

Ottawa County West Olive, Michigan Adopted 2020 Budget





Ottawa County Board of Commissioners

I. Back Row (Left to Right): Doug R. Zylstra-District 3; Joseph S. Baumann-District 2;
Allen Dannenberg-District 4; Randall J. Meppelink-District 5 Francisco C. Garcia - District 1;
Kyle J. Terpstra-District 6; Matthew R. Fenske-District 11

Front Row (Left to Right): Philip Dale Kuyers-District 9; Roger A. Bergman - District 10;
Gregory J. DeJong - District 8; James H. Holtvluwer - District 7

DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Ottawa County for its annual budget for the fiscal year ended October 1, 2017. 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

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Ottawa County

Michigan

For the Fiscal Year Beginning

October 1, 2018

Christopher P. Morill

Executive Director

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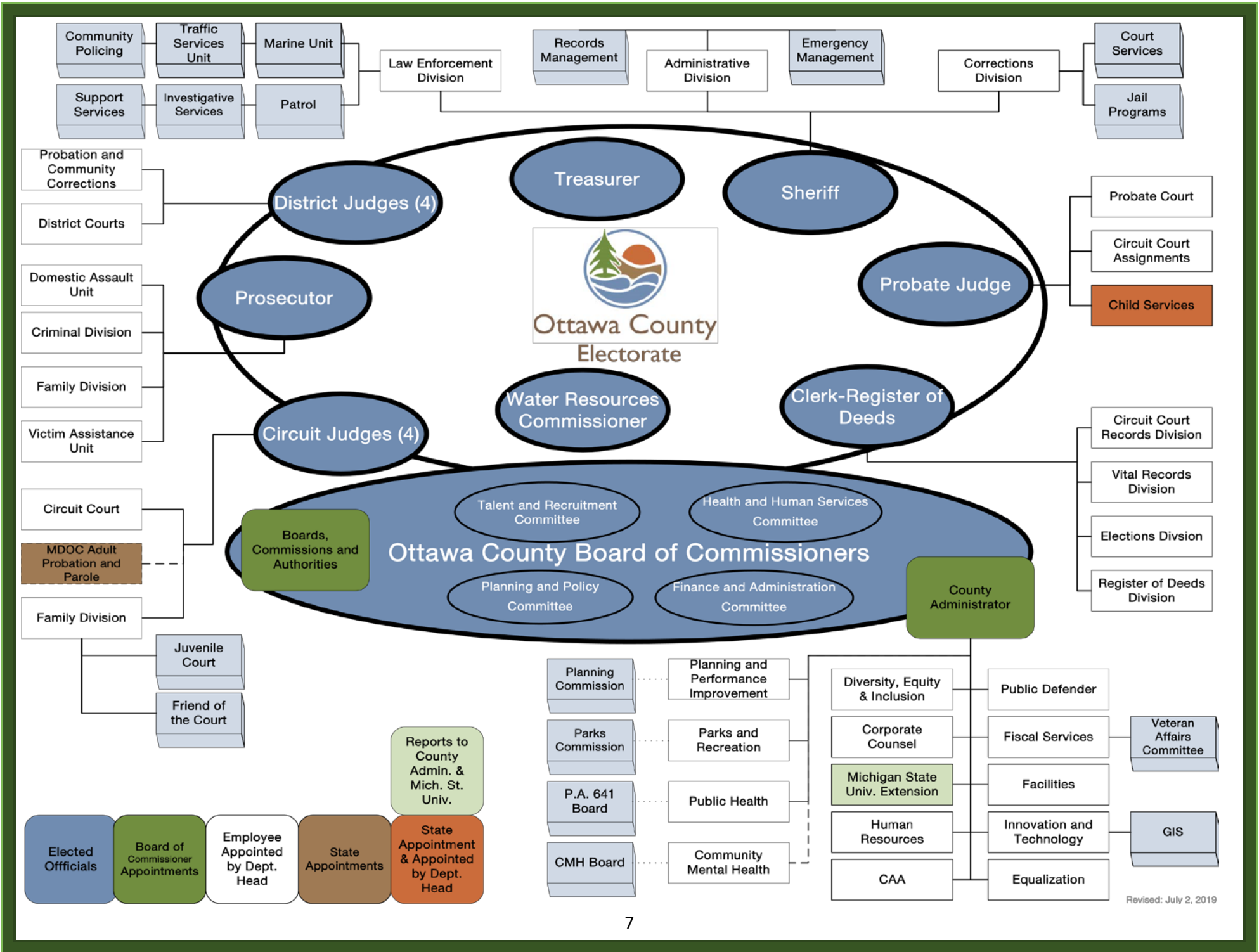
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Ottawa County[®]

Administrator's Office

Alan G. Vanderberg
County Administrator

John E. Shay
Deputy County Administrator

September 24, 2019

Chair DeJong and Board of Commissioners:

Detailed herein are the 2020 Operating Budgets as proposed by the Finance and Administration Committee in accordance with the State of Michigan Public Act of 1968 – The Uniform Budgeting and Accounting Act, as amended. This Budget Book includes the Transmittal Letter detailing significant issues and trends for 2020; the Approved Board Budget Resolution and 2020 Appropriation Act; Budget Summaries by Fund in a format required by Public Act 2; 2020 New Position Recommendations; and the Capital Improvement Plan. The 2020 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. The budget document is a communication tool to assist the County in being accountable and financially transparent to the citizens and stakeholders. Lastly, the County budget process sets to remain constant with little or no impact on the level of services provided to the citizens.

The total recommend budget appropriations for 2020 is \$196,582,884 and is categorized in the following funds. The General Fund has budgeted an appropriation in the amount of \$88,781,782. The twenty-one Special Revenue Funds have a combined budget appropriation of \$99,553,755. The remaining budget is compiled of the Debt Service Fund and Capital Project Fund(s) that have appropriations of \$4,375,655 and \$3,871,692 respectively. The County previously maintained a Cemetery Fund that was designated as a Permanent Fund, but the reserves were distributed to the cemeteries in 2018 and the fund is no longer budgeted. More details about the changes in the budget for the revenues and expenditures from 2019 to 2020 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 2020 budget year. A few of these include a continued increase in the property tax value and reasonable increases in health care expenditures. Another change that will assist in future budget years is the Board of Commissioners approval of an increase to the County operating tax millage of 0.30 mills. This additional 0.30 mills are committed to the future payment increases to MERS that fund the unfunded liability, required as a result of closing the Defined Benefit (DB) plan.

The 2020 budget is balanced, with a planned use of reserves to offset department underspend, and with the proposed county operating millage at 3.9 mills, changed by 0.30 mills as explained above. County programs are funded at the same service level, all debt service payments are included, capital improvement plan, retirement plan and other benefit programs are fully funded.

The County's Financial Policies stress the importance of having a balanced budget, which means at the end of the fiscal year operating revenues match operating expenditures. To keep a conservative approach to estimating revenues without eliminating programs, the 2020 budget includes the following steps to balance the budget.

Annual Budgeted Transfers

1. A \$500,000 transfer from the Ottawa County Insurance Authority (OCIA). The County contributed money to start the Authority in 1990, which has been fully refunded to the County. The interest earned through investing of this contribution is valued at \$4.2 million and is available to transfer to the County's General Fund, if needed. The last time this transfer was utilized by the County was 2005.
2. A \$625,000 transfer from the Delinquent Tax Fund. As of completion of the last audit 09/30/18, this fund has a net position of \$21 million, which provides the capacity to transfer funds to the General Fund. This, like the transfer from the OCIA, has been budgeted in the past, but has not been needed in recent years to supplement the General Fund.
3. A \$1.6 million transfer from the Internal Service DB/DC Fund. This fund was established by the Board to assist in the cost of closing the DB Plan with MERS. The budgeted transfer is to reduce the cost to the General Fund generated by the increase in the benefit rate charged to cover the payment to MERS for the unfunded portion of the DB plan liability. The amount of this transfer is calculated from the comparison in the General Fund (as well as the funds that receive funding from the General Fund) of the 2020 budgeted amount for this benefit rate to the 2018 rate.

FUTURE BUDGET CHALLENGES & ISSUES

Retirement Plan Funding

Early 2019 Municipal Employees Retirement System (MERS) announced that the investment earning rate will be decreased from 7.75% to 7.35% when the 12/31/19 actuary report is prepared in 2020.

Although the 12/31/19 actuarial report will not impact the County contribution rate until Fiscal Year 2022, the early announcement was timely and we were able to include the estimated annual impact during the Board Pension Work Session in on 4-23-2019.

As of the 12/31/18 actuary report, the defined benefit retirement plan is 81.2% funded with a \$55 million unfunded liability and the total retirement (defined benefit, pension bond debt service, and defined contribution) 2019 budget was \$11 million. Based on the assumption changes expected in 2019, combined with the actual plan results the total retirement cost is estimated to peak in fiscal year 2028 at \$20m, requiring .5 mil increase in the current tax rate.

During the Board work session multiple options were considered, including slowing the amortization of the unfunded by 5 years. By extending the amortization period, estimates of total retirement cost peak at \$15m in 2033, requiring .25 mil increase in the current tax rate.

During discussions with the Board, another option emerged to proactively plan for the possibility of the investment earning rate to be reduced from 7.35% to 7% in the future; a hybrid plan. The Board slowed the amortization of the unfunded liability and increased taxes by .3 mil, committing the revenue to pay the increased cost of retirement. The taxes will be applied to increase cost and pay the unfunded liability off sooner or, if MERS moves to a 7% rate of return, be prepared to proactively pay the increase in the annual cost.

Capital Infrastructure

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

In 2014, the County prepared a formal Capital Improvement Plan and created a Capital Project Fund to account for projects. In total, \$7.5 million was transferred to the Capital Improvement Fund from the General Fund and Public Improvement Fund to fund projects. In 2018 and 2019 the County continued to fund capital projects with one-time resources.

As the County transitions from building new structures, to maintaining existing infrastructure; consistent, ongoing contributions will be necessary. With the 2020 budget, the County was able to dedicate \$600,000 of projected tax growth to the Capital Improvement Fund. This is largely due to another year of extremely favorable health insurance cost projections.

2020 BUDGET SUMMARY

Revenue Summary

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

	2019 Adopted Budget	2020 Recommended Budget	Increase/ (Decrease)	% Increase/ (Decrease)
Taxes	59,691,259	66,948,912	7,257,653	12.16%
Intergovernmental Revenue	74,314,409	78,229,739	3,915,330	5.27%
Charges for Services	18,153,994	18,944,955	790,961	4.36%
Fines & Forfeits	120,675	108,575	(12,100)	-10.03%
Interest on Investments	459,082	581,400	122,318	26.64%
Rent	2,498,352	2,592,614	94,262	3.77%
Licenses & Permits	1,695,330	1,536,740	(158,590)	-9.35%
Other Revenue	2,360,300	2,922,979	562,680	23.84%
Operating Transfers In	<u>21,041,464</u>	<u>21,483,028</u>	<u>441,564</u>	2.10%
Total Revenues	<u>180,334,864</u>	<u>193,348,942</u>	<u>12,572,514</u>	

The overall projected revenues – excluding transfers are \$171,910,914. This increase is just over a 7.9% increase in revenue. Below are further explanations for these changes.

Taxes

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

For tax year 2020, the County is estimating taxable value of \$12.5 billion, a 5.3% increase from the 2019 \$11.9 billion value and the 8th year of consecutive growth for the County since the great recession. Additionally, the County is projecting that the Local Community Stabilization Authority payment will be made in full.

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

Parks and Mental Health are special millages, approved by the voters and billed in December. The 2020 budget is for the year October 1, 2019 through September 30, 2020, therefore 2020 operating revenue for Parks and Mental Health is based on the December 2019 tax bill. Whereas County operating millage is billed in July and based on 2020 taxable values.

Intergovernmental Revenue

Intergovernmental revenue is money that is obtained from other governmental entities (Federal, State, Local, etc...) to fund various programs throughout the County. There is a budgeted increase for 2020 in this category spread among five funds totaling \$3.9 million. One of these funds is the Mental Health Fund that is budgeting an increase of \$1.5 million. This budgeted increase assumes an increase of funding in 2020 from various governmental agencies for program services.

Public Health is another fund that shows an increase of \$1.9 million in this category. This is based on two funding changes made by the State for 2020. Approximately \$1 million of this is a permanent increase in funding by the State for ongoing programs. \$971,000 of this increase is a one-time payment by the State to settle the reimbursement to Public Health for expenditures incurred in previous years for programs that the State is required to fund.

There are a few other funds that are budgeting minor increases. The General Fund is budgeting an increase of approximately \$400,000 from the increase in the State county Incentive payments. Lastly, the Public Defender Fund is budgeted to receive 68% of its funding from the State of Michigan, which constitutes a \$400,000 increase in funding from 2019 to 2020.

One fund that actually has a decrease in funding from the State of Michigan is the Child Care Fund. The State is implementing a State pay first program for expenditures related to various programs in the Child Care Fund. In the past the County would pay these expenses and the State would reimburse the County for its portion. Now the State is paying these directly, which results in less reimbursement funding by the State. There is a decrease in expenditures to offset this decrease in revenue.

Charges for Services

The largest increase in this revenue category is in the General Fund (\$900,000 of the \$800,00). This increase is related to the revenue received from charging departments for County provided services (H/R, Facilities, Fiscal Services, Administration) through the Cost Allocation Plan. The \$100,000 decrease in this revenue category is budgeted throughout multiple funds and is not designated to one specific change.

Other Revenue

This category is budgeting an anticipated \$500,000 increase for 2020 mainly in two funds. The first fund is the Capital Project Fund, budgeting for donations related to funding for the Spoonville Trial Project and the LakeShore Pathway Project. Lastly, the Child Care Fund increased their budget in this category to reflect the trending increase from outside entities for bed rentals and treatment programs.

Transfers In

The total change in the budget for Transfers In is \$441,000, which is accumulated in increases in some funds and decreases in other funds. The changes are explained in more detail below.

The first is an increase of \$840,000 to the General Fund from the Internal Service DB/DC Fund for the increase retirement cost as explained in the current budget topic section above. The Capital Project Fund's increase of \$300,000 is from the General Fund. The General Fund is budgeting to transfer additional funding to the Capital Projects Fund from a one-time revenue source to cover specific projects. The Debt Fund has budgeted an increase of \$250,000 to fund the anticipated increase in the debt payments in 2020. The last increase of \$150,000 is in the Friend of the Court Fund from the General Fund to cover their typical increase in costs as well as a slight decrease in revenue for areas that they are no longer able to bill for.

The Health Fund budgeted a decrease of \$600,000 in transfers from the General Fund based on the increase program funding that it will receive from the State. The State has adjusted the amount of funding to be more in line with the actual amount required by the State to fund various programs in Public Health. One last budgeted decrease (\$600,000) in transfers was in the Child Care Fund's transfer from the General Fund. Since the State pays first on some expenses the County does not have to transfer funds related to these costs. There is a decrease in expenses to offset this revenue decrease.

Lastly, in 2020 the Park Fund has a new transfer from the General Fund in the amount of \$175,000. To show true cost of services provided by the County as allocated through the Cost Allocation Plan, Parks is budgeting this cost for the first time in the 2020 budget. As a part of adding this additional expenditure in the Parks Fund, the General Fund has agreed to transfer funds to Parks to cover this cost.

Fund Balance

The budgeted use of Fund Balance for the 2020 budget is reflected in four funds: General Fund, Health Fund, Child Care Fund and Capital Project Fund. This use is explained below.

The General Fund is budgeting to use \$1.3 million of fund balance. The General Fund may budget to use \$1 million annually and is an allowable use of prior year excess fund balance that is over and above the minimum of 10% and maximum of 15% required per the fund balance policy. The budgeted use of fund balance accommodates for annual appropriations to cover the departments underspending. The additional \$300,000 is being allocated as a use based on funding various projects anticipated for 2020.

The other funds that are using fund balance are the Child Care Fund (\$400,000), the Health Fund (\$700,000) and the Capital Project Fund (\$1 million). These funds have built up reserves in the past and are allocating to use these reserves this year, which lowers the amount of funding that they need to receive from the General Fund. The one notable increase in fund balance is in the Parks Fund that is budgeting to add \$600,000 to fund balance in 2020 as a reserve for future year projects.

Expense Summary

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

	2019 Adopted Budget	2020 Recommended Budget	Increase/ (Decrease)	% Increase/ (Decrease)
Salaries & Wages	53,675,544	55,860,401	2,184,857	4.07%
Benefits	29,585,008	35,220,045	5,635,137	19.05%
Supplies	5,819,975	5,887,820	67,845	1.17%
Contracted Services	40,643,000	42,268,132	1,625,131	4.00%
Operating Expenses	7,520,991	7,711,189	190,197	2.53%
Maintenance & Repair	1,325,766	1,300,324	(25,442)	-1.92%
Utilities	2,100,445	1,996,248	(104,197)	-4.96%
Insurance	1,826,365	1,815,244	(11,121)	-0.61%
Indirect Expense	9,498,139	11,009,268	1,511,129	15.91%
Contribution to Component Units	9,883,951	10,500,361	616,410	6.24%
Capital Outlay	2,216,799	3,519,892	1,303,093	58.78%
Contingency	400,000	500,000	100,000	25.00%
Debt Service	4,134,877	4,375,655	240,778	5.82%
Operating Transfers Out	<u>14,587,234</u>	<u>14,618,306</u>	<u>31,072</u>	0.21%
Total Expenditures	<u>183,218,095</u>	<u>196,582,884</u>	<u>13,333,817</u>	

Salaries and Wages

Approximately 4.07% of the increase reflects a budgeted 2% COLA increase for the bargaining groups and other employee classifications as well as the anticipated step increases for employees.

Benefits

The increase in benefits is from an increase to health insurance as well as in retirement. The increase in health insurance is a budgeted 3% increase. The health insurance increase is slightly larger in the General Fund based on the new positions added since the adoption of the 2019 budget. The second increase is a twofold increase to the retirement benefit expense line. The first increase is to the benefit rate charged to funds to cover the required payment to MERS for the unfunded liability of the closed DB plan. This rate was changed to reflect the annual payment increase for 2020. The second increase in the retirement expenditure line is budgeted in the General Fund DB/DC fund. This reflects the 0.30 mills change in taxes levied to offset the future (beyond 2020) payment increases to MERS for the unfunded liability. There is a revenue increase in taxes in the General Fund DB/DC Fund that offsets this expenditure.

Contracted Services

This expenditure category in the General Fund budgeted an increase of \$400,000 that was mainly from two different expenditures. The first was the change in the medical services made at the Jail. In 2019 the Jail went out for an RFP to increase medical services provided to inmates to 24-7 as well as adding some much necessary mental health coordination treatment for the inmates at a cost of \$225,000. The other change is an increase for costs related to indigent defense attorneys contracted to cover court appointed counsel fees in civil cases, appeals and paternity cases not under the Public Defender's Office.

CMH has been actively searching for a Psychiatrist for the past year. Without being able to fill the position(s), contracted providers are being utilized to fill the gap that cost two to three times more than if we had an internal prescriber. Service costs have also increased due to a direct care worker increase and negotiated contractual rates. A two percent increase in Medicaid and a twenty four percent increase in State General Fund were utilized to offset the increasing costs.

The Child Care Fund is budgeting a decrease of \$800,000 in contracted services. This decrease is from the State paying first for these expenditures starting in 2020. As previously noted, there is an offsetting revenue decrease in both intergovernmental revenue and transfers from other funds.

Indirect Expense

The increase in indirect expenditures is all related to the cost increase from both the Cost Allocation Plan as well as the I/T Cost plan that are charged back to departments for services provided by various departments throughout the County (I/T, H/R, Fiscal, Facilities, Administration).

Capital Outlay

The changes in the Capital Outlay expenditure category is based on the increase in the number of requested projects for 2020 in the amount of a \$1.6 million increase. To cover this increase the Capital Project Fund has budgeted a \$1 million use of fund balance as well as an additional \$600,000 from other funding sources designated for these projects (donations, grants, and OCIA). Capital Projects are compiled and can be reviewed in the Capital Improvement Plan 2020-2024 that has been approved through a separate Board of Commissioners agenda item.

CONCLUSION

Ottawa County remains committed to achieving its Vision Statement of being the place *where you belong*. The 2020 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 2020 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 2020 budget process has been achieved.

Sincerely,



Alan G. Vanderberg
County Administrator



Karen Karasinski, CPA
Fiscal Services Director

COUNTY PROFILE



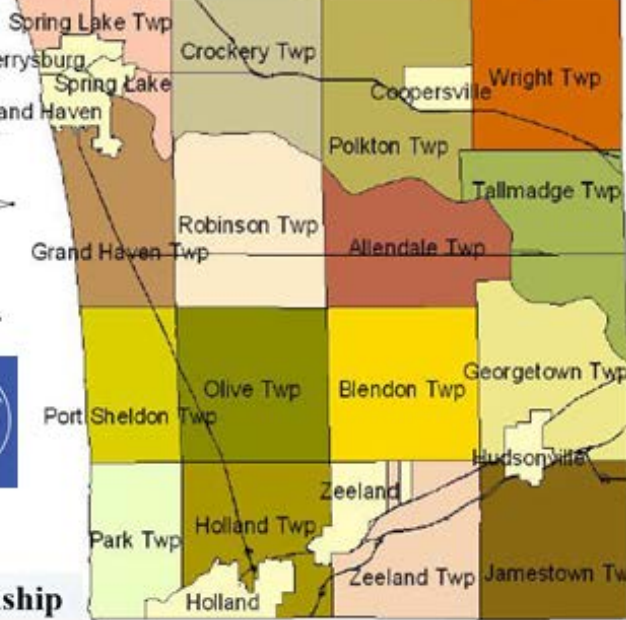
Ottawa County
Where You Belong



Ottawa County



Port Sheldon Township



Tallmadge Charter Township



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 miles with over 300 miles of water frontage. The County is composed of 6 cities, 17 townships, and 1 village.

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.

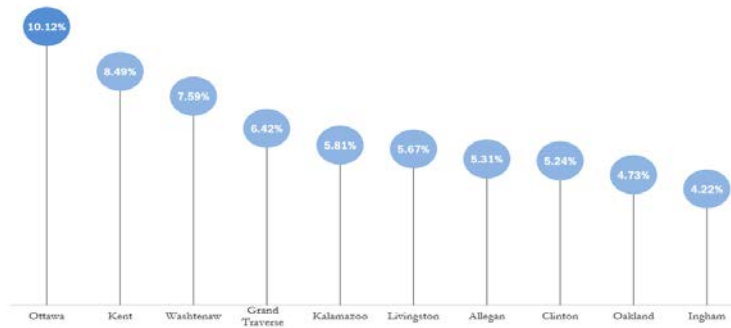
The County began full operations in April of 1838. The current County's legislative body is an eleven-member Board of Commissioners which is elected from single-member districts, determined by population, on a partisan basis for two-year terms. The Board annually elects from within its ranks a Chairman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



Population

Ottawa County has been named the fastest growing population in the state. Between 2010 and 2018 there was an 10.12% increase in population in Ottawa County. The estimated population in Ottawa county in 2018 was 290,494. This significant population growth is expected to continue in the years ahead.

2010 - 2018¹ population growth rates for Michigan's 10 fastest growing counties



¹ According to the U.S. Census Bureau, the county population estimates that are released annually in March are not finalized until the subsequent year's estimates are released. This occurs because the March estimates are based on six months of data (December - June) and are then revised based on a full year of data. As a result, the estimates provided in March can be revised in subsequent years because of updated birth-death data, new person population or immaterial migration data, U.S. Census Bureau methodology changes, and/or unexpected challenges from counties regarding their annual population estimates.

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, with Holland ranked number 4 as the best beach towns to live in. Ottawa county is also 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.

Each year the County welcomes millions of visitors to its vacation playground. Ottawa County has many different local attractions to offer. In 2017 within Ottawa County Grand Haven was voted the happiest places to live in the country. With Lake Michigan's beach right in town with its own boardwalk and the rolling dunes throughout the city. After a day of fun there is more than dozen local restaurants to choose from right in downtown Grand Haven. Not to mention all the other cities within Ottawa county has to off such as county fairs and two nationally known festivals – Tulip Time in Holland and the Coast Guard festival in Grand Haven.



Education

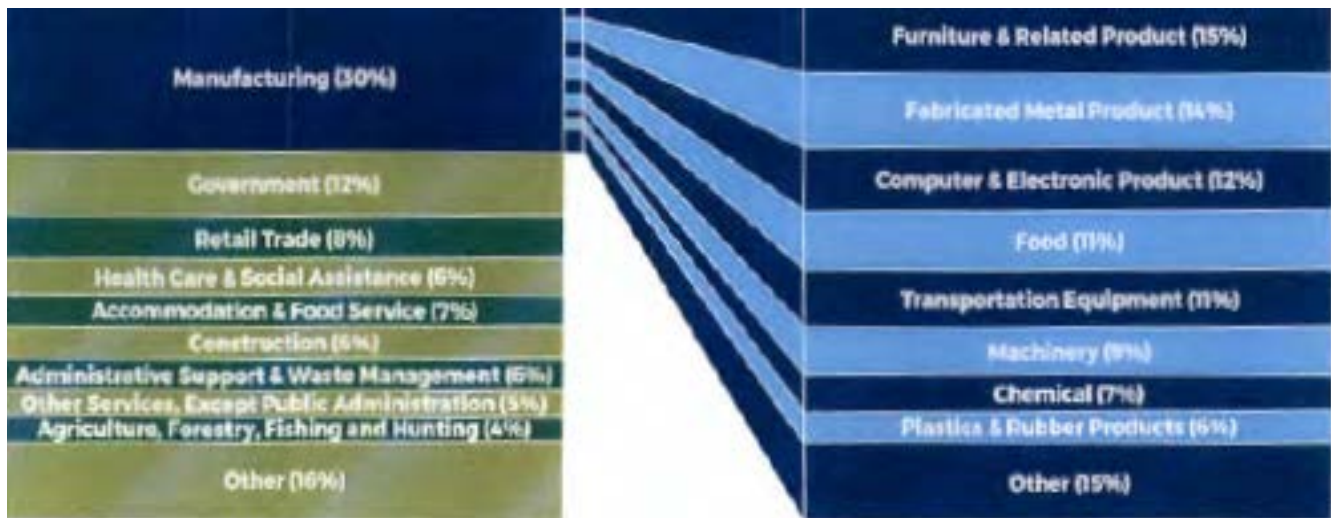
Ottawa County has 9 public school districts that make up the Ottawa Area Intermediate School District (OAISD). With a 92% High school graduation rate compared to the top United State performers being at 96%. OAISD supports the Careerline Tech Center, which provides vocational education to its students. The OAISD and Grand Rapids Community College (GRCC) have jointly established an M-TEC Center to assist in the training and retraining of the area’s adult workforce.

There are two institutions of higher education based in Ottawa County. Grand Valley State University (GVSU) and Hope College. GVSU is the third 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. This is why the primary employer in Ottawa County is Manufacturing with a total gross regional product in 2018 was \$8.22 billion. Also manufacturing jobs in Ottawa county pay 35% higher wages than the average job, which helps decrease the unemployment rate, but also increase Ottawa Counties economy.



Source: Michigan Department of Labor and Economic Growth, Bureau of Labor Market Information and Strategic Initiatives

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 are 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 5 years in a row, number 2 in 2019 (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 82, and are more likely to engage in healthy behaviors leading to lower obesity rates. Of the nine years this study has been completed Ottawa County has ranked Number 1 for 6 of these years and Number 2 for 3 of these years.

Transportation

Ottawa County is accessed by several Interstate and State Highways, including I-96, I-196, US-31, M-45, M-6, and M-104. US-31, which parallels the Lake Michigan shoreline, and is a heavily traveled route, especially by tourists during the summer months. Recently a reconstruction of Zeeland interchange bl I-196 allowed for local employers to expanded and to decrease congestion that has come about from Ottawa Counties rapid growth.



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.



Ottawa County

Where You Belong[®]

**Strategic Plan and
2019-2020 Business
Plan**

Strategic Planning

Process Summary

Ottawa County, the eighth-largest county in Michigan, is a beautiful community of

286,383 people located along the Lake Michigan shoreline. The government that serves the community is comprised of approximately 1,100 employees and elected officials with occupations as diverse as nursing, parks, corrections, administration and law enforcement.

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

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

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

The Board of Commissioners met on May 3, 2018, to review the current strategic plan and create the business plan for fiscal year 2018-2019. 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 to deliver you first - effective public services.

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

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

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

We recognize the importance of the *Democratic Process* in the accomplishment of our mission, and hold it as a basic value to respect the rule of the majority and the voted choices of the people; to support the decisions of duly elected officials; and to refrain from interference with the elective process.

We recognize the importance of the *Law* in the accomplishment of our mission and hold it as a basic value to work within, uphold, support and impartially enforce the law.

We recognize the importance of *Ethics* in the accomplishment of our mission and hold it as a basic value to always act truthfully, honestly, honorably and without deception; to seek no favor and to receive no extraordinary personal gain from the performance of our official duties.

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

We recognize the importance of *Employees* in the accomplishment of our mission and hold it as a basic value to treat each employee with professional respect, recognizing that each person using his or her trade or vocation makes a valuable contribution; to treat each employee impartially, fairly and consistently and to listen to the recommendations and concerns of each.

We recognize the importance of *Diversity* in the accomplishment of our mission and hold it as a basic value to treat all people with respect and courtesy.

We recognize the importance of *Professionalism* in the accomplishment of our mission and hold it as a basic value that each employee will perform to the highest professional standards and to his or her highest personal capabilities.

We recognize the importance of *Stewardship* of public money in the accomplishment of our mission and hold it as a basic value to discharge our stewardship in a responsible, cost-effective manner, always remembering and respecting the source of the County's funding.

Business Plan 2018-2019

Objectives, Deliverables, Outputs, and Outcomes

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

Assigned Resources and Deadlines

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

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

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

Weaknesses

- Lack of secure funding for our Capital Improvement Plan/buildings
- Fastest growing County: negative impacts and pressures, farmland and economy
- Groundwater challenges
- Lack of affordable housing
- Lack of skilled/unskilled labor
- Deteriorating infrastructure: roads, water, sewer, impacts on land development, eliminating farmland
- Threats to revenue sharing
- Unfunded mandates
- Staffing/leadership reflecting ethnic population of County
- Structure/pay/system lends itself to limited candidates for County Commissioner
- Disconnect between Public Health & stakeholders, regarding fees
- Codification of ordinances
- Shared information between standing committees

Opportunities

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

Threats

- Tensions: desire for high service levels and low tax rates
- Federal and State legislature
- Voter's ability to do zoning referendums and negative impact on affordable housing
- Locals want park money in their local municipalities
- Community Mental Health Services
- Public Safety
- Fastest growing County in Michigan
- Great Lakes ecology and funding
- Marijuana Legislation
- Consumers Energy tax appeal, trending
- Unfunded mandates
- County-wide planning
- State-wide sanitation code
- Building trails with no money for future repairs
- Fully funded Capital Improvement Plan

What do we want to do?

How will we know our actions were effective?

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

Output
Outcome Indicator

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 adopt the Capital Improvement Plan, identifying and prioritizing projects and the funding to pay for it.
- Annually review millage rates during the budget process.
- Continue to evaluate and adopt strategies to address remaining pension and retiree health liabilities.
- 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.
- 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, while investing funds for projects that lower County liabilities.
- Compile a report on which non-profits pay taxes.
- Evaluate moving to an annual user fee increase method.

Board receives financial information in order to adopt and monitor the budget. Board reviews the Capital Improvement Plan, developing a funding strategy for future facility and equipment needs. Board adopts strategies regarding pension/retiree health liabilities and the cost of health benefits. Board reviews information on the financing tools, including the Insurance Authority. Board receives a report on which non-profits pay taxes. Board considers moving to an annual fee increase method.

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

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

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

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

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

Objective 3: Maintain or improve bond credit ratings.

- 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 Contribute to the Long-Term Economic, Social and Environmental Health of the County.

Output
Outcome Indicator

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.

