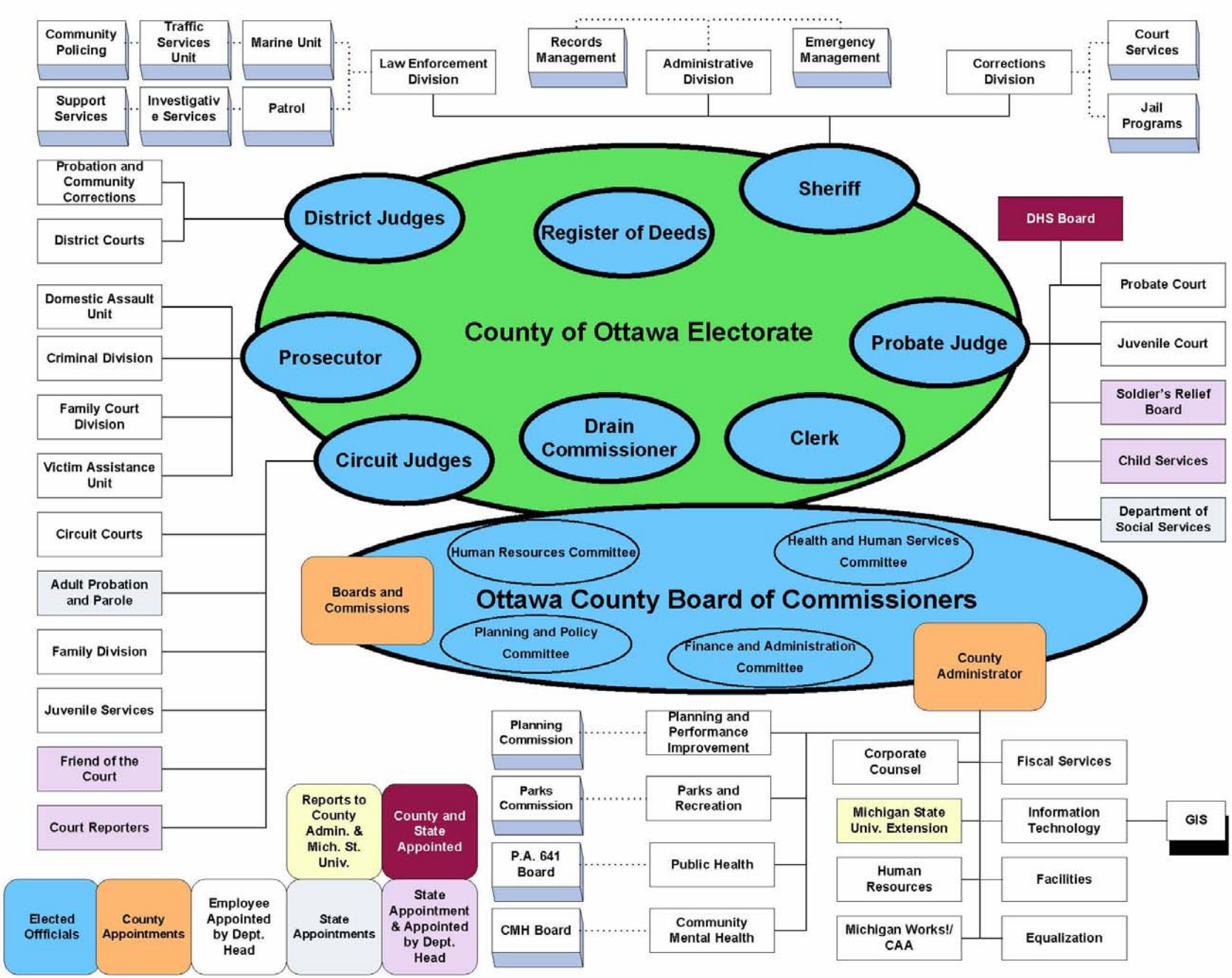
MACPA
Local Government Leadership Summit on Financial Matters

