over (Under) Expenditures	(2,574,460)	1,573,633	(1,580,884)	
Fund Balance, Beginning of Year		18,071,215	19,644,848	
Projected Fund Balance, End of Year		19,644,848	18,063,964	
Estimated Underspend		(1,789,398)	907,052	
Other Planned Projects		215,765	673,832	
Revenues Over (Under)		(1,573,633)	1,580,884	



SPECIAL
REVENUE
FUNDS



GENERAL FUND - COMPENSATED ABSENCES FUND (2980)

Budget Year Ending September 30, 2017

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.

	Current Year		Recommended Budget 2017	Increase/ (Decrease)
	Prior Year	Amended		
	Actual 12/31/2015	Budget 9/30/2016		
Revenues				
Charges for Services	-	75,000	60,000	(15,000)
Interest on Investments	24,564	5,091	15,000	9,909
Operating Transfers In	-	-	-	-
Total Revenues	24,564	80,091	75,000	(5,091)
Expenditures				
Benefits	175,571	32,325	27,025	(5,300)
Operating Transfers Out	-	-	-	-
Total Expenditures	175,571	32,325	27,025	(5,300)
Revenues Over (Under) Expenditures	(151,007)	47,766	47,975	
Fund Balance, Beginning of Year		3,281,718	3,329,484	
Projected Fund Balance, End of Year		3,329,484	3,377,459	

Personnel

No Personnel has been allocated to this Fund.



GENERAL FUND - DB/DC CONVERSION FUND (2970)

Budget Year Ending September 30, 2017

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.

	Current Year		Recommended Budget 2017	Increase/ (Decrease)
	Prior Year Actual 12/31/2015	Amended Budget 9/30/2016		
Revenues				
Interest on Investments	29,181	4,880	25,000	20,120
Other Revenue	19	1,495,414	2,091,026	595,612
Operating Transfer In	-	-	-	-
Total Revenues	29,199	1,500,294	2,116,026	615,732
Expenditures				
Operating Transfers Out	946,708	403,157	3,441,793	3,038,636
Total Expenditures	946,708	403,157	3,441,793	3,038,636
Revenues Over (Under) Expenditures	(917,508)	1,097,137	(1,325,767)	
Fund Balance, Beginning of Year		3,198,532	4,295,669	
Projected Fund Balance, End of Year		4,295,669	2,969,902	

Personnel

No Personnel has been allocated to this Fund.



GENERAL FUND - INFRASTRUCTURE FUND (2444)

Budget Year Ending September 30, 2017

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 12/31/2015	Current Year Amended Budget 9/30/2016	Recommended Budget 2017	Increase/ (Decrease)
Revenues				
Interest on Investments	13,571	2,320	10,000	7,680
Operating Transfers In	-	-	-	-
Total Revenues	13,571	2,320	10,000	7,680
Expenditures				
Operating Transfers Out	125,000	-	125,000	125,000
Total Expenditures	125,000	-	125,000	125,000
Revenues Over (Under) Expenditures	(111,429)	2,320	(115,000)	
Fund Balance, Beginning of Year		1,571,130	1,573,450	
Projected Fund Balance, End of Year		1,573,450	1,458,450	

Personnel

No Personnel has been allocated to this Fund.



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

Budget Year Ending September 30, 2017

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 12/31/2015	Current Year Amended Budget 9/30/2016	Recommended Budget 2017	Increase/ (Decrease)
Revenues				
Interest on Investments	29,258	(8,260)	25,000	33,260
Operating Transfers In	-	-	-	-
Total Revenues	29,258	(8,260)	25,000	33,260
Expenditures				
Other Services & Charges	245,117	352,809	553,931	201,122
Operating Transfers Out	-	-	-	-
Total Expenditures	245,117	352,809	553,931	01,122
Revenues Over (Under) Expenditures	(215,859)	361,069	(528,931)	
Fund Balance, Beginning of Year		3,914,553	3,553,484	
Projected Fund Balance, End of Year		3,553,484	3,024,553	

Personnel

No Personnel has been allocated to this Fund.



GENERAL FUND - STABILIZATION FUND (2272)

Budget Year Ending September 30, 2017

Fund Description & Financial Summary

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

	Current Year		Recommended Budget 2017	Increase/ (Decrease)
	Prior Year	Amended		
	Actual 12/31/2015	Budget 9/30/2016		
Revenues				
Operating Transfers In	298,460	-	-	-
Total Revenues	298,460	-	-	-
Expenditures				
Operating Transfers Out	-	-	-	-
Total Expenditures	-	-	-	-
Revenues Over (Under) Expenditures	298,460	-	-	
Fund Balance, Beginning of Year		9,255,217	9,255,217	
Projected Fund Balance, End of Year		9,255,217	9,255,217	

Personnel

No Personnel has been allocated to this Fund.



BROWNFIELD REDEVELOPMENT AUTHORITY FUND (2430)

Budget Year Ending September 30, 2017

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 12/31/2015	Current Year		Increase/ (Decrease)
		Amended Budget 9/30/2016	Recommended Budget 2017	
Revenues				
Taxes	635	762	-	(762)
Intergovernmental Revenue	257,496	74,784	8,245	(66,539)
Other Revenue	1,501	1,500	-	(1,500)
Operating Transfer In	-	-	-	-
Total Revenues	259,632	77,046	8,245	(68,801)
Expenditures				
Supplies	-	790	50	(740)
Other Services & Charges	258,100	77,506	8,195	(69,311)
Operating Transfers Out	-	-	-	-
Total Expenditures	258,100	78,296	8,245	(70,051)
Revenues Over (Under) Expenditures	1,532	(1,250)	-	
Fund Balance, Beginning of Year		1,853	603	
Projected Fund Balance, End of Year		603	603	

Personnel

No Personnel has been allocated to this Fund.



CHILD CARE FUND (2920)

Budget Year Ending September 30, 2017

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 9/30/2015	Current Year Amended Budget 9/30/2016	Recommended Budget 2017	Increase/ (Decrease)
Revenues				
Taxes	-	-	-	-
Intergovernmental Revenue	3,560,204	4,142,267	4,367,003	224,736
Charges for Services	641,926	553,600	760,600	207,000
Operating Transfers In	3,677,501	4,198,295	3,816,002	(382,293)
Total Revenues	7,879,631	8,894,162	8,943,605	49,443
Expenditures				
Salaries & Wages	3,006,571	3,312,052	3,401,472	89,420
Benefits	1,380,716	1,353,312	1,699,701	346,389
Supplies	142,843	222,223	245,260	23,037
Other Services & Charges	3,349,500	3,959,141	4,097,172	138,031
Operating Transfers Out	-	-	-	-
Total Expenditures	7,879,630	8,846,728	9,443,605	596,877
Revenues Over (Under) Expenditures	1	47,434	(500,000)	
Fund Balance, Beginning of Year		964,471	1,011,905	
Projected Fund Balance, End of Year		1,011,905	511,905	



CHILD CARE FUND (2920), continued

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Detention Superintendent	1.00	1.00	1.00
Assistant Superintendent	1.00	1.00	1.00
Director of Juvenile Services	0.85	0.85	0.85
Assistant Director of Juvenile Services	1.88	1.88	1.84
Treatment Program Supervisor	1.00	1.00	2.00
Administrative Aide	1.00	1.00	1.00
Group Leader - Juvenile	7.00	7.00	6.00
Youth Specialist	17.65	17.65	17.65
Shift Supervisor	5.00	5.00	5.00
Casework Services Manager	1.00	1.00	1.00
Senior Caseworker	1.00	1.00	2.00
Treatment Specialist	4.00	5.00	5.00
Treatment Services Manager	1.00	1.00	1.00
Caseworker	8.00	7.00	8.00
Assistant Juvenile Register	1.00	1.00	1.00
Circuit Court Administrator	0.34	0.34	0.34
Juvenile Court Clerk II	1.00	1.00	1.00
Juvenile Community Justice Supervisor	1.00	1.00	-
Captain	0.30	0.30	0.30
Deputy	3.00	3.00	3.00
	58.02	58.02	58.98

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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	% compliance with Child Care Fund audit	100%	100%	100%



CONCEALED PISTOL LICENSES FUND (2631)

Budget Year Ending September 30, 2017

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 12/31/2015	Current Year		Increase/ (Decrease)
		Amended Budget 9/30/2016	Recommended Budget 2017	
Revenues				
Licenses and Permits	40,754	48,100	90,000	41,900
Operating Transfer In	-	-	-	-
Total Revenues	40,754	48,100	90,000	41,900
Expenditures				
Salaries & Wages	8,485	26,612	26,180	(432)
Benefits	3,214	11,323	18,890	7,567
Supplies	186	5,072	5,233	161
Other Services & Charges	7	-	2,500	2,500
Operating Transfers Out	-	-	-	-
Total Expenditures	11,892	43,007	52,803	9,796
Revenues Over (Under) Expenditures	28,862	5,093	37,197	
Fund Balance, Beginning of Year		28,862	33,955	
Projected Fund Balance, End of Year		33,955	71,152	

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Clerk/Register Technician	-	0.65	0.80
	-	0.65	0.80



DEPARTMENT OF HEALTH & HUMAN SERVICES (2901)

Budget Year Ending September 30, 2017

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 9/30/2015	Current Year Amended Budget 9/30/2016	Recommended Budget 2017	Increase/ (Decrease)
Revenues				
Operating Transfer In	44,547	46,287	16,258	(30,029)
Total Revenues	44,547	46,287	16,258	(30,029)
Expenditures				
Supplies	-	515	515	-
Other Services & Charges	44,459	45,760	45,743	(17)
Operating Transfer Out	-	-	-	-
Total Expenditures	44,459	46,275	46,258	(17)
Revenues Over (Under) Expenditures	88	12	(30,000)	
Fund Balance, Beginning of Year		30,671	30,683	
Projected Fund Balance, End of Year		30,683	683	

Personnel

No Personnel has been allocated to this Fund



FARMLAND PRESERVATION FUND (2340)

Budget Year Ending September 30, 2017

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 12/31/2015	Current Year Amended Budget 9/30/2016	Recommended Budget 2017	Increase/ (Decrease)
Revenues				
Other Revenue	4,408	48,346	32,854	(15,492)
Operating Transfer In	-	-	-	-
Total Revenues	4,408	48,346	32,854	(15,492)
Expenditures				
Supplies	1,001	1,346	1,346	-
Other Services & Charges	3,108	47,000	31,508	(15,492)
Operating Transfers Out	-	-	-	-
Total Expenditures	4,109	48,346	32,854	(15,492)
Revenues Over (Under) Expenditures	299	-	-	
Fund Balance, Beginning of Year		393	393	
Projected Fund Balance, End of Year		393	393	

Personnel

No Personnel has been allocated to this Fund



FRIEND OF THE COURT FUND (2160)

Budget Year Ending September 30, 2017

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 9/30/2015	Current Year Amended Budget 9/30/2016	Recommended Budget 2017	Increase/ (Decrease)
Revenues				
Intergovernmental Revenue	2,523,428	2,778,671	3,088,433	309,762
Charges for Services	257,434	393,873	446,873	53,000
Operating Transfer In	1,047,689	872,016	1,050,000	177,984
Total Revenues	3,828,551	4,044,560	4,585,306	540,746
Expenditures				
Salaries & Wages	2,083,291	2,243,474	2,510,005	266,531
Benefits	999,067	947,591	1,281,120	333,529
Supplies	66,340	130,706	58,014	(72,692)
Other Services & Charges	679,853	708,481	736,167	27,686
Operating Transfer Out	-	-	-	-
Total Expenditures	3,828,551	4,030,252	4,585,306	555,054
Revenues Over (Under) Expenditures	-	14,308	-	
Fund Balance, Beginning of Year		-	14,308	
Projected Fund Balance, End of Year		14,308	14,308	



FRIEND OF THE COURT FUND (2160), continued

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Account Specialist	-	3.00	4.00
Accounting Clerk	3.00	-	-
Assistant FOC - Field Services	1.00	1.00	1.00
Assistant FOC - Operations	1.00	1.00	1.00
Attorney/Referee	1.73	-	2.50
Deputy/Road Patrol	2.00	-	-
FOC Clerk I	4.00	4.00	4.00
FOC Clerk II	4.00	4.00	4.00
FOC Data Processing Specialist	4.00	4.00	4.00
FOC Family Services Coord/Custody Investigator	4.00	4.00	4.00
FOC Investigators	11.00	11.00	15.00
FOC Tech Specialist	-	-	1.00
Friend of the Court	1.00	1.00	1.00
Parent Location Specialist	1.00	1.00	-
Senior Data Processing Specialist	1.00	1.00	-
Senior Law Clerk	-	0.10	-
Third Party Liability Specialist	1.00	1.00	-
Road Patrol Deputy	-	2.00	3.00
	39.73	38.10	44.50

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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	Paternity Establishment Rate	99.9%	99.9%	99.9%
	Support Order Establishment Rate	85.3%	85.5%	85.5%
	Collection Rate on Current Support (outstanding payments)	80.0%	80.5%	81.0%
	Collection Rate on Arrears	84.6%	84.6%	84.6%
	Collection Rate on Medical	86.0%	86.0%	86.0%



HEALTH FUND (2210)

Budget Year Ending September 30, 2017



*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 9/30/2015	Current Year Amended Budget 9/30/2016	Recommended Budget 2017	Increase/ (Decrease)
Revenues				
Intergovernmental Revenue	4,801,365	3,399,651	3,380,461	(19,190)
Charges for Services	850,503	1,029,200	970,928	(58,272)
Licenses and Permits	892,714	767,862	923,958	156,096
Other Revenue	136,434	153,572	108,568	(45,004)
Operating Transfers In	2,837,174	3,379,710	4,739,636	1,359,926
Total Revenues	9,518,190	8,729,995	10,123,551	1,393,556
Expenditures				
Salaries & Wages	4,298,664	4,654,762	4,737,255	82,493
Benefits	1,977,223	1,913,069	2,436,803	523,734
Supplies	863,994	1,079,481	973,173	(106,308)
Other Services & Charges	1,955,688	1,925,495	1,976,320	50,825
Operating Transfers Out	-	-	-	-
Total Expenditures	9,095,569	9,572,807	10,123,551	550,744
Revenues Over (Under) Expenditures	422,621	(842,812)	-	
Fund Balance, Beginning of Year		1,000,948	158,136	
Projected Fund Balance, End of Year		158,136	158,136	



HEALTH FUND (2210), 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 Title	2015 # of Positions	2016 # of Positions	2017 # 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	0.10
	10.90	11.00	11.00

Target Population

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





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

Primary Goals & Objectives

County Goal: Contribute to 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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	% of infectious disease threats identified within 72 hours of index case identification	100%	100%	100%



HEALTH FUND (2210), 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 Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Clinic Health Manager	1.00	1.00	-
Clinic Support	10.20	10.50	10.50
Community Health Nurse	11.80	12.00	11.70
Public Health Team Supervisor	2.80	2.80	2.90
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
	29.80	30.30	29.10

Target Population

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



HEALTH FUND (2210), continued (Clinic Services Division)

Primary Goals & Objectives

County Goal: Contribute to 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)

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	% of clients who became pregnant while receiving family planning services	< 1%	< 1%	< 1%
	Incidence rate of reported STI by those who received STI treatment/prevention education services	< 1%	< 1%	< 1%
	Communicable disease rate	0.00435	0.004	0.004
	Vaccine preventable disease rate	0.00024	0.0002	0.0002



HEALTH FUND (2210), 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 Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Clinical Health Supervisor	-	-	1.00
Community Health Clerk	1.00	1.00	1.00
Community Health Nurse	5.60	5.60	5.40
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	0.80
Maternal and Infant Health Clerk	0.75	0.75	0.75
Nutritionist	0.60	0.60	0.50
Public Health Social Worker	1.80	1.80	1.80
Public Health Team Supervisor	2.00	2.00	2.00
	<u>17.29</u>	<u>17.29</u>	<u>17.99</u>

Target Population

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



HEALTH FUND (2210), continued (Community Services Division)

Primary Goals & Objectives

County Goal: Contribute to 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

Performance Metrics

Table with 5 columns: Outcomes, Annual Measures, 2015 Actual, 2016 Target, 2017 Target. Rows include infant mortality rate, specialty care for MIHP clients, hearing loss screening, and vision loss screening.



HEALTH FUND (2210), 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 Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Environmental Health Clerk	2.40	2.40	2.40
Environmental Health Specialist	10.00	10.00	10.00
Environmental Health Manager	0.90	0.90	0.90
Team Supervisor	2.00	2.00	2.00
Environmental Technician	0.50	2.00	2.50
	15.80	17.30	17.80

Target Population

Ottawa County Residents and Homeowners, Food Service Establishments and Patrons



HEALTH FUND (2210), continued (Environmental Health Division)

Primary Goals & Objectives

County Goal: Contribute to 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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	# of persons that become ill from unsafe well water	0	0	0
	# of reported injuries or fatalities at licensed pools or campgrounds resulting from non-compliant Environmental Health factors	0	0	0
	% of persons bitten by an animal confirmed to have rabies that contract the disease	0%	0%	0%



HEALTH FUND (2210), 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 Title	2015 # of Positions	2016 # of Positions	2017 # 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	2.45	2.50
Health Promotion Clerk	0.90	0.90	0.90
Health Promotion Manager	0.66	0.66	0.66
Health Promotion Team Supervisor	0.90	0.80	0.80
Oral Health Team Supervisor	1.00	1.00	1.00
	7.66	7.41	7.46

Target Population

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





HEALTH FUND (2210), continued (Health Promotion Division)

Primary Goals & Objectives

County Goal: Contribute to 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*

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	% increase in number of Ottawa County residents with a healthy Body Mass Index (3 year survey)	37.7% (2014 BRFS)	n/a	n/a (2017 BRFS)
	% reduction in dental disease in children served on Miles of Smiles	22%	29%	26%
	% of young adults using family planning services	24%	24%	24%
	% of Ottawa County young adults using STI services	23%	25%	26%
	% reduction in alcohol related traffic crashes where driver is 18-24	33%	33%	33%



HEALTH FUND (2210), 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 Title	2015 # of Positions	2016 # of Positions	2017 # 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*

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	# of critical deficiencies identified during actual public health emergency	3	1	1
	% of improvements implemented (as indicated in after action report)	100%	100%	100%



HOMESTEAD PROPERTY TAX FUND (2550)

Budget Year Ending September 30, 2017

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 12/31/2015	Current Year Amended Budget 9/30/2016	Recommended Budget 2017	Increase/ (Decrease)
Revenues				
Taxes	6,259	5,000	6,000	1,000
Interest on Investments	72	79	240	161
Operating Transfers In	-	-	-	-
Total Revenues	6,331	5,079	6,240	1,161
Expenditures				
Supplies	-	100	100	-
Other Services & Charges	1,445	1,474	1,478	4
Operating Transfers Out	-	-	-	-
Total Expenditures	1,445	1,574	1,578	4
Revenues Over (Under) Expenditures	4,886	3,505	4,662	
Fund Balance, Beginning of Year		13,705	17,210	
Projected Fund Balance, End of Year		17,210	21,872	

Personnel

No Personnel has been allocated to this Fund



LANDFILL TIPPING FEES FUND (2272)

Budget Year Ending September 30, 2017

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.