- Continued involvement and support of the Housing Next coalition addressing the shortage of affordable housing.
- Facilitate work with stakeholders to plan for completion of M-231.
- Maintain regular communication and the relationship with the Road Commission.
- Continue work to facilitate and support a county-wide approach and contribution to economic development in the County.
- Recognize and support the role of agriculture in our economy Implement new Public Defender Office.
- Assess feasibility of "futuring plan."

The Board is regularly updated on the Housing Next initiative. The Board is updated on M-231 work and has regular meetings with the Road Commission. The Board is represented, funds, and is regularly updated about economic development activities. The new Public Defender Office is implemented. The feasibility of a futuring plan is assessed.

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

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

- Address current issues, including: the opioid epidemic, increasing suicide rates and the funding/provision of mental health services.
- Continue to provide for the health of residents in the County through the Department of Public Health and Community Mental Health.
- Continue to provide for public safety in the County through the work of the Sheriff, Prosecutor and Courts.
- Walk the talk of our vision "Where You Belong", establish Diversity, Equity and Inclusion Office to continue the work of ensuring that the County is a welcoming place to support a globally diverse workforce in our community.

Board stays updated on current issues and the work by departments in areas of public health, mental health and public safety. The Diversity, Equity and Inclusion Office is established.

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. County and local government services are delivered without bias.

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

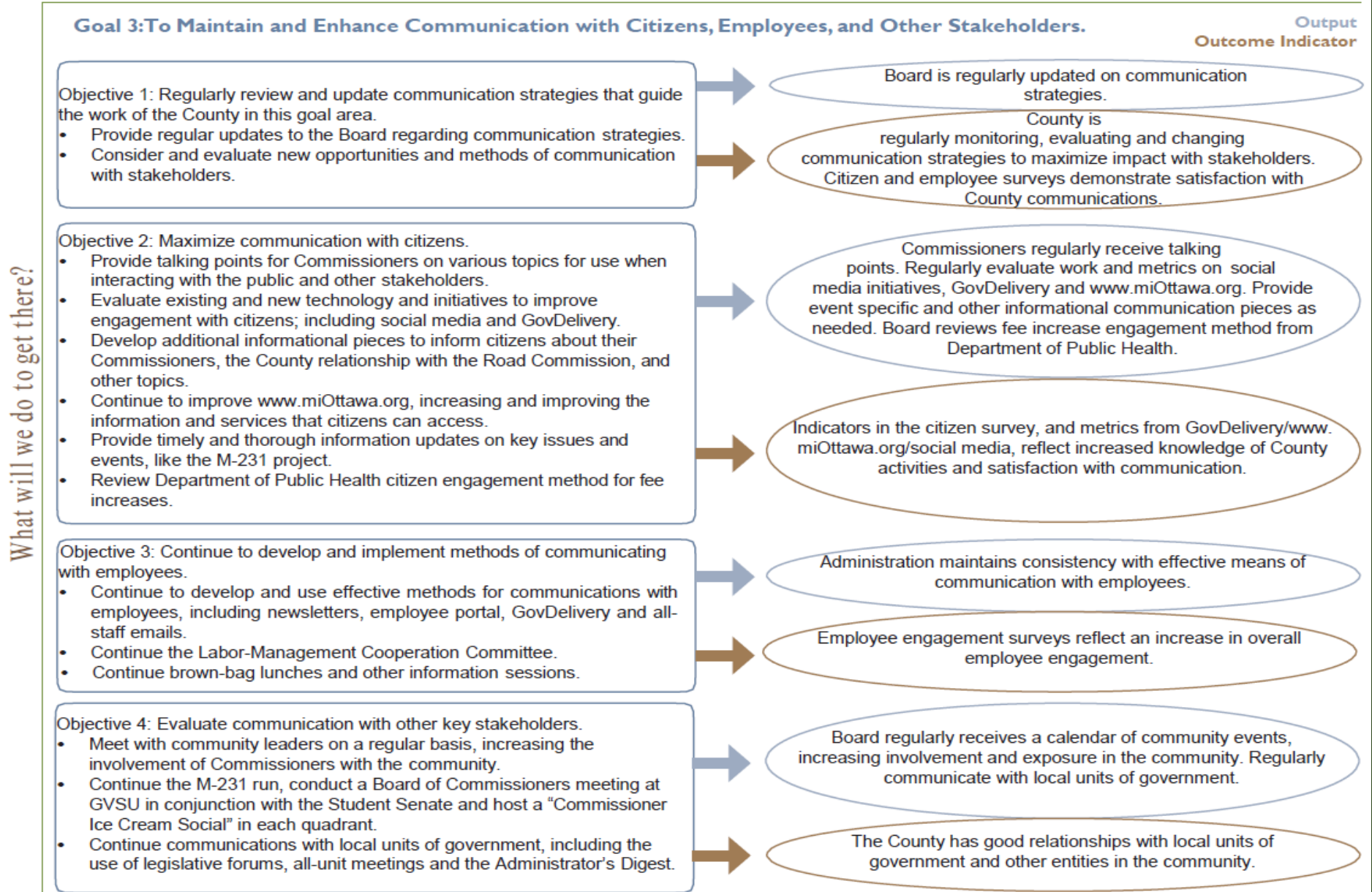
- Complete analysis of whether to move health inspection fees to a risk-based model.
- Obtain DEQ approval to encapsulate the Southwest Ottawa Landfill.
- Encapsulate the Southwest Ottawa Landfill.
- Complete a County-wide Development Plan.
- Complete and implement groundwater action and governance plan.
- Continue to support the work of the Parks and Recreation Commission and the new Parks Foundation.
- Continued support of the Agricultural Preservation Board, discussing options to more aggressively pursue farmland preservation.
- Continue efforts related to water quality and beach sand quality.
- Review and report on the status of the County being part of multiple Metropolitan Planning Organizations.

Board reviews analysis of moving to risk-based model for health inspection fees. DEQ approves encapsulation of SW County landfill and project is completed. Groundwater action & governance plan is completed and implemented. County-wide development plan is completed. Board stays updated on current issues and the work of the Parks Commission. Water Quality Forum held. Discuss options and current efforts to pursue farmland preservation. Board reviews report on Metropolitan Planning Organizations.

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

What do we want to do?

How will we know our actions were effective?



What do we want to do?

How will we know our actions were effective?

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

Output
Outcome Indicator

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.
- The broadband plan is implemented.
- Complete codification of County ordinances.
- Explore possible uses of artificial intelligence (AI) in County operation and service provision.
- Complete analysis of purchasing process.

The "4 C's" initiatives become part of the organizational culture. The broadband plan is implemented. Codification of County Ordinances is complete. Artificial Intelligence is explored. The purchasing process is analyzed.

Employees are actively involved in the continuous improvement of County processes and services. Increased citizen access to broadband. Increased customer service through the use of artificial intelligence. The County's purchasing process is improved.

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

- Conduct organizational efficiency/structure reviews and program evaluations, including; Regional Transit Study, SWAP, Sobriety/Drug Courts & 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 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.

- Continue to develop approaches to attract and retain talent, including elements such as competitive wages, benefit packages and flexible work environments.
- Continue to develop approaches to expand and retain a diverse workforce.
- Continue the investment in employee training and development through talent development and tuition reimbursement.
- Develop a succession planning method.

The Board considers approaches regarding talent attraction and retention. Training and development programs are maintained and improved. A succession planning method is developed.

Ottawa County is recognized for excellent customer service. Ottawa County is competitive for talent and viewed as an employer of choice. The employee engagement survey reflects satisfied and engaged employees. Vacant positions are filled with qualified candidates.

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

- Examine and evaluate possibilities for service collaboration and make cost-effective services available to units of government.
- Continue to improve culture of collaboration and teamwork among county departments/offices/agencies/courts.

Collaboration opportunities and teamwork among county departments are consistently expanded.

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

Ottawa County Board of Commissioners

Business Plan: Deadlines and Resources

	Projected Completion	Resources Assigned
<i>Goal 1: To Maintain and Improve the Strong Financial Position of the County.</i>		
Objective 1: Maintain and improve current processes and implement new strategies to retain a balanced budget.		
Board receives financial information in a timely fashion in order to adopt and monitor the budget.	9/24/19	Administrator, Fiscal Services
Board reviews the Capital Improvement Plan, developing a funding strategy for future facility and equipment needs.	7/30/19	Administrator, Fiscal Services, Facilities
Board adopts strategies regarding pension/retiree health liabilities and the cost of health benefits.	3/31/19	Administrator, Fiscal Services, Human Resources
Board reviews information on the financing tools, including the Insurance Authority.	9/24/19	Administrator, Fiscal Services
Compile a report on which non-profits pay taxes.	9/30/19	Equalization
Evaluate moving to an annual user fee increase method.	9/30/19	Administrator, Fiscal Services
Objective 2: Maintain and improve the financial position of the County through legislative advocacy.		
Staff (including GCSI & MAC) develop legislative priorities and provide regular updates to the Board.	Ongoing	Administrator
Meetings are regularly held with our legislators to maintain relationships and County influence.	Ongoing	Administrator
Objective 3: Maintain or improve bond credit ratings.		
Board adopts a balanced budget.	9/24/19	Administrator, Fiscal Services
Communicate with bond rating agencies as scheduled.	Ongoing	Administrator, Fiscal Services
<i>Goal 2: To Contribute to the Long-Term Economic, Social and Environmental Health of the County.</i>		
Objective 1: Consider initiatives that contribute to the economic health and sustainability of the County and its residents.		
The Board is regularly updated on the Housing Next initiative.	Ongoing	Administrator
The Board is updated on M-231 work and has regular meetings with the Road Commission.	Ongoing	Administrator, Planning
The Board is represented, funds, and is regularly updated about economic development activities.	Ongoing	Administrator
The Public Defender Office is implemented.	4/30/19	Administrator, Planning, Courts, Fiscal Services
Objective 2: Consider initiatives that contribute to the social health and sustainability of the County and its residents.		
Board stays updated on current issues and the work by departments in areas of public health, mental health and public safety.	Ongoing	Administrator, Sheriff, Courts, Prosecutor, Public Health and Community Mental Health
Diversity, Equity and Inclusion Office is established.	3/31/19	Administrator
Objective 3: Consider initiatives that contribute to the environmental health and sustainability of the County and its residents.		
Board reviews report on analysis of health inspection fees moving to a risk-based model.	9/30/19	Public Health, Fiscal Services
DEQ grants approval to encapsulate the Southwest Ottawa Landfill.	12/31/18	Administrator, Corporate Counsel, Public Utilities
The Southwest Ottawa Landfill is encapsulated.	12/31/19	Administrator, Corporate Counsel, Public Utilities, Fiscal Services
County-wide Development Plan is completed for Board approval.	Ongoing	Planning
Groundwater action and governance plan is completed and implemented.	Ongoing	Planning
Board stays updated on current issues and the work of the Parks Commission.	Ongoing	Parks
Water Quality Forum held.	11/30/18	Administrator, Parks, MSU Ext., Public Health
Discuss options and current efforts to pursue farmland preservation.	Ongoing	Administrator, Planning
Board reviews updated report on Metropolitan Planning Organizations.	4/30/19	Administrator, Planning

Ottawa County Board of Commissioners

Business Plan: Deadlines and Resources

	Projected Completion	Resources Assigned
<i>Goal 3: To Maintain and Enhance Communication with Citizens, Employees, & other Stakeholders.</i>		
Objective 1: Regularly review and update communication strategies that guide the work of the County in this goal area.		
Board is regularly updated on communication strategies.	Ongoing	Administrator
Objective 2: Maximize communication with citizens.		
Commissioners regularly receive talking points.	Ongoing	Administrator
Regularly evaluate work and metrics on social media initiatives, GovDelivery and www.miOttawa.org.	Ongoing	Administrator, IT
Provide event specific and other informational communication pieces as needed.	Ongoing	Administrator
Citizen engagement methods for health inspection fee increases are reviewed and updated.	2/1/19	Public Health
Objective 3: Continue to develop and implement methods of communicating with employees.		
Administration maintains consistency with effective means of communication with employees.	Ongoing	Administrator
Objective 4: Evaluate communication with other key stakeholders.		
Board regularly receives a calendar of community events, increasing involvement and exposure in the community.	Ongoing	Administrator
A Board of Commissioners meeting is held in conjunction with the GVSU Student Senate at GVSU.	12/31/18	Administrator
A Board of Commissioners ice cream social is planned in each quadrant of the County.	9/1/19	Administrator
Regularly communicate with local units of government.	Ongoing	Administrator
<i>Goal 4: To Continually Improve the County's Organization and Services.</i>		
Objective 1: Conduct activities and maintain systems to continuously improve to gain efficiencies and improve effectiveness.		
The "4 C's" initiatives become part of the organizational culture.	Ongoing	Administrator, Human Resources
The broadband plan is implemented.	Ongoing	Planning
Codification of County Ordinances is completed.	12/31/18	Corporate Counsel
The use of artificial intelligence (AI) is explored.	9/30/19	Administrator, IT
The purchasing process is analyzed.	12/31/18	Fiscal Services
Objective 2: Continue to perform program evaluations and implement outcome-based performance measurement systems.		
Board considers report on the Sobriety/Drug Courts.	9/30/19	Administrator, Planning, Courts
Board considers report on the SWAP program.	6/30/19	Administrator, Planning, Sheriff
Budget is adopted with outcome-based performance measurements incorporated.	9/24/19	Administrator, Fiscal Services, Planning
Dashboards are utilized to help demonstrate outcomes.	Ongoing	Administrator, Planning
Objective 3: Maintain and expand investments in the human resources and talent of the organization.		
The Board considers approaches regarding talent attraction and retention.	Ongoing	Administrator, Human Resources
Training and development programs are maintained and improved.	Ongoing	Human Resources
A succession planning method is developed.	12/31/19	Administrator, Human Resources
Objective 4: Examine opportunities for increased cooperation and collaboration with local government and othe		
Collaboration opportunities and teamwork among county departments are consistently expanded.	Ongoing	Administrator, All Departments

BUDGET OVERVIEW



Ottawa County
Where You Belong

About the Budget

Defining the Budget

The development of the budget for Ottawa County is the annual financial plan. It defines what programs and services that the County is funding for the budget year beginning October 1. 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 and capital funds. The current fund structure is as follows: 1 General Operation fund (General Fund), 20 Special Revenue funds, 1 Debt Service funds and 1 Capital fund.

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

Components of the Budget

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

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

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

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

Factors that Impact the Budget

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

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

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

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

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

Legal Development of the Budget

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

Legal requirements include:

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

Timeline for the budget

The timeline below is for the 2020 budget and was approved by the County Board of Commissioners. This timeline is adjusted annually to meet adopting the budget prior to the commencement of the budget year.

County of Ottawa 2020 Budget Calendar

February 19, 2019	Budget Calendar presented to the Finance Committee
February 26, 2019	Budget Calendar presented to the Board of Commissioners for approval
March 29, 2019	Departments/Agencies submit Capital Improvement Project requests
April 15, 2019	2020 Operating Budget Kick-off week
May 10, 2019	Board Strategic Planning Session
May 10, 2019	Departments/Agencies finalize 2020 Operating Budget Requests & 2020 New Personnel Request due
July 12, 2019	Deadline for publication of the 2020 Community Mental Health Budget Public Hearing notice
July 19, 2019	Fiscal Services and Administration budget review complete
July 22, 2019	Community Mental Health Board holds the Public Hearing and adopts the 2020 Community Mental Health Budget
August 8, 2019	Planning and Policy Committee reviews the 2020 CIP
August 20, 2019	Finance Committee reviews the 2020 County Budget; 2020 CIP; approve resolution for the distribution of Convention Facility Tax and Cigarette Tax and sets the Public Hearing for the 2020 County Budget
August 27, 2019	Board sets the Public Hearing for the 2020 County Budget
September 3, 2019	Deadline for publication of the 2020 County Budget Public Hearing notice
September 10, 2019	Public Hearing for the 2020 County Budget; Board of Commissioners approves the 2020 CIP and the resolution regarding the distribution of the Convention Facility Tax and Cigarette Tax
September 17, 2019	Finance Committee reviews the 2020 County Budget
September 24, 2019	Board of Commissioners adopts the 2020 County Budget

Budget Amendment Process

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

BUDGET SUMMARY



Ottawa County
Where You Belong

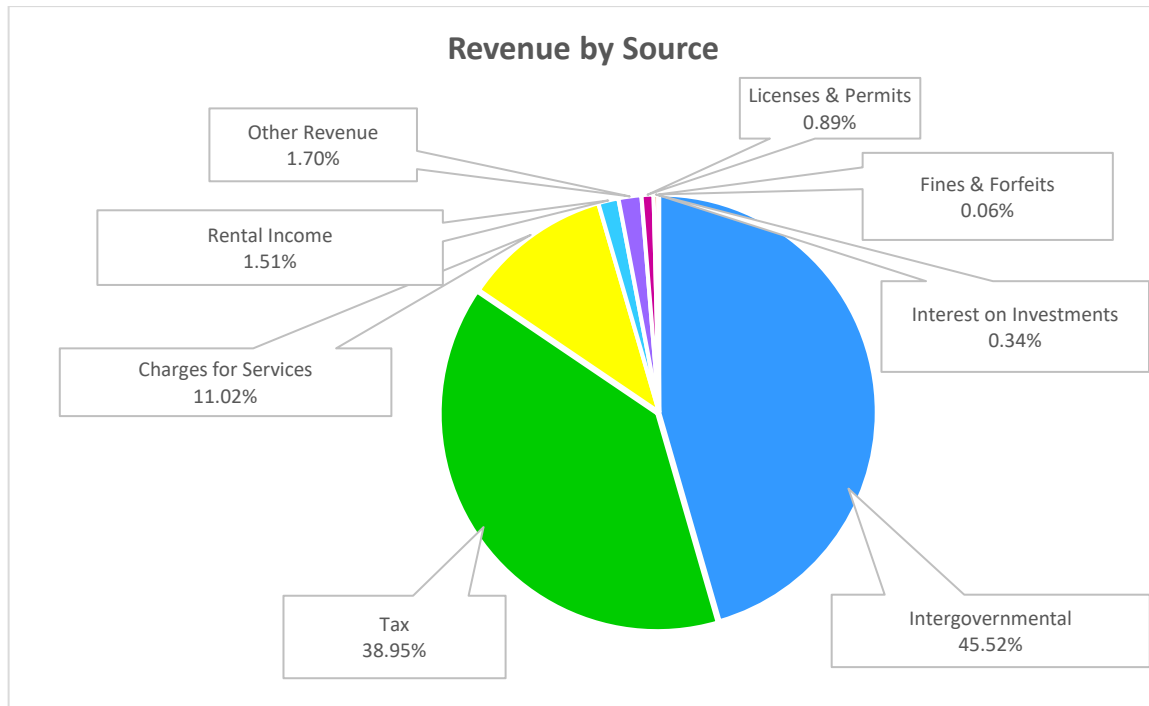
COUNTY OF OTTAWA
Summary of 2020 Budgeted and Estimated Fund Balance
Consolidated - All Budgeted Funds

	General Fund	Special Revenue Funds	Debt Service	Capital Projects	Total Primary Government
Revenues					
Taxes	55,924,029	11,024,883			66,948,912
Intergovernmental Revenue	8,708,526	69,308,757	110,849	101,607	78,229,739
Charges for Services	16,087,697	2,857,258			18,944,955
Fines & Forfeits	90,500	18,075			108,575
Interest on Investments	556,250	25,150			581,400
Rent	2,117,220	107,945		367,449	2,592,614
Licenses & Permits	396,105	1,140,635			1,536,740
Other Revenue	658,962	2,093,009		171,008	2,922,979
Operating Transfers In	2,863,657	12,190,804	4,264,806	2,163,761	21,483,028
Total Revenue	87,402,946	98,766,516	4,375,655	2,803,825	193,348,942
Expenditures					
Legislative	572,512	-	-	-	572,512
Judicial	13,593,658	9,417,161			23,010,819
General Government	21,761,729	3,950,869			25,712,598
Public Safety	31,141,120	9,438,426			40,579,546
Public Works	5,722,284	282,569			6,004,853
Health and Welfare	1,123,295	71,708,674			72,831,969
Culture & Recreation	-	4,436,449			4,436,449
Community & Economic Development	1,391,834	319,607			1,711,441
Other Government Functions	642,644				642,644
Capital Projects	-			3,871,692	3,871,692
Debt Service	-		4,375,655		4,375,655
Operating Transfers Out	12,832,706				12,832,706
Total Appropriations	88,781,782	99,553,755	4,375,655	3,871,692	196,582,884
Revenues Over (Under) Expenditures	(1,378,836)	(787,239)	-	(1,067,867)	(3,233,942)
Fund Balance (Usage)/Contribution					
Fund Balance, Beginning of Year	22,633,387	22,358,654	-	1,227,899	46,219,940
Projected Fund Balance, End of Year	21,254,551	21,571,415	-	160,032	42,985,998

Revenue and Expenditure by Category

REVENUES

Revenues is the money that is received by the County mainly from external sources to fund the County's various programs and initiatives. 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 2019 tax levy is broken down as follows: General Operations 3.9000 mills, Parks & Recreation 0.3261 mills, E-911 0.4325 mills, Road Commission 0.4915 mills and Community Mental Health 0.2948 mills. The 10-year history of the Property Tax Levy for the County is summarized on the next page:

Tax Levy History

Levy Year	County Operation	E-911	Parks	Road Commission	CMH	Total
2007	3.6000	0.4407	0.3165			4.3572
2008	3.6000	0.4407	0.3165			4.3572
2009	3.6000	0.4407	0.3165			4.3572
2010	3.6000	0.4400	0.3165			4.3565
2011	3.6000	0.4400	0.3165			4.3565
2012	3.6000	0.4400	0.3165			4.3565
2013	3.6000	0.4400	0.3165			4.3565
2014	3.6000	0.4400	0.3165			4.3565
2015	3.6000	0.4400	0.3165			4.3565
2016	3.6000	0.4377	0.3148	0.4974	0.2984	5.1483
2017	3.6000	0.4346	0.3277	0.4939	0.2963	5.1525
2018	3.6000	0.4346	0.3277	0.4939	0.2963	5.1525
2019	3.9000	0.4325	0.3261	0.4915	0.2948	5.1565

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

Proposal A of 1994 limits the increase in taxable value of property to the lower of the consumer price index or 5%. As shown in the chart on the next page, this equates to approximately a \$2.6 billion in decreased taxable value for the County and a total of approximately \$7 million in lost tax revenue annually. This chart also illustrates the difference between the actual property values and the taxable property values.

Intergovernmental Revenue

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

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

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

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

1. Mental Health Fund Medicaid program and Mental Health Funds Grants.
2. Health Fund consists of a variety of Federal and State grants as well as State cost sharing.
3. 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.
4. Sheriff Grants and Contracts receives reimbursement from the local municipalities and schools for the cost of providing public safety services to these entities. This cost of service is based on the average for of a personnel and expenses related to each position
5. Child Care Fund revenue represents the State subsidy for net child care costs.
6. Public Defender's Office is funded approximately 2/3 by the State of Michigan for indigent defense in the County's court system.

Charges for Services

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

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

1. The revenue received by the various courts for fees assessed associated with criminal and civil cases. This revenue fluctuates based on case load as well as regulations on fee assessment.
2. Indirect Cost Allocation represents reimbursements from other departments in the County for indirect costs incurred by the County and is billed based on the annual cost allocation plan (CAP).
3. Register of Deeds collects fees for recording real property documents and transfer real estate tax fees.
4. The jail has fees that it charges for various items for and to inmates; SWAP, inmate housing, commissary, phone, and diverted felons.

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

1. Parks and Recreation Fund included charges for reservations for the use of County park facilities and entrance fees to the County parks.
2. Health Fund charges represent fees collected from private insurance as well as fees collected from the clients for the services provided through its programs.
3. Landfill Tipping Fund are fees that represent the County's portion of the surcharge collected for landfills from local waste haulers companies.
4. In the Child Care Fund, fees are assessed to other County's that use the Ottawa County's services for juveniles such as programs and available placement within the County's facilities.

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

Most of the rent revenue is related to the expenses incurred by the Facilities Maintenance department for the upkeep of County space. These expenses are billed back through rent and is allocated back to various departments based on the percentage (%) of space that is occupied. The Parks and Recreation Fund also receives some of its revenue from the rental of its facilities to the public.

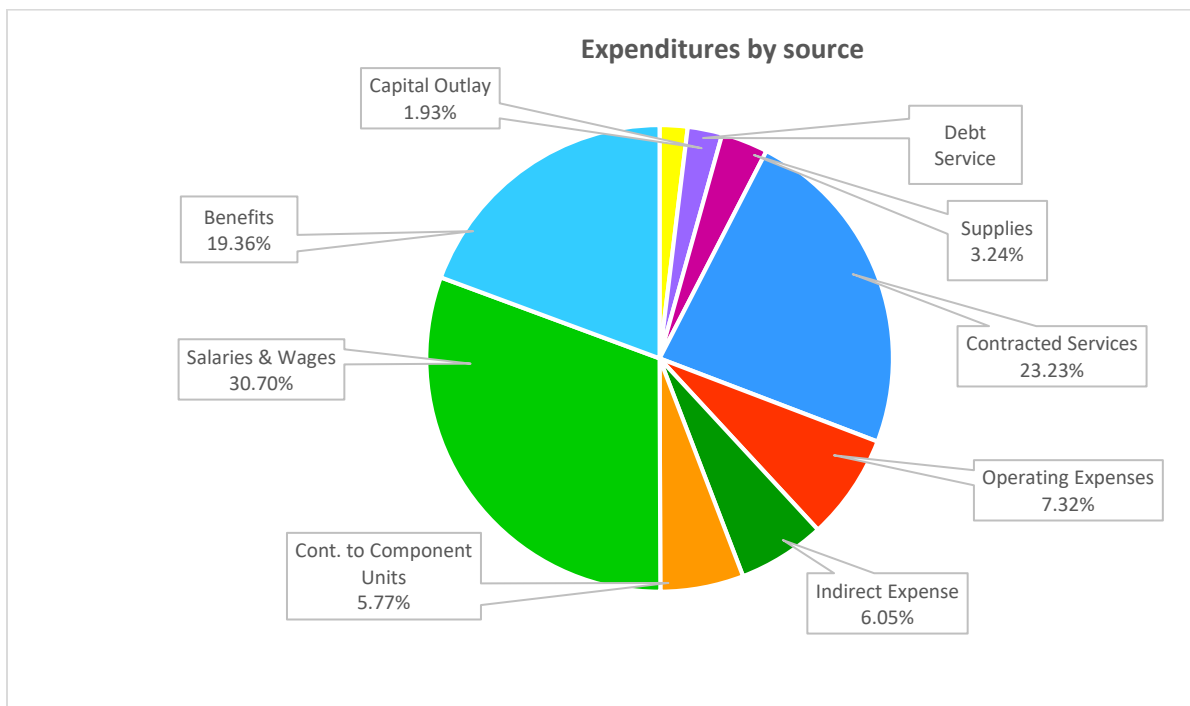
Other Revenue

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.

EXPENDITURES

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

The County continues to maintain a conservative approach to expenditures. However, in 2020 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 as well as a 2% increase across the board for all the employees that are not under contracts. Benefits were budgeted on a 3% increase for health insurance and a 2% 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 2020 in this category remained stagnant throughout the County.

Contracted Services

These expenditures are related to contracts that they County has extended to various vendors to provide services throughout the County. The largest appropriations in contracted services is in the Mental Health Fund. These appropriations are related to the contracts for the services provided to the clients for programs that are administered by CMH. There is only a slight increase in these expenses and can be contributed to the normal annual increase in services provided.

Operating Expenses

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

Maintenance & Repair (included with operating expenses total)

This budget is for costs of maintenance and repairs for the County's buildings, vehicles and equipment. Most of the costs related to the expenditures in this category are those that cannot be capitalized towards the building. It is the day to day costs of keeping the facilities and equipment up and running. There is a slight decrease in this category from 2019 to 2020 to move the budget for these expenditures closer to actuals.

Utilities (included with operating expenses total)

This includes the costs for electricity, natural gas, water & sewer and telephone. These costs are anticipated to hold steady through 2020.

Insurance (included with operating expenses total)

This expenditure is for the purchase of general liability, automobile and property insurance. It also includes insurance that is purchased on behalf of personnel employed in law enforcement and the health care providers. This insurance protects the County from any potential liability and exposure that may incur stemming from the above-mentioned personnel. There was no reportable increase in rates this year which is consistent throughout the industry.

Indirect Expense

This category was created to accurately track the expenses that are charged back to the departments associated with the Indirect Cost Allocation Plan and the I/T Cost Allocation Plan. These plans are developed by an outside firm and are based on actual costs of various internal departments. The increase that is budgeted is based on 2018 actuals and can be supported by the increase in operating costs by the internal departments allocated through the cost allocation plans.

Contribution to Component Units

This expense is related to the pass through of tax revenue that is collected by the County on behalf of Ottawa County Central Dispatch and Ottawa County Road Commission.

Capital Outlay

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

Debt Service

This is the cost to the County for its current payments of its outstanding debt. Debt Service payments are made from the Debt Service Fund. All money funding the Debt Service Fund is transferred to the Debt Service Fund from the fund that has been designated as the funding source.

FUND BALANCE

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

BUDGET BY FUND



Ottawa County

Where You Belong

GENERAL FUND



Ottawa County
Where You Belong

GENERAL FUND – (1010)

Budget Year Ending September 30, 2020

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

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	48,993,050	52,739,150	53,334,150	55,924,029	3,184,879
Intergovernmental Revenue	8,425,246	8,308,468	8,353,551	8,708,526	400,058
Charges for Services	14,181,207	15,159,234	15,229,734	16,087,697	928,463
Fines & Forfeits	92,635	102,600	102,600	90,500	(12,100)
Interest on Investments	666,096	403,932	403,932	556,250	152,318
Rent	1,911,381	2,253,872	2,253,872	2,117,220	(136,652)
Licenses & Permits	381,433	385,670	385,670	396,105	10,435
Other Revenue	801,149	711,089	887,014	658,962	(52,127)
Operating Transfers In	776,865	2,025,540	2,488,478	2,863,657	838,117
Total Revenues	<u>76,229,063</u>	<u>82,089,554</u>	<u>83,439,001</u>	<u>87,402,946</u>	<u>5,313,392</u>
Expenditures					
Salaries & Wages	24,482,448	25,762,096	25,785,386	27,575,324	1,813,229
Benefits	13,488,649	14,608,328	14,797,453	15,807,483	1,199,155
Supplies	2,473,800	2,990,909	3,210,160	3,034,506	43,597
Contracted Services	5,988,642	4,426,928	4,732,475	4,870,332	443,404
Operating Expenses	3,873,965	4,113,822	4,119,789	4,245,046	131,224
Maintenance & Repair	549,025	797,509	802,209	715,766	(81,743)
Utilities	1,421,674	1,592,780	1,588,430	1,535,140	(57,640)
Insurance	905,673	908,718	908,718	915,808	7,090
Indirect Expense	5,652,145	5,430,844	5,430,844	6,249,310	818,466
Contribution to Component Units	9,790,602	9,883,951	10,450,625	10,500,361	616,410
Contingency	-	400,000	208,574	500,000	100,000
Operating Transfers Out	10,154,629	12,966,279	12,680,435	12,832,706	(133,573)
Total Expenditures	<u>78,781,254</u>	<u>83,882,163</u>	<u>84,715,097</u>	<u>88,781,782</u>	<u>4,899,619</u>
Revenues Over (Under) Expenditures	(2,552,191)	(1,792,609)	(1,276,097)	(1,378,836)	
Fund Balance, Beginning of Year		23,909,484	23,909,484	22,633,387	
Projected Fund Balance, End of Year		<u>22,116,875</u>	<u>22,633,387</u>	<u>21,254,551</u>	
Estimated Underspend Planned/One Time		985,393	95,420	1,000,000	
		<u>807,216</u>	<u>1,180,676</u>	<u>378,836</u>	
Revenues Over (Under)		<u>1,792,609</u>	<u>1,276,097</u>	<u>1,378,836</u>	

SPECIAL REVENUE FUNDS



Ottawa County
Where You Belong

General Fund DB/DC Fund (2970)

Budget Year Ending September 30, 2020

Financial Summary

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	-	-	-	3,602,947	3,602,947
Total Revenues	-	-	-	3,602,947	3,602,947
Expenditures					
Benefits	-	-	-	3,602,947	3,602,947
Total Expenditures	-	-	-	3,602,947	3,602,947
Revenues Over (Under) Expenditures	-	-	-	-	-
Fund Balance, Beginning of Year		-	-	-	-
Projected Fund Balance, End of Year		-	-	-	-

Personnel

No Personnel has been allocated to this fund.