	Current Year		Recommended Budget 2017	Increase/ (Decrease)
	Prior Year Actual 12/31/2015	Amended Budget 9/30/2016		
Revenues				
Intergovernmental Revenue	16,548	28,000	28,000	-
Charges for Services	352,616	272,334	370,000	97,666
Other Revenue	30,986	21,377	29,000	7,623
Operating Transfers In	-	-	-	-
Total Revenues	400,149	321,711	427,000	105,289
Expenditures				
Salaries & Wages	166,362	111,772	183,098	71,326
Benefits	88,668	92,311	108,460	16,149
Supplies	10,221	9,726	14,074	4,348
Other Services & Charges	156,553	96,174	169,860	73,686
Operating Transfers Out	-	-	-	-
Total Expenditures	421,804	309,983	475,492	165,509
Revenues Over (Under) Expenditures	(21,655)	11,728	(48,492)	
Fund Balance, Beginning of Year		1,103,776	1,115,504	
Projected Fund Balance, End of Year		1,115,504	1,067,012	



LANDFILL TIPPING FEES FUND (2272), continued

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Environmental Health Manager	0.10	0.10	0.10
Team Supervisor - Health	1.00	1.00	1.00
Technician	0.50	0.50	0.50
Senior. Recycle Center Attendant	1.00	1.00	1.00
Recycle Center Attendant	1.00	1.05	1.05
Environmental Health Clerk	0.60	0.60	0.60
	4.20	4.25	4.25

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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
OUTCOMES	# of gallons of liquid household hazardous waste diverted from landfill	8,320	6,000	6,500
	# of pounds of solid household hazardous waste diverted from landfill	98,865	95,000	100,000
	% of Ottawa County’s waste available for disposal in landfills (10 years)	100%	100%	100%



MENTAL HEALTH FUND (2220)

Budget Year Ending September 30, 2017

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 9/30/2015	Current Year Amended Budget 9/30/2016	Recommended Budget 2017	Increase/ (Decrease)
Revenues				
Intergovernmental Revenue	36,662,981	33,421,781	33,972,416	550,635
Charges for Services	982,450	811,561	710,182	(101,379)
Interest on Investments	(4,951)	-	12,000	12,000
Other Revenue	492,139	435,658	140,634	(295,024)
Operating Transfers In	563,108	476,500	2,024,608	1,548,108
Total Revenues	38,695,727	35,145,500	36,859,840	1,714,340
Expenditures				
Salaries & Wages	8,126,358	6,031,612	6,150,249	118,637
Benefits	3,784,243	2,547,705	3,183,106	635,401
Supplies	414,464	350,908	146,532	(204,376)
Other Services & Charges	26,041,737	26,258,007	27,379,953	1,121,946
Operating Transfers Out	-	-	-	-
Total Expenditures	38,366,803	35,188,232	36,859,840	1,671,608
Revenues Over (Under) Expenditures	328,924	(42,732)	-	
Fund Balance, Beginning of Year		546,954	504,222	
Projected Fund Balance, End of Year		504,222	504,222	



MENTAL HEALTH FUND (2220), continued

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Clinical Office Manager	0.41	-	0.41
Mental Health Prescriber	0.28	0.72	0.46
Compliance Manager	0.12	0.12	0.12
Compliance Assistant	0.36	0.36	0.36
Mental Health Aide	28.00	2.00	6.00
Mental Health Clinician	5.00	2.00	4.50
Mental Health Nurse	3.50	2.50	1.50
Mental Health Specialist*	16.77	16.02	8.67
Mental Health Trainer	1.00	1.00	1.00
Occupational Therapist	1.50	0.50	1.50
Program Coordinator	1.74	1.49	1.74
Care Coordinator	-	-	1.00
Program Supervisor	1.36	1.36	1.35
CBS Team Leader	3.00	1.00	3.00
Medical Assistant	1.00	1.00	1.00
Mental Health Clerk	3.34	2.84	3.33
Training Center Clerk	0.70	0.23	0.70
Speech Language Therapist	0.50	-	0.50
Team Supervisor - M Health	4.00	3.75	4.00
Support Coordinator Aid	-	-	7.00
Assess Level Care Specialist	-	-	2.00
Mental Health Specialist	0.24	-	-
Consumer Services Coordinator	-	0.24	0.10
Access Center Clerk	0.86	0.86	0.94
Clinical Office Manager	0.59	-	0.59
Compliance Manager	0.21	0.21	0.21
Medical Assistant	1.00	0.50	1.00
Compliance Assistant	0.64	0.64	0.64
Mental Health Clinician	20.00	15.00	13.55
Mental Health Nurse	5.00	2.00	3.75
Mental Health Specialist	11.00	8.00	9.00
Peer Support Specialist	6.00	4.50	6.00
Program Coordinator	7.86	6.36	6.85
Program Supervisor	1.00	1.00	1.00
Staff Psychiatrist	1.00	-	1.00
Mental Health Clerk	4.50	2.50	3.50
Mental Health Prescriber	0.72	0.28	1.54
Senior Reach Case Manager	-	-	0.50
Senior Reach Provider	-	-	1.00



MENTAL HEALTH FUND (2220), continued

Personnel (continued)

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Mental Health Clinician	5.00	3.00	4.50
Mental Health Nurse	1.00	1.00	-
Mental Health Specialist	0.33	0.33	0.33
Peer Specialist	1.00	1.00	1.00
Program Coordinator	1.60	1.60	1.60
Program Supervisor	0.64	0.64	0.65
Mental Health Clerk	0.66	0.66	0.67
Medical Assistant	-	-	1.00
Account Clerk	6.06	4.86	4.70
Accountant II	1.50	1.50	1.78
Administrative Assistant	0.88	0.88	1.00
CMH Deputy Director	0.91	0.91	0.95
Consumer Services Coordinator	0.94	0.70	0.73
Compliance Manager	0.59	0.59	0.62
Contract Manager	0.75	0.75	0.83
Assistant Human Resources Director	0.50	-	-
Business Analyst	0.88	0.88	0.71
Mental Health Director	1.00	1.00	1.00
Mental Health Specialist	0.76	-	-
Mental Health Finance Manager	0.90	0.90	0.90
Program Coordinator	0.66	0.66	0.66
Program Evaluator	0.97	0.97	0.95
Quality Improvement Clerk	0.90	0.90	1.00
Recipient Rights Director	0.94	0.94	1.00
QI Data Technician	-	1.00	1.00

Target Population

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



MENTAL HEALTH FUND (2220), continued

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

Performance Metrics

Table with 5 columns: ANNUAL MEASURES, 2015 ACTUAL, 2016 TARGET, 2017 TARGET. Rows include metrics for inpatient psychiatric unit readmissions (30 and 180 days) and Medicaid penetration rate.



MENTAL HEALTH - SUBSTANCE ABUSE FUND (2225)

Budget Year Ending September 30, 2017

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 Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
CMH Deputy Director	0.09	0.09	0.05
Account Clerk	0.14	0.14	0.30
Administrative Assistant	0.12	0.12	-
Compliance Manager	0.08	0.08	0.05
Contract Manager	0.25	0.25	0.17
Mental Health Finance Manager	0.10	0.10	0.10
Program Coordinator	0.14	0.14	0.15
Program Evaluator	0.03	0.03	0.05
Quality Improvement Clerk	0.10	0.10	-
Recipient Rights Director	0.06	0.06	-
Accountant II	0.50	0.50	0.22
Business Analyst	0.12	0.12	0.29
Consumer Services Coordinator	0.06	0.06	0.17
Access Center Clerk	0.14	0.14	0.06
SUD Clinician-Access	-	-	1.00
Mental Health Clinician	1.00	1.00	1.00
	2.93	2.93	3.61



MENTAL HEALTH - MILLAGE FUND (2221)

Budget Year Ending September 30, 2017

Fund Description & Financial Summary

This fund is used to account for monies to provide mental health services within the County. Monies are provided by the millage of 0.3000 mills that was passed in March of 2016 for 10 years

	Prior Year	Current Year		Increase/ (Decrease)
	Actual 9/30/2015	Amended Budget 9/30/2016	Recommended Budget 2017	
Revenues				
Taxes	-	-	3,082,367	3,082,367
Operating Transfers In	-	-	-	-
Total Revenues	-	-	3,082,367	3,082,367
Expenditures				
Salaries & Wages	-	-	148,024	148,024
Benefits	-	-	79,052	79,052
Supplies	-	-	3,319	3,319
Other Services & Charges	-	-	614,009	614,009
Operating Transfers Out	-	-	1,798,108	1,798,108
Total Expenditures	-	-	2,642,512	2,642,512
 Revenues Over (Under) Expenditures	 -	 -	 439,855	
 Fund Balance, Beginning of Year		 -	 -	
Projected Fund Balance, End of Year		 -	 439,855	

Personnel

No Personnel has been allocated to this Fund



OTHER GOVERNMENTAL GRANTS FUND (2180)

Budget Year Ending September 30, 2017

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 12/31/2015	Current Year Amended Budget 9/30/2016	Recommended Budget 2017	Increase/ (Decrease)
Revenues				
Intergovernmental Revenue	1,388,166	2,463,532	2,192,921	(270,611)
Charges for Services	62,801	55,899	86,738	30,839
Other Revenue	18,669	473,016	229,562	(243,454)
Operating Transfers In	1,751	275,041	39,849	(235,192)
Total Revenues	1,471,387	3,267,488	2,549,070	(483,226)
Expenditures				
Salaries & Wages	318,153	656,794	617,101	(39,693)
Benefits	132,147	308,295	285,148	(23,147)
Supplies	180,971	352,678	371,026	18,348
Other Services & Charges	805,469	1,727,726	1,253,704	(474,022)
Operating Transfer Out	-	-	-	
Total Expenditures	1,436,740	3,045,493	2,526,979	(518,514)
Revenues Over (Under) Expenditures	34,647	221,995	22,091	
Fund Balance, Beginning of Year		66,199	288,194	
Projected Fund Balance, End of Year		288,194	310,285	



OTHER GOVERNMENTAL GRANTS FUND (2180), continued

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Assistant Director - Probation	-	0.15	0.15
Probation Officer/SSA	-	1.00	1.00
Probation Specialist	-	0.98	0.98
Drug Court Coordinator	1.00	1.00	1.00
Caseworker	1.00	-	-
Probation Treatment Specialist	1.00	-	-
Probation Officer/SSA	-	-	-
Probation Specialist	0.98	-	-
Assistant Director of Probation Services	0.15	-	-
Case Work Surveillance Officer	0.63	0.63	0.63
Probation Specialist	0.48	0.48	0.49
Homeland Security Regional Planner	1.00	1.00	1.00
CAA DIRECTOR	-	-	-
CAA HOUSING PRGM-MW	-	-	1.00
JUV CASE WORKER-JTRT	-	-	-
ASSESS&ELIGIB-MI WRK	-	-	1.00
ASSESS&ELIGIB-MI WRK	-	-	1.00
ASSESS&ELIGIB-MI WRK	-	-	1.00
Weatherization Inspectors	-	-	1.00
Weatherization Program Coordinator	-	-	1.00
	6.24	5.24	11.24



PARKS & RECREATION FUND (2081)

Budget Year Ending September 30, 2017

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 2016 for ten years and expires in 2026

	Current Year			
	Prior Year	Amended	Recommended	Adopted
	Actual	Budget	Budget	Increase/ (Decrease)
	12/31/2015	9/30/2016	2017	
Revenues				
Tax	3,085,812	3,252,870	3,254,614	1,744
Intergovernmental Revenue	108,372	53,750	729,000	711,400
Charges for Services	641,845	465,949	571,380	46,060
Interest on Investments	50,426	56,100	68,500	(6,300)
Rental	15,500	15,500	15,500	-
Other Revenue	871,526	55,826	23,400	(1,127,400)
Operating Transfer In	7,500	-	-	-
Total Revenues	<u>4,780,980</u>	<u>3,899,995</u>	<u>4,662,394</u>	<u>(374,496)</u>
Expenditures				
Salaries & Wages	1,440,678	1,240,346	1,790,189	138,395
Benefits	500,433	428,696	643,917	72,323
Supplies	246,634	214,099	352,945	93,390
Other Services & Charges	749,122	566,476	946,633	324,045
Capital Outlay	2,697,894	1,264,679	2,404,000	578,500
Operating Transfer Out	-	-	-	-
Total Expenditures	<u>5,634,761</u>	<u>3,714,296</u>	<u>6,137,684</u>	<u>1,206,653</u>
Revenues Over (Under) Expenditures	(853,781)	185,699	(1,475,290)	
Fund Balance, Beginning of Year		<u>3,634,189</u>	<u>3,819,888</u>	
Projected Fund Balance, End of Year		<u>3,819,888</u>	<u>2,344,598</u>	



PARKS & RECREATION FUND (2081), continued

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # 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	1.00	1.00	1.00
Park Maintenance Worker	2.00	3.00	3.00
NEC Secretary	-	1.00	1.00
	17.75	19.75	19.75

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



PARKS & RECREATION FUND (2081), continued

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	# of acres of county park land per 1,000 population	22.88	22.64	23.36
	% of park lands developed for accessible recreation	63%	63%	63%
	% of parks and facilities in compliance with ADA	88%	88%	88%





REGISTER OF DEEDS AUTOMATION FUND (2560)

Budget Year Ending September 30, 2017

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	Current Year		Increase/ (Decrease)
	Actual 12/31/2015	Amended Budget 9/30/2016	Recommended Budget 2017	
Revenues				
Charges for Services	245,106	191,250	240,000	48,750
Interest on Investments	4,496	4,635	9,127	4,492
Operating Transfers In	-	-	-	-
Total Revenues	249,602	195,885	249,127	53,242
Expenditures				
Salaries & Wages	14,054	10,752	37,040	26,288
Benefits	9,763	8,649	26,014	17,365
Supplies	4,149	300	2,992	2,692
Other Services & Charges	148,458	146,116	175,571	29,455
Operating Transfer Out	-	-	-	-
Total Expenditures	176,425	165,817	241,617	75,800
Revenues Over (Under) Expenditures	73,177	30,068	7,510	
Fund Balance, Beginning of Year		681,895	711,963	
Projected Fund Balance, End of Year		711,963	719,473	

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Public Service Center Clerk	0.35	0.35	0.35
Clerk/Register Supervisor	-	-	0.50
	0.35	0.35	0.85



SHERIFF GRANTS AND CONTRACTS FUND (2630)

Budget Year Ending September 30, 2017

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 12/31/2015	Current Year Amended Budget 9/30/2016	Recommended Budget 2017	Increase/ (Decrease)
Revenues				
Intergovernmental Revenue	6,868,921	5,816,263	7,880,856	2,064,593
Charges for Services	11,200	-	-	-
Other Revenue	1,943	-	-	-
Operating Transfers In	385,844	471,056	557,254	86,198
Total Revenues	7,267,908	6,287,319	8,438,110	2,150,791
Expenditures				
Salaries & Wages	4,411,040	3,655,913	4,906,919	1,251,006
Benefits	2,073,638	1,777,398	2,550,231	772,833
Supplies	110,192	143,661	144,496	835
Other Services & Charges	672,819	710,347	836,464	126,117
Operating Transfers Out	-	-	-	-
Total Expenditures	7,267,689	6,287,319	8,438,110	2,150,791
Revenues Over (Under) Expenditures	219	-	-	
Fund Balance, Beginning of Year		5,900	5,900	
Projected Fund Balance, End of Year		5,900	5,900	

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Sergeant	8.00	8.00	8.00
Road Patrol Deputy	62.00	62.00	62.00
	70.00	70.00	70.00



DEBT SERVICE FUND

CAPITAL

IMPROVEMENT

FUND

PERMANENT FUND



DEBT SERVICE FUNDS (3010)

Budget Year Ending September 30, 2017

Fund Description & Financial Summary

The Debt Fund is to account for all County debt payments

	Prior Year Actual 12/31/2015	Current Year Amended Budget 9/30/2016	Recommended Budget 2017	Increase/ (Decrease)
Revenues				
Rental	1,818,294	-	-	-
Other Revenue	11,296	-	-	-
Operating Transfer In	15,411,094	1,179,974	4,998,939	3,818,965
Total Revenues	17,240,685	1,179,974	4,998,939	3,818,965
Expenditures				
Debt Service	17,233,704	1,151,768	5,034,126	3,882,358
Operating Transfers Out	-	-	-	-
Total Expenditures	17,233,704	1,151,768	5,034,126	3,882,358
Revenues Over (Under) Expenditures	6,981	28,206	(35,187)	
Fund Balance, Beginning of Year		6,981	35,187	
Projected Fund Balance, End of Year		35,187	-	

Personnel

No Personnel has been allocated to this Fund



CAPITAL IMPROVEMENT FUND (4020)

Budget Year Ending September 30, 2017

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	Current Year		Increase/ (Decrease)
	Actual 12/31/2015	Amended Budget 9/30/2016	Recommended Budget 2017	
Revenues				
Intergovernmental Revenue	-	515,613	2,778,133	2,262,520
Charges for Services	376,459	-	-	-
Interest on Investments	30,383	50,000	30,000	(20,000)
Rental	198,929	88,543	76,068	(12,475)
Other Revenue	-	-	507,514	507,514
Operating Transfers In	3,720,119	-	1,422,000	1,422,000
Total Revenues	4,325,890	654,156	4,813,715	4,159,559
Expenditures				
Other Services & Charges	3,206	3,500	3,500	-
Capital Outlay	1,219,744	4,427,678	6,189,891	
Debt Service	190,025	-	-	-
Operating Transfers Out	-	-	171,750	171,750
Total Expenditures	1,412,974	4,431,178	6,365,141	171,750
Revenues Over (Under) Expenditures	2,912,916	(3,777,022)	(1,551,426)	
Fund Balance, Beginning of Year		6,444,815	2,667,793	
Projected Fund Balance, End of Year		2,667,793	1,116,367	

Personnel

No Personnel has been allocated to this Fund



CEMETERY TRUST FUND (1500)

Budget Year Ending September 30, 2017

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.

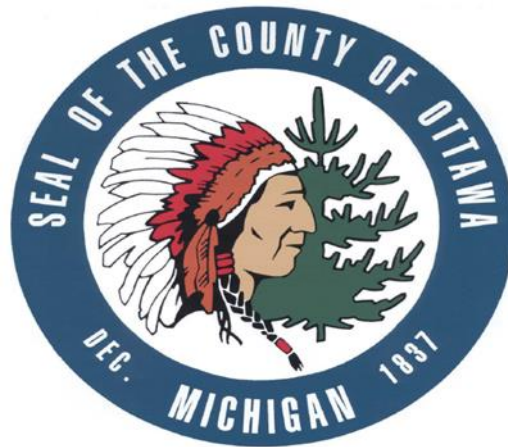
	Prior Year	Current Year		Increase/ (Decrease)
	Actual 12/31/2015	Amended Budget 9/30/2016	Recommended Budget 2017	
Revenues				
Interest on Investments	30	30	35	5
Operating Transfer In	-	-	-	-
Total Revenues	30	30	35	5
Expenditures				
Operating Transfer Out	-	-	-	-
Total Expenditures	-	-	-	-
Revenues Over (Under) Expenditures	30	30	35	
Fund Balance, Beginning of Year		5,890	5,920	
Projected Fund Balance, End of Year		5,920	5,955	

Personnel

No Personnel has been allocated to this Fund



BUDGET BY *DEPARTMENT* *(General Fund Only)*





GENERAL FUND (1010)

	Prior Year	Current Year		Adopted Increase/ (Decrease)
	Actual 12/31/2015	Amended Budget 9/30/2016	Recommended Budget 2017	
Revenues				
Tax	40,643,909	43,409,154	48,334,169	11,273,577
Intergovernmental Revenue	8,583,706	6,427,041	8,842,002	76,378
Charges for Services	13,276,393	9,787,854	13,476,562	(139,407)
Fines & Forfeits	69,428	55,175	85,600	9,200
Interest on Investments	132,391	264,053	391,136	39,066
Rental	2,239,378	1,689,115	2,272,411	8,258
Licenses & Permits	379,902	218,867	308,225	16,403
Other Revenue	795,949	719,938	851,916	251,952
Operating Transfers In	15,717	-	3,663,917	1,413,917
Total Revenues	66,136,773	62,571,195	78,225,938	12,949,344
Expenditures				
Salaries & Wages	23,028,926	16,378,413	24,379,222	132,830
Benefits	10,974,356	8,819,840	12,867,637	975,737
Supplies	2,136,916	2,199,207	2,638,947	27,322
Other Services & Charges	19,885,657	23,362,633	27,970,867	10,899,805
Debt Service	553,355	-	-	(539,485)
Contingency	-	289,325	500,000	93,379
Transfers Out	12,132,024	9,948,144	11,450,149	1,798,935
Total Expenditures	68,711,234	60,997,562	79,806,822	13,388,523
Revenues Over (Under) Expenditures	(2,574,460)	1,573,633	(1,580,884)	
Fund Balance, Beginning of Year		18,071,215	19,644,848	
Projected Fund Balance, End of Year		19,644,848	18,063,964	
Estimated Underspend		(1,789,398)	907,052	
Other Planned Projects		215,765	673,832	
Revenues Over (Under)		(1,573,633)	1,580,884	



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

	2015 Actual	2016 Current Year Amended Budget	2017 Board Approved Budget
Administrator - 10101720			
Revenues			
Charges For Services	(1,190)	-	-
Total Revenues	(1,190)	-	-
Expenditures			
Salaries	433,130	314,811	458,760
Fringe Benefits	186,351	146,845	211,320
Supplies	11,598	7,620	10,363
Other Services & Charges	45,859	41,077	54,317
Total Expenditures	676,938	510,352	734,760

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Administrator	0.84	0.84	0.84
Assistant County Administrator	1.00	1.00	1.00
Financial Analyst	0.70	0.70	0.70
Communication Specialist	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Secretary	0.50	0.50	0.50
	5.04	5.04	5.04



ADMINISTRATOR'S (1720) continued

Primary Goals & Objectives

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

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

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

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

Department Goal 2: Promote a culture of engagement with stakeholders

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

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

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

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

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

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

Performance Metrics

Annual Measures	2015 Actual	2016 Target	2017 Target
Department Goal 1: Strive for "triple-triple" bond ratings			
County Bond Rating - <i>Moody's</i>	Aaa	Aaa	Aaa
County Bond Rating - <i>Standard & Poor's</i>	AA	AA	AA
County Bond Rating - <i>Fitch</i>	AAA	AAA	AAA
Department Goal 2: Promote a culture of engagement with stakeholders			
% of citizens satisfied with County Government services	n/a	85.0%	n/a
% of employees completely to fairly well satisfied with communication from Administration (<i>Employee Survey</i>)	54.6%	n/a	60.0%
# of subscribers receiving communication through GovDelivery	16,032	21,500	27,500
% of subscribers accessing communications received through GovDelivery	32.4%	33.5%	35.0%
Department Goal 3: Promote a culture of continuous improvement of County programs and services			
Return-on-investment from projects funded through the Innovation Fund	n/a	n/a	n/a
Department Goal 4: Promote a culture that strives to provide excellent customer service			
% of citizens receiving excellent customer service	n/a	n/a	n/a



CANVASSING BOARD (1920)

Function Statement

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

Financial Summary

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Canvassing Board - 10101920			
Revenues			
Other Revenue	-	-	(4,732)
Total Revenues	-	-	(4,732)
Expenditures			
Salaries	1,630	6,160	6,720
Fringe Benefits	-	-	237
Other Services & Charges	665	2,419	2,604
Total Expenditures	2,295	8,579	9,561

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.

Financial Summary

	2015	2016	2017
Central Dispatch - 10103250	Actual	Current Year Amended Budget	Board Approved Budget
Revenues			
Taxes	(4,283,177)	(4,494,566)	(4,523,925)
Total Revenues	<u>(4,283,177)</u>	<u>(4,494,566)</u>	<u>(4,523,925)</u>
Expenditures			
Other Services & Charges	4,283,177	4,491,009	4,523,925
Total Expenditures	<u>4,283,177</u>	<u>4,491,009</u>	<u>4,523,925</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

	2015 Actual	2016 Current Year Amended Budget	2017 Board Approved Budget
Circuit Court: Trial Division - 10101310			
Revenues			
Intergovernmental	(675)	(1,000)	(1,000)
Charges For Services	(310,553)	(247,500)	(330,000)
Fines & Forfeits	(17,095)	(16,250)	(24,500)
Other Revenue	(12,936)	(17,063)	(22,750)
Total Revenues	(341,259)	(281,813)	(378,250)
Expenditures			
Salaries	755,749	528,906	798,478
Fringe Benefits	345,360	279,045	398,866
Supplies	94,501	91,582	109,419
Other Services & Charges	1,559,868	1,331,724	1,709,989
Total Expenditures	2,755,479	2,231,257	3,016,752

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # 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	1.00
Circuit Court Clerk	4.75	4.75	4.75
Mediation Assign/Collections Clerk	2.00	2.00	2.00
Court Reporter	2.00	2.00	2.00
Law Clerk/Bailiff	1.00	1.00	1.00
	15.65	15.65	15.75



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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	Clearance Rate	100%	100%	100%



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

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Circuit Court Adult Probation - 10101520			
Expenditures			
Supplies	10,089	10,900	10,374
Other Services & Charges	133,346	111,523	141,864
Total Expenditures	143,435	122,423	152,238

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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	Prison commitment rate	10%	12%	12%



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

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Circuit Court Family Counseling - 10101660			
Revenues			
Licenses And Permits	(25,215)	(20,250)	(27,000)
Total Revenues	(25,215)	(20,250)	(27,000)
Expenditures			
Other Services & Charges	5,924	12,799	15,787
Total Expenditures	5,924	12,799	15,787

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

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Commissioners - 10101010			
Expenditures			
Salaries	190,383	139,766	197,297
Fringe Benefits	39,237	28,651	46,870
Supplies	16,036	6,000	7,635
Other Services & Charges	218,368	192,801	239,159
Total Expenditures	464,024	367,218	490,961

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Commissioners	11.00	11.00	11.00
	11.00	11.00	11.00



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

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Community Corrections - 10101362			
Revenues			
Intergovernmental	(228,281)	(219,125)	(282,066)
Charges For Services	(126,546)	(139,762)	(183,125)
Other Revenue	(414)	-	-
Total Revenues	(355,240)	(358,887)	(465,191)
Expenditures			
Salaries	363,721	254,524	366,911
Fringe Benefits	150,718	109,427	153,957
Supplies	11,648	22,806	32,129
Other Services & Charges	302,439	235,794	351,304
Total Expenditures	828,526	622,551	904,301



COMMUNITY CORRECTIONS (1362) continued

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Assistant Director of Probation Services	0.15	0.15	0.15
Community Corrections Secretary	0.32	-	-
Court Services Officer	1.00	1.00	1.00
Court Services Coordinator	1.00	0.70	0.70
Director of Probation & CC	0.50	0.50	0.50
District Court Clerk	0.05	-	-
Probation Officer/SSA	2.20	1.80	1.80
Probation Assistant	0.02	-	-
Enforcement Officer	0.44	-	-
Probation / Community Corrections Secretary	-	0.36	0.32
Probation Specialist	-	0.49	0.49
	5.68	5.00	4.96

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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	Ottawa OWI III offender prison commitment rate	12.3%	<10%	<10%
	Ottawa Straddle Cell offender prison commitment rate	19.9%	<20%	<20%
	Ottawa prison commitment rate (overall)	9.6%	<9.6%	<8%
	State prison commitment rate (<i>benchmark</i>)	21.5%	n/a	n/a



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

	2015	2016	2017
	Actual	Current Year	Board Approved
Contingency - 10108900		Amended Budget	Budget
Expenditures			
Contingency	-	289,325	500,000
Total Expenditures	-	289,325	500,000

Personnel

No Personnel has been allocated to this Department



CORPORATE COUNSEL (2660)

Financial Summary

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Corporate Counsel - 10102660			
Expenditures			
Salaries	149,947	109,303	154,655
Fringe Benefits	61,883	45,174	67,687
Supplies	1,921	16,650	5,300
Other Services & Charges	10,372	15,121	10,709
Total Expenditures	224,122	186,248	238,351

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # 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

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
County Clerk - 10102150			
Revenues			
Licenses And Permits	(49,767)	(14,100)	(18,300)
Charges For Services	(832,702)	(403,065)	(585,735)
Other Revenue	(5,684)	(3,749)	(5,740)
Total Revenues	(888,153)	(420,913)	(609,775)
Expenditures			
Salaries	904,333	662,200	988,052
Fringe Benefits	455,665	376,234	531,296
Supplies	95,271	69,057	88,486
Other Services & Charges	209,996	127,017	230,668
Total Expenditures	1,665,264	1,234,507	1,838,502



COUNTY CLERK (2150) continued

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # 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	-	-
Clerk/Register Supervisor	-	-	0.50
Vital Records Supervisor	1.00	1.00	-
Clerk/Register Specialist	1.00	1.00	1.00
Case Records Specialist	1.00	-	-
Case Records Processor I	10.00	-	-
Case Records Processor II	3.00	-	-
Vital Records Clerk	5.00	-	-
Case Records Technician	-	13.00	13.00
Clerk/Register Technician	-	5.50	4.20
Court Records Supervisor	-	1.00	1.00
Senior Case Records Technician	-	1.00	1.00
	23.50	23.50	22.20

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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	% 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%
	% 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%



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

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
County Treasurer - 10102530			
Revenues			
Taxes	(36,360,733)	(33,807,435)	(38,672,472)
Licenses And Permits	(192,630)	(120,767)	(144,925)
Intergovernmental	(5,940,469)	(4,600,265)	(6,123,725)
Charges For Services	(48,949)	(45,506)	(63,979)
Fines & Forfeits	(6,785)	(3,600)	(6,000)
Interest	(132,286)	(264,053)	(391,136)
Other Revenue	(161,707)	(142,877)	(160,545)
Total Revenues	(42,843,559)	(38,984,502)	(45,562,782)
Expenditures			
Salaries	398,544	290,747	421,259
Fringe Benefits	193,632	160,140	226,505
Supplies	35,937	31,716	25,699
Other Services & Charges	141,839	114,650	155,496
Total Expenditures	769,952	597,253	828,959



COUNTY TREASURER (2530) continued

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # 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
	7.55	7.55	7.55

Target Population

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

Primary Goals & Objectives

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

Department Goal 1: Protect public funds

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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	# of new processes implemented that result in a positive return-on-investment, increased efficiency, and/or improved customer satisfaction	2	4	4
	Invested principal lost during the year	\$0	\$0	\$0
	County Investment Portfolio rate of return	0.72%	1.00%	1.00%
	<i>Benchmark rate of return¹</i>	<i>0.63%</i>	<i>1.33%</i>	<i>1.38%</i>
	Investment Portfolio weighted average maturity at year end	1.79	2.00	2.00
	% of delinquent properties forfeited	12%	10%	12%
	% of properties foreclosed of those properties forfeited	3.0%	2.9%	2.6%



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

	2015 Actual	2016 Current Year Amended Budget	2017 Board Approved Budget
Crime Victim's Rights - 10102320			
Revenues			
Intergovernmental	(166,444)	(128,836)	(167,600)
Other Revenue	(400)	-	(3,600)
Total Revenues	(166,844)	(128,836)	(171,200)
Expenditures			
Salaries	137,044	100,640	143,689
Fringe Benefits	57,332	42,233	62,104
Supplies	5,686	6,556	11,083
Other Services & Charges	16,364	10,314	20,664
Total Expenditures	216,425	159,743	237,540

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Victim's Rights Coordinator	1.00	1.00	1.00
Victim Advocate	2.00	2.00	2.00
	3.00	3.00	3.00



CRIME VICTIM'S RIGHTS (2320), continued

Target Population

Victims of felony and serious misdemeanor offenses

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

Performance Metrics

	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
WORKLOAD	# of cases opened	2,057	2,160	2,268
	# of communications/letters distributed to victims	18,321	19,237	20,199
	Total # of contacts made with victims (e.g. letters, phone calls, visits, etc.)	22,283	23,397	24,567
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)	34%	n/a	n/a



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

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Department of Veteran's Affairs - 10106890			
Revenues			
Intergovernmental	(3,000)	(2,250)	(3,000)
Total Revenues	<u>(3,000)</u>	<u>(2,250)</u>	<u>(3,000)</u>
Expenditures			
Supplies	90	560	150
Other Services & Charges	51,684	53,312	60,567
Total Expenditures	<u>51,773</u>	<u>53,872</u>	<u>60,717</u>

Personnel

No Personnel has been allocated to this department



DEPARTMENT OF VETERAN'S AFFAIRS (6890) continued

Target Population

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

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

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

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

Performance Metrics

Annual Measures	2015 Actual	2016 Target	2017 Target
% increase in the amount of federal benefits (direct allocations and grants) received per County veteran (over the previous year)	7.0%	1.7%	1.7%
County's ranking as it relates to the amount of federal benefits (direct allocations and grants) received per County veteran (out of 83 Michigan counties)	82	81	80
Number of veterans seen by a Veterans Service Office at the OCDVA	753	800	850
Total amount of County emergency financial assistance distributed to impoverished veterans and their families	\$9,900	\$14,000	\$14,000
Total amount of State emergency financial assistance distributed to impoverished veterans and their families	\$29,637	\$25,000	\$30,000
Total amount of County financial support for burials distributed to eligible widows and families of veterans	\$12,000	\$25,000	\$25,000



DISTRICT COURT (1360)

Mission Statement

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

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.