GENERAL FUND – INFRASTRUCTURE FUND (2444)

Budget Year Ending September 30, 2020

Financial Summary

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

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Interest on Investments	16,864	10,000	10,000	10,000	-
Total Revenues	16,864	10,000	10,000	10,000	-
Expenditures					
Operating Transfers Out	125,000	125,000	625,000	125,000	-
Total Expenditures	125,000	125,000	625,000	125,000	-
Revenues Over (Under) Expenditures	(108,136)	(115,000)	(615,000)	(115,000)	
Fund Balance, Beginning of Year		1,355,744	1,355,744	740,744	
Projected Fund Balance, End of Year		1,240,744	740,744	625,744	

Personnel

No Personnel has been allocated to this fund.

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

Budget Year Ending September 30, 2020

Financial Summary

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

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Interest on Investments	41,148	10,000	10,000	10,000	-
Total Revenues	41,148	10,000	10,000	10,000	-
Expenditures					
Contracted Services	299,044	321,272	321,272	240,000	(81,272)
Total Expenditures	299,044	321,272	321,272	240,000	(81,272)
Revenues Over (Under) Expenditures	(257,896)	(311,272)	(311,272)	(230,000)	
Fund Balance, Beginning of Year		3,255,366	3,255,366	2,944,094	
Projected Fund Balance, End of Year		2,944,094	2,944,094	2,714,094	

Personnel

No Personnel has been allocated to this fund.

GENERAL FUND STABLIZATION FUND (2570)

Budget Year Ending September 30, 2020

Financial Summary

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

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Total Revenues	-	-	-	-	-
Expenditures					
Total Expenditures	-	-	-	-	-
Revenues Over (Under) Expenditures	-	-	-	-	
Fund Balance, Beginning of Year		9,255,217	9,255,217	9,255,217	
Projected Fund Balance, End of Year		9,255,217	9,255,217	9,255,217	

Personnel

No Personnel has been allocated to this fund.

PARKS AND RECREATION (2081)

Mission Statement

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



Department Description

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

Financial Summary

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

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	3,548,322	3,738,500	3,738,500	3,989,970	251,470
Intergovernmental Revenue	5,006,961	-	7,284,829	30,000	30,000
Charges for Services	714,210	758,300	758,300	691,300	(67,000)
Interest on Investments	55,253	30,000	30,000	-	(30,000)
Rent	18,946	-	-	107,945	107,945
Other Revenue	1,525,874	25,800	2,952,562	48,100	22,300
Operating Transfers In	6,000	-	-	174,209	174,209
Total Revenues	10,875,566	4,552,600	14,764,191	5,041,524	488,924
Expenditures					
Salaries & Wages	1,752,956	2,016,282	2,016,282	2,031,450	15,168
Benefits	711,292	709,361	709,361	824,269	114,908
Supplies	299,465	328,960	353,844	365,193	36,233
Contracted Services	77,464	55,269	84,294	110,819	55,550
Operating Expenses	208,126	256,798	256,798	274,369	17,571
Maintenance & Repair	351,252	271,400	565,951	356,650	85,250
Utilities	110,742	98,256	98,256	136,127	37,871
Insurance	56,355	61,447	61,447	63,228	1,781
Indirect Expense	74,066	87,875	87,875	274,344	186,469
Capital Outlay	7,877,275	321,000	11,127,287	-	(321,000)
Total Expenditures	11,518,993	4,206,648	15,361,395	4,436,449	229,801
Revenues Over (Under) Expenditures	(643,428)	345,952	(597,204)	605,075	
Fund Balance, Beginning of Year		2,843,400	2,843,400	2,246,196	
Projected Fund Balance, End of Year		3,189,352	2,246,196	2,851,271	

PARKS AND RECREATION (2081) CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # 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 Assistant	1.00	1.00	1.00
Natural Resources Management Supervisor	1.00	1.00	1.00
Secretary	0.75	0.75	0.75
Coordinator of Interpretive & Information Services	1.0	1.00	1.00
Park Equipment Specialist	1.00	1.00	1.00
Communication Specialist	1.00	1.00	1.00
Park Maintenance Worker	3.00	3.00	3.00
Secretary Parks	0.63	0.63	0.63
Stewardship Supervisor	-	1.00	1.00
NEC Secretary	1.00	1.00	1.00
Total for fund	20.38	21.38	21.38

Primary Goals and Objectives

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

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

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

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

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

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

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

Primary Outcomes and Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Enhance the quality of life for residents and visitors			
% of park lands developed for accessible recreation	63%	63%	63%
Total acreage of land acquired (cumulative)	6,750	7,041	7,221
% of properties that are functionally invasive species free	8%	12%	15%
% of acreage that is actively managed for biodiversity	25%	30%	34%
Total non-millage funding received	\$4,200,000	\$6,917,186	\$3,588,206
% of operating costs covered by non-millage sources	22%	22%	21%
Volunteer hours as a % of total Parks & Recreation hours	24%	20%	22%
# of people served through park facility reservations in the county park system	82,093	82,200	82,300

CHILD CARE FUND (2920)

Budget Year Ending September 30, 2020

Financial Summary

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

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	3,376,625	3,644,980	3,826,978	3,366,796	(278,184)
Other Revenue	1,589,131	1,511,250	1,511,250	1,782,800	271,550
Operating Transfers In	3,792,422	4,460,479	3,979,295	3,850,506	(609,973)
Total Revenues	8,758,178	9,616,709	9,317,523	9,000,102	(616,607)
Expenditures					
Salaries & Wages	3,190,501	3,598,162	3,592,662	3,484,524	(113,638)
Benefits	1,625,408	1,806,724	1,812,224	1,954,526	147,802
Supplies	272,876	301,348	309,048	325,819	24,471
Contracted Services	2,571,881	3,129,893	2,830,706	2,298,566	(831,327)
Operating Expenses	362,317	452,623	450,948	433,533	(19,090)
Maintenance & Repair	1,561	2,000	4,000	2,000	-
Utilities	34,773	53,078	45,053	52,389	(689)
Insurance	56,265	56,714	56,714	55,952	(762)
Indirect Expense	682,068	640,576	640,576	817,202	176,626
Total Expenditures	8,797,649	10,041,118	9,741,931	9,424,511	(616,607)
Revenues Over (Under) Expenditures	(39,471.00)	(424,409)	(424,408)	(424,409)	
Fund Balance, Beginning of Year		924,999	924,999	500,591	
Projected Fund Balance, End of Year		500,590	500,591	76,182	

CHILD CARE FUND (2020), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Superintendent of Detention	1.00	1.00	1.00
Assistant Superintendent of Detention	1.00	1.00	1.00
Director of Juvenile Services	0.85	0.85	0.85
Assistant Director of Juvenile Services	1.84	1.85	1.85
Treatment Services Supervisor	2.00	2.00	2.00
Administrative Aide	1.00	1.00	1.00
Group Leader	6.00	6.00	6.00
Youth Specialist	17.65	19.65	19.65
Shift Supervisor	5.00	5.75	5.75
In Home Care Mgr. - Program Analyst	1.00	1.00	1.00
Senior Court Officer	2.00	2.00	2.00
Treatment Specialist	5.00	5.00	5.00
Treatment Services Manager	1.00	1.00	-
Court Officer	8.00	8.00	8.00
Assistant Juvenile Register	1.00	1.00	1.00
In-Home Care Manager-Community Probation	-	-	1.00
Circuit Court Administrator	0.34	0.34	0.34
Juvenile Court Clerk II	1.00	1.00	1.00
Captain	0.30	-	-
Deputy	3.00	-	-
Total for Fund	58.98	58.44	58.44

CONCEALED PISTOL LICENSES FUND (2631)

Budget Year Ending September 30, 2020

Financial Summary

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

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Licenses & Permits	112,684	120,000	120,000	120,000	-
Total Revenues	<u>112,684</u>	<u>120,000</u>	<u>120,000</u>	<u>120,000</u>	<u>-</u>
Expenditures					
Salaries & Wages	32,184	34,156	34,156	36,590	2,434
Benefits	24,457	29,340	29,340	30,749	1,409
Supplies	9,037	7,000	7,000	7,000	-
Operating Expenses	-	302	302	-	(302)
Indirect Expense	11,070	12,187	12,187	12,854	667
Total Expenditures	<u>76,749</u>	<u>82,985</u>	<u>82,985</u>	<u>87,193</u>	<u>4,208</u>
Revenues Over (Under) Expenditures	35,935	37,015	37,015	32,807	
Fund Balance, Beginning of Year		<u>156,869</u>	<u>156,869</u>	<u>193,884</u>	
Projected Fund Balance, End of Year		<u>193,884</u>	<u>193,884</u>	<u>226,691</u>	

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Clerk/Register Technician	1.00	1.00	1.00
Total for Fund	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

DEPARTMENT OF HEALTH AND HUMAN SERVICES (2901)

Budget Year Ending September 30, 2020

Financial Summary

This 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 of Ottawa County.

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Operating Transfers In	42,780	44,765	45,435	44,046	(719)
Total Revenues	42,780	44,765	45,435	44,046	(719)
Expenditures					
Supplies	-	395	395	-	(395)
Contracted Services	33,500	33,500	33,500	33,500	-
Operating Expenses	9,901	11,540	11,540	10,600	(940)
Indirect Expense	50	-	-	(54)	(54)
Total Expenditures	43,450	45,435	45,435	44,046	(1,389)
Revenues Over (Under) Expenditures	(670)	(670)	-	-	
Fund Balance, Beginning of Year		-	-	-	
Projected Fund Balance, End of Year		(670)	-	-	

Personnel

No Personnel has been allocated to this fund.

FARMLAND PRESERVATION FUND (2340)

Budget Year Ending September 30, 2020

Financial Summary

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

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	-	100,800	-	200,000	99,200
Other Revenue	34,130	66,276	10,276	119,607	53,331
Total Revenues	34,130	167,076	10,276	319,607	152,531
Expenditures					
Supplies	2,175	3,070	3,070	2,401	(669)
Contracted Services	32,841	164,006	7,206	317,206	153,200
Total Expenditures	35,016	167,076	10,276	319,607	152,531
Revenues Over (Under) Expenditures	(886)	-	-	-	
Fund Balance, Beginning of Year		450	450	450	
Projected Fund Balance, End of Year		450	450	450	

Personnel

No Personnel has been allocated to this fund.

FEDERAL FORFEITURE FUND (2620)

Budget Year Ending September 30, 2020

Financial Summary

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Interest on Investments	180	-	-	-	-
Operating Transfers In	51,273	-	-	-	-
Total Revenues	51,453	-	-	-	-
Expenditures					
Supplies	5,000	-	40,000	-	-
Total Expenditures	5,000	-	40,000	-	-
Revenues Over (Under) Expenditures	46,453	-	(40,000)	-	
Fund Balance, Beginning of Year		46,453	46,453	6,453	
Projected Fund Balance, End of Year		46,453	6,453	6,453	

Personnel

No Personnel has been allocated to this fund.

FRIEND OF THE COURT (2160)

Mission Statement

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



Department Description

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

Financial Summary

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

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	3,306,058	3,665,716	3,688,773	3,544,596	(121,120)
Charges for Services	433,267	468,650	468,650	376,600	(92,050)
Operating Transfers In	1,062,625	1,152,051	1,163,929	1,303,925	151,874
Total Revenues	4,801,950	5,286,417	5,321,352	5,225,121	(61,296)
Expenditures					
Salaries & Wages	2,508,275	2,662,386	2,662,386	2,575,326	(87,060)
Benefits	1,387,820	1,514,532	1,514,532	1,562,099	47,567
Supplies	67,492	84,659	119,594	63,389	(21,270)
Contracted Services	37,737	44,578	44,578	53,990	9,412
Operating Expenses	100,884	111,602	111,602	105,866	(5,736)
Maintenance & Repair	4,503	5,000	5,000	5,000	-
Utilities	25,776	35,567	35,567	26,432	(9,135)
Insurance	39,141	44,881	44,881	43,005	(1,876)
Indirect Expense	630,322	783,212	783,212	790,014	6,802
Total Expenditures	4,801,950	5,286,417	5,321,352	5,225,121	(61,296)
Revenues Over (Under) Expenditures	-	-	-	-	
Fund Balance, Beginning of Year		-	-	-	
Projected Fund Balance, End of Year		-	-	-	

FRIEND OF THE COURT (2160), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Account Specialist	4.00	4.00	4.00
Assistant FOC - Field Services	1.00	1.00	1.00
Assistant FOC - Operations	1.00	1.00	1.00
Attorney/Referee	2.75	2.75	2.75
FOC Clerk I	4.00	4.00	4.00
FOC Clerk II	4.00	4.00	4.00
FOC Data Processing Specialist	4.00	4.00	3.00
FOC Family Services Coord/Custody Investigator	4.00	4.00	4.00
FOC Investigators	15.00	15.00	15.00
FOC Tech Specialist	1.00	-	-
FOC Analyst/Operations Cord	-	1.00	1.00
Friend of the Court	1.00	1.00	1.00
Road Patrol Deputy	3.00	3.00	2.00
Total for fund	44.75	44.75	42.75

Primary Goals and Objectives

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

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

Objective 1) Establish paternity and support in initial orders

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

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

Objective 1) Conduct parenting time and custody assessments

Objective 2) Enforce orders regarding parenting time and custody

Court Goal 3: Strive to make families self-sustaining

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

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

Primary Outcome Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Court Goal 1: Ensure that support is provided for the care and maintenance of children			
Current child support collections rate	79%	80%	80%
Court Goal 2: Ensure children have opportunities to develop relationships with both parents when appropriate			
Percentage of parenting time complaints that are investigated	100%	100%	100%
Court Goal 3: Strive to make families self-sustaining			
Paternity establishment rate	99%	99%	99%

HEALTH FUND (2210)

Budget Year Ending September 30, 2020

Financial Summary

This fund is used to account for monies received from Federal, State, and local grants and County appropriations. These monies are utilized in providing a variety of health-related services to County residents.

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	4,365,073	4,118,177	5,593,149	6,042,448	1,924,271
Charges for Services	639,260	878,555	875,555	779,105	(99,450)
Fines & Forfeits	11,262	18,075	18,075	18,075	-
Licenses & Permits	1,027,568	1,189,660	1,189,660	1,020,635	(169,025)
Other Revenue	81,320	11,510	112,582	10,800	(710)
Operating Transfers In	3,582,994	4,610,714	4,610,936	3,988,408	(622,306)
Total Revenues	<u>9,707,477</u>	<u>10,826,691</u>	<u>12,399,957</u>	<u>11,859,471</u>	<u>1,032,780</u>
Expenditures					
Salaries & Wages	4,811,771	5,296,070	5,323,560	5,860,964	564,893
Benefits	2,626,796	2,994,222	3,017,373	3,249,764	255,542
Supplies	820,365	880,267	1,109,149	821,524	(58,743)
Contracted Services	374,099	364,319	400,062	388,986	24,667
Operating Expenses	491,566	518,249	608,141	750,614	232,364
Maintenance & Repair	17,772	23,750	23,750	17,390	(6,360)
Utilities	101,868	147,746	147,696	121,418	(26,328)
Insurance	185,263	181,639	181,639	209,290	27,651
Indirect Expense	836,214	971,291	971,291	1,175,722	204,431
Capital Outlay	11,313	-	-	-	-
Total Expenditures	<u>10,277,027</u>	<u>11,377,553</u>	<u>11,782,660</u>	<u>12,595,671</u>	<u>1,218,118</u>
Revenues Over (Under) Expenditures	(569,550)	(550,862)	617,297	(736,200)	
Fund Balance, Beginning of Year		<u>885,613</u>	<u>885,613</u>	<u>1,502,910</u>	
Projected Fund Balance, End of Year		<u>334,751</u>	<u>1,502,910</u>	<u>766,710</u>	

HEALTH FUND (2210), CONTINUED

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Account Clerk	1.00	1.00	1.00
Accountant I	1.00	-	-
Administrative Assistant	1.00	1.00	1.00
Assistant Health Administrator	1.00	1.00	1.00
Business Analyst	1.00	1.00	1.00
CSHCS Clerical	1.00	1.00	1.00
CSHCS/HV Clerk	0.80	0.80	1.50
Clinic Health Manager	1.00	1.00	1.00
Clinical Health Supervisor	1.00	1.00	1.00
Clinic Support	10.50	9.00	9.00
Communication Specialist	1.00	1.00	1.00
Community Health Clerk	1.00	1.00	1.00
Community Health Nurse	17.20	14.50	16.50
Community Health Worker	6.00	9.00	10.00
Custodian	0.10	0.10	0.10
Dental Assistant Clinic Manager	0.80	0.80	0.80
Dental Hygienist Manager	0.80	0.80	0.80
Epidemiologist	1.00	1.00	1.00
Environmental Health Clerk	2.40	2.80	1.80
Environmental Health Technical Support Clerk	-	-	1.00
Environmental Health Specialist	4.60	6.60	7.00
Environmental Health Manager	0.90	0.90	0.90
Environmental Technician	2.50	3.00	3.00
Health Administrative Clerk	0.40	0.40	0.40
Health Educator	2.00	2.95	2.10
Opioid Health Educator	0.60	-	-
Health Officer/ Administrator	1.00	1.00	1.00
Health Promotion Clerk	1.00	1.00	1.00
Health Promotion Manager	1.00	1.00	1.00
Health Promotion Team Supervisor	0.80	0.80	1.00
Hearing & Vision Tech	3.40	3.80	5.00
Health Technician	1.80	1.80	1.80
Maternal and Infant Health Clerk	0.75	1.00	1.00
Medical Director	1.00	1.00	1.00
Nurse Practitioner	1.30	1.30	1.30
Nurse Supervisor	-	1.00	1.00
Nutritionist	0.50	0.50	0.50
Office Supervisor/Clinical Support	1.00	1.00	1.00
Oral Health Team Supervisor	1.00	1.00	1.00
PH Preparedness Coordinator	1.00	1.00	1.00
Public Health Social Worker	1.80	1.80	1.80
Public Health Team Supervisor	4.90	5.00	5.00
Senior Epidemiologist	-	1.00	1.00
Senior Environmental Health Specialist	7.00	6.00	5.80
Team Supervisor	2.00	2.00	2.00
Total for Division	91.85	94.65	99.10

HEALTH FUND (2210), CONTINUED

Mission Statement – Clinical Services

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

Department Description – Clinical Services

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

Primary Goals and Objectives – Clinical Services

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

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

Objective 1) Conduct reproductive physical health exams

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

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

Division Goal 2: Minimize the spread of communicable disease

Objective 1) Monitor and investigate reported cases of communicable disease

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

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

Division Goal 3: Protect the public against vaccine preventable disease

Objective 1) Provide vaccinations to eligible children and adults

Objective 2) Provide immunizations to travelers to high risk areas

Objective 3) Provide education about vaccinations and vaccine preventable disease

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

Primary Outcome Measures – Clinical Services

Annual Measures	2018 Actual	2019 Target	2020 Target
Division Goal 1: Increase access to reproductive healthcare for family planning/STI services			
% of clients who had an unintended pregnancy while receiving family planning services	2%	3%	3%
Positive Chlamydia reoccurrence rate of those who received STI treatment and education services	10%	5%	8%
Division Goal 2: Minimize the spread of communicable disease			
Ottawa County communicable disease rate (per 100,000 residents)	644	650	650
Division Goal 3: Protect the public against vaccine preventable disease			
Ottawa County vaccine preventable disease rate (per 100,000 residents)	26.2	27.0	27.0

HEALTH FUND (2210), CONTINUED

Mission Statement – Community Health Services

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

Department Description – Community Health Services

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

Primary Goals and Objectives – Community Health Services

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

Division Goal 1: Reduce infant mortality for MIHP clients

Objective 1) Provide education and referrals to ensure MIHP clients receive prenatal care

Objective 2) Provide education and referrals to ensure MIHP infants receive pediatric care

Objective 3) Refer clients to domestic violence, substance abuse or mental health counseling as appropriate

Objective 4) Complete case management services, review dietary and medical needs, and foster positive interactions with children

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

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

Objective 2) Provide financial assistance to reduce financial burden on parents obtaining special health care services

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

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

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

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

Objective 2) Refer children with failed screens for medical services

Objective 3) Follow-up with referred children to encourage evaluation and treatment

Primary Outcome Measures – Community Health Services

Annual Measures	2018 Actual	2019 Target	2020 Target
Division Goal 1: Reduce infant mortality for MIHP clients			
Infant mortality rate of MIHP clients	2	1	0
Division Goal 2: Improve health care status of children age 0-21 with special health care needs enrolled in the CSHCS program			
% CSHCS clients who receive specialized health care	100%	100%	100%
Division Goal 3: Improve hearing and vision in children age 0 to 9th grade who have hearing loss or visual impairment			
% of children screened with potential hearing loss who has had confirmed medical diagnosis and/or received treatment	34%	36%	38%
% of children screened with potential vision loss who has had confirmed medical diagnosis and/or received treatment	33%	36%	40%

HEALTH FUND (2210), CONTINUED

Mission Statement – Environmental Health

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

Primary Goals and Objectives – Environmental Health

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

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

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

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

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

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

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

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

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

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

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

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

Objective 2) Investigate incidents of foodborne illnesses and consumer complaints

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

Division Goal 5: Reduce health risks at regulated facilities

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

Primary Outcome Measures – Environmental Health

Annual Measures	2018 Actual	2019 Target	2020 Target
Division Goal 1: Reduce the risk of contamination or illness due to improperly functioning groundwater wells			
% of assessed wells that were properly functioning	88%	90%	90%
Number of monitoring violations occurring for Type 2 non-community wells	1	0	0
Division Goal 2: Reduce the risk of contamination or illness due to improper disposal of sewage			
% of assessed septic that were properly functioning	86%	90%	90%
Division Goal 3: Reduce the risk of waterborne illness or injury due to recreational waters			
% of water quality samples collected at area beaches outside of acceptable parameters	1%	0%	0%
Average number of priority violations found at public pools per 100 inspected	9.0	10.0	10.0
Division Goal 4: Reduce the risk of foodborne illness from food service establishments			
% Food service establishments with priority violations	33%	30%	30%
Division Goal 5: Reduce health risks at regulated facilities			
% of inspections complete within 10 days or less	92%	95%	95%
Average number of days for inspections to be completed	8.9	8.0	8.0
% reduction in time spent working on permit approvals	0%	3%	5%

HEALTH FUND (2210), CONTINUED

Mission Statement – Epidemiology

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

Department Description – Epidemiology

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

Primary Goals and Objectives – Epidemiology

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

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

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

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

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

Primary Outcome Measures – Epidemiology

Annual Measures	2018 Actual	2019 Target	2020 Target
Division Goal 1: Control the emergence and spread of disease in Ottawa County			
% school systems participating in the Youth Assessment Survey (YAS)	n/a	40%	n/a
% of Public Health Surveillance meetings resulting in process improvements	25%	25%	25%
Ottawa County communicable disease rate (per 100,000 residents)	644	650	650
County's Health Ranking	1	1	1

HEALTH FUND (2210), CONTINUED

Mission Statement – Preparedness

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

Department Description – Preparedness

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

Primary Goals and Objectives – Preparedness

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

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

Objective 1) Develop and maintain State required response plans

Objective 2) Assist community partners in developing their public health emergency preparedness plans

Objective 3) Conduct emergency response training and exercises

Objective 4) Coordinate efforts with community partners during public health emergencies

Primary Outcome Measures – Preparedness

Annual Measures	2018 Actual	2019 Target	2020 Target
Division Goal 1: Perform effective public health response during a public health emergency			
% State of Michigan required response plans complete	100%	100%	100%
% of federal capabilities for planning at Established or Advanced Stage	75%	80%	85%
% of staff knowledgeable in health preparedness based on the workforce developmental assessment	98%	100%	100%
% of corrective actions implemented from emergency response trainings and exercises	95%	98%	100%
% of outreach initiatives accomplished	95%	98%	100%

HEALTH FUND (2210), CONTINUED

Mission Statement – Promotions

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

Department Description – Promotions

The Health Promotion Division of the Ottawa County Department of Public Health 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.

Primary Goals and Objectives – Promotions

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

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

Objective 1) Collaborate with community partners to increase access to healthy food and physical activity

Objective 2) Educate residents about healthy eating and physical activity

Objective 3) Provide leadership and administrative support for Ottawa Food

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

Objective 1) Educate retailers on how to decrease alcohol/tobacco sales to underage youth

Objective 2) Monitor tobacco and alcohol sales to underage youth

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

Objective 1) Provide preventative, diagnostic, and restorative dental services through the "Miles of Smiles" dental unit

Objective 2) Provide exams, fluoride varnish and sealant treatments in schools and Headstart centers

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

Objective 1) Collaborate with community partners to increase access to condoms

Objective 2) Educate community about sexual health services at the OCDPH

Objective 3) Provide community-based STI testing

Primary Outcome Measures – Promotions

Annual Measures	2018 Actual	2019 Target	2020 Target
Division Goal 1: Increase the physical health status of Ottawa County residents			
% of program participants who increased their fruit and vegetable consumption (pre- to post-program)	58%	55%	55%
% of program participants who increased their physical activity (pre- to post-program)	64%	60%	60%
Division Goal 2: Prevent underage access to alcohol/tobacco products			
Alcohol compliance rates	74%	85%	85%
Tobacco compliance rates	74%	85%	85%
Division Goal 3: Reduce dental disease in low-income, uninsured, and Medicaid eligible children and adults			
% reduction in dental disease within "Miles of Smiles" clients (children only)	35%	38%	36%
Division Goal 4: Reduce Chlamydia rates among those 24 and under			
Chlamydia rates among those 24 and under (per 100,000 people)	904	900	900

HOMESTEAD PROPERTY TAX FUND (2550)

Budget Year Ending September 30, 2020

Financial Summary

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

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	2,488	12,000	12,000	5,000	(7,000)
Interest on Investments	410	150	150	150	-
Total Revenues	2,897	12,150	12,150	5,150	(7,000)
Expenditures					
Supplies	-	100	100	100	-
Contracted Services	1,493	1,521	1,521	1,567	46
Total Expenditures	1,493	1,621	1,621	1,667	46
Revenues Over (Under) Expenditures	1,404	10,529	10,529	3,483	
Fund Balance, Beginning of Year		36,928	36,928	47,457	
Projected Fund Balance, End of Year		47,457	47,457	50,940	

Personnel

No Personnel has been allocated to this fund.

LANDFILL TIPPING FUND (2272)

Budget Year Ending September 30, 2020

Mission Statement

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

Department Description

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

Financial Summary

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

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	8,528	28,000	54,977	28,000	-
Charges for Services	509,012	495,000	503,992	539,500	44,500
Total Revenues	517,540	523,000	558,969	567,500	44,500
Expenditures					
Salaries & Wages	164,607	192,995	192,995	219,921	26,926
Benefits	88,522	123,383	123,383	126,393	3,010
Supplies	9,799	15,926	37,095	15,601	(325)
Contracted Services	83,188	116,254	130,254	167,554	51,300
Operating Expenses	16,203	19,105	19,105	16,592	(2,513)
Maintenance & Repair	15,117	16,250	17,050	16,250	-
Utilities	6,914	9,339	9,339	9,332	(7)
Insurance	312	358	358	334	(24)
Indirect Expense	33,142	35,482	35,482	42,609	7,127
Total Expenditures	417,805	529,092	565,061	614,586	85,494
Revenues Over (Under) Expenditures	99,735	(6,092)	(6,092)	(47,086)	
Fund Balance, Beginning of Year		1,298,926	1,298,926	1,292,834	
Projected Fund Balance, End of Year		1,292,834	1,292,834	1,245,748	

LANDFILL TIPPING (2272), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
EH Manager	0.10	0.10	0.10
EH Team Supervisor	1.00	1.00	1.00
EH Technician	0.50	0.50	0.50
Hazardous Waste Maintenance Worker	1.00	1.00	1.00
Recycle Center Attendant	1.05	2.05	2.05
EH Clerk	0.60	0.20	0.20
Total for Fund	4.25	4.85	4.85

Primary Goals and Objectives

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

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

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

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

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

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

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

Primary Outcomes and Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Division Goal 1: Protect the public and environment from household hazardous waste			
Gallons of used oil properly disposed of via OC sites	9,344	1,000	11,000
Pounds of solid household hazardous waste properly disposed of via OC sites	130,498	145,000	150,000
Pounds of pesticides properly disposed of via OC sites	21,308	22,000	23,000
Division Goal 2: Prolong the useful life of County waste disposal facilities			
Pounds of consumer electronics recycled at RRSC	22,299	28,000	30,000

MENTAL HEALTH FUND (2220)

Budget Year Ending September 30, 2020



**COMMUNITY
MENTAL HEALTH
OTTAWA COUNTY**

Mission Statement

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

Department Description

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

Financial Summary

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	35,767,561	36,973,647	37,087,796	38,473,755	1,500,108
Charges for Services	220,573	71,155	71,155	190,953	119,798
Interest on Investments	(10,941)	-	-	-	-
Other Revenue	125,565	-	-	46,452	46,452
Operating Transfers In	1,423,649	1,405,642	1,405,642	1,426,500	20,858
Total Revenues	37,526,407	38,450,444	38,564,593	40,137,660	1,687,216
Expenditures					
Salaries & Wages	5,915,791	6,075,033	6,019,908	6,241,586	166,553
Benefits	3,286,531	3,388,701	3,385,304	3,643,935	255,234
Supplies	133,891	140,375	147,633	172,241	31,866
Contracted Services	26,134,530	26,527,838	26,664,968	27,925,282	1,397,444
Operating Expenses	1,033,599	1,021,414	1,038,755	941,269	(80,145)
Maintenance & Repair	22,746	25,585	28,585	25,286	(299)
Utilities	77,877	109,707	111,291	80,464	(29,243)
Insurance	271,021	303,082	306,082	270,974	(32,108)
Indirect Expense	631,808	858,709	858,709	836,623	(22,086)
Capital Outlay	21,524	-	-	-	-
Total Expenditures	37,529,318	38,450,444	38,561,235	40,137,660	1,687,216
Revenues Over (Under) Expenditures	(2,910)	-	3,358	-	
Fund Balance, Beginning of Year		643,537	643,537	646,895	
Projected Fund Balance, End of Year		643,537	646,895	646,895	

MENTAL HEALTH FUND (2220), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Access Center Clerk	1.00	0.92	1.00
Account Clerk	5.00	4.00	4.00
Accountant II	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00
Assess Level Care Specialist	2.00	2.00	1.00
Business Analyst	1.00	1.00	1.00
Care Coordinator	1.00	1.00	1.00
Clerk-Autism Services	1.00	1.00	1.00
Compliance Assistant	1.00	1.00	1.00
Compliance Manager	1.00	1.00	1.00
Consumer Services Coordinator	0.14	-	-
Contract Manager	1.00	1.00	1.00
Contract Serv and Housing Ast	0.89	0.63	1.00
Deputy Director	1.00	1.00	1.00
Director	1.00	1.00	1.00
Director of Recipient Rights	1.00	1.00	1.00
Medical Assistant	2.00	2.00	2.00
Mental Health Clerk	7.00	7.00	7.00
Mental Health Clinician	18.05	20.05	19.55
Mental Health Finance Manager	1.00	1.00	1.00
Mental Health Nurse	4.50	4.50	4.50
Mental Health Prescriber	2.00	2.00	2.00
Mental Health Program Coordinator	12.00	10.63	11.00
Mental Health Program Supervisor	3.00	2.96	2.96
Mental Health Specialist	14.00	13.50	14.00
Mental Health Trainer	1.00	1.00	1.00
Occupational Therapist	0.50	0.50	0.50
Peer Specialist	1.00	1.00	1.00
Peer Support Specialist	5.00	2.00	2.00
Program Comm Dev Coordinator	0.26	0.04	-
Program Evaluator	1.00	1.00	1.00
QI Data Technician	1.00	1.00	1.00
Quality Improvement Clerk	1.00	1.00	1.00
Recovery Coach	1.00	1.00	1.00
Senior Reach Care Manager	0.50	0.50	0.50
Senior Reach Provider	1.00	1.00	1.00
Support Coordinator Aid	7.00	6.50	6.50
Team Supervisor - M Health	2.00	2.00	2.00
Training Center Clerk	0.70	-	-
Total for Fund	107.54	101.73	101.51