DISTRICT COURT (1360) continued

Financial Summary

	2015	2016	2017
District Court - 10101360	Actual	Current Year Amended Budget	Board Approved Budget
Revenues			
Intergovernmental	(57,664)	(54,043)	(55,000)
Charges For Services	(3,250,659)	(2,556,000)	(3,403,500)
Fines & Forfeits	(46,048)	(35,250)	(55,000)
Other Revenue	(5,212)	(5,625)	(8,000)
Total Revenues	(3,359,582)	(2,650,918)	(3,521,500)
Expenditures			
Salaries	2,604,454	1,846,372	2,726,377
Fringe Benefits	1,233,998	1,029,074	1,432,597
Supplies	285,159	283,838	283,171
Other Services & Charges	2,424,849	1,916,819	2,768,744
Total Expenditures	6,548,459	5,076,103	7,210,889

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # 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		
District Court Clerk I	11.20	10.25	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	9.20	9.20
Probation Secretary	0.75		
Probation Assistant	0.98		0.48
Bailiff	0.70	0.70	0.70
Magistrate	1.00	1.00	1.00
Enforcement Officer	0.05		
Probation / Community Corrections Secretary	-	3.19	2.75
Court Services Coordinator	-	0.30	0.30
	54.04	54.72	54.76



DISTRICT COURT (1360) continued

Target Population

Litigants, Attorneys, Law Enforcement, Citizens

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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	Case clearance rate (i.e. new cases filed versus cases disposed)	100%	100%	100%



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

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Drain Assessments - 10104450			
Expenditures			
Other Services & Charges	76,753	209,568	287,775
Total Expenditures	<u>76,753</u>	<u>209,568</u>	<u>287,775</u>

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 Summary

	2015	2016	2017
	Actual	Current Year	Board Approved
Elections - 10102620	Actual	Amended Budget	Budget
Revenues			
Charges For Services	(71,800)	(23,438)	(19,525)
Other Revenue	(98,717)	(106,886)	(143,435)
Total Revenues	(170,517)	(130,324)	(162,960)
Expenditures			
Salaries	61,978	37,225	111,497
Fringe Benefits	26,326	21,772	30,226
Supplies	89,909	154,270	132,704
Other Services & Charges	55,399	48,575	52,744
Total Expenditures	233,611	261,842	327,171

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # 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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015 ACTUAL	2016 TARGET	2017 TARGET
	% of precincts that could not be recounted (<i>in the event of an actual recount</i>)	0%	0%	0%



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

	2015 Actual	2016 Current Year Amended Budget	2017 Board Approved Budget
Equalization - 10102570			
Revenues			
Charges For Services	(7,386)	(6,800)	(5,600)
Total Revenues	(7,386)	(6,800)	(5,600)
Expenditures			
Salaries	603,233	470,763	611,087
Fringe Benefits	306,471	238,228	353,647
Supplies	9,927	7,733	10,958
Other Services & Charges	99,659	62,905	100,869
Total Expenditures	1,019,290	779,628	1,076,561



EQUALIZATION (2570) continued

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Equalization Director	0.92	0.96	1.00
Deputy Equalization Director	0.94	0.98	1.00
Appraiser III	2.82	2.78	2.00
Appraiser II	-	0.15	1.00
Appraiser I	0.30	-	1.00
Property Description Coordinator	1.00	-	
Property Description Technician	1.00	2.00	2.00
Senior Abstracting/Indexing Clerk	0.96	0.97	1.00
Abstracting/Indexing Clerk	2.55	2.62	2.75
Administrative Assistant	1.00	1.00	1.00
Assistant Assessor	-	0.10	1.00
	11.49	11.56	13.75

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 5: Maintain and/or minimize cost to taxpayers

- Objective 1) Implement shared service arrangements



EQUALIZATION (2570) continued

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	# of classes where County Equalized Value was appealed	0	0	0
	% of time the Michigan Tax Tribunal or State Tax Commission side with County on equalization appeals	100%	100%	100%
	% of time a requested millage is incorrectly audited	0%	0%	0%
	Cost-savings to taxpayers (shared assessment services)	\$76,000	\$78,000	\$80,000



CROCKERY TOWNSHIP ASSESSING - EQUALIZATION (2572)

Financial Summary

	2015	2016	2017
Crockery Township Assessing - 10102572	Actual	Current Year Amended Budget	Board Approved Budget
Revenues			
Charges For Services	(33,440)	(29,505)	(48,039)
Total Revenues	(33,440)	(29,505)	(48,039)
Expenditures			
Salaries	31,680	13,507	42,949
Fringe Benefits	9,435	4,946	-
Supplies	46	160	75
Other Services & Charges	1,401	1,661	2,015
Total Expenditures	42,562	20,274	45,039

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # 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 Assessor	-	0.20	-
	0.53	0.43	-



GRAND HAVEN ASSESSING - EQUALIZATION (2571)

Financial Summary

	2015	2016	2017
Grand Haven Assessing - 10102571	Actual	Current Year Amended Budget	Board Approved Budget
Revenues			
Charges For Services	(126,535)	(106,706)	(139,860)
Total Revenues	(126,535)	(106,706)	(139,860)
Expenditures			
Salaries	76,260	68,168	100,214
Fringe Benefits	27,251	27,301	25,222
Supplies	136	336	456
Other Services & Charges	6,634	1,538	1,800
Total Expenditures	110,281	97,342	127,692

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Equalization Director	0.05	0.02	-
Deputy Equalization Director	0.05	0.02	-
Appraiser III	1.05	0.20	-
Appraiser II	-	0.70	-
Appraiser I	0.40	-	-
Property Description Coordinator	-	-	-
Abstracting/Indexing Clerk	0.15	0.10	-
Senior Abstracting Clerk	0.03	0.02	-
Assistant Assessor	-	0.70	-
	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

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Equipment Pool - 10109010			
Expenditures			
Other Services & Charges	-	20,000	20,000
Total Expenditures	-	20,000	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

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Facilities - 2650			
Revenues			
Rents	(2,013,250)	(1,519,926)	(1,992,411)
Charges For Services	(7,594)	(7,500)	(5,500)
Other Revenue	(465)	-	-
Total Revenues	(2,021,309)	(1,527,426)	(1,997,911)
Expenditures			
Salaries	884,085	627,601	925,065
Fringe Benefits	472,752	401,477	556,601
Supplies	183,351	169,394	195,942
Other Services & Charges	2,192,264	1,939,601	2,555,593
Total Expenditures	3,732,452	3,138,073	4,233,201

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # 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	4.90	4.90
Maintenance Worker	11.00	9.00	9.00
Maintenance Technician	-	2.00	2.00
Senior Secretary	1.00	1.00	1.00
Facilities Clerk	0.60	0.60	0.60
	20.60	20.50	20.50



FACILITIES (2650) continued

Target Population

Visitors to Ottawa County Facilities, County Employees

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: 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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	# of onsite accidents in which the county was held liable	0	0	0
	% change in maintenance cost per square foot compared to consumer price index (CPI) for fuel and utilities ¹	-9.7%	-13.3%	-13.3%
		-1.9%	-1.9%	-1.9%



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.



FISCAL SERVICES (1910), continued

Financial Summary

	2015 Actual	2016 Current Year Amended Budget	2017 Board Approved Budget
Fiscal Services - 10101910			
Revenues			
Intergovernmental	(17,400)	-	-
Charges For Services	(4,688,481)	(3,414,732)	(4,666,260)
Rents	(300)	-	(55,000)
Other Revenue	(98,818)	(61,500)	(12,000)
Total Revenues	(4,804,999)	(3,476,232)	(4,733,260)
Expenditures			
Salaries	650,414	439,657	795,611
Fringe Benefits	320,983	253,105	427,098
Supplies	33,956	28,400	32,316
Other Services & Charges	212,692	164,315	254,312
Total Expenditures	1,218,045	885,478	1,509,337

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Fiscal Services Director	0.49	0.49	0.50
Assistant Fiscal Services Director	0.80	0.80	0.80
Budget/Audit Manager	-	-	-
Budget/Audit Analyst	1.00	1.00	1.00
Risk Management/Accountant	0.25	0.25	0.25
Accountant II	3.40	2.40	2.50
Purchasing Manager	0.75	0.75	1.00
Buyer	-	-	1.00
Account Clerk II	3.80	4.00	3.00
Fiscal Services Secretary	1.00	-	-
Local Unit Financial Liaison	1.00	1.00	1.00
Accounting Manager	0.60	0.60	0.60
Accountant I	-	2.00	2.00
	13.09	13.29	13.65



GEOGRAPHIC INFORMATION SYSTEM (2590)

Mission Statement

Enhance the efficiency, decision-making capabilities, and business practices of the County's public and private sectors by providing efficient management of 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

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

Financial Summary

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
GIS - 101012590			
Revenues			
Charges For Services	(92,703)	(64,410)	(85,880)
Total Revenues	<u>(92,703)</u>	<u>(64,410)</u>	<u>(85,880)</u>
Expenditures			
Salaries	224,683	167,564	255,625
Fringe Benefits	124,528	101,843	143,655
Supplies	12,463	11,129	8,700
Other Services & Charges	65,409	52,820	74,851
Total Expenditures	<u>427,084</u>	<u>333,356</u>	<u>482,831</u>

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
GIS Manager	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	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: Enhance the decision-making capabilities of County employees, partner agencies, citizens, and other stakeholders through the utilization of GIS technology

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

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

Performance Metrics

Annual Measures	2015 Actual	2016 Target	2017 Target
# of GIS public mapping applications and specialized mapping applications created	13	14	15
# of GIS public mapping applications and specialized mapping applications supported	28	42	57
# of unique page views for GIS public mapping applications and specialized mapping applications	383,096	400,000	500,000
# of GIS portal service and maps created	0	50	150
# of GIS portal services and maps supported	0	50	200
# of unique downloads, and use for GIS portal services and maps	0	1,000	2,000
# of GIS users supported for login-based applications (County employees)	122	125	150
# of GIS users supported for login-in based applications (Partner Agency employees)	335	340	375



HUMAN RESOURCES (2700)

Mission Statement

The Human Resources Department serves the County of Ottawa by focusing efforts on the County's most valuable asset, its employees. Human Resources 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

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Human Resources - 10102700			
Revenues			
Charges For Services	(1,162)	(2,250)	(2,000)
Total Revenues	(1,162)	(2,250)	(2,000)
Expenditures			
Salaries	338,866	255,451	416,708
Fringe Benefits	161,949	151,652	231,759
Supplies	28,579	19,464	22,873
Other Services & Charges	119,409	175,022	236,930
Total Expenditures	648,803	601,588	908,270

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Human Resources Director	0.60	0.60	0.60
Assistant Human Resources Director	0.40	1.00	0.90
Training and Development Coordinator	1.00	-	-
Human Resources Generalist	0.31	0.31	0.33
Human Resources Assistant	1.00	-	-
Human Resources Specialist	2.08	2.08	2.08
Human Resources Technician	1.00	1.00	1.00
Human Resources Manager	-	1.00	1.00
Payroll Coordinator	-	1.00	1.00
	6.39	6.99	6.91



INNOVATION INITIATIVES (1721)

Function Statement

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

Financial Summary

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Innovation Initiatives - 10101721			
Expenditures			
Salaries	-	66,000	82,865
Fringe Benefits	-	-	30,237
Supplies	-	16,600	12,000
Other Services & Charges	-	-	1,950
Total Expenditures	-	82,600	127,052

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
District Court Collections Officer	-	1.00	1.00
	-	1.00	1.00



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

	2015	2016	2017
Insurance - 10108650	Actual	Current Year Amended Budget	Board Approved Budget
Expenditures			
Other Services & Charges	120,695	94,679	125,626
Total Expenditures	120,695	94,679	125,626

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

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Jury Board - 10101670			
Expenditures			
Supplies	3,719	4,504	20,750
Other Services & Charges	341	1,772	7,201
Total Expenditures	4,060	6,276	27,951

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

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Juvenile Services - 10101490			
Revenues			
Intergovernmental	(78,476)	(78,253)	(104,260)
Charges For Services	(80,609)	(58,650)	(77,750)
Other Revenue	-	-	-
Total Revenues	(159,085)	(136,903)	(182,010)
Expenditures			
Salaries	425,175	197,594	399,804
Fringe Benefits	212,899	123,477	227,640
Supplies	17,959	41,610	30,582
Other Services & Charges	399,999	357,099	527,622
Total Expenditures	1,056,032	719,781	1,185,648

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Circuit Court Administrator	0.66	0.66	0.66
Juvenile Services Director	0.15	0.15	0.15
Juvenile Court Referee	0.87	1.00	-
Assistant Director of Juvenile Services	0.12	1.00	0.16
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	2.00
	7.80	8.81	6.97



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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	Case clearance rate (i.e. new cases filed versus cases disposed)	104%	101%	101%



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

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Legal Self Help Center - 10101370			
Revenues			
Charges For Services	(15,316)	(11,358)	(18,744)
Other Revenue	(2,088)	(1,553)	(1,920)
Total Revenues	(17,404)	(12,911)	(20,664)
Expenditures			
Salaries	61,499	58,189	116,846
Fringe Benefits	29,562	33,870	71,659
Supplies	8,152	4,482	6,558
Other Services & Charges	12,592	10,761	16,411
Total Expenditures	111,805	107,301	211,474

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Legal Self-Help Center Director	1.00	1.00	1.00
LSH Admin Assistant	-	1.00	1.00
	1.00	2.00	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

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Medical Examiners - 10106480			
Revenues			
Intergovernmental	(1,600)	(600)	(800)
Charges For Services	(31,821)	(28,676)	(38,235)
Total Revenues	<u>(33,421)</u>	<u>(29,276)</u>	<u>(39,035)</u>
Expenditures			
Salaries	48,370	35,304	44,812
Fringe Benefits	12,423	6,770	9,474
Supplies	2,367	3,165	3,165
Other Services & Charges	356,402	262,906	355,830
Total Expenditures	<u>419,562</u>	<u>308,145</u>	<u>413,281</u>

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Clerk	0.20	-	-
Health Admin Specialist	-	0.20	0.20
	<u>0.20</u>	<u>0.20</u>	<u>0.20</u>



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

	2015 Actual	2016 Current Year Amended Budget	2017 Board Approved Budget
MSU Extension - 10102610			
Revenues			
Other Revenue	(5,000)	(3,750)	(5,000)
Total Revenues	(5,000)	(3,750)	(5,000)
Expenditures			
Salaries	53,465	38,820	56,536
Fringe Benefits	23,195	20,865	29,079
Supplies	2,227	1,359	2,575
Other Services & Charges	256,595	198,610	265,245
Total Expenditures	335,482	259,654	353,435

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Senior Extension Clerk	1.00	1.00	1.00
	1.00	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

Performance Metrics

	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
OUTCOMES	Average savings per farm that installs or implements energy conservation systems (based on results of feasibility study)	\$15,890	n/a	n/a
	Average net profit (per acre) for test plots that cultivate the bio-energy crop miscanthus (compared to crop previously on same land)	\$380	n/a	n/a
	Average net profit (per acre) for test plots that cultivate bio-energy crop switchgrass (compared to crop previously on same land)	\$172	n/a	n/a
	Dollar value of fruit protected (per acre) for blueberry growers participating in the MSUE Integrated Pest Management program	\$4,500	\$4,000	\$4,000
	Savings per acre on pest control for blueberry growers participating in the MSUE Integrated Pest Management program	\$157	\$175	\$180
	Dollar value of fruit protected (per acre) for blueberry growers adopting a Systems Approach for Spotted Wing Drosophila management	\$4,550	\$6,000	\$6,600
	Savings per acre on pest control for blueberry growers adopting a Systems Approach for Spotted Wing Drosophila management	\$100	\$175	\$200



OTHER HEALTH & WELFARE (6039)

Function Statement

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

Financial Summary

	2015	2016	2017
	Actual	Current Year	Board Approved
Other Health & Welfare - 10106039		Amended Budget	Budget
Expenditures			
Other Services & Charges	29,000	29,000	29,000
Total Expenditures	29,000	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	2015 Actual	2016 Current Year Amended Budget	2017 Board Approved Budget
Expenditures			
Other Services & Charges	120	116	120
Total Expenditures	120	116	120

Personnel

No Personnel has been allocated to this Department.



OTTAWA SOIL/WATER CONSERVATION (2800)

Financial Summary

Ottawa Soil/Water Conservation - 10102800	2015 Actual	2016 Current Year Amended Budget	2017 Board Approved Budget
Expenditures			
Other Services & Charges	40,000	40,000	40,000
Total Expenditures	40,000	40,000	40,000

Personnel

No Personnel has been allocated to this Department



PLANNING & PERFORMANCE (7211)

Mission Statement

Provide services to 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

	2015 Actual	2016 Current Year Amended Budget	2017 Board Approved Budget
Planning & Performance - 10107211			
Revenues			
Intergovernmental	(1,050)	(35,438)	(372,652)
Charges For Services	(136,534)	-	-
Other Revenue	(88,892)	(175,424)	(243,202)
Total Revenues	<u>(226,477)</u>	<u>(210,862)</u>	<u>(615,854)</u>
Expenditures			
Salaries	404,810	280,412	562,308
Fringe Benefits	181,102	140,783	270,415
Supplies	28,078	35,669	26,725
Other Services & Charges	211,389	326,331	690,982
Total Expenditures	<u>825,378</u>	<u>783,195</u>	<u>1,550,430</u>



PLANNING & PERFORMANCE (7211), continued

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Planning & Performance Impv. Director	0.98	0.98	0.98
Asst. Planning & Performance Impv. Director	1.00	1.00	1.00
Economic Development Coordinator	0.80	1.00	1.00
Research & Evaluation Analyst	1.00	1.00	1.00
Land Use Planning Analyst	0.92	-	-
Purchase Development Rights Specialist	-	-	0.50
Senior Secretary	1.00	1.00	1.00
Land Use Planning Specialist	1.00	1.92	1.92
Sr. Business Development Manager	-	1.00	1.00
	6.70	7.90	8.40

Primary Goals & Objectives

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

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

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

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

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

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

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

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

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

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

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

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



PLANNING & PERFORMANCE (7211), continued

Performance Metrics

Annual Measures	2015 Actual	2016 Target	2017 Target
Department Goal 1: Improve organizational performance and maximize the use of financial resources			
Total verified cost-effective programming from administrative/outcome evaluations and special studies	\$5,611,426	\$5,694,517	\$5,810,845
Total cost-savings from programming requiring improvement, modification, privatization, or discontinuation as a result of administrative/outcome evaluations and special studies	\$2,052,135	\$2,165,240	\$2,151,416
County return-on-investment from Performance Improvement services	\$35.86	\$36.31	\$42.95
Department Goal 2: Strengthen businesses and increase jobs in Ottawa County			
# of new jobs created by Incubator clients (cumulative)	0	0	0
# of jobs created through approved County Brownfield Plans and EPA Assessment Grant assisted redevelopment (cumulative)	368	486	493
Total private investment in Brownfield Plan and EPA Assessment Grant assisted redevelopment (cumulative)	\$44,387,353	\$47,736,353	\$48,886,353
Department Goal 3: Protect and improve quality-of-life in Ottawa County			
Miles of non-motorized separated pathways and paved shoulders constructed (cumulative)	3.3	5.1	9.2
Funds raised for non-motorized separated pathways and paved shoulders (cumulative)	\$1,150,649	2,849,526	3,711,115
Acres of farmland preserved (cumulative)	0.0	34.9	90.5
Cost per acre of farmland preserved	\$0	\$2,493	\$2,673
# of well closures due to high chloride levels	0	0	0



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

	2015	2016	2017
	Actual	Current Year	Board Approved
Plat Board - 10102470			
Expenditures			
Salaries	1,752	1,410	2,400
Fringe Benefits	266	204	204
Total Expenditures	2,018	1,614	2,604

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

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Probate Court - 10101480			
Revenues			
Charges For Services	(59,596)	(42,000)	(56,000)
Fines & Forfeits	500	(75)	(100)
Other Revenue	(22,874)	(10,500)	(13,500)
Total Revenues	(81,970)	(52,575)	(69,600)
Expenditures			
Salaries	364,884	268,862	380,442
Fringe Benefits	177,914	149,195	201,935
Supplies	14,365	20,280	56,970
Other Services & Charges	246,441	201,257	295,633
Total Expenditures	803,604	639,595	934,980

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # 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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	<u>CourTool #2</u> -Clearance Rate (total outgoing/total incoming)	98%	98%	98%
	<u>CourTool #6</u> -Reliability/Integrity of Case Files	100%	100%	100%



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

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Prosecutor's Attorney - 10102670			
Revenues			
Intergovernmental	(101,924)	-	(58,875)
Charges For Services	(22,934)	(13,500)	(25,000)
Other Revenue	(18,123)	(54,000)	(34,000)
Total Revenues	(142,981)	(67,500)	(117,875)
Expenditures			
Salaries	1,810,574	1,236,399	1,847,018
Fringe Benefits	840,050	613,589	930,463
Supplies	80,695	82,147	92,343
Other Services & Charges	650,880	465,952	751,769
Total Expenditures	3,382,198	2,398,087	3,621,593



PROSECUTING ATTORNEY (2670), continued

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Prosecuting Attorney	1.00	1.00	1.00
Division Chief	4.00	4.00	3.00
Chief Prosecuting Attorney	1.00	1.00	1.00
Assistant Prosecuting Attorney II	5.00	6.00	6.00
Office Administrator	1.00	1.00	1.00
Legal Clerk	1.00	1.00	1.00
Legal Assistant I	1.00	-	0.63
Legal Assistant Specialist	-	-	1.00
Legal Assistant II	6.00	6.00	5.00
Legal Assistant III	2.00	2.00	2.00
Child Support Investigator	2.00	2.00	-
Domestic Violence Intervention Officer	1.00	1.00	1.00
Assistant Prosecuting Attorney I	2.00	1.00	2.00
	27.00	26.00	24.63

Target Population

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

Primary Goals & Objectives

County Goal: 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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	# of not guilty verdicts	4	>4	>4



QEC BONDS (9070)

Financial Summary

	2015 Actual	2016 Current Year Amended Budget	2017 Board Approved Budget
10109070 - QEC Bonds			
Revenues			
Intergovernmental	(165,123)	(82,275)	(151,450)
Rents	(225,828)	(169,189)	(225,000)
Other Revenue	(33,105)	(14,250)	-
Total Revenues	(424,056)	(265,714)	(376,450)
Expenditures			
Debt Service	553,355	-	-
Total Expenditures	553,355	-	-

Personnel

No Personnel allocated to this Department



REAPPORTION/TAX ALLOCATION (1290)

Financial Summary

	2015 Actual	2016 Current Year Amended Budget	2017 Board Approved Budget
Reapportion/Tax Allocation - 10101290			
Expenditures			
Salaries	-	-	-
Fringe Benefits	91	-	-
Other Services & Charges	953	1,283	1,095
Total Expenditures	1,044	1,283	1,095

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

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Register of Deeds - 10102680			
Revenues			
Charges For Services	(2,480,512)	(1,692,420)	(2,656,880)
Other Revenue	(120,263)	(57,613)	(130,692)
Total Revenues	<u>(2,600,775)</u>	<u>(1,750,033)</u>	<u>(2,787,572)</u>
Expenditures			
Salaries	368,057	263,300	333,405
Fringe Benefits	216,454	185,965	226,140
Supplies	17,169	15,310	19,000
Other Services & Charges	44,713	34,441	47,586
Total Expenditures	<u>646,392</u>	<u>499,016</u>	<u>626,131</u>

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # 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	-	-
Abstracting/Indexing Clerk	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	4.00
Register of Deeds Supervisor	-	1.00	-
	<u>8.15</u>	<u>8.15</u>	<u>7.15</u>



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

Performance Metrics

	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
WORKLOAD	# of Deed documents recorded	11,707	11,730	11,040
	# of Mortgage documents recorded	27,850	28,560	26,880
	# of LEIN documents recorded	3,202	3,060	2,880
	# of miscellaneous documents recorded	7,011	7,140	6,720
OUTCOMES	Net Department revenue per recorded document (total revenue less total expenses ¹)	\$8.81	\$7.19	\$7.64



ROAD COMMISSION (4490)

Function Statement

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

Financial Summary

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Road Commission - 10104490			
Revenues			
Taxes	-	(5,107,153)	(5,137,772)
Total Revenues	-	(5,107,153)	(5,137,772)
Expenditures			
Other Services & Charges	-	5,103,110	5,137,772
Total Expenditures	-	5,103,110	5,137,772

Personnel

No Personnel has been allocated to this 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

	2015	2016	2017
Road Salt Management - 10107212	Actual	Current Year Amended Budget	Board Approved Budget
Expenditures			
Other Services & Charges	848	-	27,935
Total Expenditures	848	-	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

	2015 Actual	2016 Current Year Amended Budget	2017 Board Approved Budget
Revenues			
Sheriff - 10103020			
Licenses And Permits	(16,460)	-	(18,000)
Intergovernmental	(22,250)	-	-
Charges For Services	(199,847)	(186,376)	(205,000)
Interest	(105)	-	-
Other Revenue	(89,465)	(41,750)	(40,000)
Total Revenues	(328,127)	(228,126)	(263,000)
Expenditures			
Salaries	5,238,581	3,739,783	5,481,274
Fringe Benefits	2,438,862	1,980,997	2,892,440
Supplies	300,582	374,631	494,976
Other Services & Charges	1,604,348	1,064,996	1,834,313
Total Expenditures	9,582,373	7,160,407	10,703,003

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # 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	33.00
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	1.00
	76.95	77.95	78.95



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)

Performance Metrics

	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
OUTCOMES	Violent crimes per 1,000 residents	1.00	<2	<2
	Non-violent crimes per 1,000 residents	11.0	10.0	9.0
	# of traffic crashes per 1,000 citizens ¹	20.0	18.0	16.0
	# of fatal traffic crashes per 1,000 citizens ¹	0.06	0.05	0.05
	# of alcohol related crashes per 1,000 citizens ¹	0.05	0.05	0.04
	% of violent crimes cleared	87%	90%	91%
	% of non-violent crimes cleared	90%	91%	92%



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

	2015	2016	2017
	Actual	Current Year	Board Approved
Jail - 10103510		Amended Budget	Budget
Revenues			
Intergovernmental	(12,818)	(22,500)	(25,000)
Charges For Services	(622,911)	(684,375)	(765,000)
Other Revenue	(6,433)	(8,625)	(8,000)
Total Revenues	(642,163)	(715,500)	(798,000)
Expenditures			
Salaries	4,255,608	2,984,061	4,292,384
Fringe Benefits	2,086,158	1,675,506	2,408,540
Supplies	628,355	609,651	776,090
Other Services & Charges	2,222,046	1,887,695	2,484,101
Total Expenditures	9,192,168	7,156,912	9,961,115

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # 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	16.00	16.00	16.00
Clerk Typist II/Matron	4.00	4.00	4.00
	75.00	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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	Rate of compliance on MDOC inspections	100%	100%	100%
	# of inmate injuries/incidents per average daily population	17	15	15
	# of (attempted) escapes during incarceration or transport	0	0	0



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

	2015	2016	2017
	Actual	Current Year	Board Approved
Emergency Services - 10104260	Actual	Amended Budget	Budget
Revenues			
Intergovernmental	(50,288)	(36,042)	(47,228)
Other Revenue	(1,753)	(263)	-
Total Revenues	(52,041)	(36,304)	(47,228)
Expenditures			
Salaries	123,037	89,279	127,506
Fringe Benefits	60,057	40,824	64,959
Supplies	7,339	8,109	21,923
Other Services & Charges	140,838	96,942	143,441
Total Expenditures	331,271	235,154	357,829

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # 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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	Amount of property damage from natural, technological, or terrorist-related disasters	\$0	\$0	\$0
	# of injuries from natural, technological, or terrorist-related disasters	0	0	0
	# of deaths from natural, technological, or terrorist-related disasters	0	0	0



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

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Animal Control - 10104300			
Expenditures			
Salaries	89,995	65,712	93,122
Fringe Benefits	52,847	37,601	52,874
Supplies	2,722	1,710	3,084
Other Services & Charges	242,018	264,932	278,542
Total Expenditures	387,582	369,954	427,622

Personnel

<u>Position Title</u>	<u>2015 # of Positions</u>	<u>2016 # of Positions</u>	<u>2017 # of Positions</u>
Animal Control Officer	2.00	2.00	2.00
	2.00	2.00	2.00



SHERIFF ANIMAL CONTROL (4300), continued

Target Population

Citizens and Animal Owners

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

Performance Metrics

	ANNUAL MEASURES	2015 ACTUAL	2016 TARGET	2017 TARGET
WORKLOAD	# of calls regarding animal complaints/incidents & animal welfare	2,493	2,499	2,512
	# of citations issued	17	20	25
	# of arrests for animal cruelty	0	0	0
	# of County dog licenses issued	10,876	10,276	9,940
	# of summons issued for unlicensed dogs	2	n/a	n/a
	# of nuisance animal calls	2,493	2,499	2,512
	# of animals picked up and delivered to shelter	1,654	1,662	1,670
EFFICIENCY	% of animal welfare responses provided within 2 hours of receipt of call	100%	100%	100%
	% of animal control responses provided within 30 minutes of receipt of call	94%	95%	95%
	# of animal complaints per 1,000 residents	10.00	10.00	11.00



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

	2015 Actual	2016 Current Year Amended Budget	2017 Board Approved Budget
Haz-Mat Response Team - 10104263			
Revenues			
Intergovernmental	(38,653)	(25,883)	(44,560)
Total Revenues	(38,653)	(25,883)	(44,560)
Expenditures			
Salaries	14,580	10,799	16,068
Fringe Benefits	9,381	6,791	9,642
Supplies	20,807	14,696	23,118
Other Services & Charges	32,538	15,666	40,292
Total Expenditures	77,306	47,953	89,120

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # 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

	2015 Actual	2016 Current Year Amended Budget	2017 Board Approved Budget
Homeland Security - 10104265			
Revenues			
Intergovernmental	(93,111)	(64,482)	-
Total Revenues	(93,111)	(64,482)	-
Expenditures			
Fringe Benefits	53,989	23,795	-
Supplies	17,889	8,769	-
Other Services & Charges	17,568	1,895	-
Total Expenditures	4,748	577	-
	94,194	35,035	-

Personnel

No Personnel have been allocated to this Department



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 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

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Marine Safety - 10103310			
Revenues			
Intergovernmental	(111,800)	(95,100)	(95,100)
Charges For Services	(8,908)	(6,000)	-
Other Revenue	-	(75)	-
Total Revenues	(120,708)	(101,175)	(95,100)
Expenditures			
Salaries	93,401	45,425	121,605
Fringe Benefits	29,754	23,460	38,772
Supplies	24,121	8,437	9,489
Other Services & Charges	52,690	28,995	77,178
Total Expenditures	199,966	106,318	247,044

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # 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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
OUTCOMES	# of boating accidents	10	<10	<10
	# of drownings	1	<2	<2
	# of boating injuries	0	<2	<2
	# of boating deaths	0	0	0



SHERIFF MARINE ACADEMY (3311)

Function Statement

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

Financial Summary

	2015	2016	2017
	Actual	Current Year	Board Approved
Marine Safety Academy - 10103311	Actual	Amended Budget	Budget
Revenues			
Intergovernmental	-	(16,100)	(16,100)
Charges For Services	-	(5,700)	(5,700)
Total Revenues	-	(21,800)	(21,800)
Expenditures			
Salaries	-	839	-
Fringe Benefits	-	73	-
Supplies	-	14,497	14,800
Other Services & Charges	-	6,500	7,000
Total Expenditures	-	21,909	21,800

Personnel

No Personnel have been allocated to this 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

	2015	2016	2017
Sheriff Training - 10103200	Actual	Current Year Amended Budget	Board Approved Budget
Revenues			
Intergovernmental	(39,904)	(19,500)	(26,000)
Total Revenues	(39,904)	(19,500)	(26,000)
Expenditures			
Other Services & Charges	39,904	26,000	26,000
Total Expenditures	39,904	26,000	26,000

Personnel

No Personnel has been allocated to this Department



SHERIFF TRAINING (3200), continued

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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	% of officers certified	100%	100%	100%



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

	2015	2016	2017
	Actual	Current Year	Board Approved
Sheriff WEMET - 10103100	Actual	Amended Budget	Budget
Revenues			
Intergovernmental	(19,233)	(8,925)	(11,000)
Other Revenue	(325)	-	-
Total Revenues	(19,558)	(8,925)	(11,000)
Expenditures			
Salaries	368,113	279,468	399,416
Fringe Benefits	186,488	158,642	227,911
Supplies	5,281	6,790	6,600
Other Services & Charges	76,595	76,728	56,053
Total Expenditures	636,477	521,628	689,980

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Sergeant	1.00	1.00	1.00
Road Patrol Deputy	5.00	5.00	5.00
	6.00	6.00	6.00



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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015 ACTUAL	2016 TARGET	2017 TARGET
	Narcotic-related incidents per 1,000 population	2.64	1.80	105.00



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

	2015	2016	2017
Strategic Initiatives - 10102230	Actual	Current Year Amended Budget	Board Approved Budget
Revenues			
Other Revenue	(22,777)	-	-
Total Revenues	(22,777)	-	-
Expenditures			
Salaries	11,928	28,845	-
Fringe Benefits	9,823	22,326	-
Supplies	15,879	(2,048)	12,500
Other Services & Charges	86,631	74,810	136,000
Total Expenditures	124,261	123,933	148,500

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

	2015	2016	2017
Substance Abuse - 10106300	Actual	Current Year Amended Budget	Board Approved Budget
Revenues			
Intergovernmental	(1,171,533)	(740,368)	(995,177)
Total Revenues	(1,171,533)	(740,368)	(995,177)
Expenditures			
Other Services & Charges	585,767	1,206,921	497,589
Total Expenditures	585,767	1,206,921	497,589

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

	2015	2016	2017
	Actual	Current Year	Board Approved
Survey & Remonumentation - 10102450	Actual	Amended Budget	Budget
Revenues			
Intergovernmental	(262,011)	(196,057)	(261,409)
Total Revenues	(262,011)	(196,057)	(261,409)
Expenditures			
Salaries	6,700	4,167	6,025
Fringe Benefits	2,996	1,545	1,945
Supplies	16	75	94
Other Services & Charges	73,858	65,587	81,765
Total Expenditures	83,570	71,374	89,829

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Planning & Performance Improvement Dctr.	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

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

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

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

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

Performance Metrics

Annual Measures	2015 Actual	2016 Target	2017 Target
Department Goal 1: To effectively administer the State-mandated Remonumentation Program			
% of original PLS corners with established GPS coordinates	96.2%	97.7%	100.0%
# of PLS corners replaced due to construction activities	0	0	0
Total expedited funds reimbursed to the County (\$1,867,737 spent) (cumulative)	\$294,682	\$469,588	\$644,494



TECH FORUM (2281)

Function Statement

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

Financial Summary

	2015	2016	2017
	Actual	Current Year	Board Approved
Tech Forum I/T - 10102281		Amended Budget	Budget
Revenues			
Charges For Services	-	(375)	(750)
Other Revenue	-	(1,988)	(3,000)
Total Revenues		(2,363)	(3,750)
Expenditures			
Supplies	-	1,200	1,200
Other Services & Charges	-	1,300	1,900
Total Expenditures	-	2,500	3,100

Personnel

No Personnel has been allocated to this Department



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

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Water Resources - 10102750			
Revenues			
Licenses And Permits	(95,830)	(63,750)	(100,000)
Charges For Services	(17,704)	(11,250)	(88,500)
Other Revenue	(498)	(11,250)	(10,000)
Total Revenues	(114,032)	(86,250)	(198,500)
Expenditures			
Salaries	424,275	315,666	494,432
Fringe Benefits	212,273	171,442	272,599
Supplies	13,213	8,998	14,772
Other Services & Charges	118,339	82,274	112,230
Total Expenditures	768,100	578,381	894,033



WATER RESOURCES COMMISSIONER (2750), continued

Personnel

Position Title	2015 # of Positions	2016 # of Positions	2017 # of Positions
Water Resource Commissioner	1.00	1.00	1.00
Chief Deputy Water Resource 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	-	-
Secretary	0.75	0.75	0.75
Drain Inspector	1.00	1.00	1.00
Civil Engineer	-	1.00	1.00
	7.75	7.75	7.75

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

Performance Metrics

OUTCOMES	ANNUAL MEASURES	2015	2016	2017
		ACTUAL	TARGET	TARGET
	% of permitted earth-changing activity sites cited for causing stream erosion and/or sedimentation issues	0%	0%	0%
	% of identified illicit stormwater connections eliminated within 90 days	100%	100%	100%
	% of inadequate Inland Lake Level controls that are repaired within 30 days of identification/notification	90%	100%	100%



TRANSFERS IN (9300)

Financial Summary

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Transfers In - 10109300			
Revenues			
Other Financing Sources	(15,717)	-	(3,663,917)
Total Revenues	(15,717)	-	(3,663,917)

Personnel

No Personnel has been allocated to this Department



TRANSFERS OUT (9650)

Financial Summary

	2015	2016	2017
	Actual	Current Year Amended Budget	Board Approved Budget
Transfers Out - 10109650			
Expenditures			
GF Trans Out	12,132,024	9,948,144	11,450,149
Total Expenditures	12,132,024	9,948,144	11,450,149

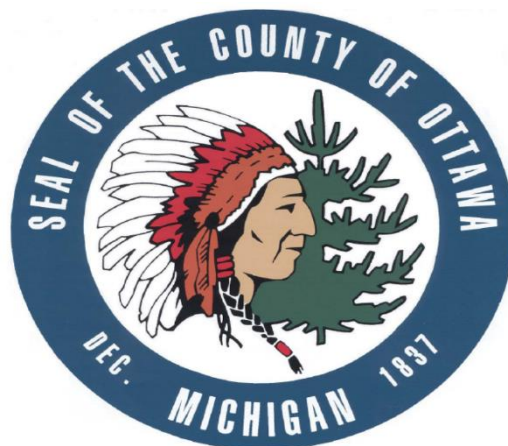
Personnel

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 2016 assessed value of \$12,483,366,229 is limited to no more than \$1,248,336,623 of debt or 10% of the assessed value. The County's total debt at September 30, 2016 is \$201,881,000 or approximately 1.62% of the assessed value - well below the legal limit.