MENTAL HEALTH FUND (2220), CONTINUED

Primary Goals and Objectives

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

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

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

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

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

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

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

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

Objective 1) Improve consumer satisfaction for all consumer population served

Primary Outcomes and Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Improve quality of life of persons with significant developmental disabilities and/or serious persistent mental illness			
Timeliness measures: % of new consumers screened, assessed, and provided with CMH services within target timeframe	98.1%	≥ 95%	≥ 95%
Follow-up measures: % of detox and inpatient consumers seen within 7 days of discharge	96.4%	≥ 95%	≥ 95%
Recidivism rates measures: Recidivism rate for inpatient psychiatric unit consumers readmitted within 30 days	9.9%	≤ 15%	≤ 15%
Department Goal 2: Integrated health care initiatives; coordination of care between physical and mental health and treatment of consumers as a whole			
% of adult (consumers) seen by PCP or health care professional	90.2%	83.8%	83.8%
% of children (consumers) seen by PCP or health care professional	94.0%	92.6%	92.6%
% of identified consumers with Care Plan in CC360	100%	100%	100%
Department Goal 3: Improve consumer satisfaction for services received from CMHOC			
Average consumer (MI, DD, Family Services, and SUD) satisfaction using the Lakeshore Regional Entity (LRE) survey (on a 1 to 5 scale with 5 being the best)	4.37	> 2.50	> 2.50

MENTAL HEALTH – MILLAGE FUND (2221)

Budget Year Ending September 30, 2020

Financial Summary

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

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	3,064,031	3,201,609	3,201,609	3,426,966	225,357
Intergovernmental Revenue	552,643	704,215	704,215	743,393	39,178
Interest on Investments	31,242	5,000	5,000	5,000	-
Total Revenues	<u>3,647,916</u>	<u>3,910,824</u>	<u>3,910,824</u>	<u>4,175,359</u>	<u>264,535</u>
Expenditures					
Salaries & Wages	159,027	189,607	189,607	199,575	9,968
Benefits	82,654	117,711	117,711	132,799	15,088
Supplies	2,878	19,171	19,171	6,357	(12,814)
Contracted Services	1,779,763	2,199,481	2,199,481	2,220,539	21,058
Operating Expenses	8,691	6,350	6,350	7,625	1,275
Maintenance & Repair	189	600	600	600	-
Utilities	2,274	600	600	-	(600)
Insurance	475	1,445	1,445	-	(1,445)
Indirect Expense	92,923	149,711	149,711	149,711	-
Operating Transfers Out	1,197,149	1,179,142	1,179,142	1,275,000	95,858
Total Expenditures	<u>3,326,022</u>	<u>3,863,818</u>	<u>3,863,818</u>	<u>3,992,206</u>	<u>128,388</u>
Revenues Over (Under) Expenditures	321,894	47,006	47,006	183,153	
Fund Balance, Beginning of Year		<u>1,705,186</u>	<u>1,705,186</u>	<u>1,752,192</u>	
Projected Fund Balance, End of Year		<u>1,752,192</u>	<u>1,752,192</u>	<u>1,935,345</u>	

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Mental Health Specialist	1.50	1.50	1.50
Contract Serv & Housing Asst	0.26	-	-
Program Comm Dev Coordinator	0.74	0.96	1.00
Mental Health Clinician	0.50	0.50	0.60
Mental Health Program Supervisor	-	0.04	0.04
Total for Fund	<u>3.00</u>	<u>3.00</u>	<u>3.14</u>

MENTAL HEALTH – SUBSTANCE ABUSE FUND (2225)

Budget Year Ending September 30, 2020

Financial Summary

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

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	2,844,944	3,271,443	3,567,378	3,034,121	(237,322)
Interest on Investments	31,219	-	-	-	-
Other Revenue	3,079	-	-	-	-
Total Revenues	2,879,242	3,271,443	3,567,378	3,034,121	(237,322)
Expenditures					
Salaries & Wages	186,681	177,178	177,178	157,160	(20,018)
Benefits	110,104	101,819	101,819	94,810	(7,009)
Supplies	1,718	3,617	3,617	4,507	890
Contracted Services	2,353,984	2,587,096	2,810,213	2,492,475	(94,621)
Operating Expenses	49,976	166,697	239,515	62,864	(103,833)
Maintenance & Repair	20	700	700	700	-
Utilities	482	350	350	350	-
Insurance	36	700	700	500	(200)
Indirect Expense	148,365	233,286	233,286	220,755	(12,531)
Total Expenditures	2,851,366	3,271,443	3,567,378	3,034,121	(237,322)
Revenues Over (Under) Expenditures	27,876	-	-	-	
Fund Balance, Beginning of Year		49,595	49,595	49,595	
Projected Fund Balance, End of Year		49,595	49,595	49,595	

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Access Center Clerk	-	0.08	-
Prevention Specialist	-	-	0.60
SUD Clinician-Access	1.00	0.67	1.00
Mental Health Clinician	1.00	1.00	1.00
Mental Health Program Coordinator	-	0.37	-
Contract Serv and Housing Ast.	-	0.37	-
Total for Fund	2.00	2.49	2.60

OTHER GOVERNMENTAL GRANTS FUND (2180)

Budget Year Ending September 30, 2020

Financial Summary

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

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	2,650,804	2,851,801	2,761,578	2,857,916	6,115
Charges for Services	74,249	78,100	74,600	79,800	1,700
Other Revenue	183,547	34,375	53,662	85,250	50,875
Operating Transfers In	22,961	37,147	17,352	16,660	(20,487)
Total Revenues	2,931,560	3,001,423	2,907,192	3,039,626	58,690
Expenditures					
Salaries & Wages	723,776	741,073	793,111	771,787	30,714
Benefits	344,608	375,103	356,950	374,416	(687)
Supplies	469,800	603,781	593,408	706,747	102,966
Contracted Services	908,648	849,574	878,108	882,146	32,572
Operating Expenses	272,097	324,011	183,755	186,916	(137,095)
Maintenance & Repair	69,251	65,572	35,872	33,682	(31,890)
Utilities	6,800	11,075	11,447	7,846	(3,229)
Insurance	6,262	7,075	7,075	6,874	(201)
Indirect Expense	70,627	47,366	47,366	69,212	21,846
Total Expenditures	2,871,867	3,024,630	2,907,092	3,039,626	165,565
Revenues Over (Under) Expenditures	59,692	(23,207)	100	-	
Fund Balance, Beginning of Year		392,471	392,471	392,571	
Projected Fund Balance, End of Year		369,264	392,571	392,571	

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Assistant Director - Probation	0.15	0.15	0.15
Probation Officer/SSA	1.00	1.00	1.00
Probation Specialist	1.47	1.47	1.47
Drug Court Coordinator	1.00	1.00	1.00
Case Work Surveillance Officer	0.63	0.69	0.69
Homeland Security Regional Planner	1.00	1.00	1.00
CAA Program Manager	1.00	1.00	1.00
Assessment & Eligibility Specialist	1.00	2.50	2.60
Weatherization Inspectors	1.80	1.60	1.60
Weatherization Program Coordinator	1.00	1.00	1.00
Total for fund	10.05	11.41	11.51

PUBLIC DEFENDER'S (2600)

Budget Year Ending September 30, 2020

Financial Summary

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	-	1,954,737	1,944,219	2,303,706	348,969
Operating Transfers In	-	923,087	923,087	943,395	20,308
Total Revenues	-	2,877,824	2,867,306	3,247,101	348,969
Expenditures					
Salaries & Wages	-	2,258,022	958,516	1,499,801	(758,221)
Benefits	-	-	490,363	765,001	765,001
Supplies	-	173,348	242,370	127,216	(46,132)
Contracted Services	-	119,138	818,563	298,324	179,186
Operating Expenses	-	77,380	153,554	188,378	110,998
Utilities	-	28,547	7,700	11,021	(17,526)
Insurance	-	16,000	16,296	17,580	1,580
Indirect Expense	-	205,389	179,944	339,780	134,391
Total Expenditures	-	2,877,824	2,867,306	3,247,101	139,834
Revenues Over (Under) Expenditures	-	-	-	-	-
Fund Balance, Beginning of Year	-	-	-	-	-
Projected Fund Balance, End of Year	-	-	-	-	-

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Public Defender	-	1.00	1.00
First Assistant Public Defender	-	2.00	2.00
Assistant Public Defender III	-	3.00	3.00
Assistant Public Defender II	-	3.00	3.00
Assistant Public Defender I	-	6.70	7.00
Office Coordinator	-	1.00	1.00
Legal Secretary	-	3.00	3.00
Total for fund	-	19.70	20.00

REGISTER OF DEEDS AUTOMATION FUND (2560)

Budget Year Ending September 30, 2020

Financial Summary

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

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Charges for Services	236,140	245,000	245,000	200,000	(45,000)
Interest on Investments	9,227	-	-	-	-
Total Revenues	245,367	245,000	245,000	200,000	(45,000)
Expenditures					
Salaries & Wages	37,501	15,138	15,138	15,500	362
Benefits	28,875	12,316	12,316	12,868	552
Supplies	10,081	40,752	40,752	4,090	(36,662)
Contracted Services	127,893	110,300	110,300	143,700	33,400
Operating Expenses	10,442	19,178	19,178	14,718	(4,460)
Indirect Expense	25,555	28,084	28,084	31,186	3,102
Capital Outlay	169	41,400	41,400	37,000	(4,400)
Total Expenditures	240,516	267,168	267,168	259,062	(8,106)
Revenues Over (Under) Expenditures	4,851	(22,168)	(22,168)	(59,062)	
Fund Balance, Beginning of Year		808,739	808,739	786,571	
Projected Fund Balance, End of Year		786,571	786,571	727,509	

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Public Service Center Clerk	0.35	0.35	0.35
Clerk/Register Supervisor	0.50	-	-
Total for Fund	0.85	0.35	0.35

SHERIFF GRANTS AND CONTRACTS FUND (2630)

Budget Year Ending September 30, 2020

Financial Summary

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

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	7,717,497	8,569,333	8,449,329	8,684,026	114,693
Operating Transfers In	398,275	520,965	528,490	443,155	(77,810)
Total Revenues	8,115,772	9,090,298	8,977,819	9,127,181	36,883
Expenditures					
Salaries & Wages	4,946,185	5,422,347	5,158,363	5,190,893	(231,454)
Benefits	2,756,174	3,038,467	2,949,180	3,037,986	(481)
Supplies	117,173	226,297	239,217	231,129	4,832
Contracted Services	(471,743)	(407,966)	(179,580)	(176,854)	231,112
Operating Expenses	377,020	421,920	421,412	469,599	47,679
Maintenance & Repair	114,543	117,400	118,400	127,000	9,600
Utilities	13,012	13,400	12,900	15,729	2,329
Insurance	249,643	244,306	243,800	231,699	(12,607)
Indirect Expense	13,766	14,127	14,127	-	(14,127)
Total Expenditures	8,115,772	9,090,298	8,977,819	9,127,181	36,883
Revenues Over (Under) Expenditures	-	-	-	-	
Fund Balance, Beginning of Year		-	-	-	
Projected Fund Balance, End of Year		-	-	-	

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Sergeant	7.00	7.00	7.00
Captain	-	0.30	-
Road Patrol Deputy	62.00	65.00	64.00
Total for Fund	69.00	72.30	71.00

**Debt Service
Fund**

**Capital
Improvement
Fund**

**Permanent
Fund**

DEBT SERVICE FUNDS (3010)

Budget Year Ending September 30, 2020

Financial Summary

This Fund is to account for all County debt payments

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	135,816	123,092	123,092	110,849	(12,243)
Operating Transfers In	4,984,190	4,011,785	4,011,085	4,264,806	253,021
Total Revenues	5,120,006	4,134,877	4,134,177	4,375,655	240,778
Expenditures					
Debt Service	5,120,006	4,134,877	4,134,877	4,375,655	240,778
Total Expenditures	5,120,006	4,134,877	4,134,877	4,375,655	240,778
Revenues Over (Under) Expenditures	-	-	(700)	-	
Fund Balance, Beginning of Year		700	700	-	
Projected Fund Balance, End of Year		700	-	-	

Personnel

No Personnel has been allocated to this fund.

CAPITAL IMPROVEMENT FUND (4020 & 4690)

Budget Year Ending September 30, 2020

Financial Summary

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

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	-	-	1,446,005	101,607	101,607
Interest on Investments	45,449	-	-	-	-
Rent	628,527	244,480	244,480	367,449	122,969
Other Revenue	49,772	-	318,754	171,008	171,008
Operating Transfers In	1,568,323	1,849,289	4,538,553	2,163,761	314,472
Total Revenues	<u>2,292,071</u>	<u>2,093,769</u>	<u>6,547,791</u>	<u>2,803,825</u>	<u>710,056</u>
Expenditures					
Operating Expenses	2,999	-	-	3,200	3,200
Capital Outlay	1,644,010	1,854,399	9,064,569	3,482,892	1,628,493
Operating Transfers Out	380,974	316,813	514,879	385,600	68,787
Total Expenditures	<u>2,027,982</u>	<u>2,171,212</u>	<u>9,579,448</u>	<u>3,871,692</u>	<u>1,700,480</u>
Revenues Over (Under) Expenditures	264,088	(77,443)	(3,031,656)	(1,067,867)	
Fund Balance, Beginning of Year		4,259,555	4,259,555	1,227,899	
Projected Fund Balance, End of Year		<u>4,182,112</u>	<u>1,227,899</u>	<u>160,032</u>	

Personnel

No Personnel has been allocated to this fund.

CEMETERY TRUST FUND (1500)

Financial Summary

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Interest on Investments	71	-	-	-	-
Total Revenues	71	-	-	-	-
Expenditures					
Contribution to Component Units	5,888	-	-	-	-
Total Expenditures	5,888	-	-	-	-
Revenues Over (Under) Expenditures	(5,817)	-	-	-	
Fund Balance, Beginning of Year		-	-	-	
Projected Fund Balance, End of Year		-	-	-	

Personnel

No Personnel has been allocated to this fund.

BUDGET BY DEPARTMENT

(General Fund only)



Ottawa County
Where You Belong

GENERAL FUND – (1010)

Budget Year Ending September 30, 2020

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

	2018 Actuals	2019 Adopted Budget	2019 Amended Budget	2020 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	48,993,050	52,739,150	53,334,150	55,924,029	3,184,879
Intergovernmental Revenue	8,425,246	8,308,468	8,353,551	8,708,526	400,058
Charges for Services	14,181,207	15,159,234	15,229,734	16,087,697	928,463
Fines & Forfeits	92,635	102,600	102,600	90,500	(12,100)
Interest on Investments	666,096	403,932	403,932	556,250	152,318
Rent	1,911,381	2,253,872	2,253,872	2,117,220	(136,652)
Licenses & Permits	381,433	385,670	385,670	396,105	10,435
Other Revenue	801,149	711,089	887,014	658,962	(52,127)
Operating Transfers In	776,865	2,025,540	2,488,478	2,863,657	838,117
Total Revenues	<u>76,229,063</u>	<u>82,089,554</u>	<u>83,439,001</u>	<u>87,402,946</u>	<u>5,313,392</u>
Expenditures					
Salaries & Wages	24,482,448	25,762,096	25,785,386	27,575,324	1,813,229
Benefits	13,488,649	14,608,328	14,797,453	15,807,483	1,199,155
Supplies	2,473,800	2,990,909	3,210,160	3,034,506	43,597
Contracted Services	5,988,642	4,426,928	4,732,475	4,870,332	443,404
Operating Expenses	3,873,965	4,113,822	4,119,789	4,245,046	131,224
Maintenance & Repair	549,025	797,509	802,209	715,766	(81,743)
Utilities	1,421,674	1,592,780	1,588,430	1,535,140	(57,640)
Insurance	905,673	908,718	908,718	915,808	7,090
Indirect Expense	5,652,145	5,430,844	5,430,844	6,249,310	818,466
Contribution to Component Units	9,790,602	9,883,951	10,450,625	10,500,361	616,410
Contingency	-	400,000	208,574	500,000	100,000
Operating Transfers Out	10,154,629	12,966,279	12,680,435	12,832,706	(133,573)
Total Expenditures	<u>78,781,254</u>	<u>83,882,163</u>	<u>84,715,097</u>	<u>88,781,782</u>	<u>4,899,619</u>
Revenues Over (Under) Expenditures	(2,552,191)	(1,792,609)	(1,276,097)	(1,378,836)	
Fund Balance, Beginning of Year		23,909,484	23,909,484	22,633,387	
Projected Fund Balance, End of Year		<u>22,116,875</u>	<u>22,633,387</u>	<u>21,254,551</u>	
Estimated Underspend		985,393	95,420	1,000,000	
Planned/One Time		807,216	1,180,676	378,836	
Revenues Over (Under)		<u>1,792,609</u>	<u>1,276,097</u>	<u>1,378,836</u>	

ADMINISTRATOR'S OFFICE (10101720)



Mission Statement

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

Department Description

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

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Administrator - 10101720			
Revenues			
Other Revenue	(28,132)	(1,963)	-
Total Revenues	(28,132)	(1,963)	-
Expenditures			
Salaries	455,162	480,244	502,243
Fringe Benefits	209,780	237,376	249,751
Supplies	13,066	15,578	11,175
Contracted Services	109,373	310	620
Operating Expenses	26,030	31,791	33,345
Utilities	3,471	5,657	4,060
Indirect Expenses	21,221	20,644	30,432
Total Expenditures	838,103	791,600	831,626

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Administrator	0.84	0.84	0.84
Assistant County Administrator	1.00	1.00	1.00
Management Analyst	0.70	0.70	1.00
Communication Manager	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Secretary	0.50	0.50	0.50
Total for Department	5.04	5.04	5.34

ADMINISTRATOR'S OFFICE (10101720), CONTINUED

Primary Goals and Objectives

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

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

Objective 1) Recommend a balanced budget to the Board of Commissioners

Objective 2) Develop strategies to reduce the negative impact of rising employee benefit costs

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

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

Department Goal 2: Promote a culture of engagement with stakeholders

Objective 1) Obtain and respond to citizen and employee input

Objective 2) Enhance communication with the public, local officials, outside agencies, and state and federal legislators

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

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

Objective 1) Encourage innovative programs that produce results

Objective 2) Recommend policies that promote continuous quality improvement

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

Objective 1) Ensure that the Ottawa Way Customer Service training is provided to all County employees

Objective 2) Recognize the quarterly Customer Service Award nominees and winner

Objective 3) Ensure that the Cultural Intelligence (Racial Equity) training course is provided to all County employees

Primary Outcome Measures

Annual Measures	2018 Actual	2019 Target	2020 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	79.0%	n/a	80.0%
% of employees completely to fairly well satisfied with communication from Administration (<i>Employee Survey</i>)	n/a	55.0%	60.0%
# of subscribers receiving communication through GovDelivery	35,008	39,000	43,000
% of subscribers accessing communications received through GovDelivery	61.6%	65.0%	65.0%
Department Goal 3: Promote a culture of continuous improvement of County programs and services			
Return-on-investment from projects funded through the Innovation Fund	\$0.00	\$0.00	\$0.00
Department Goal 4: Promote a culture that strives to provide excellent customer service			
% of citizens receiving excellent customer service	86.0%	n/a	88.0%

CANVASSING BOARD (10101920)

Department Description

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

Financial Summary

	2018	2019	2020
	Actual	Current Year Amended Budget	Board Approved Budget
Canvassing Board - 10101920			
Expenditures			
Salaries	3,355	4,500	4,500
Fringe Benefits	36	200	100
Operating Expenses	1,250	1,300	1,300
Total Expenditures	4,641	6,000	5,900

Personnel

No Personnel has been allocated to this Department

CENTRAL DISPATCH (10103250)

Department Description

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

Financial Summary

Central Dispatch - 10103250	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Revenue			
Taxes	(4,544,801)	(4,875,778)	(4,954,751)
Total Revenue	<u>(4,544,801)</u>	<u>(4,875,778)</u>	<u>(4,954,751)</u>
Expenditures			
Contribution to Component Units	4,585,748	4,875,778	4,954,751
Total Expenditures	<u>4,585,748</u>	<u>4,875,778</u>	<u>4,954,751</u>

Personnel

No Personnel has been allocated to this Department

CIRCUIT COURT-TRAIL DIVISION (10101310)

Mission Statement

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

Department Description

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

Financial Summary

Circuit Court - Trial Division - 10101310	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Revenues			
Intergovernmental	(1,463)	(1,000)	(1,400)
Charges for Services	(319,895)	(330,000)	(330,000)
Fines & Forfeits	(35,718)	(26,500)	(24,500)
Other Revenue	(13,795)	(22,750)	(22,750)
Total Revenues	(370,870)	(380,250)	(378,650)
Expenditures			
Salaries	802,211	899,474	935,730
Fringe Benefits	418,754	469,871	509,549
Supplies	95,309	129,430	139,114
Contracted Services	645,927	98,119	162,500
Operating Expenses	146,732	134,465	154,186
Utilities	24,071	35,266	25,731
Insurance	12,580	12,805	15,166
Indirect Expenses	926,806	938,448	1,189,450
Total Expenditures	3,072,389	2,717,878	3,131,426

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Judge - Circuit Court	4.00	4.00	4.00
Trial Division Director	1.00	1.00	1.00
Research Attorney	-	-	2.00
Senior Law Clerk	1.00	1.00	-
Chief Circuit Court Clerk	-	1.00	1.00
Circuit Court Clerk	4.75	4.00	4.00
Felony Collection Clerks	2.00	2.00	2.00
Court Reporter/Tech Specialist	2.00	2.00	2.00
Law Clerk/Bailiff	1.00	1.00	-
Total for Department	15.75	16.00	16.00

CIRCUIT COURT-TRAIL DIVISION (10101310), CONTINUED

Primary Goals and Objectives

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

Court Goal 1: Provide the highest quality of justice and court services to the people of Ottawa County¹

Objective 1) Effectively manage the juror process and maximize the rate at which they are selected to serve on a jury panel

Objective 2) Administer justice with fairness, equality and respect

Primary Outcome Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Court Goal 1: Provide the highest quality of justice and court services to the people of Ottawa County*			
Juror yield (% who were sent qualification questionnaires, qualified for duty, and available to serve)	44%	45%	50%
Juror utilization (% of qualified and available jurors used at least once in trial or during voir dire)	13%	15%	20%
% agreed they were able to get their court business done in a reasonable amount of time that day (according to Public Satisfaction Survey conducted even years)	84%	84%	86%
% agreed they were treated with courtesy and respect by court staff (according to Public Satisfaction Survey conducted even years)	91%	91%	92%
% agreed the way their case was handled was fair (according to Public Satisfaction Survey conducted even years)	80%	80%	82%
% agreed the outcome in their case was favorable to them (according to Public Satisfaction Survey conducted even years)	67%	67%	67%

1. Court performance measures are based on state and national requirements. (<http://courts.mi.gov/education/stats/performance-measures/pages/Ottawa.aspx>), (www.courttools.org/Trial-Court-Performance-Measures.aspx).

CIRCUIT COURT-ADULT PROBATION (10101520)

Mission Statement

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

Department Description

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

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Circuit Court Adult Probation - 10101520			
Expenditures			
Supplies	9,475	12,100	9,750
Contracted Services	1,828	480	768
Operating Expenses	1,015	1,000	1,117
Utilities	15,404	21,289	16,990
Indirect Expenses	116,164	122,053	61,499
Total Expenditures	143,886	156,922	90,124

Personnel

No Personnel has been allocated to this Department

Primary Goals and Objectives

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

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

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

Objective 2) Encourage offender education and employment

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

Department Goal 2: Reduce cost of jail and prison

Objective 1) Divert offenders from jail and/or prison

Primary Outcome Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Rehabilitate offenders by equipping them with enriching life skills			
CBT referral rate	25%	30%	35%
Department Goal 2: Reduce cost of jail and prison			
Prison commitment rate	15%	12%	11%

CIRCUIT COURT – FAMILY COUNSELING (10101660)

Department Description

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

Financial Summary

	2018	2019	2020
	Actual	Current Year Amended Budget	Board Approved Budget
Circuit Court Family Counseling - 10101660			
Revenues			
Licenses and Permits	(23,955)	(27,000)	(27,000)
Total Revenues	<u>(23,955)</u>	<u>(27,000)</u>	<u>(27,000)</u>
Expenditures			
Contracted Services	18,340	15,000	15,000
Indirect Expenses	692	834	2
Total Expenditures	<u>19,031</u>	<u>15,834</u>	<u>15,002</u>

Personnel

No Personnel has been allocated to this Department

COMMISSIONERS (10101010)

Mission Statement

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

Department Description

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

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Commissioners - 10101010			
Expenditures			
Salaries	201,392	205,943	210,287
Fringe Benefits	51,324	56,187	61,809
Supplies	10,663	18,325	7,590
Contracted Services	107,944	80,989	109,909
Operating Expenses	125,034	133,178	132,285
Utilities	5,129	5,519	5,973
Indirect Expenses	33,562	38,463	44,659
Total Expenditures	535,047	538,604	572,512

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Commissioners	11.00	11.00	11.00
Total for Department	11.00	11.00	11.00

CONTINGENCY (10108900)

Department Description

The Contingency budget was established to allow flexibility in the County's budget by providing a source of funds for unanticipated expenditures and/or revenue shortfalls. In order to draw funds from Contingency, approval must be granted from both the Finance and Administration Committee and the Board of Commissioners.

Financial Summary

	2018	2019	2020
	Actual	Current Year Amended Budget	Board Approved Budget
Contingency - 10108900			
Expenditures			
Contingency	-	208,574	500,000
Total Expenditures	-	208,574	500,000

Personnel

No Personnel has been allocated to this Department

CORPORATE COUNSEL (10102660)

Financial Summary

Corporate Counsel - 10102660	2018	2019	2020
	Actual	Current Year Amended Budget	Board Approved Budget
Expenditures			
Salaries	40,100	42,036	43,042
Fringe Benefits	19,778	21,157	23,694
Supplies	1,321	2,950	1,200
Contracted Services	163,716	189,290	190,200
Operating Expenses	1,329	1,188	250
Utilities	1,160	1,069	1,356
Indirect Expenses	6,356	7,477	8,193
Total Expenditures	233,759	265,167	267,935

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Corporate Counsel	0.95	0.95	0.95
Administrative Secretary	0.75	0.75	0.75
Total for Department	1.70	1.70	1.70

COUNTY CLERK (10102150)

Mission Statement

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

Department Description

The office of the County Clerk is responsible for maintaining vital records such as birth certificates, death certificates, marriage licenses, business licenses, and concealed weapons permits for county residents. We also provide access to these records for the general public. Convenient services to the public are provided by maintaining satellite offices in Holland and Hudsonville, in addition to our main offices in Grand Haven and at the Fillmore Street Complex.



In addition to maintaining all vital records, the County Clerk also maintains records of the proceedings of the Board of Commissioners and its committees, the Plat Board, Tax Allocation Board, Elections Commission, Board of County Canvassers and many other County committees.

The Circuit Court Records division of the County Clerk's Office receives and maintains all files for the Circuit Court. Our staff records all hearings and pleadings, attests to and certifies court orders and prepares commitments to jail and prison. Other duties include: preparing annual statistical reports for submission to the State Court Administrative Office; abstracting all criminal convictions involving automobiles to the Secretary of State; judicial disposition reporting of criminal convictions to the Michigan State Police; preparation of juror list, notifications, excuses and payroll; and assisting in the preparation of Personal Protection Orders.

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
County Clerk - 10102150			
Licenses and Permits	(17,473)	(18,200)	(18,200)
Charges for Services	(555,334)	(549,000)	(582,500)
Other Revenue	(1,031)	(1,853)	(1,913)
Total Revenue	(573,837)	(569,053)	(602,613)
Salaries	997,599	1,158,196	1,112,640
Fringe Benefits	613,525	701,166	728,690
Supplies	82,417	110,906	77,400
Contracted Services	37,075	34,458	27,600
Operating Expenses	34,853	45,233	44,165
Maintenance & Repair	-	500	500
Utilities	20,866	29,988	22,593
Indirect Expenses	158,949	156,918	183,604
Total Expenditures	1,945,285	2,237,365	2,197,192

COUNTY CLERK (10102150), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Clerk/Register of Deeds	0.50	0.50	0.50
Chief Deputy County Clerk	1.00	1.00	1.00
Clerk/Register Supervisor	0.50	0.50	0.50
Clerk/Register Specialist	1.00	1.00	1.00
Case Records Technician	14.00	15.00	15.00
Clerk/Register Technician	4.00	3.00	3.00
Court Records Supervisor	1.00	1.00	1.00
Court Records Data Technician	-	1.00	1.00
Senior Case Records Technician	1.00	1.00	1.00
Total for Department	23.00	24.00	24.00

Primary Goals and Objectives

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

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

Objective 1) Utilize technology and social media

Objective 2) Offer many services online

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

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

Objective 1) Process all records efficiently and accurately

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

Primary Outcome Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Grow communication and allow ease of access to public records for customers			
% of jurors using online system	75%	75%	100%
% of court documents e-filed	12%	40%	100%
Department Goal 2: Ensure accuracy, protection, and confidentiality (where applicable) of records			
% of people cross trained for handling deeds and vital records	85%	100%	100%
% of systems converted fully to MICA system	0%	0%	0%
% of business registrations and notaries processed electronically	0%	0%	0%
% of sensitive documents at highest level of security	80%	80%	100%

CRIME VICTIMS RIGHTS (10102320)

Mission Statement

The mission of the Ottawa County Prosecutor's Office is to preserve and improve the quality of life for Ottawa County residents by promoting lawful conduct and enhancing safety and security through diligent efforts to detect, investigate, and prosecute criminal offenses in Ottawa County. As a subdivision of this department, the Victim Assistance Unit is focused on providing crime victim's rights to individuals who have been victimized by crime in Ottawa County to ensure that their needs are met.



Department Description

The Victim's Assistance Program is a subdivision of the Prosecuting Attorney. The main function is to provide crime victim's rights pursuant to the Crime Victim's Rights Act, P.A. 87 of 1985 and the Constitution of the State of Michigan. Crime victim's rights are provided to victims of felony and serious misdemeanor offenses committed by adults and juveniles. Services include: notification of victim's rights and services, notification of scheduled court proceedings, assistance with victim impact statements, crime victim's compensation applications, restitutions calculation and collection assistance, notification of final case dispositions, and post-conviction rights and appeals. Services also include assistance by telephone, personal office visits, and courtroom assistance for concerns related to prosecution. When applicable, referrals are made to other service agencies within Ottawa County.

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Crime Victim's Rights - 10102320			
Revenues			
Intergovernmental	(174,660)	(254,864)	(239,537)
Other Revenue	(400)	-	-
Total Revenue	(175,060)	(254,864)	(239,537)
Expenditures			
Salaries	130,149	177,833	188,012
Fringe Benefits	69,644	106,587	115,492
Supplies	7,125	27,027	10,000
Operating Expenses	2,935	6,722	8,473
Utilities	1,536	2,319	1,642
Indirect Expenses	16,106	12,438	12,875
Total Expenditures	227,495	332,926	336,494

CRIME VICTIMS RIGHTS (10102320), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Victims' Rights Coordinator	1.00	1.00	1.00
Victim Advocate	2.00	2.00	2.00
Victim Advocate Assistant	-	-	1.00
Total for Department	3.00	3.00	4.00

Primary Goals and Objectives

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

Department Goal 1: Ensure crime victims' needs are met

Objective 1) Notify victims of their rights

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

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

Primary Outcome Measurers

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Ensure crime victims' needs are met			
% of known crime victims receiving services	45.0%	50.0%	55.0%
Total funds raised for the Crime Victim Foundation through the Katty Shack Race (cumulative)	\$94,000	\$104,000	\$114,000

DISTRICT COURT (10101360)

Mission Statement

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



Department Description

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

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Revenues			
Intergovernmental	(60,442)	(65,000)	(55,000)
Charges for Services	(3,275,401)	(3,539,500)	(3,265,000)
Fines & Forfeits	(44,114)	(70,000)	(60,000)
Other Revenue	(8,848)	(7,800)	(10,000)
Revenue	<u>(3,388,805)</u>	<u>(3,682,300)</u>	<u>(3,390,000)</u>
Expenditures			
Salaries	2,665,021	2,684,749	2,885,114
Fringe Benefits	1,472,443	1,631,435	1,694,307
Supplies	257,684	356,516	383,741
Contracted Services	1,222,043	100,220	109,240
Operating Expenses	169,110	182,275	189,423
Maintenance & Repair	-	2,500	2,500
Utilities	77,206	105,584	82,755
Insurance	52,720	53,987	57,716
Indirect Expenses	1,493,579	1,412,802	1,538,174
Total Expenditures	<u>7,409,806</u>	<u>6,530,068</u>	<u>6,942,970</u>

DISTRICT COURT (10101360), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # 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	-	-
Dep Director of Prob & CM	-	0.65	0.65
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	11.00
Records Processing Clerk II	1.00	-	-
District Court Clerk I	10.25	11.25	10.25
Court Recorder Judicial Secretary	4.00	4.00	4.00
District Court Officer	0.80	0.80	0.80
Court Services Officer	-	0.55	0.55
Case Specialist	1.00	1.00	1.00
Probation-Treatment Specialist	8.55	9.05	9.05
Bailiff	0.70	0.70	0.70
Magistrate	1.00	1.00	1.00
Probation / Community Corrections Secretary	2.75	3.33	3.33
Court Services Coordinator	0.85	-	-
Total for Department	54.10	54.83	54.83

Primary Goals and Objectives

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

Court Goal 1: Effectively and appropriately manage caseload

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

Court Goal 2: Properly enforce court ordered financial obligations

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

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

Objective 1) Resolve traffic cases brought before the court

Objective 2) Resolve criminal cases brought before the court

Objective 3) Resolve civil cases brought before the court

DISTRICT COURT (10101360), CONTINUED

Primary Outcome Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Court Goal 1: Effectively and appropriately manage caseload			
Overall Caseload Clearance Rate	100%	100%	100%
Percent of cases that are disposed of within recommended and established timeframes	99%	100%	100%
Court Goal 2: Properly enforce court ordered financial obligations			
Collection Rate	93%	94%	95%
Court Goal 3: Interpret and apply the law with fairness, equality and integrity			
% of Court users surveyed who indicated they were treated with courtesy and respect by Court staff	93%	95%	97%
% of Court users surveyed who indicated the judge/magistrate treated them with courtesy and respect	88%	90%	92%
% of Court users surveyed who indicated they left the Court with an understanding of what happened in their case	82%	85%	87%

DISTRICT COURT COMMUNITY CORRECTIONS (10101362)

Mission Statement

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

Department Description

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

Financial Summary

Community Corrections - 10101362	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Revenues			
Intergovernmental	(314,957)	(309,535)	(325,016)
Charges for Services	(164,276)	(139,160)	(144,550)
Other Revenue	(10)	-	-
Total Revenues	(479,243)	(448,695)	(469,566)
Expenditures			
Salaries	379,834	416,894	432,201
Fringe Benefits	177,705	193,409	208,019
Supplies	28,220	31,620	28,400
Contracted Services	49,242	73,484	65,997
Operating Expenses	23,873	27,205	27,075
Maintenance & Repair	1,536	2,699	2,330
Utilities	10,333	13,835	11,615
Insurance	12,610	13,250	13,611
Indirect Expenses	277,988	296,739	349,643
Total Expenditures	961,340	1,069,135	1,138,891

DISTRICT COURT COMMUNITY CORRECTIONS (10101362), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Assistant Director of Probation Services	0.15	0.15	0.15
Court Services Officer	0.45	0.45	0.45
Court Services Coordinator	0.70	0.70	0.70
Director of Probation & CC	0.50	0.50	0.50
Probation Officer/SSA	2.45	2.45	2.45
Probation / Community Corrections Secretary	0.32	0.32	0.32
Probation Specialist	0.49	0.49	0.49
Total for Department	5.05	5.05	5.05

Primary Goals and Objectives

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

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

Objective 1) Divert offenders from jail or prison

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

Department Goal 2: Ensure that offenders successfully complete programs

Objective 1) Rehabilitate offenders through alternative sentencing programs

Objective 2) Ensure compliance of court order through monitoring

Primary Outcome Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Reduce the cost of jail and prison operations			
Group 2 straddle cell prison commitment rate	19.5%	11.5%	19.0%
Prison commitment rate for technical probation violators	25%	5%	5.0%
Overall prison commitment rate	13%	11%	13%
Department Goal 2: Ensure that offenders successfully complete programs			
Programs successful completion rate	90%	>80%	>80%

DIVERSITY, EQUITY & INCLUSION (10101725)



Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Diversity, Equity & Inclusion - 10101725			
Revenues			
Other Revenue	-	(62,942)	-
Total Revenues	-	(62,942)	-
Expenditures			
Salaries	-	39,501	130,010
Fringe Benefits	-	23,441	79,822
Supplies	-	9,890	4,000
Operating Expenses	-	650	6,525
Total Expenditures	-	73,482	220,357

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Director of DEI	-	-	1.00
Senior Secretary	-	-	1.00
Total for Department	-	-	1.00

DRAIN ASSESSMENTS (10104450)

Department Description

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

Financial Summary

	2018	2019	2020
	Actual	Current Year Amended Budget	Board Approved Budget
Drain Assessments - 10104450			
Expenditures			
Operating Expenses	202,609	171,974	205,000
Total Expenditures	202,609	171,974	205,000

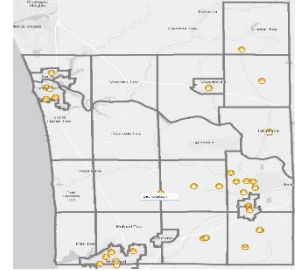
Personnel

No Personnel has been allocated to this Department

ELECTIONS (10102620)

Mission Statement

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



Department Description

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

Financial Summary

	2018	2019	2020
	Actual	Current Year Amended Budget	Board Approved Budget
Elections - 10102620			
Revenues			
Other Revenue	(67,916)	(83,058)	(140,934)
Total Revenue	(67,916)	(83,058)	(140,934)
Expenditures			
Salaries	62,373	68,437	84,664
Fringe Benefits	35,384	37,345	39,772
Supplies	92,320	84,916	209,466
Contracted Services	610	56,891	2,560
Operating Expenses	27,000	25,261	36,807
Utilities	3,965	4,738	8,132
Indirect Expenses	1,187	696	3,072
Total Expenditures	222,839	278,284	384,473

ELECTIONS (10102620), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Election Coordinator	1.00	1.00	1.00
Total for Department	1.00	1.00	1.00

Primary Goals and Objectives

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

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

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

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

Objective 3) Train election workers

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

Primary Outcome Measures

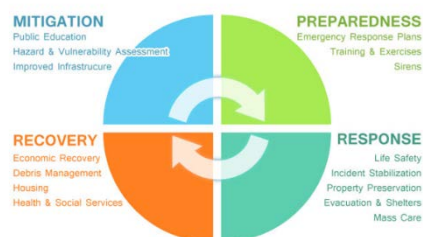
Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: To provide free and fair elections for the citizens of Ottawa County			
% of machines replaced during elections	2.0%	0.0%	0.0%
% of political candidates who submitted their campaign finances documents on time	97%	100%	100%
Average amount of time it takes for absentee results to be reported after polls close (minutes)	180	15	15

EMERGENCY MANAGEMENT (10104260)

Mission Statement

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

There are four phases of Emergency Management.



Department Description

The Emergency Services Department is the designated agency to coordinate disaster preparedness/response actions and recovery assistance on behalf of Ottawa County. The department performs hazards analysis, makes assessments of the response capabilities available locally and maintains an emergency operation plan to document the organization and functions of key county/local agencies in such situations (these agencies take an active role in updating these plans). Emergency Services, by the authority of the Board of Commissioners, performs the tasks required in making disaster declaration/assistance requests to state and federal government. The department also routinely seeks ways and means to enhance local capabilities including financial assistance, performs public information/education activities, and recruits' citizens for volunteer disaster response groups performing specific tasks (i.e. alternate radio liaison via amateur radio, weather spotting, and more).

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Emergency Services - 10104260			
Revenues			
Intergovernmental	(134,911)	(51,889)	(51,889)
Other Revenue	(202)	-	-
Total Revenues	(135,112)	(51,889)	(51,889)
Expenditures			
Salaries	89,828	118,363	125,254
Fringe Benefits	60,863	73,724	87,426
Supplies	14,290	54,510	55,455
Contracted Services	12,608	16,696	19,374
Operating Expenses	89,023	7,655	8,903
Maintenance & Repair	5,414	2,500	2,500
Utilities	11,467	16,476	13,091
Insurance	1,963	2,118	2,043
Indirect Expenses	113,233	120,436	106,117
Total Expenditures	398,689	412,478	420,163

EMERGENCY MANAGEMENT (10104260), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Director of Emergency Management	1.00	1.00	1.00
Coordinator	0.60	0.60	0.60
Records Processing Clerk II	0.50	0.50	0.50
Total for Department	2.10	2.10	2.10

Primary Goals and Objectives

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

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

Objective 1) Develop emergency response plans for each type of emergency

Objective 2) Conduct emergency response training exercises with local communities

Objective 3) Coordinate effective emergency response to actual disaster events

Objective 4) Respond to hazardous material calls and technical rescue calls

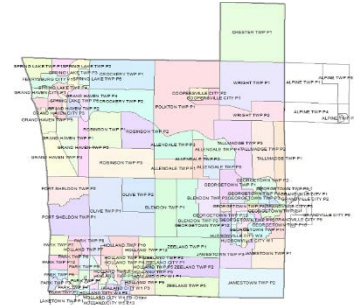
Primary Outcomes and Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Mitigate property damage and loss of life that may result from natural, technological or terrorist-related disasters			
Amount of property damage from natural, technological, or terrorist-related disasters for declared state of emergency instances only	\$0	\$0	\$0
% of corrective actions implemented in the emergency response plans as a result of the emergency response trainings and exercises	100%	100%	100%

EQUALIZATION (10102570)

Mission Statement

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



Department Description

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

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Equalization - 10102570			
Revenues			
Charges for Services	(5,561)	(6,750)	(6,750)
Total Revenue	(5,561)	(6,750)	(6,750)
Expenditures			
Salaries	648,233	648,248	619,067
Fringe Benefits	362,781	418,076	467,406
Supplies	12,592	17,848	16,455
Contracted Services	24,424	30,493	32,476
Operating Expenses	17,029	25,092	25,945
Utilities	6,557	10,575	7,668
Indirect Expenses	46,003	53,793	66,746
Total Expenditures	1,117,618	1,204,125	1,235,763

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Equalization Director	1.00	1.00	1.00
Deputy Equalization Director	1.00	1.00	1.00
Appraiser III	2.00	3.00	4.00
Appraiser II	1.00	1.00	-
Appraiser I	1.00	1.00	1.00
Property Description Technician	2.00	2.00	2.00
Senior Abstracting Clerk	1.00	1.00	1.00
Abstracting/Indexing Clerk	2.75	2.75	2.75
Administrative Assistant	1.00	1.00	1.00
Total for Department	12.75	13.75	13.75

EQUALIZATION (10102570), CONTINUED

Primary Goals and Objectives

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

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

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

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

Objective 3) Present Equalization report to County Board recommending, where indicated, that the County Board adjust classes of property by adding or deducting appropriate amounts from the total valuation

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

Objective 1) Audit millages requested by each taxing authority

Objective 2) Prepare and present Apportionment report to County Board for their review and approval

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

Objective 1) Assign new parcel numbers, create new property descriptions and revise GIS base layer for all splits, combinations and other requested changes

Objective 2) Revise property descriptions and GIS base layer with information obtained by reviewing all new property transfer documents and information provided by title companies, surveyors and other sources

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

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

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

Primary Outcomes Measurers

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Ensure each local unit of government contributes uniformly and equitably to any taxing authority			
# of classes where County Equalized Value was appealed	0	0	0
% of County General Fund budget from property taxes	63.8%	64.3%	64.3%
Department Goal 2: Ensure the millages of each taxing authority are valid			
% of time a requested millage is incorrectly audited	0%	0%	0%
Department Goal 3: Ensure the assessment rolls are accurate and complete			
% of new or changed property descriptions processed	100%	100%	100%
Department Goal 4: Maintain and/or minimize cost to taxpayers			
# of local units contracting with the County for Assessment Administration services	3	3	4

EQUALIZATION – BLENDON TOWNSHIP (10102573)

Financial Summary

Blendon Township Assessing - 10102573	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Revenues			
Charges for Services	-	(70,500)	(71,500)
Total Revenue	-	(70,500)	(71,500)
Expenditures			
Salaries	1,955	69,400	68,413
Fringe Benefits	883	-	-
Supplies	-	100	100
Operating Expenses	5	1,750	2,000
Total Expenditures	2,843	71,250	70,513

Personnel

No Personnel has been allocated to this Department

EQUALIZATION – CROCKERY TOWNSHIP (10102572)

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Crockery Twp. Assessing - 10102572			
Revenues			
Charges for Services	(48,404)	(49,857)	(62,975)
Total Revenue	(48,404)	(49,857)	(62,975)
Expenditures			
Salaries	38,693	49,557	64,056
Fringe Benefits	17,811	-	-
Supplies	46	100	100
Operating Expenses	883	1,400	2,050
Total Expenditures	57,434	51,057	66,206

Personnel

No Personnel has been allocated to this Department

EQUALIZATION – GRAND HAVEN TOWNSHIP (10102571)

Financial Summary

Grand Haven Assessing - 10102571	2018	2019	2020
	Actual	Current Year Amended Budget	Board Approved Budget
Revenues			
Charges for Services	(145,356)	(150,081)	(156,850)
Total Revenue	(145,356)	(150,081)	(156,850)
Expenditures			
Salaries	91,832	108,809	110,951
Fringe Benefits	47,693	42,048	43,525
Supplies	172	460	500
Operating Expenses	1,323	1,625	1,625
Total Expenditures	141,020	152,942	156,601

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Assistant Assessor	1.00	1.00	1.00
Total for Department	1.00	1.00	1.00

FACILITIES MAINTNEANCE (2650)

Mission Statement

To manage County facilities and preserve County assets in a fiscally responsible manner in order to provide a safe environment for employees and visitors.



Department Description

The Facilities Maintenance Department renovates, repairs, maintains and operates County properties as well as manages major capital improvement projects. The department is also involved in the purchase and sale of County facilities and real estate. The department has budgetary control over the operation and maintenance of multiple County properties, including the County Administration building, all County Courthouses, Health and Mental health buildings, the County jail and numerous other County facilities and properties. Approximately 669,000 square feet of County facilities are included in the responsibilities of the department.

Financial Summary

	2018	2019	2020
	Actual	Current Year Amended Budget	Board Approved Budget
Facilities - 2650			
Revenues			
Rents	(1,853,817)	(2,196,372)	(2,059,720)
Other Revenue	(28,730)	-	-
Total Revenue	(1,882,547)	(2,196,372)	(2,059,720)
Expenditures			
Salaries	925,946	990,163	1,007,593
Fringe Benefits	555,858	617,891	660,191
Supplies	215,086	249,284	273,685
Contracted Services	487,027	535,691	546,004
Operating Expenses	187,877	210,618	157,023
Maintenance & Repair	417,635	659,310	559,236
Utilities	1,087,407	1,118,448	1,160,639
Insurance	111,161	123,991	117,003
Indirect Expenses	65,548	70,003	94,155
Total Expenditures	4,053,544	4,575,399	4,575,529

FACILITIES MAINTNEANCE (2650), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Facilities Maintenance Director	1.00	1.00	1.00
Building & Grounds Supervisor	1.00	1.00	1.00
Custodial/Maintenance Supervisor	1.00	1.00	1.00
Custodian	4.90	4.90	4.90
Maintenance Worker	9.00	9.00	9.00
Maintenance Technician	2.00	2.00	2.00
Senior Secretary	1.00	1.00	1.00
Facilities Clerk	0.60	0.60	0.60
Total for Department	20.50	20.50	20.50

Primary Goals and Objectives

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

Department Goal 2: Manage County facilities energy consumption to minimize cost

Objective 1) Identify and transition Facilities systems/devices to high energy-efficiency opportunities

Objective 2) Work with utility providers to minimize expenses related to utility consumption

Department Goal 3: Plan, organize, and administer building projects to maximize value, minimize cost, and preserve assets

Objective 1) Acquire and sell County properties

Objective 2) Manage County construction and renovation projects

Primary Outcomes and Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Provide safe, quality, value-based Facilities Management services to the County			
% of Facilities work orders completed	92.2%	92%	92%
# of lost-time safety incidents for Facilities Maintenance employees	0	0	0
Department Goal 2: Manage County facilities energy consumption to minimize cost			
Utility cost of County properties per square foot of interior space	\$1.49	\$1.69	\$1.69
Department Goal 3: Plan, organize, and administer building projects to maximize value, minimize cost, and preserve assets			
% of planned building projects completed ¹	157%	95%	95%

1. 83 planned projects and an additional 48 unplanned projects completed

FISCAL SERVICES (10101910)

Mission Statement

To enhance the experience of residents and visitors by providing all-encompassing financial support through partnerships and collaboration with those that deliver direct services.



Department Description

The Ottawa County Fiscal Services Department supports and strives for an environment of customer service, team support and creative efficiency. The Department delivers all-encompassing financial management through partnership and collaboration. Fiscal Services staff are aligned to provide direct support to departments and offices throughout the County, allowing greater operational understanding and full engagement in financial planning, organizing, and budgeting. Purchasing is a division of Fiscal Services with the primary responsibility to maximize the value of funds expended and to provide safeguards for maintaining a procurement system of quality and integrity. The Accounts Payable division manages the centralized disbursement of vendor payments and is responsible to review and verify compliance with the Michigan Uniform Budget and Accounting Act (Act 2 of 1968) and County policies.

Fiscal Services demonstrates financial leadership by 1) ensuring the County's financial obligations are met in a timely and cost-efficient manner, 2) preserving and enhancing a stable financial base to meet both current and long-term objectives and 3) reporting the financial position and economic condition of the County. Preparation of the Comprehensive Annual Financial Report (CAFR), the Schedule of Federal Financial Assistance (single audit), and Annual Budget as well as General Ledger, Capital Assets, and Financial Grant Reporting are managed by Fiscal Services in compliance with the standards set by the Governmental Accounting Standards Board (GASB) and all State (P.A.621) and Federal laws. The Department provides information to citizens and shareholders in an easily understood format to help facilitate their understanding of the decision-making process.

Financial Summary

	2018	2019	2020
	Actual	Current Year Amended Budget	Board Approved Budget
Fiscal Services - 10101910			
Revenues			
Charges for Services	(5,009,451)	(5,352,304)	(6,208,072)
Rents	(57,564)	(57,500)	(57,500)
Other Revenue	(44,993)	(36,000)	(31,000)
Total Revenue	(5,112,008)	(5,445,804)	(6,296,572)
Expenditures			
Salaries	714,401	809,083	971,569
Fringe Benefits	407,607	491,189	580,032
Supplies	27,212	43,410	24,100
Contracted Services	147,335	125,760	156,005
Operating Expenses	95,695	89,096	89,071
Maintenance & Repair	-	4,500	500
Utilities	7,328	11,854	9,425
Indirect Expenses	88,397	74,319	79,251
Total Expenditures	1,487,976	1,649,211	1,909,953

FISCAL SERVICES (10101910), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Fiscal Services Director	0.49	0.49	0.49
Assistant Fiscal Services Director	0.80	0.80	0.80
Administrative Assistant	-	-	1.00
Budget Analyst	1.00	4.00	4.80
Accountant III	0.26	0.26	-
Accountant II	2.50	0.50	0.50
Accounts Payable Supervisor	-	1.00	0.50
Administrative Assistant/Buyer	1.00	1.00	3.00
Purchasing Manager	1.00	1.00	1.00
Account Clerk II	3.00	3.00	2.00
Local Unit Financial Liaison	1.00	1.00	1.00
Accounting Manager	0.60	0.60	0.60
Accountant I	2.00	-	-
Total for Department	13.65	13.65	15.69

Primary Goals and Objectives

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

Department Goal 1: Provide superior financial management and reporting services to the County

Objective 1) Compile and distribute the County's annual Budget Book

Objective 2) Compile and distribute the County's Comprehensive Annual Financial Report

Objective 3) Ensure secured grants are used to their fullest potential for the County

Objective 4) Utilize the rebate rewards of the County's P-Card

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

Department Goal 2: Continually improve the efficiency of the Department's organization and services

Objective 1) Train department on the lean (Kata) mindset and practices

Objective 2) Implement lean (Kata) projects

FISCAL SERVICES (10101910), CONTINUED

Primary Outcomes and Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Provide superior financial management and reporting services to the County			
# of audit adjustments on Comprehensive Annual Financial Report (CAFR)	3	0	0
# of RFPs completed for contracts that have not been competitively bid in 36 months	9	12	15
# of years GFOA Distinguished Budget award has been consecutively received	25	26	27
# of years GFOA Excellence in Financial Reporting award has been consecutively received	34	35	36
County pension (% funded)	80.0%	72.0%	72.0%
Other Post-Employment Benefits (OPEB) (% funded)	81.4%	82.0%	83.0%
Bond rating - Moody's	Aaa	Aaa	Aaa
Bond rating - Fitch	AAA	AAA	AAA
P-Card rebate (\$)	\$26,350	\$30,000	\$30,000
Department Goal 2: Continually improve the efficiency of the Department's organization and services			
% of Fiscal staff trained in lean methodologies	100%	100%	100%
# of lean projects completed in 12 months	0	2	2

GEOGRAPHIC INFORMATION SYSTEMS (10102590)

Mission Statement

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



Department Description

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

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
GIS - 10102590			
Revenues			
Charges for Services	(85,427)	(92,750)	(94,750)
Total Revenue	(85,427)	(92,750)	(94,750)
Expenditures			
Salaries	261,354	272,824	283,890
Fringe Benefits	142,889	152,337	160,090
Supplies	4,967	16,130	11,580
Contracted Services	43,452	43,076	55,699
Operating Expenses	16,851	16,569	15,390
Utilities	1,543	2,559	1,804
Indirect Expenses	14,209	14,526	28,183
Total Expenditures	485,264	518,021	556,636

GEOGRAPHIC INFORMATION SYSTEMS (10102590), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
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	1.00
Total for Department	4.00	4.00	4.00

Primary Goals and Objectives

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

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

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

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

Primary Outcomes and Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Enhance the decision-making capabilities of County employees, partner agencies, citizens, and other stakeholders through the utilization of GIS technology			
# of GIS GeoCortex applications and specialized mapping applications created	4	3	2
# of GIS GeoCortex applications and specialized mapping applications supported	32	31	33
# of unique page views for GIS GeoCortex applications and specialized mapping applications	695,882	700,000	710,000
# of ArcGIS for Portal/ArcGIS Online content created	166	249	500
# of ArcGIS for Portal/ArcGIS Online content supported	475	724	1,000
# of unique downloads/views for ArcGIS for Portal/ArcGIS Online application and maps	58,712	195,000	250,000
# of unique users for ArcGIS for Portal/ArcGIS Online Supported	44	65	100
# of GIS users supported for login-based applications across all platforms (County employees) ¹	157	240	275
# of GIS users supported for login-in based applications across all platforms (Partner Agency employees) ²	133	135	150

1. The number of County supported GIS users is based on known users, but a number of County users access the publicly accessible applications.

2. The number of Local Unit supported GIS users is based on known users, but a number of Local Unit users access the publicly accessible applications.

HUMAN RESOURCES (10102700)

Mission Statement

To provide policies, programs, and expertise that ensure the successful recruitment, employment, and retention of a diverse, qualified workforce to serve Ottawa County residents.



Department Description

The Human Resources Department is broken into two categories: Talent Management and Operational and Core Services. Talent Management focuses on marketing, recruiting, hiring, onboarding, employee development, performance improvement, employee recognition, succession planning, off boarding, and reassessment of department and County needs. Operational and Core Services focuses on labor relations, benefits, payroll, unemployment, safety and compliance, discipline, wage classification, and legal matters.

Financial Summary

	2018	2019	2020
		Current Year	Board Approved
Human Resources - 10102700	Actual	Amended Budget	Budget
Revenue			
Charges for Services	(241)	-	-
Other Revenue	(41,035)	(41,500)	-
Total Revenue	(41,276)	(41,500)	-
Expenditures			
Salaries	381,175	455,635	483,554
Fringe Benefits	232,046	277,851	294,570
Supplies	20,951	32,980	27,684
Contracted Services	73,863	147,000	130,000
Operating Expenses	65,134	57,054	208,513
Utilities	4,628	7,476	5,413
Indirect Expenses	33,526	38,415	61,588
Total Expenditures	811,322	1,016,411	1,211,322

HUMAN RESOURCES (10102700), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Human Resources Director	0.60	0.60	0.60
Payroll Compliance Supervisor	-	0.90	0.95
Assistant Human Resource Director	0.50	-	-
Human Resources Benefit Analyst	-	0.08	0.08
Human Resources Specialist	2.08	2.90	2.90
Human Resources Employment Analyst	1.90	1.00	1.00
Human Resources Manager	1.00	1.00	1.00
Payroll Coordinator	1.00	1.00	1.00
Total for Department	7.08	7.48	7.53

Primary Goals and Objectives

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

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

Objective 1) Obtain an ideal pool of qualified candidates by targeting recruitment efforts

Objective 2) Ensure the utilization of interview techniques, testing, and questions that maximize the interviewers' ability to select qualified applicants

Department Goal 2: Retain qualified employees through appropriate compensation and growth opportunities

Objective 1) Provide a competitive compensation and benefits package

Objective 2) Improve proficiency and performance of County employees by providing effective leadership and general skills training

Objective 3) Conduct payroll

Department Goal 3: Provide professional and legal labor relations services to the County Board of Commissioners, departments, and employees

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

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

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

Objective 4) Ensure compliance with state and federal employment laws and recordkeeping

HUMAN RESOURCES (10102700), CONTINUED

Primary Outcome Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Recruit and hire a qualified, diverse workforce			
Hiring manager satisfaction from survey (% satisfied)	n/a	100%	100%
New hire net promoter score (from supervisor 6-month survey)	n/a	54.00	55.00
% of new hires that met or exceeded expectations (from supervisor 6-month survey)	n/a	95%	100%
Department Goal 2: Retain qualified employees through appropriate compensation and growth opportunities			
County employee turnover ratio (excluding retirements)	12	12	11
% of employees who leave during their first year (excluding temporary/seasonal employment)	0%	0%	0%
County net promoter score (from County Employee Engagement Survey)	35.00	40.00	45.00
Employee benefit cost to County as a percent of labor cost	41%	41%	41%
% of payrolls processed on-time (within 2 days after all payroll data received)	100%	100%	100%
Department Goal 3: Provide professional and legal labor relations services to the County Board of Commissioners, departments, and employees			
% of contested unemployment claims settled in the County's favor	100%	100%	100%
% of discrimination claims filed that were settled in the County's favor	100%	100%	100%
% of wrongful termination cases filed that were settled in the County's favor	100%	100%	100%
% of contested W/C claims settled in the County's favor	100%	100%	100%

INNOVATION INITIATIVES (10101721)

Department Description

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

Financial Summary

Innovation Initiatives - 10101721	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Expenditures			
Salaries	11,955	40,365	-
Fringe Benefits	11,232	-	-
Contracted Services	6,345	-	-
Indirect Expenses	2,677	3,659	-
Total Expenditures	32,209	44,024	-

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
District Court Collections Officer	1.00	-	-
	1.00	-	-

INSURANCE (10108650)

Department Description

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

Financial Summary

	2018	2019	2020
	Actual	Current Year Amended Budget	Board Approved Budget
Insurance - 10108650			
Expenditures			
Insurance	127,116	128,249	142,644
Total Expenditures	<u>127,116</u>	<u>128,249</u>	<u>142,644</u>

Personnel

No Personnel has been allocated to this Department

JURY BOARD (10101670)

Department Description

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

Financial Summary

	2018	2019	2020
	Actual	Current Year Amended Budget	Board Approved Budget
10101670 - Jury Board			
Expenditures			
Supplies	8,714	19,350	19,200
Contracted Services	-	14,062	7,144
Operating Expenses	14,093	11,672	11,672
Total Expenditures	22,807	45,084	38,016

Personnel

No Personnel has been allocated to this Department

JUVENILE COURT (10101490)

Mission Statement

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

Department Description

The function of the 20th Circuit Court, Family Division, Juvenile Court is to process cases and resolve legal disputes involving delinquency and neglect/abuse cases, and other legal matters mandated by statute. The target population includes vulnerable children who are neglected and/or abused and delinquent minors referred to the Juvenile Court.

Financial Summary

	2018	2019	2020
	Actual	Current Year Amended Budget	Board Approved Budget
Juvenile Services - 10101490			
Revenues			
Intergovernmental	(78,773)	(104,348)	(104,198)
Charges for Services	(65,752)	(80,000)	(61,000)
Other Revenue	(292)	-	-
Total Revenues	(144,818)	(184,348)	(165,198)
Expenditures			
Salaries	366,806	390,666	404,415
Fringe Benefits	216,515	230,668	240,455
Supplies	28,323	35,134	25,045
Contracted Services	237,764	288,544	266,540
Operating Expenses	72,366	83,899	78,664
Utilities	7,254	10,195	8,242
Insurance	5,580	4,852	5,227
Indirect Expenses	153,439	104,490	109,348
Total Expenditures	1,088,047	1,148,448	1,137,936

JUVENILE COURT (10101490), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Circuit Court Administrator	0.66	0.66	0.66
Juvenile Services Director	0.15	0.15	0.15
Assistant Director of Juvenile Services	0.15	0.15	0.15
Juvenile Register	1.00	1.00	1.00
Administrative Aide	1.00	1.00	1.00
Reimbursement Specialist	1.00	1.00	1.00
Juvenile Caseworker	2.00	2.00	2.00
Total for Department	5.96	5.96	5.96

Primary Goals and Objectives

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

Court Goal 1: Ensure fair and efficient processing and resolutions for vulnerable children and delinquent minors

Objective 1) Process cases in compliance with National Center for State Courts (NCSC) established time frames

Primary Outcomes Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Court Goal 1: Ensure fair and efficient processing and resolutions for vulnerable children and delinquent minors			
Disposition rate of delinquency juvenile detained cases within 98 days	100%	100%	100%
Disposition rate of delinquency juvenile not detained cases within 210 days	97%	98%	98%
Clearance rate of delinquency proceedings	101%	100%	100%

LEGAL SELF HELP (10101370)

Mission Statement

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



Department Description

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

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Legal Self-Help Center - 10101370			
Revenues			
Charges for Services	(23,297)	(24,700)	(23,000)
Interest on Investments	-	(12)	(10)
Other Revenue	(57)	-	-
Total Revenues	(23,354)	(24,712)	(23,010)
Expenditures			
Salaries	111,939	83,139	103,590
Fringe Benefits	74,697	82,457	65,450
Supplies	8,373	10,185	7,660
Contracted Services	344	500	516
Operating Expenses	2,673	7,572	9,650
Utilities	2,101	3,059	2,273
Indirect Expenses	21,780	26,981	27,987
Total Expenditures	221,908	213,893	217,126

LEGAL SELF HELP (10101370), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Legal Self-Help Center Director	1.00	1.00	1.00
LSH Admin Assistant	1.00	1.00	1.00
Total for Department	2.00	2.00	2.00

Primary Goals and Objectives

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

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

Objective 1) Assist patrons with obtaining the relief they seek

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

Primary Outcomes Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Court Goal 1: Facilitate access to justice for non-criminal, self-represented litigants			
% of LSHC divorce cases whose final case disposition is anything other than "dismissed by court"	84%	85%	86%
% of overall satisfaction with LSHC services (according to LSHC Patron Satisfaction Survey)	n/a	80%	80%

MEDICAL EXAMINER (10106480)

Department Description

The Medical Examiners program is responsible to investigate and attempt to establish the cause of all sudden and unexpected deaths within the County. The program in Ottawa County is staffed by a Chief Medical Examiner, ten Deputy Medical Examiners and a clerical support person (part-time). All of the examiner positions are paid on a retainer/per call basis. The Health Officer provides overall supervision and administrative support for the program.