The majority of the general obligation bonds, \$149,516,000, 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 \$46,320,000 is general obligation debt owed by the County. The breakdown of this debt is included in the table on the adjoining page. Also included in the table, is the funding source for each bond payment. The County does not fund any of its debt payments from its general obligation levy.

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

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

The County refunded a portion of its general obligation debt in 11/2015. This debt was previously funded through the Ottawa County Building Authority and is now listed as general obligation debt for the County. The refunding of the debt will save the County over the life of the debt. \$930,000 still remained under the Ottawa County Building Authority and will be fully repaid by 11/2018.

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	Qualified Energy Conservation 2013 Bond Issue				General Obligation Bond Refunding Bonds, Series 2015				Total Requirements
		Ottawa County Building Authority 2007 Bond Issue	Principal	Interest	Issue	Pension Obligation Bonds 2014 Bond Issuance	Principal	Interest	Principal	
2017	46,320,000	455,000	19,163	365,000	83,600	1,290,000	800,576	1,405,000	520,775	\$ 4,939,114
2018	42,805,000	475,000	20,125	365,000	160,265	1,400,000	786,989	1,465,000	463,375	\$ 5,135,754
2019	39,100,000			365,000	146,395	1,645,000	764,667	805,000	413,950	\$ 4,140,012
2020	36,285,000			365,000	132,525	1,925,000	731,365	855,000	372,450	\$ 4,381,340
2021	33,140,000			365,000	118,655	2,270,000	684,053	895,000	328,700	\$ 4,661,408
2022	29,610,000			365,000	104,785	2,705,000	620,631	940,000	282,825	\$ 5,018,241
2023	25,600,000			365,000	90,915	3,345,000	537,124	990,000	234,575	\$ 5,562,614
2024	20,900,000			365,000	77,045	2,810,000	446,605	1,035,000	183,950	\$ 4,917,600
2025	16,690,000			370,000	63,175	2,405,000	364,671	1,085,000	130,950	\$ 4,418,796
2026	12,830,000			370,000	49,210	2,355,000	285,555	1,135,000	75,450	\$ 4,270,215
2027	8,970,000			370,000	35,150	2,310,000	206,250	660,000	35,525	\$ 3,616,925
2028	5,630,000			370,000	21,090	2,295,000	125,670	685,000	11,988	\$ 3,508,748
2029	2,280,000				7,030	2,280,000	42,180			\$ 2,329,210
		\$ 930,000	\$ 39,288	\$ 4,400,000	\$ 1,089,840	\$ 29,035,000	\$ 6,396,336	\$ 11,955,000	\$ 3,054,513	\$ 54,570,766

All figures are as of 09/30/2016

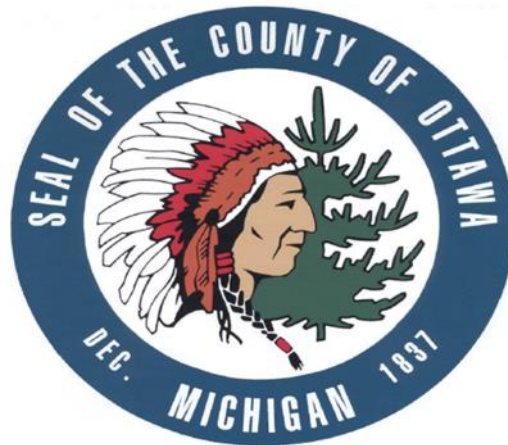
Issue Date	Issue Amount	Project	Funding Source	% of Funding
10/2007	10,000,000	Grand Haven/ Filmore St.	Ottawa County, Michigan Insurance Authority (fund 6780)	20%, up to \$150,000/yr
			Telecommunications Fund (fund 6550)	20%, up to \$150,000/yr
			Delinquent Tax Revolving Fund (fund 5160)	20%, up to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



CAPITAL

IMPROVEMENT

PLAN





County of Ottawa
Capital Improvement Plan
Fiscal Year 2017-2022

Project Description	Funding Source	Current Approved	Adj Amount	2017	2018	2019	2020	2021	2022 & Beyond	Estimated Cost
Facilities										
Space Study	4020	75,000								75,000
Standardize IT equipment in Conference Spaces	4020			40,000	40,000					80,000
Roofs										
Roof Replacement-Jail/Detention Center	4020	312,250								312,250
Fulton ST., Grand Haven CMH	4020								55,000	55,000
James Street - Bldg A	4020								154,000	154,000
James Street - Bldg C	4020								160,000	160,000
James Street - DHHS Bldg	4020								60,000	60,000
Carpet/Flooring										
Carpet Replacement-DHS	4020	170,000								170,000
Replace carpet in Admin thru Fiscal Services	4020			85,000						85,000
Replace carpet lower level Fillmore, original bldg	4020				56,000					56,000
James St - Building C	4020					170,000				170,000
Hudsonville	4020								100,000	100,000
Holland DC	4020				95,000					95,000
Painting/Wall Coverings										
Jail cell painting-Jail	4020	100,000								100,000
Jail cell painting - Region 4	4020						100,000			100,000
Fillmore Admin Bldg	4020				35,000	60,000				95,000
Furniture										
Replace Fiscal Services workstations	4020			82,000						82,000
Replace It workstations - Fillmore	4020				82,000					82,000
Replace workstations James St. - Bldg A	4020				250,000					250,000
Replace workstations James St. - Bldg C	4020					360,000				360,000
Pavement										
Pavement Upgrades - James St.	4020			115,000	200,000			330,000	703,000	1,348,000
Pavement Upgrades - Fillmore	4020			275,000		208,000			313,000	796,000
Pavement Upgrades - DHHS	4020				52,000	65,000			247,000	364,000
Pavement Upgrades - Hudsonville	4020						342,000			342,000
Pavement Upgrade - Grand Haven Courthouse	4020								460,000	460,000
Systems										
Fire Alarm Panel replacement - A bldg	4020	25,000								25,000
Fire Alarm Panel replacement - B bldg	4020	23,000								23,000
Fire Alarm Panel replacement - C bldg	4020	28,000								28,000
Cooling Tower Bldg B replacement	4020	50,000								50,000
Air Handling Units 1 & 2 Fillmore Admin Bldg replacement	4020					180,000				180,000
Air Handling Units 3 & 4 Fillmore Admin Bldg replacement	4020						150,000			150,000
Roof Top Units 1 & 2 Fillmore Admin Bldg replacement	4020				250,000					250,000
Make-Up Air Unit replacement - Jail kitchen	4020						65,000			65,000
Environmental Controls - IT room Leibert Unit	4020			100,000						100,000
Jail/Detention Center DVR system	4020			200,000	200,000	200,000	200,000			800,000
Card Access Readers/System	4020								TBD	TBD
HVAC & Roof Replacement - Hudsonville	4020						500,000			500,000
Cooling Tower Replacement James st. - Bldg A	4020						65,000			65,000
Generators/Transfer Switches - Countywide	4020				75,000					75,000



County of Ottawa
Capital Improvement Plan
Fiscal Year 2017-2022

Project Description	Funding Source	Current Approved	Adj Amount	2017	2018	2019	2020	2021	2022 & Beyond	Estimated Cost
Facilities, Continued										
Building Projects										
Fillmore Admin Bldg										
Gun Range Upgrade	4020			50,000						50,000
Conference Spaces										
Transitional / Innovation Space	4020	72,000								72,000
Clerk & Register of Deeds Office Consolidation	4020	75,000								75,000
Renovate Water Resources Space for ROD, Renovate ROD space for WRC, Temp space location during renovations										
Jail & Related										
Door Control Replacement-Jail	4020	979,130								979,130
Build EOC Wing at Central Dispatch	4020								TBD	TBD
Jail Sallyport	4020					500,000				500,000
Juvenile Services/Probate Court										
Plan Phase for New Facility/20th Circuit Court Family Division	4020			40,000						40,000
Bid Phase for New Facility/20th Circuit Court Family Division	4020				80,000					80,000
Build Phase for New Facility/20th Circuit Court Family Division						10,000,000				10,000,000
Temporary Location for Juvenile Courts during const	4020					10,000				10,000
Renovate Juvenile Services Space - Fillmore	4020						150,000			150,000
Courthouse - Grand Haven										
First Refusal Right - 115 S. 5th St.	4020								250,000	250,000
Maintenance Building	4020								100,000	100,000
Plan/Bid Phase for Renovations	4020				20,000	40,000				60,000
Renovate & Move in Probate Court	4020						1,250,000			1,250,000
Move Prosecutors to 2nd Floor										
Renovate sections of Circuit Court space										
Renovate sections of District Court space										
Renovate Public Service/Public Defender Space										
Hudsonville										
Rest Room Renovations/showers -Hudsonville	4020					75,500				75,500
Probation area rework/drug testing/health space	4020			50,000						50,000
Holland District Court										
Locker Room-Holland District Court	4020						125,000			125,000
James St. Campus										
Purchase property on James St.	4020			310,000						310,000
Bldg A Renovations										
Rest Room Renovations - Building A James St.	4020			51,000						51,000
Bldg B Renovations										
Planning/Bid Phase for Renovations	4020			25,000						25,000
Building security/entrance, overall space renovation space renovation for school	4020			100,000						100,000
Bldg C Renovations										
Rework Public Health Clinic Flow	4020							75,000		75,000
Rework Public Service Center, Provide 2 Conference Spaces, Rework IT space	4020				100,000					100,000
DHHS Bldg Renovations										
Exterior access to lower level conference space	4020							50,000		50,000
Conference Room	4020				75,000					75,000
Facilities Subtotal		\$ 1,909,380	\$ -	\$ 1,525,017	\$ 1,612,018	\$ 11,870,519	\$ 2,949,020	\$ 382,021	\$ 2,677,000	\$ 22,914,880



**County of Ottawa
Capital Improvement Plan
Fiscal Year 2017-2022**

Project Description	Funding Source	Current Approved	Adj Amount	2017	2018	2019	2020	2021	2022 & Beyond	Estimated Cost
Information Technology										
Justice System (MICA)	6360	1,133,000		584,912	292,456					2,010,368
MICA Historical Data Access	6360			111,300	99,700					211,000
MICA Justice Integration Financials	6360			30,000	55,000					85,000
CourtStream Project	4020	245,000								245,000
Touch Screen Self Service Center	4020	25,000		25,000	25,000					75,000
OCCDA-LEIN-MICA Interface	4020	50,000								50,000
Courtroom Technology upgrade - District	4020	160,000		365,000		175,000				700,000
Public Safety Digital Media	Insurance Authority	950,000								950,000
Court X-ray Machines replacement	4020	60,000		30,000						90,000
Touch Print fingerprint machines replacement	4020			40,000	30,000					70,000
GIS LIDAR update	Aerial reserve				170,000					170,000
GIS Oblique Imagery Update	Aerial reserve			191,000			191,000		191,000	573,000
GIS Orthophoto Imagery update	Aerial reserve			127,000			127,000		127,000	381,000
PA Court Calendar Application	4020			100,000						100,000
Sheriff Scheduling System	4020			100,000						100,000
Voting Machine Replacement	Grant/2560			1,548,000						1,548,000
Phone System Replacement	6550				1,000,000					1,000,000
Server/Storage Infrastructure Refresh	4020					876,800				876,800
Courtroom Technology upgrade - Trial Division	4020					275,000				275,000
Wireless Infrastructure Refresh	4020						89,480			89,480
Building Cabling/Recabling	6550/GF						400,000		200,000	600,000
WAN Refresh	6550								240,600	240,600
Information Technology Subtotal		\$ 2,623,000	\$ -	\$ 3,252,212	\$ 1,672,156	\$ 1,326,800	\$ 807,480	\$ -	\$ 758,600	\$ 10,440,248



County of Ottawa
Capital Improvement Plan
Fiscal Year 2017-2022

Project Description	Funding Source	Current Approved	Adj Amount	2017	2018	2019	2020	2021	2022 & Beyond	Estimated Cost
Parks & Recreation Commission										
Adams Street Landing Linkage Land Acquisition	2081								225,000	225,000
Bend Area West Connector Acquisitions	2081			380,000						380,000
Bend Area West Expansion Land Acquisition	2081						395,000			395,000
Bend Area - Phase 1	2081							600,000		600,000
Connor Bayou Cabin Renovation	2081						53,000			53,000
Crockery Creek Day Use	2081							500,000		500,000
Eastmanville Farms North Operations Shop	2081			156,000						156,000
Georgetown Ravines Connector Land Acquisition	2081	140,000								140,000
Grand River Greenway Bend Area Acquisitions	2081			1,215,000						1,215,000
Grand River Greenway Trail Phase 1	2081	990,000								990,000
Grand River Greenway Phase 1-4	2081				3,237,500	3,237,500			6,475,000	12,950,000
Grand River Acquisitions	2081	380,000								380,000
Grand River Park Renovations	2081			380,000		150,000				530,000
Grand River Park Greenway Support Facility	2081							150,000		150,000
Grand Ravines Phase 1	2081	1,327,773								1,327,773
Grand Ravines Phase 2	2081	865,000								865,000
Grand Ravines Phase 3	2081	780,000		390,000						1,170,000
Grand Ravines Phase 4	2081							475,000		475,000
Grose Park Playground Renovations	2081								107,000	107,000
Hager Park South Play Equipment	2081							117,000		117,000
Hager Park Roof Structure Repairs	2081			78,000						78,000
Hager Paving Improvements	2081				147,000					147,000
Hager Park Operations Building Addition/Renovation	2081				108,000					108,000
Historic Ottawa Beach Pumphouse Museum	2081	252,342								252,342
Historic Ottawa Beach Pumphouse Museum Phase 2	2081			150,000						150,000
Historic Ottawa beach Marina Development	2081				1,250,000					1,250,000
Kirk Park Play Area Improvements	2081							122,000		122,000
Kirk Paving Reconstruction	2081								490,000	490,000
Kirk Park Restroom Renovation	2081							245,000		245,000
Kirk Park Deck Reconstruction	2081							140,000		140,000
Kirk Park Dune & Stairs Overlook reconstruction	2081								140,000	140,000
Lower Grand River Restoration	2081	69,313								69,313
Macatawa Green Space Paved Trail	2081	65,000								65,000
Macatawa Greenway Trail	2081	711,674								711,674
Macatawa Greenway Trail	2081								1,000,000	1,000,000
Nature Education Center Exhibit Renovation	2081	50,000								50,000
North Beach Drive Bike Path	2081	50,000								50,000
North Ottawa Dunes Stair Reconstruction	2081	90,000								90,000
North Ottawa Land Acquisition	2081	360,000								360,000
North Ottawa Trail Connection	2081				850,000					850,000
Ottawa Beach Waterfront Walkway	2081	72,837								72,837
Ottawa Beach Cottage Improvements	2081								339,000	339,000
Ottawa Beach Kayak Launch	2081								60,000	60,000
Paw Paw Park Renovations	2081	150,000								150,000
Paw Paw West Paving Renovation	2081				50,000					50,000
Pigeon Creek Lodge Renovations	2081							73,000		73,000



**County of Ottawa
Capital Improvement Plan
Fiscal Year 2017-2022**

Project Description	Funding Source	Current Approved	Adj Amount	2017	2018	2019	2020	2021	2022 & Beyond	Estimated Cost
Parks & Recreation Commission, Continued										
Riverside Paving Reconstruction	2081					171,000				171,000
Riverside Renovations	2081								64,000	64,000
Sheldon Landing Development	2081								300,000	300,000
Spring Grove Paving Reconstruction	2081				77,000					77,000
Tunnel Park Deck & Stairway Reconstruction	2081								112,000	112,000
Upper Macatawa 84th Ave. Improvements	2081	91,487								91,487
Upper Macatawa 84th Ave. Restroom addition	2081						175,000			175,000
Parks and Recreation Subtotal		\$ 6,445,426	\$ -	\$ 2,751,017	\$ 5,721,518	\$ 3,560,519	\$ 625,020	\$ 1,174,021	\$ 10,562,000	\$ 30,829,426
Planning & Performance Improvement										
Spoonville Trail -Phase I	4020	739,933	288,567							1,028,500
Spring Lake Cell Tower	4020	200,000								200,000
Tallmadge Twp Cell Tower	4020	200,000								200,000
Spoonville Trail - Phase II	various			2,140,891						2,140,891
Planning and Performance Subtotal		\$ 1,139,933	\$ 288,567	\$ 2,140,891	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,569,391
Grand Total		\$ 12,117,739	\$ 288,567	\$ 9,669,137	\$ 9,005,692	\$ 16,757,838	\$ 4,381,520	\$ 1,556,042	\$ 13,997,600	\$ 67,753,945
Summary of Funding Source:										
MDOT Grant Spoonville I & II		515,613	108,567	1,384,133						2,008,313
Pledges for Spoonville I			174,500							174,500
Pledges for Spoonville II				507,514						507,514
Donations - Spoonville I			5,500							5,500
(2081) Parks Fund		6,445,426		2,751,017	5,721,518	3,560,519	625,020	1,174,021	10,562,000	30,839,521
Grant Funding for Election equipment				1,394,000						1,394,000
Election Reserve				154,000						154,000
Aerial Reserve				318,000	170,000		318,000		318,000	1,124,000
(6360) Innovation and Technology Fund		1,133,000		726,212	447,156					2,306,368
(6550) Telecommunications Fund					1,000,000		400,000		440,600	1,840,600
(4020) Capital Project Fund		3,073,700		2,432,244	1,665,000	3,195,300	3,036,480	380,000	2,677,000	16,459,724
Bond Issuance						10,000,000				10,000,000
Insurance Authority		950,000								950,000
Total Funding		\$ 12,117,739	\$ 288,567	\$ 9,667,120	\$ 9,003,674	\$ 16,755,819	\$ 4,379,500	\$ 1,554,021	\$ 13,997,600	\$ 67,764,040



2017 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 2017 is \$9,665,103. They are divided into 4 categories: Facilities, Information Technology (I/T), Parks and Recreation, and Planning and Performance. These projects are funded from various areas within the County based on the category that the project has been classified and availability of funding. The distribution of these projects for 2017 is as follows:

1. Facilities - \$1,5253,000
2. Information Technology - \$3,252,212
3. Parks and Recreation - \$2,749,000
4. Planning and Performance - \$2,140,891

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 2017 are described below.