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Medical Examiners - 10106480			
Revenues			
Charges for Services	(48,390)	(44,415)	(44,500)
Total Revenues	<u>(48,390)</u>	<u>(44,415)</u>	<u>(44,500)</u>
Expenditures			
Salaries	66,309	68,034	74,704
Fringe Benefits	23,494	21,533	22,661
Supplies	3,287	1,885	2,285
Contracted Services	283,592	262,824	270,713
Operating Expenses	98,883	106,393	107,598
Indirect Expenses	1,073	829	6,498
Total Expenditures	<u>476,638</u>	<u>461,498</u>	<u>484,459</u>

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Health Admin Specialist	0.60	0.60	0.60
Total for Department	<u>0.60</u>	<u>0.60</u>	<u>0.60</u>

MICHIGAN UNIVERSITY EXTENSION (10102610)

Mission Statement

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



Department Description

Ottawa County MSU Extension staff disseminate and encourage the application of research-generated knowledge and leadership techniques to individuals, families, youth and communities. Extension responds to local needs through a unique partnership of county, state, and federal resources. Information is extended to all Ottawa County residents through MSU's non-formal education systems, which assist people to make better decisions about issues that affect their lives. Agriculture is one of the fastest growing sectors of the Michigan economy. MSU Extension works to increase farmers' success while protecting the environment, ensuring food safety, reaching new markets and advancing agriculture through applied research.

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
MSU Extension - 10102610			
Revenues			
Other Revenue	(5,000)	(5,000)	(5,000)
Total Revenues	(5,000)	(5,000)	(5,000)
Expenditures			
Salaries	56,625	58,990	60,347
Fringe Benefits	30,857	31,465	24,737
Supplies	2,158	2,660	4,380
Contracted Services	244,866	254,913	262,136
Operating Expenses	2,500	2,878	4,568
Maintenance & Repair	-	200	200
Utilities	9,257	14,953	10,826
Indirect Expenses	3,821	6,802	7,189
Total Expenditures	350,084	372,861	374,383

MICHIGAN UNIVERSITY EXTENSION (10102610), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Senior Extension Clerk	1.00	1.00	1.00
Total for Department	1.00	1.00	1.00

Primary Goals and Objective

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

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

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

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

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

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

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

Primary Outcome Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Manage production risk and improve production efficiency for agriculture			
# of small fruit production farms protected through effective management of insects, diseases, weeds or vertebrate pests by producers using Integrated Pest Management information provided	88	88	88
# of farms in the County that minimize crop damage caused by invasive pests and diseases	48	60	60
Department Goal 2: Expand avenues of income for local agriculture producers			
# of consultations with ACRE clients	0	4	6
# of farms that participate in initial education to reduce peak demand charges for electricity	0	0	6
# number of acres of switchgrass production	0	0	25

OTHER HEALTH & WELFARE (10106039)

Department Description

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

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Other Health & Welfare - 10106039			
Expenditures			
Contracted Services	29,750	29,000	29,000
Total Expenditures	29,750	29,000	29,000

Personnel

No Personnel has been allocated to this Department

OTTAWA COUNTY BUILDING AUTHORITY (10102790)

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Ottawa County Building Authority - 10102790			
Expenditures			
Operating Expenses	-	145	-
Total Expenditures	-	145	-

Personnel

No Personnel has been allocated to this Department

OTTAWA SOIL/WATER CONSERVATION - 10102800

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Ottawa Soil/Water Conservation - 10102800			
Expenditures			
Operating Expenses	40,000	40,000	40,000
Total Expenditures	40,000	40,000	40,000

Personnel

No Personnel has been allocated to this Department

PLANNING & PERFORMANCE (10107211)

Mission Statement

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



Department Description

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

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Planning & Performance - 10107211			
Revenues			
Intergovernmental	(121,500)	-	-
Charges for Services	-	-	-
Other Revenue	(185,058)	(294,100)	(148,465)
Total Revenues	(306,558)	(294,100)	(148,465)
Expenditures			
Salaries	565,908	602,831	627,808
Fringe Benefits	307,584	338,105	365,527
Supplies	16,918	28,444	23,166
Contracted Services	287,757	259,526	235,256
Operating Expenses	17,810	25,074	28,157
Utilities	5,014	7,116	5,864
Indirect Expenses	52,232	42,830	47,870
Total Expenditures	1,253,223	1,303,926	1,333,648

PLANNING & PERFORMANCE (10107211), CONTINUED

Financial Summary, continued

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Road Salt Management - 10107212			
Expenditures			
Supplies	-	-	1,860
Contracted Services	-	-	20,000
Contribution to Other Units	-	-	28,326
Total Expenditures	-	-	50,186

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Planning Training - 10107214			
Revenues			
Intergovernmental	-	(3,000)	(3,000)
Charges for Services	(2,538)	(2,500)	(2,500)
Other Revenue	(6,500)	(2,500)	(2,500)
Total Revenues	(9,038)	(8,000)	(8,000)
Expenditures			
Supplies	-	-	25
Contracted Services	6,976	8,000	7,975
Total Expenditures	6,976	8,000	8,000

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Planning & Performance Impv. Director	0.98	0.98	0.98
Asst Planning & Performance Impv. Director	1.00	1.00	1.00
Economic Development Coordinator	1.00	1.00	1.00
Research & Evaluation Analyst	1.00	1.00	1.00
Farm Preservation Analyst	0.50	0.50	0.50
Senior Secretary	1.00	1.00	1.00
Land Use Planning Specialist	1.92	1.92	1.92
Sr Business Development Manager	1.00	1.00	1.00
Total for Department	8.40	8.40	8.40

PLANNING & PERFORMANCE (10107211), CONTINUED

Primary Goals and 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

Objective 3) Assist local units of government and nonprofit agencies with performance improvement strategies

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) Redevelop brownfield sites to productive use

Objective 2) Build economic development capacity of local units of government

Objective 3) Implement a robust farmland preservation program

Objective 4) Foster the development and expansion of ag-technology businesses (ACRE AgTech)

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

Objective 1) Ensure safe and efficient transportation corridors

Objective 2) Expand non-motorized connectivity

Objective 3) Mitigate the impacts of development on water quality and quantity

Objective 4) Implement a countywide, coordinated land use planning strategy

Primary Outcomes and Measures

Annual Measures	2018 Actual	2019 Target	2020 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	\$5,982,150	\$6,080,763	\$6,178,289
Total cost-savings from programming requiring improvement, modification, privatization, or discontinuation as a result of administrative/outcome evaluations and special studies	\$2,197,496	\$2,239,662	\$2,303,264
County return-on-investment from Performance Improvement services	\$35.53	\$39.21	\$38.96
Department Goal 2: Strengthen businesses and increase jobs in Ottawa County			
# of new jobs created by ACRE AgTech clients (cumulative)	1	2	2
# of jobs created by projects assisted through Ottawa County Brownfield Redevelopment administered programs (cumulative)	21	4	7
Total private and/or public investment in projects assisted through the Ottawa County Brownfield Redevelopment Authority (cumulative)	\$1,150,000	\$1,000,000	\$2,000,000
Department Goal 3: Protect and improve quality-of-life in Ottawa County			
Miles of non-motorized separated pathways and paved shoulders constructed (cumulative)	7.1	7.1	10.3
Funds raised for non-motorized separated pathways and paved shoulders (cumulative)	\$3,226,970	\$3,277,048	\$3,896,250
Acres of farmland preserved (cumulative)	55.6	147.0	65.0
Cost per acre of farmland preserved (easement value of preserved farmland)	\$160,000	\$411,000	\$185,000
# of wells installed in confirmed high chloride zones	0	0	0

PLAT BOARD (10102470)

Department Description

The Plat Board is a statutory board charged with the review of all plats proposed within the County to determine some extent of validity and accuracy before being sent on to a state agency.

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Plat Board - 10102470			
Expenditures			
Salaries	1,260	2,000	2,000
Fringe Benefits	134	-	-
Total Expenditures	1,394	2,000	2,000

Personnel

No Personnel has been allocated to this Department

PROBATE COURT (10101480)

Mission Statement

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

Department Description

The function of the Ottawa County Probate Court is to hear and decide cases brought by parties within the County that fall within its statutory jurisdiction. These cases include estates and trusts, guardianships, conservatorships, and mental commitments. The Judge of Probate also serves in the Circuit Court/Family Division and handles the Adult Drug Treatment Court docket.

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Probate Court - 10101480			
Revenues			
Charges for Services	(63,550)	(60,000)	(60,000)
Fines & Forfeits	-	(100)	-
Other Revenue	(129,849)	(108,195)	(115,000)
Total Revenues	(193,399)	(168,295)	(175,000)
Expenditures			
Salaries	367,367	377,939	388,772
Fringe Benefits	170,075	190,014	185,561
Supplies	36,008	26,691	29,038
Contracted Services	120,736	130,173	134,053
Operating Expenses	56,216	73,537	69,982
Utilities	3,857	6,297	4,528
Insurance	4,819	4,901	5,285
Indirect Expenses	108,320	78,509	102,964
Total Expenditures	867,398	888,061	920,183

PROBATE COURT (10101480), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Judge - Probate Court	1.00	1.00	1.00
Probate Register	1.00	1.00	1.00
Chief Deputy Probate Register	1.00	1.00	1.00
Deputy Probate Register	1.00	1.00	1.00
Probate Clerk	2.00	2.00	2.00
Total for Department	6.00	6.00	6.00

Primary Goals and Objectives

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

Court Goal 1: Establish formal record of the legal status of estates of the deceased

Objective 1) Efficiently and fairly resolve estate proceedings

Objective 2) Efficiently and fairly interpret wills of the deceased

Court Goal 2: Ensure the health and well-being of minors, individuals with developmental disabilities, and incapacitated seniors

Objective 1) Establish legal guardianship and/or conservatorship in an efficient and fair manner

Objective 2) Ensure the appropriateness of commitments for hospitalization of persons with mental illness

Objective 3) Ensure effective, proper treatment of individuals afflicted with mental health issues

Primary Outcome Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Court Goal 1: Establish formal record of the legal status of estates of the deceased			
Clearance rate of total estate cases	101%	100%	100%
Court Goal 2: Ensure the health and well-being of minors, individuals with developmental disabilities, and incapacitated seniors			
Clearance rate of total guardianships/conservatorship cases	94%	100%	100%
Clearance rate of mental illness cases	103%	100%	100%

PROSECUTING ATTORNEY (10102670)

Mission Statement

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



Department Description

The Prosecuting Attorney is the chief law enforcement officer of the County, charged with the duty to see that the laws are faithfully executed and enforced to maintain the rule of law. The Prosecuting Attorney is an elected constitutional officer whose duties and powers are prescribed by the legislature. The Prosecutor is responsible for the authorization of criminal warrants and the prosecution of criminal cases on behalf of the People of the State of Michigan. The Prosecutor also provides legal advice to the various police agencies in the County concerning criminal matters. While the principal office is located in the Grand Haven Courthouse, the Prosecuting Attorney staffs a satellite office in the Holland District Court Building.

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Prosecutor's Attorney - 10102670			
Revenues			
Intergovernmental	(67,583)	(70,000)	(50,000)
Charges for Services	(33,300)	(25,000)	(30,000)
Other Revenue	(1,572)	(7,000)	(5,000)
Total Revenues	<u>(102,455)</u>	<u>(102,000)</u>	<u>(85,000)</u>
Expenditures			
Salaries	1,864,210	2,118,975	2,200,783
Fringe Benefits	919,955	1,084,163	1,162,356
Supplies	61,912	114,446	78,577
Contracted Services	31,421	38,195	38,195
Operating Expenses	91,033	89,856	86,861
Maintenance & Repair	279	800	800
Utilities	20,524	28,969	22,556
Insurance	21,125	21,731	25,947
Indirect Expenses	594,375	508,236	701,334
Total Expenditures	<u>3,604,833</u>	<u>4,005,371</u>	<u>4,317,409</u>

PROSECUTING ATTORNEY (10102670), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Prosecuting Attorney	1.00	1.00	1.00
Division Chief	3.00	3.00	3.00
Chief Assistant Prosecuting Attorney	1.00	1.00	1.00
Assistant Prosecuting Attorney II	6.00	8.00	8.00
Office Manager	1.00	2.00	2.00
Legal Clerk	1.00	1.00	1.00
Legal Assistant I	0.63	0.81	0.81
Legal Assistant Specialist	1.00	-	-
Legal Assistant II	5.00	5.00	5.00
Legal Assistant III	2.00	2.00	2.00
Violence Intervention Officer	1.00	1.00	1.00
Assistant Prosecuting Attorney I	4.00	3.00	3.00
	<u>26.63</u>	<u>27.81</u>	<u>27.81</u>

Primary Goals and Objectives

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

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

Objective 1) Process warrant requests

Objective 2) Prosecute misdemeanants and felons

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

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

Primary Outcome Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Preserve or improve the quality of life for Ottawa County residents			
% of warrants processed within 48 hours (electronically submitted via OnBase)	47%	60%	70%
% of juvenile petitions processed within 48 hours	45%	60%	70%
% of First Domestic Violence victims contacted within 48 hours after bond screen received	32%	50%	60%

REAPPORTION/TAX ALLOCATION (10101290)

Financial Summary

Reapportion/Tax - 10101290	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Expenditures			
Salaries	-	160	-
Fringe Benefits	66	35	-
Operating Expenses	947	1,100	-
Total Expenditures	1,014	1,295	-

Personnel

No Personnel has been allocated to this Department

REGISTER OF DEEDS (10102680)



Document Recording



E-Recording



Document Searches



Passports

Mission Statement

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

Department Description

The Register of Deeds Office records, maintains and makes public land records for all real estate located in Ottawa County. Creditors, purchasers and others with an interest in the property can locate these instruments and notices concerning ownership of, and encumbrances against, real property. Recorded information is retrievable on computer terminals in the Register of Deeds office and via the internet by referencing the grantor, grantee, property description, or any partial entry combinations thereof. The Register of Deeds Office also issues a number of passports every year.

Financial Summary

	2018	2019	2020
	Actual	Current Year Amended Budget	Board Approved Budget
Register of Deeds - 10102680			
Revenues			
Charges for Services	(3,166,822)	(3,129,000)	(3,080,000)
Total Revenues	(3,166,822)	(3,129,000)	(3,080,000)
Expenditures			
Salaries	317,688	345,471	388,996
Fringe Benefits	200,011	231,177	253,729
Supplies	26,355	51,000	27,128
Contracted Services	19,533	24,251	28,681
Operating Expenses	7,312	9,864	8,695
Maintenance & Repair	306	500	500
Utilities	6,458	9,756	7,304
Indirect Expenses	10,796	11,865	13,175
Total Expenditures	588,458	683,884	728,208

REGISTER OF DEEDS (10102680), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Clerk/Register of Deeds	0.50	0.50	0.50
Chief Deputy Register of Deeds	1.00	1.00	1.00
Clerk/Register Supervisor	-	0.50	0.50
Senior Abstracting/Indexing Clerk	1.00	1.00	1.00
Public Service Center Clerk	0.65	0.65	0.65
Clerk Register Technician	4.00	4.00	4.00
Total for Department	7.15	7.65	7.65

Primary Goals and Objectives

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

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

Objective 1) Utilize technology and social media

Objective 2) Offer many services online

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

Department Goal 2: Provide convenient access to documents

Objective 1) Convert all useable records into electronic formats

Objective 2) Maintain microfilm

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

Objective 1) Promote e-filing and train third parties

Objective 2) Educate submitting agencies on sending acceptable documents

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

Primary Outcome Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Grow communication and allow ease of access to public records for customers			
% of documents received through e-recording	60%	68%	72%
Department Goal 2: Provide convenient access to documents			
% of people cross trained for handling deeds and vital records	85%	95%	100%
% of documents recorded and returned within 24 hours	100%	100%	100%
Department Goal 3: Increase the utilization of electronic filing and reduce document errors			
% of documents received that are rejected	15%	13%	10%
% of document recording done through Inspect software	100%	100%	100%
% of Passport appointments scheduled online	100%	100%	100%

ROAD COMMISSION (10104490)

Department Description

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

Financial Summary

	2018	2019	2020
	Actual	Current Year Amended Budget	Board Approved Budget
Road Commission - 10104490			
Revenues			
Taxes	(5,163,236)	(5,574,847)	(5,517,284)
Total Revenues	<u>(5,163,236)</u>	<u>(5,574,847)</u>	<u>(5,517,284)</u>
Expenditures			
Contributions to Component Units	5,204,854	5,574,847	5,517,284
Total Expenditures	<u>5,204,854</u>	<u>5,574,847</u>	<u>5,517,284</u>

Personnel

No Personnel has been allocated to this Department

SHERIFF (10103020)

Mission Statement

The mission of the Ottawa County Sheriff's Office is to protect and preserve the general safety and welfare of the county residents and visitors through effective law enforcement services.



Department Description

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

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Sheriff - 10103020			
Revenues			
Licenses and Permits	(8,245)	(18,000)	(10,000)
Charges for Services	(386,158)	(318,000)	(428,000)
Other Revenue	(140,251)	(126,776)	(115,000)
Total Revenues	(534,654)	(462,776)	(553,000)
Expenditures			
Salaries	5,674,139	5,706,500	6,224,421
Fringe Benefits	3,158,636	3,331,495	3,469,999
Supplies	437,655	816,754	498,222
Contracted Services	207,151	231,919	240,092
Operating Expenses	565,261	577,682	592,992
Maintenance & Repair	91,880	82,500	95,000
Utilities	53,101	68,298	58,241
Insurance	284,915	285,426	269,260
Indirect Expenses	716,502	778,685	821,592
Total Expenditures	11,189,240	11,879,259	12,269,819

SHERIFF (10103020), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Sheriff	1.00	1.00	1.00
Undersheriff	1.00	1.00	1.00
Director of Records and Tech Services	1.00	1.00	1.00
Sergeant	11.00	11.00	11.00
Captain	3.70	3.70	3.70
Evidence Technician	1.00	1.00	1.00
Executive Road Patrol Deputy	-	-	2.00
Road Patrol Deputy	33.00	33.00	33.00
Crime Data Analyst	1.00	1.00	1.00
Detective	13.00	13.00	13.00
Office Supervisor	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00
Clerk Typist III/Matron	-	3.00	3.00
Clerk Typist II/Matron	11.00	8.00	8.00
Total for Department	79.70	79.70	81.70

Primary Goals and Objectives

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

Department Goal 1: Minimize crime in Ottawa County

Objective 1) Patrol communities for criminal activity

Objective 2) Arrest persons who commit crime

Objective 3) Respond to calls regarding crime

Department Goal 2: Maintain safe roadways in Ottawa County

Objective 1) Patrol county roadways

Objective 2) Ticket and/or arrest persons who violate traffic laws

Objective 3) Provide public traffic safety education

Department Goal 3: Maintain accurate records management system

Objective 1) Transcribe deputies reports promptly and accurately

Objective 2) Enter all incident report data into data base accurately

Objective 3) Process public records, reports, and FOIA

Primary Outcomes and Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Minimize crime in Ottawa County			
Violent index crimes per 1,000 residents	1.6	1.4	1.2
Non-violent index crimes per 1,000 residents	8.1	7.0	6.0
Non-index crimes per 1,000 residents	55.9	54.0	52.0
% of priority one calls responded to within 5 minutes	93%	94%	95%
Department Goal 2: Maintain safe roadways in Ottawa County			
Fatal traffic crashes per 100,000 residents	7.2	6.5	6.0
Drug and alcohol-involved crashes per 100,000 residents	129.8	125.0	120.0
Department Goal 3: Maintain accurate records management system			
Average # of days to completion for FOIA requests	6.5	5.0	5.0

SHERIFF - JAIL (10103510)

Mission Statement

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

Department Description

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

Financial Summary

Jail - 101013510	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Revenues			
Intergovernmental	(14,200)	(32,000)	(20,000)
Charges for Services	(655,906)	(1,150,000)	(1,315,000)
Other Revenue	(20,870)	(20,500)	(15,600)
Total Revenues	<u>(690,976)</u>	<u>(1,202,500)</u>	<u>(1,350,600)</u>
Expenditures			
Salaries	4,591,481	4,629,102	4,978,578
Fringe Benefits	2,627,770	2,773,874	2,953,062
Supplies	832,145	714,777	839,828
Contracted Services	923,093	1,065,619	1,187,728
Operating Expenses	891,012	1,015,910	929,189
Maintenance & Repair	13,864	17,000	17,000
Utilities	16,427	24,489	18,610
Insurance	182,226	167,568	165,866
Indirect Expenses	477,048	387,976	420,014
Total Expenditures	<u>10,555,065</u>	<u>10,796,315</u>	<u>11,509,875</u>

SHERIFF - JAIL (10103510), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Captain	1.00	1.00	1.00
Sergeant	6.00	6.00	6.00
Shift Commander	-	-	1.00
Corrections Officer	47.00	51.00	51.00
Court Services Officer	16.00	16.00	16.00
Clerk Typist III/Matron	-	1.00	1.00
Clerk Typist II/Matron	4.00	3.00	3.00
Total for Department	74.00	78.00	79.00

Primary Goals and Objectives

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

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

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

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

Objective 3) Maintain the security of the County court houses

Primary Outcomes Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Rehabilitate offenders and protect the public from offenders who pose a danger			
Rate of compliance on MDOC inspections	100%	100%	100%
Number of contraband items confiscated by court security staff	949	< 950	< 920

SHERIFF, ANIMAL CONTROL (10104300)

Mission Statement

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



Department Description

The primary function of the Animal Control Program is to investigate, as necessary, all animal-related complaints and enforce all state laws in connection with animal control. This includes issuing summons where appropriate, picking up stray animals, conducting kennel inspections and providing education services related to animal control issues. In addition, the Department is responsible for enforcing dog licensing laws, which could entail canvassing a specific area for dog licenses, as well as coordinating the dog census in conjunction with the Ottawa County Treasurer's Office. The Department is also required to investigate all livestock loss complaints.

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Animal Control - 10104300			
Revenues			
Licenses & Permits	(1,625)	(2,000)	(2,000)
Total Revenues	(1,625)	(2,000)	(2,000)
Expenditures			
Salaries	94,693	95,788	98,987
Fringe Benefits	58,432	62,339	65,325
Supplies	2,105	14,533	2,650
Contracted Services	247,416	215,277	250,000
Operating Expenses	20,689	36,434	32,984
Maintenance & Repair	2,753	4,000	4,500
Insurance	7,357	7,194	6,900
Total Expenditures	433,444	435,565	461,346

SHERIFF, ANIMAL CONTROL (10104300), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Animal Control Officer	2.00	2.00	2.00
Total for Department	2.00	2.00	2.00

Primary Goals and Objectives

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

Department Goal 1: Reduce incidences of animal cruelty

Objective 1) Respond to and investigate calls regarding animal cruelty

Objective 2) Arrest persons that violate State animal control laws

Department Goal 2: Protect the public from stray animals

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

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

Primary Outcomes and Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Reduce incidences of animal cruelty			
Cruelty cases per 100,000 residents	10.0	8.0	7.5
Department Goal 2: Protect the public from stray animals			
# of reported animal bites per 100,000 residents	30.3	27.0	25.0

SHERIFF – HAZ-MAT RESPONSE TEAM (10104263)

Department Description

In January of 2004, Ottawa County and municipalities within the County formed the Ottawa County Hazardous Materials Response and Technical Rescue Team. The team was formed to jointly own equipment and establish training for HAZMAT operations. In addition, the HAZMAT team will respond as requested to all hazardous material and technical rescue incidents in the County.

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Haz-Mat Response Team - 10104263			
Revenues			
Intergovernmental	(30,042)	(40,113)	(43,252)
Total Revenues	(30,042)	(40,113)	(43,252)
Expenditures			
Salaries	17,449	18,538	19,837
Fringe Benefits	10,943	11,640	12,355
Supplies	25,415	22,639	27,293
Contracted Services	479	11,930	7,030
Operating Expenses	2,872	13,750	14,000
Maintenance & Repair	593	3,500	3,500
Utilities	586	756	613
Insurance	1,747	1,873	1,875
Total Expenditures	60,084	84,626	86,503

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Coordinator	0.40	0.40	0.40
Total for Department	0.40	0.40	0.40

SHERIFF, MARINE SAFETY & ACADEMY (10103310 & 10103311)

Mission Statement

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



Department Description

Marine Patrol enforces State/local ordinances; performs miscellaneous services related to public health and safety; receives and processes complaints; arrests offenders; prepares reports and testifies in court; investigates water accidents; maintains records and logs of activity; cooperates with the United States Coast Guard, Michigan Department of Natural Resources, and other law enforcement agencies as necessary for the preservation of law and order; furnishes assistance and provides control at special events; provides emergency medical aid; assists in the recovery of bodies; assists in the recovery of submerged property.

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

The Dive Team assists in the rescue and/or recovery of water accident victims, the recovery of underwater evidence, standby availability at special water events, and other details as determined by the Dive Team Coordinator and/or Marine Patrol Supervisor.

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Marine Safety - 101013310			
Revenues			
Intergovernmental	(98,100)	(97,100)	(97,100)
Charges for Services	(82)	-	-
Other Revenue	-	(6,500)	-
Total Revenues	(98,182)	(103,600)	(97,100)
Expenditures			
Salaries	148,853	147,059	146,199
Fringe Benefits	42,148	43,465	50,886
Supplies	14,943	15,859	53,650
Contracted Services	570	2,120	600
Operating Expenses	49,292	78,808	72,042
Maintenance & Repair	10,564	17,000	17,000
Utilities	645	700	540
Insurance	6,790	6,326	6,145
Indirect Expenses	3,547	3,767	13,603
Total Expenditures	277,351	315,104	360,665

SHERIFF, MARINE SAFETY & ACADEMY (10103310 & 10103311), CONTINUED

Financial Summary - continued

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Marine Safety Academy - 10103311			
Revenues			
Intergovernmental	(16,100)	(16,100)	(16,100)
Charges for Services	(7,800)	(5,700)	(9,450)
Total Revenues	(23,900)	(21,800)	(25,550)
Expenditures			
Salaries	-	4,125	7,000
Fringe Benefits	-	-	2,850
Supplies	14,427	17,675	15,700
Contracted Services	7,500	-	-
Total Expenditures	21,927	21,800	25,550

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Sergeant	1.00	1.00	1.00
Total for Department	1.00	1.00	1.00

Primary Goals and Objectives

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

Department Goal 1: Reduce marine accidents and drownings

Objective 1) Patrol local waterways, inland lakes, Lake Michigan and related waterways to enforce marine laws

Objective 2) Initiate contacts with boaters and/or conduct inspections of boats

Objective 3) Provide boater safety education classes to residents

Department Goal 2: Perform marine rescue and recovery operations

Objective 1) Maintain adequately trained Dive Team

Objective 2) Rescue persons who are in distress in waterways

Objective 3) Assist in recovery of bodies and submerged property

Primary Outcomes and Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Reduce marine accidents and drownings			
# of hours spent on boating accidents	42	38	34
Department Goal 2: Perform marine rescue and recovery operations			
# of search and rescue cases	4	< 6	< 6
# of bodies recovered	4	< 2	< 2

SHERIFF TRAINING (10103200)

Mission Statement

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



Department Description

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

Financial Summary

Sheriff Training - 10103200	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Revenues			
Intergovernmental	(25,059)	(26,000)	(26,000)
Total Revenues	(25,059)	(26,000)	(26,000)
Expenditures			
Operating Expenses	23,621	26,000	26,000
Total Expenditures	23,621	26,000	26,000

Personnel

No Personnel has been allocated to this Department

Primary Goals and Objectives

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

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

Objective 1) Ensure all required employees complete mandatory training

Primary Outcomes Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Improve the knowledge and skills of the Sheriff's Office employees to better serve the community			
% of required employees who completed yearly mandatory training	100%	100%	100%

SHERIFF, WEMET (10103100)

Mission Statement

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

WEMET



WEST MICHIGAN ENFORCEMENT TEAM

Department Description

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

Financial Summary

Sheriff WEMET - 10103100	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Revenues			
Intergovernmental	(9,270)	(18,000)	(18,000)
Total Revenues	(9,270)	(18,000)	(18,000)
Expenditures			
Salaries	378,063	434,516	440,250
Fringe Benefits	219,284	262,615	251,512
Supplies	241	1,289	2,000
Operating Expenses	45,173	45,500	45,500
Insurance	13,419	12,392	11,466
Total Expenditures	656,180	756,312	750,728

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Sergeant	1.00	1.00	1.00
Road Patrol Deputy	5.00	5.00	5.00
Total for Department	6.00	6.00	6.00

SHERIFF, WEMET (10103100), CONTINUED

Primary Goals and Objectives

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

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

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

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

Primary Outcomes and Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Reduce the use, manufacturing, and trafficking of illegal drugs			
Drug related incidents per 1,000 residents	0.7	0.6	0.5
% of investigations resulting in arrest	79%	82%	84%

STRATEGIC INITIATIVES (10102230)

Department Description

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

Financial Summary

	2018	2019	2020
	Actual	Current Year Amended Budget	Board Approved Budget
Strategic Initiatives - 10102230			
Revenues			
Other Revenue	(14,872)	(15,377)	-
Total Revenues	<u>(14,872)</u>	<u>(15,377)</u>	<u>-</u>
Expenditures			
Supplies	15,033	29,350	10,000
Contracted Services	47,827	95,000	40,000
Operating Expenses	9,967	19,377	25,000
Total Expenditures	<u>72,827</u>	<u>143,727</u>	<u>75,000</u>

Personnel

No Personnel has been allocated to this Department

SUBSTANCE ABUSE (10106300)

Department Description

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

Financial Summary

	2018	2019	2020
	Actual	Current Year Amended Budget	Board Approved Budget
Substance Abuse - 10106300			
Revenues			
Intergovernmental	(1,057,541)	(1,065,988)	(1,098,498)
Total Revenues	<u>(1,057,541)</u>	<u>(1,065,988)</u>	<u>(1,098,498)</u>
Expenditures			
Operating Expenses	528,771	532,994	549,249
Total Expenditures	<u>528,771</u>	<u>532,994</u>	<u>549,249</u>

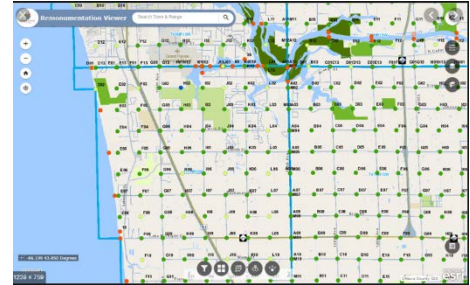
Personnel

No Personnel has been allocated to this Department

SURVEY & REMONUMENTATION (10102450)

Mission Statement

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



Department Description

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

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Survey & Remonumentation - 10102450			
Revenues			
Intergovernmental	(234,020)	(251,802)	(250,136)
Total Revenues	(234,020)	(251,802)	(250,136)
Expenditures			
Salaries	6,226	6,653	7,054
Fringe Benefits	3,451	3,697	3,935
Supplies	192	770	515
Contracted Services	45,089	71,816	71,515
Operating Expenses	500	800	800
Indirect Expense	574	607	1,585
Total Expenditures	56,032	84,343	85,404

SURVEY & REMONUMENTATION (10102450), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Planning & Performance Improvement Director	0.02	0.02	0.02
Land Use Planning Specialist	0.08	0.08	0.08
	0.10	0.10	0.10

Primary Goals and Objectives

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

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

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

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

Primary Outcome Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: To effectively administer the State-mandated Remonumentation Program			
# of PLS corners replaced due to construction activities	5	0	0
Total expedited funds reimbursed to the County (\$1,867,737 spent) (cumulative)	\$699,625	\$874,531	\$1,049,437

TECH FORUM (10102281)

Department Description

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

Financial Summary

	2018	2019	2020
	Actual	Current Year Amended Budget	Board Approved Budget
Tech Forum I/T - 10102281			
Revenues			
Charges for Services	(918)	(1,500)	(1,500)
Other Revenue	(6,750)	(6,500)	(6,500)
Total Revenues	<u>(7,668)</u>	<u>(8,000)</u>	<u>(8,000)</u>
Expenditures			
Supplies	2,264	2,500	2,500
Contracted Services	2,940	5,000	5,000
Operating Expenses	623	200	200
Total Expenditures	<u>5,827</u>	<u>7,700</u>	<u>7,700</u>

Personnel

No Personnel has been allocated to this Department

TREASURER (10102530)

Mission Statement

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

Department Description

The primary functions of the County Treasurer's office are 1) revenue accounting; 2) custodian of all County funds; 3) collect delinquent property taxes and perform tax foreclosure; 4) custodian of all property tax rolls; 5) property tax certification; 6) public information center; and 7) dog licenses. The County Treasurer is a member of the County Elections Commission, Apportionment Committee, County Plat Board, County Tax Allocation Board, Ottawa County Economic Development Corporation, Ottawa County Michigan Insurance Authority, and Chair of Land Bank Authority.

Financial Summary

Treasurer - 10102530	2018	2019	2020
	Actual	Current Year Amended Budget	Board Approved Budget
Revenues			
Taxes	(39,285,013)	(42,883,525)	(45,451,994)
Licenses and Permits	(182,030)	(185,470)	(188,905)
Intergovernmental	(5,986,626)	(5,946,812)	(6,147,306)
Charges for Services	(62,871)	(59,016)	(59,800)
Fines & Forfeits	(12,804)	(6,000)	(6,000)
Interest	(666,089)	(403,920)	(556,240)
Other Revenue	(51,543)	(35,500)	(37,500)
Total Revenue	(46,246,976)	(49,520,243)	(52,447,745)
Expenditures			
Salaries	437,084	451,478	458,593
Fringe Benefits	252,516	273,394	277,078
Supplies	33,509	41,093	49,947
Contracted Services	25,343	63,659	71,606
Operating Expenses	14,167	70,950	68,882
Maintenance & Repair	99	200	200
Utilities	6,471	9,995	7,453
Insurance	52,335	54,430	52,555
Indirect Expenses	56,714	52,959	56,003
Total Expenditures	878,237	1,018,158	1,042,317

TREASURER (10102530), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # 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	0.67
Revenue Accounting Supervisor	1.00	1.00	1.00
Delinquent Property Tax Specialist	0.30	0.30	0.30
Revenue Accounting Technician	1.00	1.00	1.00
Warranty Deed Clerk	0.30	0.30	0.30
Public Service Center Clerk	1.00	1.00	1.00
Clerk - Treasurer	1.00	1.00	1.00
Total for Department	7.55	7.55	7.22

Primary Goals and Objectives

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

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

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

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

Objective 1) Manage the annual forfeiture and foreclosure processes

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

Department Goal 3: Protect residents and their financial interests

Objective 1) Issue dog licenses per statute

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

Objective 3) Maintain custodial role overall tax rolls

Primary Outcome Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Protect public funds and ensure liquidity to meet County needs			
County Investment Portfolio rate of return	1.07%	1.86%	1.87%
Investment Portfolio weighted average maturity at year end	1.99	1.95	2.00
Department Goal 2: Adhere to all state statutes regarding forfeiture and foreclosure to ensure fair treatment in all cases			
% of delinquent properties forfeited	12%	13%	13%
% of properties foreclosed of those properties forfeited	0.04%	0.02%	0.02%
Department Goal 3: Protect residents and their financial interests			
% of dog license sales done closest to the customer (online, veterinarians, Humane Society)	76%	75%	75%
% of tax certifications completed and correct same day as presented	100%	100%	100%
Total dollar value of tax roll changes made from Michigan Tax Tribunal and Board of Review*	\$322,431,938	n/a	n/a

VETERAN'S AFFAIR (10106890)

Mission Statement

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



Department Description

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

Financial Summary

	2018	2019	2020
	Actual	Current Year Amended Budget	Board Approved Budget
Depart. Of Veteran's Affairs - 10106890			
Revenue			
Other Revenue	(864)	-	-
	(864)	-	-
Expenditures			
Supplies	34	50	120
Contracted Services	27,562	27,600	27,600
Operating Expenses	35,369	31,020	30,839
Utilities	1,052	1,819	1,218
Indirect Expense	392	572	810
Contributions to Other Units	-	-	-
Total Expenditures	64,409	61,061	60,587

Personnel

No Personnel has been allocated to this Department

VETERAN'S AFFAIR (10106890), CONTINUED

Primary Goals and Objectives

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

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

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

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

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

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

Primary Outcomes and Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Maintain and improve the quality of life of Ottawa County veterans and their families			
Number of veterans seen by a Veterans Service Office at the OCDVA	644	650	600
Total amount of County emergency financial assistance distributed to impoverished veterans and their families	\$7,304	\$7,400	\$7,500
Total amount of State emergency financial assistance distributed to impoverished veterans and their families	\$20,897	\$21,500	\$22,000
Total amount of County financial support for burials distributed to eligible widows and families of veterans	\$22,500	\$20,000	\$20,000

WATER RESOURCES (10102750)

Mission Statement

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



Department Description

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

Financial Summary

	2018 Actual	2019 Current Year Amended Budget	2020 Board Approved Budget
Water Resources - 10102750			
Revenues			
Licenses and Permits	(148,105)	(135,000)	(150,000)
Charges for Services	(53,729)	(50,000)	(50,000)
Other Revenue	(1,787)	(1,200)	(1,800)
Total Revenues	(203,621)	(186,200)	(201,800)
Expenditures			
Salaries	513,779	503,168	539,726
Fringe Benefits	264,046	274,028	297,854
Supplies	9,661	28,995	18,807
Contracted Services	39,254	84,590	45,000
Operating Expenses	47,225	45,273	45,755
Maintenance & Repair	4,103	4,500	5,500
Utilities	6,855	9,376	7,985
Insurance	7,211	7,625	7,656
Indirect Expenses	35,331	43,073	56,509
Total Expenditures	927,465	1,000,628	1,024,792

WATER RESOURCES (10102750), CONTINUED

Personnel

Position Title	2018 # of Positions	2019 # of Positions	2020 # of Positions
Drain Commissioner	1.00	1.00	1.00
Chief Deputy Drain Commissioner	1.00	1.00	1.00
Soil Erosion Control Agent	1.00	1.00	1.00
Soil Erosion Control Inspector	1.00	1.00	1.00
Drain Clerk	1.00	1.00	1.00
Stormwater Technician	1.00	1.00	1.00
Secretary	0.75	0.75	0.75
Drain Inspector	1.00	1.00	1.00
Civil Engineer	1.00	1.00	1.00
Total for Department	8.75	8.75	8.75

Primary Goals and Objectives

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

Department Goal 1: Protect agricultural and improved land from flooding

Objective 1) Respond to drainage complaints and petition requests promptly

Objective 2) Coordinate with community partners during flooding emergencies

Objective 3) Timely review of drainage plans for all new development to ensure adequate stormwater control systems are constructed

Objective 4) Provide outreach and communication to property owners & municipalities

Department Goal 2: Protect surface water quality

Objective 1) Issue Soil Erosion Permits efficiently and provide regular inspection of permit sites under construction

Objective 2) Eliminate illicit stormwater connections

Objective 3) Promote water quality awareness

Primary Outcome Measures

Annual Measures	2018 Actual	2019 Target	2020 Target
Department Goal 1: Protect agricultural and improved land from flooding			
% of high priority drainage complaints responded to within 48 hours	100%	100%	100%
% of new development site plans reviewed & approved within 30 days as required by the published drainage standards	95%	97%	100%
Department Goal 2: Protect surface water quality			
% of soil erosion permits issued within 30 days of receipt as required by County Ordinance	100%	100%	100%
Average number of days for issuing soil erosion permits from time of receipt	5.0	5.0	5.0
% of illicit complaints responded to within 24 hours	100%	100%	100%

TRANSFERS IN/OUT (10109300 & 10109650)

	2018	2019	2020
	Actual	Current Year	Board Approved
Transfers In - 10109300			
Revenues			
Transfers in from Other Funds	(776,865)	(2,488,478)	(2,863,657)
Total Revenues	(776,865)	(2,488,478)	(2,863,657)

	2018	2019	2020
	Actual	Current Year	Board Approved
Transfers Out - 10109650			
Expenditures			
Transfers Out	10,154,629	12,680,435	12,832,706
Total Expenditures	10,154,629	12,680,435	12,832,706

COUNTY DEBT



Ottawa County
Where You Belong

DEBT SERVICE

The issuance of debt by the County is controlled by various State of Michigan statutes, which limits amounts and times for capital and other projects. Ottawa County's 2019 assessed value of \$14,948,197,397 is limited to no more than \$1,494,819,740 of debt or 10% of the assessed value. The County's total debt at September 30, 2019 is \$150,053,501 or approximately 11.26% of the assessed value - well below the legal limit.

The majority of the general obligation bonds, \$113,768,501, 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 \$36,285,000 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.

The County has pledged its full faith and credit for payment on the above obligations. Ottawa County has obtained an 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	Pension Obligation Bonds 2014 Bond Issuance	General Obligation Bond Refunding Bonds, Series 2015	Total Requirements	Total Principal	Total Interest			
General Obligation Bonds										
		Principal	Interest	Principal	Interest					
2020	36,285,000	365,000	125,590	1,925,000	731,365	855,000	372,450	\$4,374,405	3,145,000	1,229,405
2021	33,140,000	365,000	111,720	2,270,000	684,053	895,000	328,700	\$4,654,473	3,530,000	1,124,473
2022	29,610,000	365,000	97,850	2,705,000	620,631	940,000	282,825	\$5,011,306	4,010,000	1,001,306
2023	25,600,000	365,000	83,980	3,345,000	537,124	990,000	234,575	\$5,555,679	4,700,000	855,679
2024	20,900,000	365,000	70,110	2,810,000	446,605	1,035,000	183,950	\$4,910,665	4,210,000	700,665
2025	16,690,000	370,000	56,240	2,405,000	364,671	1,085,000	130,950	\$4,411,861	3,860,000	551,861
2026	12,830,000	370,000	42,180	2,355,000	285,555	1,135,000	75,450	\$4,263,185	3,860,000	403,185
2027	8,970,000	370,000	28,120	2,310,000	206,250	660,000	35,525	\$3,609,895	3,340,000	269,895
2028	5,630,000	370,000	14,060	2,295,000	125,670	685,000	11,988	\$3,501,718	3,350,000	151,718
2029	2,280,000			2,280,000	42,180			\$2,322,180	2,280,000	42,180
		<u>\$3,305,000</u>	<u>\$629,850</u>	<u>\$24,700,000</u>	<u>\$4,044,104</u>	<u>\$8,280,000</u>	<u>\$1,656,413</u>	<u>\$42,615,367</u>		

All figures are as of 09/30/2019

Issue Date	Issue Amount	Project	Funding Source	% of Funding Source
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	OCIA (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)	Remainder of payment

CAPITAL IMPROVEMENT PLAN



Ottawa County
Where You Belong

**Capital Improvement Plan
Fiscal Years 2020-2024**

Project Description	Funding Source	Current Approved	2020	2021	2022	2023	2024	2025 & Beyond	Estimated Cost
Facilities									
Standardize IT equipment in Conference Spaces	4020	80,000							80,000
Facilities Condition Assessment	4020	100,000							100,000
Roofs/Windows									
Roof Replacement-Jail/Detention Center -Region 1	4020	306,500							306,500
Roof Replacement-Jail/Detention Center -Region 4	4020		326,400						326,400
Fulton ST., Grand Haven CMH	4020						55,000		55,000
Fulton ST., Grand Haven CMH - Windows	4020								
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
Fillmore Admin Bldg	4020			225,000					225,000
Carpet/Flooring									
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 - 1st floor	4020	95,000							95,000
Holland DC - 2nd Floor	4020		110,000						110,000
Grand Haven Courthouse Lobby Carpet	4020				35,000	35,000			70,000
Painting/Wall Coverings									
Jail cell painting - Region 4	4020		110,000						110,000
Fillmore Admin Bldg	4020	95,000		100,000					195,000
Furniture									
Replace Fiscal Services workstations	4020	253,102							253,102
Replace IT workstations - Fillmore	4020	142,500							142,500
Replace workstations James St. - Bldg A	4020			385,000					385,000
Replace workstations James St. - Bldg C	4020	360,000							360,000
Pavement									
Pavement Upgrades - James St.	4020	128,286		330,000			703,000		1,161,286
Pavement Upgrades - Fillmore	4020	208,000			313,000				521,000
Pavement Upgrades - DHHS	4020		128,000				247,000		375,000
Pavement Upgrades - Hudsonville	4020	165,054	131,200						296,254
Pavement Upgrade - Grand Haven Courthouse	4020						460,000		460,000

**County of Ottawa
Capital Improvement Plan
Fiscal Years 2020-2024**

Project Description	Funding Source	Current Approved	2020	2021	2022	2023	2024	2025 & Beyond	Estimated Cost
Facilities									
Systems									
Cooling Tower Bldg B replacement	4020			50,000					50,000
Air Handling Roof Unit Fillmore Emergency Operation Center (EOC)	4020		137,500						137,500
Air Handling and Roof Units Fillmore Admin Bldg replacement	4020	779,129							779,129
Make-Up Air Unit replacement - Jail kitchen	4020		71,500						71,500
Card Access Readers/System - upgrade	OCIA	95,000							95,000
Card Access Readers/System - placeholder							TBD		-
HVAC & Roof Replacement - Hudsonville	4020	10,000	1,095,000						1,105,000
Systems									
Cooling Tower Replacement James st. - Bldg A	4020			71,000					71,000
Holland DC HVAC - 14 units	4020					100,000			100,000
Jail HVAC units 19 (only using 11, 8 turned off)	4020	100,500		68,000	50,000				218,500
Fulton St HVAC systems	4020			72,600					72,600
Generators/Transfer Switches - Countywide	4020	100,500							100,500
LED/Lighting Replacement	4020			1,500,000					1,500,000
Building Projects									
Fillmore Admin Bldg									
Range Upgrade	4020	60,000							60,000
Transitional / Innovation Space	4020	72,000							72,000
Renovate H/R	4020	158,937							158,937
Administrator's Office Upgrade Phase 2	4020		64,000						64,000
IT Office Remodel Phase II	4020		66,000						66,000
Jail & Related									
Jail Sally Port	4020			600,000					600,000
Build EOC Wing at Central Dispatch	4020						TBD		-
Juvenile Services/Probate Court									
Plan Phase for New Facility - Fillmore	Building Auth	50,000							50,000
Bid Phase for New Facility - Fillmore	Building Auth	80,000							80,000
Build Phase for New Facility - Fillmore	Building Auth		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
Teaching Kitchen	4020	150,000							150,000

**County of Ottawa
Capital Improvement Plan
Fiscal Years 2020-2024**

Project Description	Funding Source	Current Approved	2020	2021	2022	2023	2024	2025 & Beyond	Estimated Cost
Facilities									
Courthouse - Grand Haven									
First Refusal Right - 115 S. 5th St.	4020						250,000		250,000
Maintenance Building	4020						100,000		100,000
Plan Phase-New Facility/20th Circ Ct	4020			60,000					60,000
Renovate & Move in Probate, Prosecutor's, Circuit & District	4020				1,250,000				1,250,000
Hudsonville									
Rest Room Renovations/showers -Hudsonville	4020	75,500							75,500
Probation area rework/drug testing/health space	4020	150,500							150,500
Storage Garage	4020				52,000				52,000
Holland District Court									
Locker Room-Holland District Court	4020		147,500						147,500
James St. Campus									
Building C Rework Public Health Clinic Flow	4020				75,000				75,000
Building C Rework Public Service Center	4020	100,000							100,000
DHHS Bldg Exterior access to lower level conference space	4020			50,000					50,000
Subtotal		4,170,508	12,391,140	3,571,642	1,939,044	293,046	2,139,048	-	\$ 24,484,208
CPTED									
Lock upgrades	OCIA	50,000							50,000
Card Access	OCIA		73,000						73,000
Security DVR System	OCIA	1,000,000							1,000,000
Install window tinting	OCIA		34,000						34,000
Landscaping	OCIA	43500							43,500
Lighting Upgrades	OCIA			34,000					34,000
Safety Film	OCIA		11,000						11,000
Remodel - Holland District Court Clerk Office	OCIA		10,000						10,000
Signage	OCIA		1,500						1,500
Cubicle Replacement	OCIA					179,000			179,000
Maglock Installation	OCIA			11,600					11,600
Construction Projects	OCIA					119,250			119,250
Subtotal		1,093,500	129,500	45,600	298,250	-	-	-	1,566,850

County of Ottawa
Capital Improvement Plan
Fiscal Years 2020-2024

Project Description	Funding Source	Current Approved	2020	2021	2022	2023	2024	2025 & Beyond	Estimated Cost
Information Technology									
Justice System (MICA)	6360	5,694,338							5,694,338
Justice Suite (MICA) Future Enhancements	6360	120,000							120,000
MICA Historical Data Access	6360	211,000							211,000
MICA Justice Integration Financials	6360	85,000							85,000
CourtStream MICA Project Juvenile Justice Data Sharing	4020	236,860							236,860
OCCDA-LEIN-MICA Interface	4020	50,000							50,000
Court X-ray Machines replacement	4020	90,000							90,000
Touch Print fingerprint machines replacement	4020	70,000							70,000
	Aerial								
GIS Oblique & Orthophoto Imagery/LIDAR Update	Reserve	364,217		130,025	98,677	98,677	133,926	681,683	1,507,205
Phone System Replacement	6550	1,000,000							1,000,000
Courtroom Tools	4020	192,512							192,512
Server/Storage Infrastructure Refresh	6641	1,300,000							1,300,000
MUNIS payroll	4020		200,000						200,000
Wireless Infrastructure Refresh	4020		80,000	143,850					223,850
Building Cabling/Recabling	6550				440,000				440,000
WAN Refresh	6550				220,000				220,000
EHR Patagonia Implementation	4020	360,000							360,000
Public Safety Digital Media	OCIA	950,000	95,000						1,045,000
Border Security Replacements	OCIA		220,000						220,000
County Wide eFax Solution	4020			88,000					88,000
Network Core Switching Routing Replacement	4020			137,500					137,500
Secondary WAN Connection	4020			137,500					137,500
	Subtotal	10,723,927	595,000	636,875	758,677	98,677	133,926	681,683	13,628,765
Planning & Performance Improvement									
Cell Tower Construction	4020			200,000					200,000
Spoonville Trail - Phase II	Multiple	2,117,038	212,604						2,329,642
LakeShore Dr. Paved Shoulders	Multiple	76,931	60,011	74,174					211,116
SW Landfill construction plan	Bond			3,000,000					3,000,000
	Subtotal	2,193,969	272,615	3,274,174	-	-	-	-	5,740,758

County of Ottawa
Capital Improvement Plan
Fiscal Years 2020-2024

Project Description	Funding Source	Current Approved	2020	2021	2022	2023	2024	2025 & Beyond	Estimated Cost
Parks & Recreation									
Paw Paw Park Renovations	2081	108,499							108,499
Bend Area Acquisitions (345 Acres)	2081	1,264,850							1,264,850
Riverside East Access Road Rising	2081	100,000							100,000
Macatawa Greenway Acquisition	2081	67,500							67,500
Eastmanville Farms Operations Garage	2081	279,000							279,000
Greenway West Land Acquisition	2081	340,000							340,000
Greenway East Land Acquisition	2081	40,000							40,000
Hager Paving Reconstruction/Improvements	2081	147,000							147,000
Hob Marina Development	2081	2,435,839							2,435,839
Stearns Creek Acquisition Project	2081	1,155,000							1,155,000
Ottawa Sand Acquisition	2081	5,674,000							5,674,000
Grand River Greenway Phase 2	2081	3,237,500							3,237,500
Grand River Paving Reconstruction	2081	150,000							150,000
Riverside Paving Reconstruction	2081	171,000							171,000
Bend Area Connector West (55 acres)	2081	380,000							380,000
Bend Expansion (GR Gravel)	2081			395,000					395,000
UMNA 84th Ave Restroom	2081			175,000					175,000
Kirk Park Deck Reconstruction	2081			140,000					140,000
Kirk Park Play Improvements	2081			122,000					122,000
Kirk Park Restroom Reconstruction	2081			245,000					245,000
Pigeon Creek Lodge Renovations	2081			73,000					73,000
Crockery Creek Day Use	2081				500,000				500,000
Grand River Greenway Phase 4	2081				3,237,500				3,237,500
Grand River Park Greenway Support Facilities	2081				150,000				150,000
Riverside Renovations	2081				64,000				64,000
Tunnel Deck & Stairway Reconstruction	2081				112,000				112,000
Adams Street Landing Linkage (40 Acres)	2081					225,000			225,000
Grand River Greenway Phase 5	2081					3,237,500			3,237,500
HOB Cottage Area Improvements	2081						339,000		339,000
Kirk Park Dune Stairs and Overlook	2081							140,000	140,000
Grose Park Playground Renovation	2081							107,000	107,000
Subtotal		15,550,188	-	1,150,000	4,063,500	3,462,500	339,000	247,000	24,812,188
Grand Total		33,732,092	13,388,255	8,678,291	7,059,471	3,854,223	2,611,974	928,683	70,232,769

County of Ottawa
Capital Improvement Plan
Fiscal Years 2020-2024

Project Description	Funding Source	Current Approved	2020	2021	2022	2023	2024	2025 & Beyond	Estimated Cost
Summary of Funding Source:									
MDOT Grant Spoonville II		1,446,005	101,607						1,547,612
Donations for Spoonville II		347,316	110,997						458,313
(4020) Capital Project Fund Planning Spoonville II		323,717							323,717
Holland Zeeland Community Foundation - LakeShore Dr. Paved Shoulders		15,000							15,000
Parks & Rec. - LakeShore Dr. Paved Shoulders			18,000	36,000					54,000
Private Donations - LakeShore Dr. Paved Shoulders		931	6,011	20,174					27,116
Park Township - LakeShore Dr. Paved Shoulders			36,000	18,000					54,000
Reserve from Donations - LakeShore Dr. Paved Shoulders		7,000							7,000
(4020) Capital Project Fund Planning LakeShore Shoulders		54,000							54,000
Aerial Reserve		364,217	-	130,025	98,677	98,677	133,926	681,683	1,507,205
(6360) Innovation and Technology Fund		6,110,338	-	-	-	-	-	-	6,110,338
(6641) Equipment Pool Fund		1,300,000	-	-	-	-	-	-	1,300,000
(6550) Telecommunications Fund		1,000,000	-	-	660,000	-	-	-	1,660,000
(2081) Parks & Recreation Fund		15,550,188	-	1,150,000	4,063,500	3,462,500	339,000	247,000	24,812,188
(4020) Capital Project Fund I/T		999,372	280,000	506,850	-	-	-	-	1,786,222
(4020) Capital Project Fund Facilities		3,945,508	2,391,140	3,571,642	1,939,044	293,046	2,139,048	-	14,279,428
(4020) Capital Project Fund Planning		-	-	200,000	-	-	-	-	200,000
Family Court - Building Authority		130,000	10,000,000						10,130,000
SW Landfill - Bond issue		-	-	3,000,000	-	-	-	-	3,000,000
(OCIA) Insurance Authority		2,138,500	444,500	45,600	298,250	-	-	-	2,926,850
Total Funding		33,732,092	13,388,255	8,678,291	7,059,471	3,854,223	2,611,974	928,683	70,252,989
Cost to 4020		5,322,597	2,671,140	4,278,492	1,939,044	293,046	2,139,048	-	16,643,367

2019 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 and has 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 2020 is \$13,254,715. 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 2020 is as follows:

1. Facilities - \$12,387,100
2. Information Technology - \$595,000
3. Planning and Performance - \$272,615

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 2020 are described below.

Facilities

1. Replace Roof Jail Region #4; Total \$326,400 - This section of the roof is the original roof to the building which is over 25 years old. This project was done in phases and this is the 2nd phase of this project.
Effects on budget – routine maintenance costs
2. Holland District Court carpet replacement; Total \$110,000 - This is the 2nd floor of the court building. The first floor was completed in 2019
Effects on budget – routine maintenance costs
3. Pavement Upgrades DHHS; Total \$128,000 - After a completion of a parking lot study by an engineering firm, various parking lot re-pavement/reconstruction were identified. The third phase of this project includes the completion of the pavement upgrades at the James St. complex, located by building D. These upgrades were established based on the continuing need for upkeep of the parking lot for safety and functionality.
Effects on budget – routine maintenance costs
4. Pavement Upgrades Hudsonville; Total \$131,200 - After a completion of a parking lot study by an engineering firm, various parking lot re-pavement/reconstruction were identified. This is the second

phase of this project in Hudsonville, which will complete the opposite side of the building that was done in 2019. These upgrades were established based on the continuing need for upkeep of the parking lot for safety and functionality.

Effects on budget – routine maintenance costs

5. Jail Painting Region #4; Total \$110,000 – The first phase of this project was completed in 2017. This is the rest of the pods of the jail that need to be painted
Effects on budget – routine maintenance costs
6. EOC Air Handling Unit; Total \$137,500 – This is a roof top unit that is specific to the function of the EOC. This department is the only department that functions with this unit, kept separate for emergencies that may arise where this unit alone can be controlled through a generator system.
Effects on budget – improve efficiencies of the system
7. Air Unit Jail Kitchen; Total \$71,500 – This unit is separate then those that are being replaced related to the jail. It controls the climate as well as the ventilation in the jail kitchen, which must be kept separate for food safety code.
Effects on budget – improve efficiencies of the system
8. HVAC & Roof Replacement Hudsonville; Total \$1,095,000 – The units on the roof are original to the building and have met their life expectancy as well as no longer are provided the chemicals necessary to keep them functional. The redesign of these units during replacement will decrease the number that are needed for this building, which will require numerous to be removed as well as the roof to be replaced at the same time, which is original to the building.
Effects on budget – improve efficiencies of the system
9. New Juvenile Center \$10,000,000 - The Family Court and Juvenile Services Court have outgrown their current space. To accommodate this growth the County will build new facility at the Fillmore Complex.
Effects on budget – improve efficiencies of the system
10. Administrator’s Office Upgrade Phase 2; Total \$64,000 – These are items that were missed during the upgrade completed in 2019. This number includes additional painting, wall covering removal and some additional furniture.
Effects on budget – routine maintenance costs
11. I/T Office Upgrade Phase 2; Total \$66,000 – These are items that were missed during the upgrade completed in 2019. This number includes additional painting, wall covering removal and carpet replacement.
Effects on budget – routine maintenance costs
12. Holland Locker Room; Total \$147,500 – This is to upgrade the current locker rooms in Holland to give them additional space for changing and separate the public restrooms from the locker rooms.
Effects on budget – routine maintenance costs

Information Technology

1. MUNIS payroll; Total \$200,000 – The County’s current payroll system is no longer supported due to Microsoft’s terminating its support for Silverlight. The County needs to replace the payroll system with one that is web based so that it does not have to rely on custom support.
Effects on budget – improve efficiencies
2. Wireless Infrastructure Refresh; Total \$80,000 – This is a continuous improvement project that will keep the County’s infrastructure running continuously.
Effects on budget – improve efficiencies
3. Border Security Replacement; Total \$220,000 – This project is being initiated to protect the County from outside threats to its infrastructure. The I/T department will work with an outside company to build the protection that the County needs from anyone who may try and hack our system.
Effects on budget – improve efficiencies

APPENDIX



Ottawa County
Where You Belong

The Ottawa County Board of Commissioners

West Olive, Michigan

RESOLUTION TO APPROVE 2020 OPERATING BUDGET

At a meeting of the Board of Commissioners of the County of Ottawa, Ottawa County, Michigan, held at the Ottawa County Administrative Annex, Olive Township, Michigan, in said County on September 24, 2019, at 1:30 p.m. local time.

PRESENT: Members –

ABSENT: Member –

The following preamble and resolution were offered by _____ and supported by _____:

WHEREAS, this resolution is known as the FY 2020 General Appropriations Act;
and

WHEREAS, pursuant to State law, notice of a public hearing on the proposed budget was published in a newspaper on general circulation August 31, 2019, and a public hearing on the proposed budget was held on September 10, 2019; and

WHEREAS, the Ottawa County voters authorized .3261 mills for Park development, expansion, and maintenance;

WHEREAS, the Ottawa County voters authorized .2948 mills for Community Mental Health Services;
and

WHEREAS, the Board of Commissioners will be requested to authorize, in May 2020, a general property tax levy on all real and personal property within the County upon the tax roll for County general operations; and

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

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

Primary Government Budgeted Fund:

Fund	Revenue Sources	Reserve Sources	Appropriations
General Fund	87,402,946	1,378,836	88,781,782
Special Revenue Funds	98,766,516	787,239	99,553,755
Debt Service Funds	4,375,655	-	4,375,655
Capital Project Funds	2,803,825	1,067,867	3,871,692
Permanent Funds	-	-	-
Total	193,348,942	3,233,942	196,582,884

NOW, THEREFORE, BE IT RESOLVED that the Ottawa County Board of Commissioners hereby adopts the FY2020 Appropriations Act as the official budget for FY2020; and

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

BE IT FURTHER RESOLVED, except for the Capital Project Fund, the Ottawa County Board adopts the FY2020 budgets by department per the attached schedule;

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

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

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

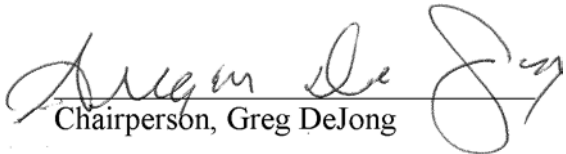
FURTHER BE IT RESOLVED THAT all resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution are hereby rescinded.

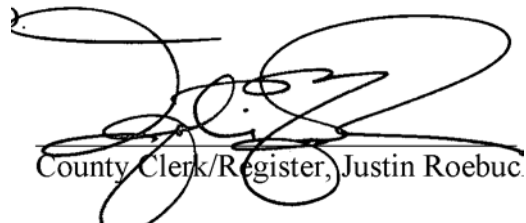
YEAS: Members -

NAYS: Members –

ABSTAIN: Members –

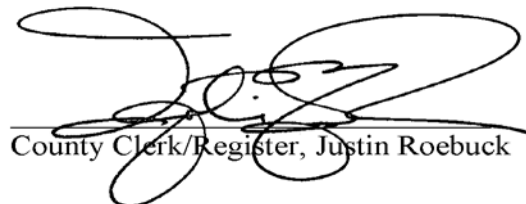
RESOLUTION DECLARED ADOPTED.


Chairperson, Greg DeJong


County Clerk/Register, Justin Roebuck
Certification

I, the undersigned, duly qualified Clerk of the County of Ottawa, Michigan, do hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Board of Commissioners of the County of Ottawa, Michigan, at a meeting held on September 24, 2019, 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
24th day of September, A.D., 2019.