Facilities

1. Standardize IT Equipment – Facilities will work with IT to standardize the equipment that is available for use in the conference space throughout the County. It is estimated that this project will take 2 years to complete (2017 & 2018). The budget amount for the initial phase of this project is \$40,000
Effects on budget – improve efficiencies
2. Carpet replacement & furniture replacement Fiscal Services – Carpet throughout the offices of the Administration, Fiscal Services & Corporate Counsel is showing its age with major fading and wear & tear. At the same time Fiscal Services will be update its workstation furniture to standardize the furniture and update the layout based on the current Fiscal Services organization layout. The cost of these two projects combined is \$167,000
Effects on budget – routine maintenance costs
3. Pavement Upgrades – After a completion of a parking lot study by an engineering firm, various parking lot re-pavement/reconstruction were identified. The first phase of this project includes a lots at the James St. and Fillmore St. complexes. This project is being funding through the Capital Improvement plan based on the need for upkeep of the parking lot for safety and functionality. Total cost of the project for 2017 is \$390,000
Effects on budget – routine maintenance costs



- 4. Environmental Controls in IT room – This project is necessary for the IT room where the servers are housed to maintain a consistent temperature, which will assist in preventing overheating/overcooling of the equipment and ultimately equipment failure. Total project cost for 2017 is \$100,00
Effects on budget – improve efficiencies

- 5. Jail/Detention Center DVR system – The system is at the end of life cycle and is necessary to update to continue functioning. This project is set to begin in 2017 and continue through completion in 2020. 2017 total project cost \$200,000
Effects on budget – improve efficiencies of the system

- 6. Gun Range Upgrade – The current gun range needs to be upgraded to meet the training needs of the Sheriff department. The cost of this upgrade is \$50,000
Effects on budget – minor routine maintenance costs

- 7. New Facility – 20th Circuit Court Family Division – The Family Court and Juvenile Services Court have outgrown their current space. The County is in the planning stages of building a new building for them at the Fillmore Complex. The first phase of planning will begin in 2017 and should cost the County approximately \$40,000
Effects on budget – improve efficiencies of the system

- 8. Probation rework, Hudsonville – The current space that probation occupies is limited and does not provide them with the area they need to process their clients. This rework will expand their space into an area of the building that was previously vacated. This will allow them to meet and provide all of the services to their clients in one location. The cost of this rework is budgeted at \$50,000
Effects on budget – improve efficiencies of the system

- 9. Property Purchase at James St. – This is a parcel of property that is adjacent to the County’s current property at James St. This property will allow the County to expand effectively in the future at this location as well as provide more accessibility to the current property. The full cost of this acquisition is \$310,000
Effects on budget – improve efficiencies of the system

- 10. Restroom Renovations James St. Building A – The restrooms are currently deteriorating and need to be updated. These restrooms are used by our clients on a daily basis. The cost of this renovation is \$51,000
Effects on budget – minor routine maintenance costs

- 11. James St. Building B renovations – This building is no longer being used for CMH’s client based programs. The entire building needs renovations to meet current building codes and make the building useful to other departments of the County. The full cost of this project, which includes planning and bid phases is \$125,000 and is set to be completed in 2017.
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 2018. The total cost for this portion of this project budgeted in 2017 is \$584,912
Effects on budget – improve efficiencies

2. MICA Historical Data Access – This project is the cost of transferring any existing/active data from the AS400 to MICA. The purpose of this project is to ensure data continuity during systems transition and make critical data easily accessible from the system. The cost of this project is \$111,300
Effects on budget – improve efficiencies

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

4. 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, 2017 & 2018.
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 2017. Total budget for 2017 is \$365,000
Effects on budget – improve efficiencies



6. 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 2017 is \$30,000
Effects on budget – improve efficiencies

7. Touch Print Fingerprint machines – These machines are used by the Sheriff’s department to process various request for fingerprinting. The current machines are outdated and need to be replaced. The total cost of this project is \$70,000 with the first machines being replaced in 2017 at a cost of \$40,000
Effects on budget – improve efficiencies

8. GIS Oblique & Orthophoto Imagery Update - The GIS department, which is a part of the County’s IT department, is required to keep up to date aerial photos of all the properties within the County. The last time this was completed was in 2014 and is needs to be done every 3-4 years to keep up with the geographical changes of the County. The total cost of this is project is \$318,000
Effects on budget – improve efficiencies

9. PA Court Calendar Application – Since the County has moved to Outlook and MICA, the scheduling that is currently done by the Prosecuting Attorney’s office in Lotus Notes must be moved out of Lotus Notes and into a system that will integrate this information into MICA. The cost of this software to integrate the PA Calendar scheduling into MICA for 2017 is \$100,000
Effects on budget – improve efficiencies

10. Sheriff Scheduling System – The Sheriff’s department is currently using Lotus Notes with an integration in the MICA system to schedule its personnel shifts. Lotus Notes will no longer be supported by the I/T department in the next year. This project is to develop or purchase a system to continue the scheduling process that is currently being done in Lotus Notes and integrated into MICA. The cost of this system is estimated to be \$100,000.
Effects on budget – improve efficiencies

11. Voting Machine Replacement - The County currently manages all of the voting machines used throughout the County for elections. The machines are coming to end of life and the State has funding to cover most of the cost of these machines and the rest is covered by a reserve set aside from fees charged by the County’s Election department for administration of these machines. Total machine replacement costs for the entire County will be \$1,548,000
Effects on budget – improve efficiencies



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

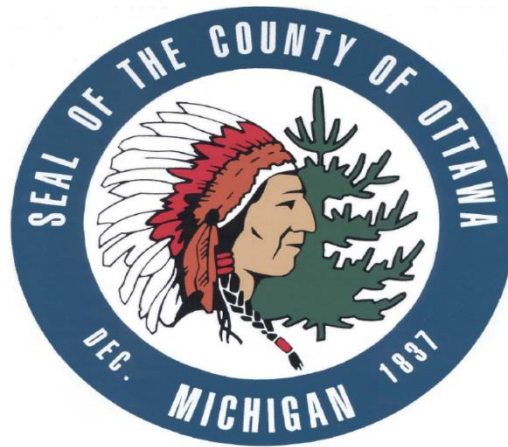
1. Land Acquisition \$1,595,000 to increase the area for the Bend Area West Connector and Grand River Greenway Bend Area
2. Building Improvements \$234,000 which includes the Eastmanville Farms North Operations shop renovations and Hagar Park Roof Structure Repairs
3. Historic Ottawa Beach Pumphouse Museum Phase 2 \$150,000 to add modern restrooms and finish flooring throughout the building
4. Grand Ravines Phase 2 \$390,000 to allow park expansion



Planning and Performance Improvement – Planning currently has one capital project budgeted for 2017. This is the Spoonville Trail Phase II project and is anticipated to cost \$2,140,891. Construction for Phase II of the Spoonville Trail is anticipated to begin summer 2017 and be completed by fall 2017. This is the remaining 2 miles of non-motorized pathway that will complete the regional trail loop from Leonard Road to Nunica. Phase II of the trail will also include a boardwalk over Crockery Creek Natural Area, overlooking miles of scenic wetlands.



APPENDIX





The Ottawa County Board of Commissioners
West Olive, Michigan

RESOLUTION TO APPROVE 2017 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 of September 27, 2016, at 1:30 p.m. local time.

PRESENT: Members: Visser, Baumann, Disselkoen, Dannenberg, Haverdink, Van Dam, Holtvluwer, DeJong, Kuyers, Bergman, Fenske. (11)

ABSENT: Member – None

The following preamble and resolution were offered by Mr. Disselkoen and supported by Mr. Holtvluwer:

WHEREAS, this resolution is known as the FY 2017 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 4, 2016, and a public hearing on the proposed budget was held on September 13, 2016; and

WHEREAS, the Ottawa County voters authorized .3148 mills for Park development, expansion, and maintenance;

WHEREAS, the Ottawa County voters authorized .2984 mills for Community Mental Health Services; and

WHEREAS, the Board of Commissioners will authorize, in May 2017, 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:

PRIMARY GOVERNMENT BUDGETED FUNDS

Fund	Sources		Appropriations
	Revenue	Reserves	
General Fund	78,225,938	1,580,884	79,806,822
Special Revenue Funds	84,652,481	3,464,190	88,116,671
Debt Service Funds	4,998,939	35,187	5,034,126
Capital Project Funds	4,813,715	1,551,426	6,365,141
Permanent Funds	35	(35)	-
Total	172,691,108	6,631,652	179,322,760



BE IT FURTHER RESOLVED, that the Ottawa County Board adopts the FY2017 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 –Kuyers, Holtvluwer, Visser, Dannenberg, Bergman, Disselkoen, Haverdink, Van Dam, DeJong, Fenske, Baumann. (11)

NAYS: Members–None ABSTAIN:
Members–None

RESOLUTION DECLARED ADOPTED.

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 27, 2016, the original of which is on file in my office. Public notice of said meeting was given pursuant to and in compliance with Act No. 267, Public Acts of Michigan, 1976, as amended.

IN WITNESS WHEREOF, I have hereto affixed my official signature this 27th day of September, AD., 2016.

County Clerk/Register, Justin Roebuck



**COUNTY OF OTTAWA
2017 Appropriation Act**

	<u>General Fund</u>	<u>Special Revenue Funds</u>	<u>Debt Service</u>	<u>Capital Projects</u>	<u>Permanent Fund</u>	<u>Total Primary Government</u>
Revenues:						
Taxes	\$48,334,169	\$6,342,981				\$54,677,150
Intergovernmental	\$8,842,002	\$57,999,823		\$2,778,133		\$69,619,958
Charges for services	\$13,476,562	\$4,216,701				\$17,693,263
Fines and forfeits	\$85,600					\$85,600
Interest on investments	\$391,136	\$164,867		\$30,000	\$35	\$586,038
Rental income	\$2,272,411	\$15,500		\$76,068		\$2,363,979
Licenses and permits	\$308,225	\$1,013,958				\$1,322,183
Other	\$851,916	\$2,655,044		\$507,514		\$4,014,474
Transfers In from Other Funds	\$3,663,917	\$12,243,607	\$4,998,939	\$1,422,000		\$22,328,463
Total Estimated Revenues	\$78,225,938	\$84,652,481	\$4,998,939	\$4,813,715	\$35	\$172,691,108
Appropriations:						
Legislative (Commissioners)	\$492,056					\$492,056
Judicial:						
Circuit Court	\$3,228,226					\$3,228,226
District Court	\$8,115,190					\$8,115,190
Probate Court	\$934,980					\$934,980
Juvenile Services Division	\$1,185,648					\$1,185,648
Circuit Court Adult Probation	\$152,238					\$152,238
All other judicial	\$43,738	\$5,444,351				\$5,488,089
General Government:						
Administrator	\$1,010,312					\$1,010,312
Fiscal Services	\$1,509,337					\$1,509,337
County Clerk	\$2,177,838					\$2,177,838
Prosecuting Attorney	\$3,859,133					\$3,859,133
County Treasurer	\$828,959					\$828,959
Equalization	\$1,249,292					\$1,249,292
Geographic Information Systems	\$485,931					\$485,931
MSU Extension	\$353,435					\$353,435
Facilities Maintenance	\$4,233,201					\$4,233,201
Corporate Counsel	\$238,351					\$238,351
Register of Deeds	\$626,131					\$626,131
Human Resources	\$908,270					\$908,270
Water Resources Commissioner	\$894,033					\$894,033
All other General Government	\$129,949	\$198,023				\$327,972



**COUNTY OF OTTAWA
2017 Appropriation Act**

	<u>General Fund</u>	<u>Special Revenue Funds</u>	<u>Debt Service</u>	<u>Capital Projects</u>	<u>Permanent Fund</u>	<u>Total Primary Government</u>
Public Safety:						
Sheriff	\$10,703,003					\$10,703,003
Jail	\$9,961,115					\$9,961,115
All other Public Safety	\$6,386,182	\$8,564,080				\$14,950,262
Public Works (drain assessments)	\$5,425,547					\$5,425,547
All other Public Works		\$1,311,992				\$1,311,992
Health & Welfare:						
Substance Abuse	\$497,589					\$497,589
All other Health & Welfare	\$502,998	\$61,054,541				\$61,557,539
Culture & Recreation						
All other Culture & Recreation		\$6,137,684				\$6,137,684
Community & Economic Development	\$1,578,365					\$1,578,365
All other Community & Economic Development		\$41,099				\$41,099
Other Expenditures:						
Insurance	\$125,626					\$125,626
Contingency	\$500,000					\$500,000
Debt Service			\$5,034,126			\$5,034,126
Capital Projects	\$20,000			\$6,193,391		\$6,213,391
Transfers Out to Other Funds	\$11,450,149	\$5,364,901		\$171,750		\$16,986,800
Total Appropriations	\$79,806,822	\$88,116,671	\$5,034,126	\$6,365,141	\$0	\$179,322,760
Fund Balance (Usage)/Contribution	-\$1,580,884	-\$3,464,190	-\$35,187	-\$1,551,426	\$35	-\$6,631,652



**County of Ottawa
History of Positions By Fund
For the Years 2015 - 2017**

Fund #	Dept #	Department Name	2015	2016	2017	Change In			
			Full-Time Equivalents	Full-Time Equivalents	Full-Time Equivalents	Full-Time Equivalents	2016 to 2017		
GENERAL FUND									
1010	1010	Commissioners	11.00	11.00	11.00	0.00			
1010	1310	Circuit Court	15.65	15.65	15.75	0.10	3		
1010	1360	District Court	54.04	54.72	54.76	0.04	3		
1010	1362	Community Corrections	5.68	5.00	4.96	-0.04	3		
1010	1370	Legal Self-Help Center	1.00	2.00	2.00	0.00			
1010	1480	Probate Court	6.00	6.00	6.00	0.00			
1010	1490	Family Court - Juvenile Services	8.68	8.81	6.97	-1.84	3		
1010	1720	Administrator	5.04	5.04	5.04	0.00			
1010	1721	Innovation Initiatives			1.00	1.00	1		
1010	1910	Fiscal Services	13.09	13.29	13.65	0.36	3		
1010	2150	County Clerk	22.50	21.85	22.20	0.35			
1010	2320	Crime Victims Rights	3.00	3.00	3.00	0.00			
1010	2450	Survey & Remonumentation	0.10	0.10	0.10	0.00			
1010	2530	County Treasurer	7.55	7.55	7.55	0.00			
1010	2570	Equalization	11.49	11.56	11.71	0.15	3		
1010	2571	Grand Haven Assessing	1.73	1.76	1.45	-0.31	3		
1010	2572	Crockery Township Assessing	0.53	0.43	0.59	0.16	3		
1010	2590	Geographic Information System	4.00	4.00	4.00	0.00			
1010	2610	Michigan State University Extension	1.00	1.00	1.00	0.00			
1010	2620	Elections	1.00	1.00	1.00	0.00			
1010	2651	Bldg. & Grnds - Hudsonville	1.17	0.85	20.50	19.65	3		
1010	2652	Bldg. & Grnds - Holland Human Serv.	1.32	0.99		-0.99	3		
1010	2653	Bldg. & Grnds - Fulton Street	0.51	0.59		-0.59	3		
1010	2654	Bldg. & Grnds - Grand Haven	4.22	3.37		-3.37	3		
1010	2655	Bldg. & Grnds - Holland Health Facility	1.32	1.16		-1.16	3		
1010	2656	Bldg. & Grnds - Holland District Court	1.26	1.24		-1.24	3		
1010	2658	Bldg. & Grnds - Grand Haven Health	-	-		0.00	3		
1010	2659	Bldg. & Grnds - CMH Facility	1.58	1.23		-1.23	3		
1010	2660	Corporate Counsel	1.70	1.70	1.70	0.00			
1010	2665	Bldg. & Grnds-Probate/Juvenile Complex	3.35	5.86		-5.86	3		
1010	2667	Bldg. & Grnds-Administrative Annex	3.81	4.02		-4.02	3		
1010	2668	Bldg. & Grnds-FIA	1.86	1.19		-1.19	3		
1010	2669	Bldg. & Grnds-City of Holland	0.20	-		0.00			
1010	2670	Prosecuting Attorney	26.00	26.00	24.62	-1.38	1,3		
1010	2680	Register of Deeds	8.15	8.15	7.15	-1.00			
1010	2700	Human Resources	6.39	6.99	6.91	-0.09	3		
1010	2750	Drain Commission	7.75	7.75	7.75	0.00			
1010	3020	Sheriff	77.95	77.95	78.95	1.00			
1010	3100	West Michigan Enforcement Team	6.00	6.00	6.00	0.00			
1010	3310	Marine Safety	0.75	0.75	0.75	0.00			
1010	3510	Jail	75.00	75.00	75.00	0.00			
1010	4260	Emergency Services	2.10	2.10	2.10	0.00			
1010	4263	HAZMAT Response Team	0.40	0.40	0.40	0.00			
1010	4265	Homeland Security	1.00	1.00	1.00	0.00			
1010	4300	Animal Control	2.00	2.00	2.00	0.00			
1010	6480	Medical Examiner	0.20	0.20	0.20	0.00			
1010	7211	Planner/Grants	7.90	7.90	8.40	0.50	5		
TOTAL GENERAL FUND			416.97	418.15	417.16	(1.00)			