County Clerk/Register, Justin Roebuck

COUNTY OF OTTAWA
2020 Appropriation Act
General Fund

Revenues:	
Taxes	55,924,029
Intergovernmental	8,708,526
Charges for services	16,087,697
Fines and forfeits	90,500
Interest on investments	556,250
Rental income	2,117,220
Licenses and permits	396,105
Other Revenue	658,962
Transfers In from Other Funds	2,863,657
Total Estimated Revenues	87,402,946
Appropriations:	
Legislative (Commissioners)	572,512
Judicial:	
Circuit Court	3,348,552
District Court	8,081,861
Probate Court	920,183
Juvenile Services Division	1,137,936
Circuit Court Adult Probation	90,124
All Other Judicial	15,002
General Government:	
Administrator	1,126,983
Fiscal Services	1,909,953
County Clerk	2,625,581
Prosecuting Attorney	4,653,903
County Treasurer	1,044,317
Equalization	1,529,083
Geographic Information Systems	556,636
MSU Extension	374,383
Facilities Maintenance	4,575,529
Corporate Counsel	267,935
Register of Deeds	728,208
Human Resources	1,211,322
Water Resources Commissioner	1,024,792
All Other General Government	133,104
Public Safety:	
Sheriff	19,631,245
Jail	11,509,875
Public Works (drain assessments)	5,722,284
Health & Welfare:	
Substance Abuse	549,249
All Other Health & Welfare	574,046
Culture & Recreation	
Community & Economic Development	1,391,834
Other Expenditures:	
Insurance	142,644
Contingency	500,000
Transfers Out to Other Funds	12,832,706
Total Appropriations	88,781,782
Fund Balance (Usage)/Contribution	(1,378,836)

**COUNTY OF OTTAWA
2020 Appropriation Act
Special Revenue Funds**

Revenues:	
Taxes	11,024,883
Intergovernmental	69,308,757
Charges for services	2,857,258
Fines and forfeits	18,075
Interest on investments	25,150
Rental income	107,945
Licenses and permits	1,140,635
Other	2,093,009
Transfers in from Other Funds	12,190,804
Total Estimated Revenues	98,766,516

Appropriations:	
General Fund DB/DC	3,602,947
General Fund Infrastructure	125,000
General Fund Solid Waste Clean-Up	240,000
General Fund Stabilization	-
Parks & Recreation	4,436,449
Child Care	9,424,511
Concealed Pistol License	87,193
Department of Health & Human Services	44,046
Farmland Preservation	319,607
Federal Forfeiture	-
Friend of the Court	5,225,121
Health	12,595,671
Homestead Property Tax	1,667
Landfill Tipping Fees	614,586
Mental Health	41,015,763
Mental Health Millage	3,153,103
Mental Health Substance Use Disorder	2,995,121
Other Governmental Grants	3,039,626
Public Defender's Office	3,247,101
Register of Deeds Technology	259,062
Sheriffs Grants & Contracts	9,127,181
Total Appropriations	99,553,755

Fund Balance (Usage)/Contribution	(787,239)
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**COUNTY OF OTTAWA
2020 Appropriation Act**

Debt Service

Revenues:	
Intergovernmental	110,849
Transfers in from Other Funds	4,264,806
Total Estimated Revenues	4,375,655
Appropriations:	
Debt Service	4,375,655
Total Appropriations	4,375,655
Fund Balance (Usage)/Contribution	\$ -

Capital Projects

Revenues:	
Intergovernmental	101,607
Rental income	367,449
Other	171,008
Transfers in from Other Funds	2,163,761
Total Estimated Revenues	2,803,825
Appropriations:	
Capital Improvement Plan	3,871,692
Total Appropriations	3,871,692
Fund Balance (Usage)/Contribution	\$ (1,067,867)

Permanent Fund

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

County of Ottawa History of Positions By Fund For the Years 2018 - 2020

Fund #	Dept #	Department Name	2018	2019	2020	Change	
			Full-Time Equivalents	Full-Time Equivalents	Full-Time Equivalents	Change	Code
GENERAL FUND							
1010	1010	Commissioners	11.00	11.00	11.00	-	
1010	1310	Circuit Court	15.75	16.55	16.80	0.25	2
1010	1360	District Court	54.10	54.83	54.83	-	
1010	1362	Community Corrections	5.05	5.05	5.05	-	
1010	1370	Legal Self-Help Center	2.00	2.00	2.00	-	
1010	1480	Probate Court	6.00	6.00	6.00	-	
1010	1490	Family Court - Juvenile Services	5.96	5.96	5.96	-	
1010	1720	Administrator	5.04	5.04	5.34	0.30	2
1010	1721	Innovation Initiatives	1.00	-	-	-	
1010	1725	Diversity, Equity & Inclusion	-	-	2.00	2.00	1
1010	1910	Fiscal Services	13.65	13.65	15.69	2.04	1,2,3
1010	2150	County Clerk	23.00	24.00	24.00	-	
1010	2320	Crime Victims Rights	3.00	3.00	4.00	1.00	1
1010	2450	Survey & Remonumentation	0.10	0.10	0.10	-	
1010	2530	County Treasurer	7.55	7.55	7.22	(0.33)	3
1010	2570	Equalization	12.75	13.75	13.75	-	
1010	2571	Grand Haven Assessing	1.00	1.00	1.00	-	
1010	2590	Geographic Information System	4.00	4.00	4.00	-	
1010	2610	Michigan State University Extension	1.00	1.00	1.00	-	
1010	2620	Elections	1.00	1.00	1.00	-	
1010	2650	Facilities Department	20.50	20.50	20.50	-	
1010	2660	Corporate Counsel	1.70	1.70	1.70	-	
1010	2670	Prosecuting Attorney	25.63	27.81	27.81	-	
1010	2680	Register of Deeds	7.15	7.65	7.65	-	
1010	2700	Human Resources	7.08	7.48	7.53	0.05	3
1010	2750	Drain Commission	8.75	8.75	8.75	-	
1010	3020	Sheriff	79.70	79.70	81.70	2.00	2
1010	3100	West Michigan Enforcement Team	6.00	6.00	6.00	-	
1010	3150	Secondary Road Patrol	-	-	2.00	2.00	3
1010	3310	Marine Safety	1.00	1.00	1.00	-	
1010	3510	Jail	74.00	78.00	79.00	1.00	2
1010	4260	Emergency Services	2.10	2.10	2.10	-	
1010	4263	HAZMAT Response Team	0.40	0.40	0.40	-	
1010	4300	Animal Control	2.00	2.00	2.00	-	
1010	6480	Medical Examiner	0.60	0.60	0.60	-	
1010	7211	Planner/Grants	8.40	8.40	8.40	-	
TOTAL GENERAL FUND			417.96	427.57	437.88	10.31	

County of Ottawa History of Positions By Fund For the Years 2018 - 2020

Fund #	Dept #	Department Name	2018 Full-Time Equivalents	2019 Full-Time Equivalents	2020 Full-Time Equivalents	Change	Code
PARKS & RECREATION							
2081	7510	Parks Department	20.38	21.38	21.38	-	
FRIEND OF THE COURT							
2160	1410	Friend of the Court	41.75	41.75	40.75	(1.00)	2
2160	1440	FOC Warrant Officer	3.00	3.00	2.00	(1.00)	2
TOTAL FRIEND OF THE COURT			44.75	44.75	42.75	(2.00)	
OTHER GOVERNMENTAL GRANTS							
2180	1361	Dist. Ct. Sobriety Treatment	2.13	2.62	2.10	(0.52)	3
2180	1371	Dist. Ct. SCAO Drug Ct. Grant	1.63	1.69	2.21	0.52	3
2180	1376	ADTC Discretionary Grant	0.49	-	-	-	
2180	4265	Homeland Security	1.00	1.00	1.00	-	
2180	6000	CAA Grants	4.80	6.10	6.20	0.10	4
TOTAL OTHER GRANTS			10.04	11.41	11.51	0.10	
HEALTH FUND							
2210	6010	Agency Support	9.60	9.60	9.60	-	
2210	6011	Preparedness October-June	1.00	1.00	1.00	-	
2210	6020	Environmental Health	19.40	19.80	21.50	1.70	1,2
2210	6030	Hearing/Vision	4.20	4.20	5.80	1.60	1,2
2210	6034	CMH Pathways Grant	-	2.60	2.00	(0.60)	3
2210	6035	Pathways to Better Health	7.00	7.00	9.00	2.00	1,2
2210	6036	MCH Bock Grants	0.50	-	-	-	
2210	6041	Clinic Clerical	10.50	10.00	10.00	-	
2210	6042	Family Planning	7.60	8.00	8.00	-	
2210	6044	Immunization Clinic	5.40	5.00	5.00	-	
2210	6045	Healthy Children's Contract	2.60	2.60	2.60	-	
2210	6050	Children's Special Health Care Services	4.00	4.00	6.00	2.00	1,2
2210	6053	Maternal/Infant Support Services	8.65	8.90	8.90	-	
2210	6055	Sexually Transmitted Diseases (STD)	2.60	-	-	-	
2210	6059	Communicable Disease	4.00	4.00	5.00	1.00	1
2210	6070	Functions & Infrastructure	-	0.70	-	(0.70)	4
2210	6310	Health Education	2.13	1.53	2.13	0.60	1
2210	6311	Nutrition/Wellness	2.67	2.82	2.67	(0.15)	3
TOTAL HEALTH FUND			91.85	91.75	99.20	7.45	

County of Ottawa History of Positions By Fund For the Years 2018 - 2020

Fund #	Dept #	Department Name	2018 Full-Time Equivalents	2019 Full-Time Equivalents	2020 Full-Time Equivalents	Change	Change Code
MENTAL HEALTH FUND							
2220	6491	Developmently Disabled	32.96	32.10	32.10	-	
2220	6493	Mentally Impaired Adults	47.10	42.93	42.76	(0.17)	3
2220	6494	Mentally Impaired Child	9.16	9.32	9.32	-	
2220	6495	Administration	18.33	17.37	17.33	(0.04)	3
TOTAL MENTAL HEALTH			107.55	101.72	101.51	(0.21)	
CMH MILLAGE FUND							
2221	6491	D.D. Treatment Programs	1.50	1.50	1.54	0.04	3
2221	6492	HUD 1	0.25	-	-	-	
2221	6492	HUD 4	0.01	-	-	-	
2221	6494	Family Services Treatment Prg	0.50	0.50	0.60	0.10	3
2221	6495	CMH Millage Administration	0.74	1.00	1.00	-	
TOTAL CMH MILLAGE			3.00	3.00	3.14	0.14	
SUBSTANCE USE DISORDER FUND							
2225	6493	SUD Services	2.00	3.42	1.00	(2.42)	3
2225	6495	SUD Services	-	-	1.60	1.60	1,3
TOTAL SUBSTANCE USE DISORDER			2.00	3.42	2.60	(0.82)	
LANDFILL TIPPING FEES							
2272	5250	Laidlaw Surcharge	4.25	4.85	4.85	-	
REGISTER OF DEEDS							
2560	2680	Automation Fund	0.85	0.35	0.35	-	
PUBLIC DEFENDER'S OFFICE							
			-	19.70	20.00	0.30	1
SHERIFF CONTRACTS							
2630	3114	Sheriff Contracts	69.00	72.30	71.00	(1.30)	1,2,3
CONCEALED PISTOL LICENSE							
2631	2150	Concealed Pistol License	1.00	1.00	1.00	-	

County of Ottawa History of Positions By Fund For the Years 2018 - 2020

Fund #	Dept #	Department Name	2018 Full-Time Equivalents	2019 Full-Time Equivalents	2020 Full-Time Equivalents	Change	Change Code
CHILD CARE							
2920	6620	Family Court - Detention Services	30.70	36.44	34.44	(2.00)	3
2920	6622	Juvenile Intensive Supervision	3.30	-	-	-	
2920	6624	Juvenile In-Home Services	24.98	22.00	24.00	2.00	3
TOTAL CHILD CARE			58.98	58.44	58.44	-	
DELINQUENT TAX REVOLVING FUND							
5160	8950	Taxes	1.40	1.40	1.73	0.33	3
INNOVATION AND TECHNOLOGY							
6360	2280	Data Processing (I.T.)	21.90	22.90	22.90	-	
DUPLICATING							
6450	2890	General Services Administration	0.03	0.03	0.03	-	
TELECOMMUNICATIONS							
6550	2890	Telephones	1.13	1.13	1.13	-	
EQUIPMENT POOL FUND							
6641	9010	Equipment Pool	0.20	0.20	0.20	-	
PROTECTED SELF-FUNDED PROGRAMS							
6770	8690	P.S.F. Liability Insurance	1.13	1.13	1.18	0.05	3
6770	8710	P.S.F. Worker's Compensation Insuranc	0.32	0.32	0.27	(0.05)	3
6771	8560	Insurance	-	-	1.54	1.54	3
6771	8520	P.S.F. Health Insurance	1.51	1.26	-	(1.26)	3
6771	8540	P.S.F. Dental Insurance	0.22	0.17	-	(0.17)	3
6771	8550	P.S.F. Vision Insurance	0.24	0.16	-	(0.16)	3
6772	8700	P.S.F. Unemployment Insurance	0.29	0.24	0.24	-	
6775	8580	P.S.F. Long-Term Disability	0.10	0.05	0.05	-	
			3.81	3.33	3.28	(0.05)	
GRAND TOTAL OF ALL FUNDS			860.06	890.62	904.88	30.56	

CHANGE CODES

- 1 Net positions approved/eliminated during 2019
- 2 Positions added/eliminated with the 2020 budget
- 3 The net change is due to a change in the salary distribution and does not reflect a change in staffing levels
- 4 Position added/eliminated due to changes in funding

Ottawa County

2020 Personnel Requests (Recommended)

<u>Depart</u>	<u>Position Title</u>	<u>FTE</u>	<u>Personnel Cost Increase</u>	<u>Cost for Equipment</u>	<u>Net Position Cost</u>
<u>Permanent (Benefited) Positions</u>					
Fiscal Services	Buyer	1.00	70,469	3,000	73,469
Sheriff	Executive Road Patrol	1.00	127,879	37,115	164,994
Sheriff	Executive Road Patrol	1.00	127,879	37,115	164,994
Jail	Executive Jail	1.00	127,879	2,079	129,958
<u>Position Reorganization</u>					
Administrators Office	Innovation Specialist Position .70 FTE to .80 FTE	0.80	10,083	-	10,083
Circuit Court - Trial Division	Circuit Court Clerk upgrade from .75 FTE to 1 FTE	1.00	16,313	-	16,313
District Court	Bailiff hours from 2100 to 2516	-	7,272	-	7,272
Elections	Election Per Diem increase pay \$70 to \$105	-	11,000	-	11,000
Fiscal Services	Upgrade AP Clerk position to Buyer	1.00	250	-	250
Medical Examiner	Medical Examiner Investigator \$150 to \$175 per case		6,000	-	6,000
Sheriff	Moving positions to 84 hours not 80 (16 positions)	-	77,124	-	77,124
TOTAL GENERAL FUND		6.80	582,149	79,309	661,458
<u>Permanent (Benefited) Positions</u>					
Public Health	CSHCS Clerk	1.00	27,637	-	27,637
Public Health	Community Health Nurse (CSHCS) 0.50 FTE	0.50	44,241	-	44,241
Public Health	Community Health Worker Pathways	1.00	62,537	-	62,537
Public Health	Community Health Nurse Comm Diseases	1.00	103,792	-	103,792
Public Defender's Office	Legal Assistant I	1.00	67,491	-	67,491
Public Defender's Office	Legal Assistant I	1.00	67,491	-	67,491
Public Defender's Office	Defense Investigator	1.00	88,843	-	88,843
Public Defender's Office	Licensed Social Worker (LSW)	1.00	84,868	-	84,868
<u>Position Reorganization</u>					
Public Health	Health Promotion Supervisor .80 FTE to 1 FTE	1.00	20,867	-	20,867

Public Health	Health Promotion Supervisor .60 FTE to .80 FTE	0.80	20,841	-	20,841
Public Health	Hearing & Vision Tech .40 FTE to .80 FTE	0.80	32,723	-	32,723
Public Health	Hearing & Vision Tech .80 FTE to 1 FTE	1.00	13,714	-	13,714
Public Health	Hearing & Vision Tech .80 FTE to 1 FTE	1.00	12,233	-	12,233
Public Health	Env Health Specialist (Food) 0.80 FTE to 1 FTE	1.00	29,657	-	29,657

Temporary Positions

Public Health	New PT Temp 1,000 annually 0.48 FTE	-	27,642		27,642
TOTAL OTHER FUNDS		13.10	704,576	-	704,576
TOTAL ALL FUNDS		19.90	1,286,725	79,309	1,366,034
TOTAL GENERAL FUND					723,995

Ottawa County
2020 Personnel Requests (Not Recommended)

<u>Department</u>	<u>Position Title</u>	<u>FTE</u>	<u>Personnel Cost Increase</u>	<u>Cost for Equipment</u>
Permanent (Benefited) Positions				
Circuit Court - Trial Division	Recovery Court Coordinator	1.00	100,846	-
Circuit Court - Trial Division	Recovery Court Caseworker	1.00	64,648	-
Facilities	Custodial Supervisor (Jail)	1.00	78,580	2,000
Facilities	Maintenance Worker (Jail)	1.00	70,364	-
Facilities	Maintenance Worker (Fillmore)	1.00	70,364	-
Planning	Land Use Planning Specialist	1.00	87,693	-
Probate Court	Deputy Probate Register	1.00	68,355	-
Position Reorganization				
Circuit Court - Trial Division	Senior Law Clerk to Research Attorney	1.00	-	-
Circuit Court - Trial Division	Law Clerk Bailiff to Research Attorney	1.00	7,319	-
District Court	Transcripts per diem	-	7,700	-
District Court	DC Clerk I to DC Clerk II D-3 to D-4	1.00	4,561	-
District Court	Attorney/Non-Attorney On-Call Per Diem	-	6,600	-
District Court	Court Recorder upgrade from DC-5 to CU-7	1.00	19,954	-
District Court	Attorney Magistrate to Attorney Referee	1.00	12,279	-
Probate Court	Bailiff \$15 hours for possible jury trials	-	825	-
Probate Court	Temporary help for 6 weeks 40 hrs. @ \$15	-	3,960	-
Probate Court	OT hours for New Deputy Probate Register	-	2,200	-
TOTAL GENERAL FUND		12	606,248	2,000

Permanent (Benefited) Positions

Friend of the Court	FOC Account Specialist	1.00	82,000	-
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Position Reorganization

Friend of the Court	FOC Tech Supp to FOC Analyst	-	8,070	-
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Friend of the Court	FOC Field Service Mid-Level Manger	-	5,238	-
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Friend of the Court	FOC Operations Mid-Level Manager	-	6,931	-
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Innovation & Technology	Tech Service Center Supervisor	-	13,009	-
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Innovation & Technology	Business Analyst III	-	4,743	-
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TOTAL OTHER FUNDS		<u>1.00</u>	<u>119,991</u>	<u>-</u>
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TOTAL ALL FUNDS		<u>13.00</u>	<u>726,239</u>	<u>2,000</u>
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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 Board of Commissioners, 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; 08123

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 11, 2017

Last Review by Internal Policy Review Team: May 1, 2017

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 file 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, including the Single Audit 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 County will submit a qualifying statement to the State of Michigan in compliance with Public Act 34 of 2001, the Revised Municipal Finance Act.
5. 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.
6. The local unit annual fiscal report (F-65).

C. During the preparation of financial statements, certain assumptions are reasonable and necessary. More information can be found in Note 1 of the Comprehensive Annual Financial Report, but examples are as follows:

1. Capital Assets

- a. Land, buildings, and equipment that meet the following criteria: i. An initial, individual cost of more than \$5,000 ii. An estimated useful life in excess of two years
- b. The County will recognize an impairment when changes in conditions result in an unexpected and significant permanent decline in the service utility of a capital asset
- c. Department Heads and Elected Officials shall confirm a list of assets biennially, at a minimum, and Fiscal Services will validate the process.

2. Inventory and prepaid expenditures
- a. Inventory is valued at cost in the first-in/first-out (FIFO) method and are expensed when consumed, not purchased
 - b. Prepaid items are expensed when consumed, not purchased

D. 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. The internal control practices of individual departments will be reviewed annually in connection with the annual audit.

E. 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. Electronic financial reports including a budget to actual comparison, transaction listing and budget exception report will be available to departments.

2. 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.

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: December 14, 2017

Last Review by Internal Policy Review Team: December 1, 2017

IV. PROCEDURE

A. The County Board of Commissioners (the Board) must grant approval to all capital projects. To assist the Board in the capital improvement decision making, County administrative staff will:

1. Prepare a 5-10-year Capital Improvement Plan (CIP) for new and existing County assets.

a. Capital projects are defined as the acquisition, expansion, or major rehabilitation of a County asset. Capital projects generally exceed \$50,000 and will be capitalized and depreciated based on the applicable useful life. As a part of the annual budget process, departments submit capital project requests to Fiscal Services to be forwarded to the CIP committee. These requests will include additional operating costs that will result from the project.

b. The CIP committee is comprised of the Assistant County Administrator, the Fiscal Services Director and Assistant Director, the Facilities Director, the I/T Director & the Planning and Performance Director.

c. The CIP committee will review and prioritize the department requests and make recommendations to the Administration and the Board of Commissioners through the Planning and Policy and Finance Committees.

B. Financial Planning and Budgeting for Capital Projects:

1. The funding for capital projects is at the discretion of the Board. 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.

2. The CIP is incorporated into the annual budget process and funding is appropriated to the projects.

3. Each project will have a project sponsor and a project manager who are responsible for the monitoring of the project status for adherence to the project budget.

4. The Fiscal Services Department is responsible for supporting activities related to the capital projects and assist with the oversight of the financing for the approved projects.

5. No project will be added to the Capital Improvement Plan unless authorized by the Board of Commissioners after recommendation of the Planning and Policy Committee.

6. Pursuant to the Uniform and Budget Accounting Act and the Board approved budget resolution, the County Administrator can execute transfers between projects up to \$50,000 without prior approval of the Board. All other amendments must be approved by the Board.

7. Capital Project Closure Process: Periodically throughout the year, Fiscal Services will be requesting information from the project manager as to the status of the project. If the project is completed and fully paid, Fiscal Services will move this project to the closed status. The remaining balance of the project will be unappropriated and the funds made available for future projects.

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.

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; 08123

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: February 13, 2018

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.

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; 08123

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

IV. 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.

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.

FUND BALANCE POLICY

I. POLICY

The County of Ottawa believes that sound financial management principles require that sufficient funds be retained by the County to provide stable financial base at all times. To retain this stable financial base, the organization needs to maintain a fund balance in the General Fund that is sufficient to provide cash flow to the organization, to provide financial reserves for unanticipated expenditures and/or revenue shortfalls of an emergency nature, and/or provide funds for existing encumbrances.

The purpose of this policy is to establish a key element of financial stability of the County of Ottawa by setting guidelines for fund balance. It is essential that the County of Ottawa maintain adequate levels of fund balance to mitigate financial risk that can occur from unforeseen revenue fluctuations, unanticipated expenditures, and similar circumstance. In addition, this policy addresses requirements under Government Accounting Standards Board (GASB) surrounding the composition of fund balance, including the establishment and use of the various components of fund balance.

II. STATUTORY REFERENCES

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

Board of Commissioners Resolution Number and Policy Adoption Date: October 8, 2019

Board of Commissioner Review Date and Resolution Number: September 24, 2019

Name and Date of Last Committee Review: Planning and Policy Committee September 17, 2019

Last Review by Internal Policy Review Team: July 22, 2019

IV. PROCEDURE

A. Fund balance is only reported in governmental funds and is the difference between assets, deferred outflows and its liabilities and deferred inflows. The five components of fund balance are as follows:

1. **Nonspendable Fund Balance** – Amounts that are not in a spendable form (such as inventory) or are required to be maintained intact (such as the corpus of an endowment fund).
2. **Restricted Fund Balance** – Amounts that can be spent only for the specific purposes stipulated by external resource providers either constitutionally or through enabling legislation. Examples include grants, dedicated millage, and budget stabilization fund established under State law.

3. Committed Fund Balance – Amounts constrained to specific purposes by a government itself using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint.

4. Assigned Fund Balance – Amounts intended to be used by the government for specific purposes. Intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority. In governmental funds other than the general fund, assigned fund balance represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at a minimum, intended to be used for the purpose of that fund.

5. Unassigned Fund Balance – is the residual classification of the general fund and includes all amounts not contained in other classification. Unassigned amounts are technically available for any purpose.

B. Minimum Fund Balance

The fund balance of the County of Ottawa's General Fund has been accumulated to provide stability and flexibility to respond to unexpected adversity and/or opportunities. The County of Ottawa's basic goal is to limit expenditures to anticipated revenue in order to maintain a balanced budget.

It is the goal of the County of Ottawa to achieve and maintain an unrestricted fund balance in the general fund equal to 20% - 25% of expenditures, including transfer to other funds, but excluding non-recurring expenditures and special millage tax revenue passed thru to component units. The use of unrestricted fund balance is appropriate for one-time expenditures.

For purposed of this policy, non-recurring expenditures are defined as an expenditure that has not occurred in the previous two years and is not expected to occur in the following year.

C. Budget Stabilization

Under State law, the maximum stabilization amount is the lower of 1) 20% of the most recently adopted General Fund budget; or 2) 20% of the average of the most recent five years of General Fund budgets, as amended. Uses of stabilization fund will be in compliance with State law.

D. Assigned Fund Balance

Through the adoption of this policy, Ottawa County Board of Commissioners authorizes the County Administrator to assign fund balance to a specific purpose and in compliance with this policy.

E. Order of Spending Fund Balance
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.

F. Measurement Date

The County will measure compliance with this policy as of September 30th each year, as soon as practical after year-end account information becomes available.

G. Funding the Reserve

Fund of General Fund reserve target will generally come from excess revenue over expenditures or one-time revenues.

H. Condition for Use of Reserve

It is the intent of the County to limit use of General Fund reserves to address unanticipated, non-recurring needs. Reserves may, however, be used to allow time for the County to restructure its operations in a deliberate manner (as might be required in an economic downturn), but such use will only take place in a context of an adopted long-term plan.

I Replenishment of Reserve

In the event that fund balance falls below the established minimum balance requirements, the Board of Commissioners will adopt a plan during the budget process to replenish the reserve within a three-year time horizon.

J. Excess Reserves

In the event reserves exceed the minimum balance requirements, the excess may be used in the following ways:

1. Fund accrued liabilities, including but not limited to debt service and pension. Priority will be given to those items that relieve budget or financial operating pressure in future periods;
2. Fund the Stabilization Fund to the maximum allowable under State law;
3. Appropriated to lower the amount of bonds or contributions needed to fund capital projects in the Capital Improvement Plan;
4. One-time expenditures that do not increase recurring costs that cannot be funded through current revenues. Emphasis will be placed on one-time use that reduce future operating costs.

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; 08123

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.

OPERATING BUDGET POLICY

I. POLICY

The Ottawa County Board of Commissioners supports principles of budgeting, management, and accounting which promote the fiscal integrity of the County. The goal of the budget is to provide financial plan for County operations that align to the Board of Commissioner Strategic Plan/ Business Plan and communicate the same to Ottawa County residents.

II. STATUTORY REFERENCES

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

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

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

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

Name and Date of Last Committee Review: Planning and Policy Committee, May 11, 2017

Last Review by Internal Policy Review Team: May 1, 2017

IV. PROCEDURE

A. County Budget Philosophy

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

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

The County will include a contingency amount in the budget for unforeseen and emergency type expenditures. The amount of contingency will not exceed 3% of the General Fund's actual expenditures for the most recently completed audit.

3. Balancing the Budget: In accordance with Public Act 621, no fund will be budgeted with a deficit (expenditures exceeding revenues and fund balance). Prudence requires that the ongoing operating budget be matched with ongoing, stable revenue sources to maintain consistent service levels.

B. Budget Formulation

1. Responsibility: The County Administrator is responsible for the preparation, presentation and control of the budget, and shall prepare an annual budget calendar and budget resolution packet for each fiscal year.

2. State law requires the County to adopt a budget for the General Fund and all Special Revenue Funds. In addition to what is required by law, the County will adopt a budget for all Debt Service Funds and Capital Projects Funds.

3. With the exception of the Capital Improvement Fund, the legal level of control, at a minimum, is the department in each fund for which a budget is adopted. The Capital Improvement Fund is appropriated by project and unexpended resources will carry over until complete. Fiscal Services may implement safeguards or guidelines for processing budget reallocations within a department to ensure sufficient resources are available.

4. Budget Basis: Except capital assets, the budget will be prepared on the same basis as the County's financial statements. Capital assets are budgeted on cash basis of accounting.

5. Required Budget Data: As part of the budget preparation process, Department Heads and Elected Officials will provide information and justification to the County Administrator as it pertains to any of their budget requests, including new/replacement equipment and positions.

6. Departments and Elected Officials are responsible for administering their respective programs within the budget, as adopted or amended.

7. Budget Document: The County will prepare the budget document in compliance with Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award Program and industry best practices.

V. REVIEW PERIOD

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

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.

GLOSSARY OF TERMS, continued

CAPITAL OUTLAY: The amount expended in acquiring capital assets. Also, an expenditure category including line items for the purchase of capital assets. **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 include 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).

GLOSSARY OF TERMS, continued

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.

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.

GLOSSARY OF TERMS, continued

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.

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.

GLOSSARY OF TERMS, continued

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.

TAX RATE: The amount of taxes (in mills) levied for each \$1,000 of assessed valuation. Example: A commercial building with an assessed value of \$200,000, when the applicable tax rate is 5.0 mills, would be taxed for \$1,000 (= \$200,000 x .005).

TAXABLE VALUE: The amount of allowable taxes charged for a parcel of land. In Michigan, the taxable value is based on SEV (State Equalized Value).

TRANSFERS IN/OUT: Amounts transferred from one fund to another to finance services in the recipient fund.

UNIFORM BUDGETING AND ACCOUNTING ACT OF 1968: An act to provide for the formulation and establishment of uniform charts of accounts and reports in local units of government; to define local units of government; to provide for the examination of the books and accounts of local units of government; to provide for annual financial reports from local units of government; to provide for the administration of this act; to prescribe the powers and duties of the state treasurer, the attorney general, the library of Michigan and depository libraries, and other officers and entities; to provide penalties for violation of certain requirements of this act; to provide for meeting the expenses authorized by this act; to provide a uniform budgeting system for local units; and to prohibit deficit spending by a local unit of government.

USE OF FUND BALANCE: This is the use of fund equity that is available for appropriation to balance the budget.

GLOSSARY OF ACRONYMS

4C: Strategic Initiative involving Communication, Customer service, Continuous improvement, Cultural competency

AICPA: American Institute of Certified Public Accountants

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

BOC: Board of Commissioners

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

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

CAFR: Comprehensive Annual Financial Report

CCF: Child Care Fund (Special Revenue fund 2920)

CCW: Carrying Concealed Weapons

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

CMH: Community Mental Health

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

DB/DC: Defined Benefit/Defined Contribution

DHS: Department of Human Services

EH: Environmental Health

EM: Emergency Management

FOC: Friend of the Court

FOIA: Freedom of Information Act

FTE: Full time equivalent – Number of hours worked per year divided by 2,080.

GLOSSARY OF ACRONYMS, continued

GAAP: Generally Accepted Accounting Principles - Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures.

GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the GASB.

GASB: Governmental Accounting Standards Board is the authoritative accounting and financial reporting standard- setting body for government entities.

GFOA: Government Finance Officers Association

GIS: Geographic Information Systems

GOLD: Growth Opportunities in Learning and Development (Employee Training)

IT: Information Technology

MDOC: Michigan Department of Corrections

MDOT: Michigan Department of Transportation

MERS: Michigan Employees Retirement System

MI: Mentally Impaired

MICA: Many Integrated Court Applications

MIHP: Maternal and Infant Health Program; a program for all Michigan women with Medicaid health insurance who are pregnant and all infants with Medicaid. MIHP provides support to promote healthy pregnancies, good birth outcomes, and healthy infants.

OAISD: Ottawa Area Intermediate School District

OCCDA: Ottawa County Central Dispatch Authority

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

GLOSSARY OF ACRONYMS, continued

PNC: Pre-natal care

S.E.V.: In Michigan means "State Equalized Value", which is approximately one half the value of the property.

STD: Sexually Transmitted Disease or Short-Term Disability

STI: Sexually Transmitted Infection

TV: Taxable Value

WEMET: West Michigan Enforcement Team; a joint venture with participants from Ottawa, Muskegon, and Allegan Counties and the Michigan Department of State Police. This legally separate entity was formed in 2002 under the Urban Cooperation Act of 1967 and is governed by a board made up of member-designated representatives. The purpose of the WEMET is to establish a cooperative law enforcement force assembled for the purpose of enforcing narcotics and other controlled substances laws.

YAS: Youth Assessment Survey; survey performed periodically by the Health Department to assist in program valuation and development