County of Ottawa History of Positions By Fund For the Years 2015 - 2017

Fund #	Dept #	Department Name	2015 Full-Time Equivalents	2016 Full-Time Equivalents	2017 Full-Time Equivalents	Change In Full-Time Equivalents 2016 to 2017	
PARKS & RECREATION							
2081	7510	Parks Department	17.75	19.75	19.75	0.00	
FRIEND OF THE COURT							
2160	1410	Friend of the Court	37.73	36.10	41.50	5.40	1,3
2160	1440	FOC Warrant Officer	2.00	2.00	3.00	1.00	1
TOTAL FRIEND OF THE COURT			39.73	38.10	44.50	6.40	
OTHER GOVERNMENTAL GRANTS							
2180	1361	Dist. Ct. Sobriety Treatment	2.13	2.13	2.13	0.00	
2180	1371	Dist. Ct. SCAO Drug Ct. Grant	1.63	1.63	1.63	0.00	
2180	1376	ADTC Discretionary Grant	0.48	0.48	0.48	0.00	
2180	1493	SCAO Juvenile Drug Ct. Grant	1.00	-	-	-	
2180	6000	CAA Grants	-	-	6.00	6.00	4
TOTAL OTHER GOVERNMENTAL GRANTS			5.24	4.24	10.24	6.00	
HEALTH FUND							
2210	6010	Agency Support	6.90	7.00	7.00	0.00	
2210	6011	Preparedness October-June	1.00	1.00	1.00	0.00	
2210	6012	Fiscal Services/IT	4.00	4.00	4.00	0.00	
2210	6015	Preparedness July - September	-	-	0.00	0.00	
2210	6020	Environmental - Field Services	8.70	8.70	8.20	-0.50	5
2210	6021	Environmental - Food Services	7.60	7.60	7.60	0.00	
2210	6024	Real Estate	1.00	1.00	2.00	1.00	5
2210	6030	Vision	1.80	1.80	1.80	0.00	
2210	6031	Hearing	2.40	2.40	2.40	0.00	
2210	6036	MCH Bock Grants	-	0.26	0.50	0.24	3
2210	6041	Clinic Clerical	10.50	10.50	10.50	0.00	
2210	6042	Family Planning	6.65	7.60	7.60	0.00	3
2210	6044	Immunization Clinic	5.85	5.60	5.20	-0.40	3
2210	6045	Healthy Children's Contract	2.93	2.60	2.60	0.00	
2210	6046	Reproductive Health	-	0.12	0.00	-0.12	3
2210	6047	Tobacco Initiatives	-	0.12	0.00	-0.12	3
2210	6048	Substance Abuse Prevention	0.85	0.65	0.50	-0.15	3
2210	6050	Children's Special Health Care Services	4.54	4.00	4.00	0.00	
2210	6051	SNAP Education	0.40	-	0.00	0.00	
2210	6053	Maternal/Infant Support Services	8.75	8.75	8.65	-0.10	5
2210	6055	AIDS/Sexually Transmitted Diseases (STD)	3.15	3.08	2.60	-0.48	3
2210	6059	Communicable Disease	3.70	3.52	4.00	0.48	3
2210	6310	Health Education	1.22	1.53	1.53	0.00	
2210	6311	Nutrition/Wellness	2.26	2.47	2.67	0.20	3
TOTAL HEALTH FUND			84.20	84.30	84.35	0.05	



**County of Ottawa
History of Positions By Fund
For the Years 2015 - 2017**

Fund #	Dept #	Department Name	2015	2016	2017	Change In	
			Full-Time Equivalents	Full-Time Equivalents	Full-Time Equivalents	Full-Time Equivalents	2016 to 2017
MENTAL HEALTH FUND							
2220	6491	D.D. Clinical Support	1.43	2.52	10.63	8.11	3,5
2220	6491	D.D. Clinical Management	0.89	0.48	0.89	0.41	3,5
2220	6491	D.D. Lake Erie	6.67	5.02	3.29	-1.73	3,5
2220	6491	D.D. Lake Michigan	8.67	6.42	1.67	-4.75	3,5
2220	6491	D.D. Lake Ontario	8.67	6.67	1.17	-5.50	3,5
2220	6491	D.D. Lake Huron	6.27	5.27	0.17	-5.10	3
2220	6491	D.D. Supported Employment	14.48	1.38	3.48	2.10	3,5
2220	6491	D.D. Skill Building	18.69	2.79	6.68	3.89	3,5
2220	6491	D.D. Community Living Skills	0.85	0.85	0.84	-0.01	3,5
2220	6491	D.D. Training	0.42	0.18	0.42	0.24	3,5
2220	6491	D.D. Group Home Training	1.62	1.39	1.62	0.23	5
2220	6491	D.D. Client Services Management	-	-	14.50	14.50	3
2220	6491	D.D. Child Case Management	3.92	3.92	4.80	0.88	3,5
2220	6492	Hud Grants (Combined; leasing assistance & homeless)	0.24	0.24	0.10	-0.14	3
2220	6493	M.I. Adult Emergency Services	6.66	6.66	6.70	0.04	3
2220	6493	M.I. Adult Access Center	6.72	5.72	5.79	0.07	3
2220	6493	M.I. Adult Medication Clinic	1.44	0.85	1.44	0.59	3,5
2220	6493	M.I. Adult Other Sup Ser	-	2.00	2.00	0.00	
2220	6493	M.I. MDT Grand Haven	8.64	7.14	8.25	1.11	3,5
2220	6493	M.I. Senior Reach	-	-	1.50	1.50	4
2220	6493	M.I. Adult Contr Outpat.	-	1.00	1.00	0.00	
2220	6493	M.I. Vocational Rehabilitation	-	-	0.00	0.00	
2220	6493	M.I. Adult Assertive Community Treatment	7.14	2.64	7.20	4.56	3,5
2220	6493	M.I. MDT Holland 2	8.64	4.14	0.50	-3.64	3,5
2220	6493	M.I. MDT Holland 1	7.59	5.42	9.74	4.32	3
2220	6493	M.I. MDT MI/DD	8.41	0.14	1.75	1.61	3,5
2220	6493	M.I. Adult Lakeshore Clubhouse	5.14	5.14	5.20	0.06	3
2220	6494	M.I. Child Home Based Services	4.16	4.16	4.17	0.01	3,5
2220	6494	M.I. Child Home Outpatient	5.66	3.66	5.17	1.51	3,5
2220	6494	M.I. Child Respite	0.41	0.41	0.41	0.00	
2220	6495	Administration - Board	1.82	1.25	1.25	0.00	
2220	6495	Administration Quality Improvement	1.92	2.36	2.38	0.02	3
2220	6495	Administration Recipient Rights	0.94	0.94	1.00	0.06	3
2220	6495	Administration Community Relations & Public Education	0.94	0.70	0.73	0.03	3
2220	6495	Administration Finance	5.70	5.60	5.57	-0.03	3
2220	6495	Administration Managed Care Organization Administration	6.82	5.59	6.19	0.60	3
2220	6495	IT	0.50	0.50	0.21	-0.29	3
2220	6495	Regional Entity	0.50	0.50	0.50	0.00	
		TOTAL MENTAL HEALTH	162.57	103.65	128.89	25.24	
SUBSTANCE USE DISORDER FUND							
2225	6493	SUD Jail Services	-	1.00	1.00	0.00	
2225	6495	Administration Access Center	1.28	1.28	1.21	-0.07	3
2225	6495	Administration Quality Improvement - Compliance	0.33	0.23	0.10	-0.13	3
2225	6495	Administration Recipient Rights	0.06	0.06	0.00	-0.06	3
2225	6495	Administration Community Relations	0.06	0.06	0.17	0.11	3
2225	6495	Administration Financial Services	0.74	0.74	0.62	-0.12	3
2225	6495	Administration Provider Network	0.32	0.42	0.19	-0.23	3
2225	6495	Administration IT	0.14	0.14	0.32	0.18	3
		TOTAL SUBSTANCE USE DISORDER	2.93	3.93	3.61	(0.32)	



County of Ottawa History of Positions By Fund For the Years 2015 - 2017

Fund #	Dept #	Department Name	2015 Full-Time Equivalents	2016 Full-Time Equivalents	2017 Full-Time Equivalents	Change In Full-Time Equivalents 2016 to 2017	
LANDFILL TIPPING							
2272	5250	Laidlaw Surcharge	4.25	4.25	4.25	0.00	
REGISTER OF DEEDS							
2560	2680	Automation Fund	0.35	0.35	0.85	0.50	
COPS UNIVERSAL							
2630	3114	COPS - Holland/West Ottawa	1.00	1.00	1.00	0.00	
2630	3114	Community Policing-Grand Haven Township	3.00	3.00	3.00	0.00	
2630	3114	Spring Lake Township	1.00	1.00	1.00	0.00	
2630	3114	City of Coopersville	5.00	5.00	5.00	0.00	
2630	3114	City of Hudsonville	6.00	6.00	6.00	0.00	
2630	3114	City of Ferrysburg/Spring Lake Village	8.00	8.00	8.00	0.00	
2630	3114	Community Policing-Holland Township	4.00	4.00	4.00	0.00	
2630	3114	Community Policing-Park Township	1.00	1.00	1.00	0.00	
2630	3114	Community Policing- Zeeland Township	1.00	1.00	1.00	0.00	
2630	3114	Community Policing- Port Sheldon Twp/West Ottawa	1.00	1.00	1.00	0.00	
2630	3114	Community Policing- Allendale Twp/Allendale Schools	1.00	1.00	1.00	0.00	
2630	3114	Community Policing- Grand Haven Twp/Grand Haven Sch.	1.00	1.00	1.00	0.00	
2630	3114	Community Policing- Georgetown Twp/Jenison Schools	1.00	1.00	1.00	0.00	
2630	3114	Community Policing- Zeeland Twp/Zeeland Schools	1.00	1.00	1.00	0.00	
2630	3114	Community Policing- Holland Township/Park Township	10.00	10.00	10.00	0.00	
2630	3114	Community Policing- Holland/Park	1.00	1.00	1.00	0.00	
2630	3114	Community Policing- Spring Lake Twp/ Schools	1.00	1.00	1.00	0.00	
2630	3114	Community Policing- Jamestown Township	1.00	1.00	1.00	0.00	
2630	3114	Community Policing- Tallmadge/Chester/Wright/Polkton	1.00	1.00	1.00	0.00	
2630	3114	Community Policing- Georgetown Township	13.00	13.00	13.00	0.00	
2630	3114	Community Policing- Allendale	2.00	2.00	2.00	0.00	
2630	3114	Community Policing-Communities that Care	1.00	1.00	1.00	0.00	
2630	3114	Blendon/Holland/Robinson/Zeeland	1.00	1.00	1.00	0.00	
TOTAL COPS UNIVERSAL			66.00	66.00	66.00	0.00	
SHERIFF ROAD PATROL							
2630	3150	Sheriff Road Patrol	3.00	3.00	3.00	0.00	
SHERIFF JUVENILE SERVICES							
2630	3150	Juvenile Services/OAISD/Child Care/Sheriff	1.00	1.00	1.00	0.00	
CONCEALED PISTOL LICENSE - CLERK							
2631	2150	Concealed Pistol License		0.65	0.80	0.15	3
WORKFORCE INVESTMENT ACT FUNDS/MICHIGAN WORKS!/COMMUNITY ACTION AGENCY							
2740 - 2749, 2800, 2870 - 2890			36.40	8.00	0.00	-8.00	4
CHILD CARE							
2920	6620	Family Court - Detention Services	30.70	30.70	31.70	1.00	3
2920	6622	Juvenile Intensive Supervision	3.30	3.30	3.30	0.00	
2920	6623	Juvenile Treatment/Div Services	9.83	10.33	8.32	-2.01	3
2920	6624	Juvenile In-Home Services	14.19	13.69	15.66	1.97	3,5
TOTAL CHILD CARE			58.02	58.02	58.98	0.96	



**County of Ottawa
History of Positions By Fund
For the Years 2015 - 2017**

Fund #	Dept #	Department Name	2015 Full-Time Equivalents	2016 Full-Time Equivalents	2017 Full-Time Equivalents	Change In Full-Time Equivalents 2016 to 2017
DELINQUENT TAX REVOLVING FUND						
5160	8950	Taxes	1.40	1.40	1.40	0.00
INNOVATION AND TECHNOLOGY						
6360	2280	Data Processing (I.T.)	21.90	21.90	21.90	0.00
DUPLICATING						
6450	2890	General Services Administration	0.13	0.13	0.03	-0.105 3
TELECOMMUNICATIONS						
6550	2890	Telephones	1.18	1.18	1.13	-0.05 3
EQUIPMENT POOL FUND						
6641	9010	Equipment Pool	0.40	0.40	0.20	-0.20 3
PROTECTED SELF-FUNDED PROGRAMS						
6770	8690	P.S.F. Liability Insurance	1.13	1.13	1.13	0.00
6770	8710	P.S.F. Worker's Compensation Insurance	0.46	0.46	0.46	0.00
6771	8520	P.S.F. Health Insurance	1.57	1.52	1.57	0.05 3
6771	8540	P.S.F. Dental Insurance	0.22	0.22	0.20	-0.02 3
6771	8550	P.S.F. Vision Insurance	0.22	0.22	0.22	0.00
6772	8700	P.S.F. Unemployment Insurance	0.28	0.23	0.28	0.05 3
6775	8580	P.S.F. Long-Term Disability	0.09	0.09	0.09	0.00
			<u>3.97</u>	<u>3.87</u>	<u>3.95</u>	
GRAND TOTAL OF ALL FUNDS			<u>927.39</u>	<u>841.62</u>	<u>871.98</u>	30.35

The total change in full time equivalents of (29.70) is comprised of the following:

- 1 Net positions approved/eliminated during 2016
- 2 Positions added/eliminated with the 2017 budget
- 3 The net change is due to a change in the salary distribution (salary split) and does not reflect a change in staffing levels
- 4 Position added/eliminated due to grant funding
- 5 Position correction from prior year



COUNTY OF OTTAWA

2017 Personnel Requests (Recommended)

Department	Position Title	FTE	Personnel Cost Increase	Cost for Equipment	Net Cost to General Fund
<u>Permanent (Benefited) Positions</u>					
Sheriff's Office	Crime Data Analyst	1.00	75,708	13,000	88,708
Water Resources	Stormwater Technician	1.00	71,482	9,208	40,191
<u>Temporary Hours Increase</u>					
Co-Op Hours Increase	Circuit Court - Trial Division		13,435	-	13,435
Total General Fund		2.00	160,625	22,208	
Parks	Secretary	0.63	24,015	-	-
Public Health	Nurse Supervisor - Pathways Project	1.00	89,335	-	89,335
Environmental Health	Environmental Health Specialist (PT to FT)	1.00	41,148	3,350	-
Friend of the Court	Attorney Referee (PT to FT)	0.50	54,638	-	18,031 66% CRP reimbursement
Total Other Funds		3.13	209,136	3,350	
Total All Funds		5.13	369,761	25,558	
Recommended		5.13	369,761	25,558	249,699



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.

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

BMI: Body Mass Index Screening; widely used diagnostic tool to identify weigh problems within a population. The screening uses body weight and height to determine the measure.

BOC: Board of Commissioners

BRFS: Behavioral Risk Factors Survey; survey performed periodically by the Health Department to assist in program evaluation and development

BS&A: the Software Company that handles tax, property and utility look-up system

CAFR: Comprehensive Annual Financial Report

CCF: Child Care Fund (Special Revenue fund 2920)

CCW: Carrying Concealed Weapons

CIP: Capital Improvement Program; a program which identifies capital projects and equipment purchases, provides a planning schedule and identifies options for financing the plan.

CMH: Community Mental Health

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

CSHCS: Children's Special Health Care Services; CSHCS helps persons with chronic health problems by providing: coverage and referral for specialty services based on the person's health problems; family centered services to support the primary caretaker of the child; community based services to help care for the child at home and maintain normal routines; culturally competent services which demonstrate awareness of cultural differences, and coordinated services to pull together the services of many different providers who work within different agencies. (See Health Department, Special Revenue fund 2210)

DB/DC: Defined Benefit/Defined Contribution

DHS: Department of Human Services

EH: Environmental Health



GLOSSARY OF ACRONYMS, continued

EM: Emergency Management

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

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

MDOC: Michigan Department of Corrections

MDOT: Michigan Department of Transportation

MERS: Michigan Employees Retirement System

MI: Mentally Impaired

MICA: Many Integrated Court Applications



GLOSSARY OF ACRONYMS, continued

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)

MSUE: Michigan State University Extension

NCSC: National Center for State Courts

OAISD: Ottawa Area Intermediate School District

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

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