Best Practices in Budgeting

Pre-Budget Process Consensus Building

Alan G. Vanderberg
Ottawa County Administrator

Thursday, December 1, 2011


Community Policing
Traffic Services Unit
Marine Unit
Support Services
Investigative Services
Patrol
Law Enforcement Division
Records Management
Administrative Division
Emergency Management
Corrections Division
Court Services
Jail Programs
Probation and Community Corrections
District Courts
District Judges
Sheriff
Register of Deeds
DHS Board
Probate Court
Juvenile Court
Soldier's Relief Board
Child Services
Department of Social Services
Domestic Assault Unit
Criminal Division
Family Court Division
Victim Assistance Unit
Prosecutor
County of Ottawa Electorate
Probate Judge
Drain Commissioner
Clerk
Circuit Judges
Circuit Courts
Adult Probation and Parole
Family Division
Juvenile Services
Friend of the Court
Court Reporters
Human Resources Committee
Health and Human Services Committee
Boards and Commissions
Ottawa County Board of Commissioners
Planning and Policy Committee
Finance and Administration Committee
County Administrator
Planning Commission
Planning and Performance Improvement
Parks Commission
Parks and Recreation
P.A. 641 Board
Public Health
CMH Board
Community Mental Health
Corporate Counsel
Fiscal Services
Michigan State Univ. Extension
Information Technology
GIS
Human Resources
Facilities
Michigan Works!/ CAA
Equalization
Reports to County Admin. & Mich. St. Univ.
County and State Appointed
Elected Offficials
County Appointments
Employee Appointed by Dept. Head
State Appointments
State Appointment & Appointed by Dept. Head

Ottawa County Overview:

- 8th largest county, by population, in Michigan (261,957)
- 862 full-time employees
- 8 bargaining units
- 29 departments
- Credit Ratings: Fitch Ratings, AAA; Moody's Investors Service, Aaa; and Standard & Poors, AA
- $63,986,817 General Fund budget (compared to $72,671,443 in 2009)
- Calendar year budget

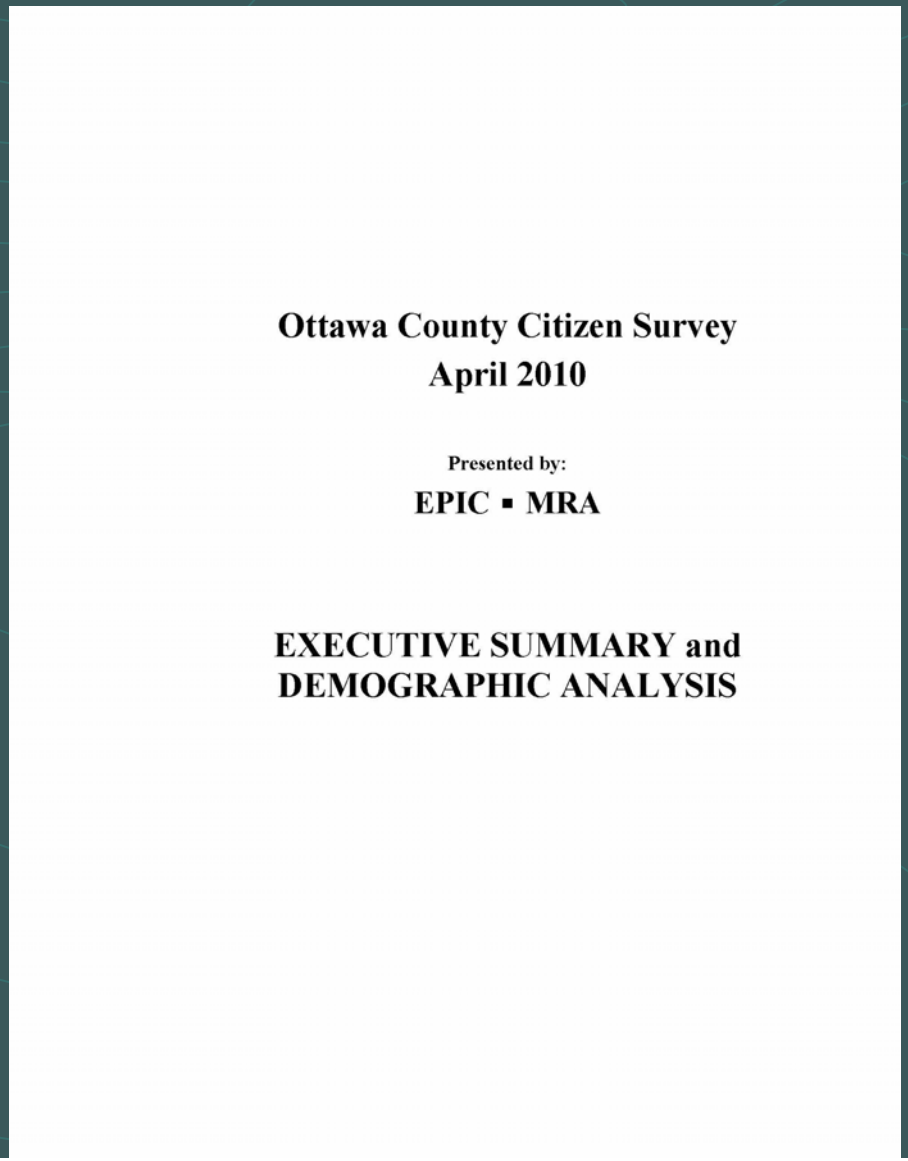
Ottawa County DNA, i.e. “The Ottawa Way”

- Frugal stewardship of public funds
- Outstanding service provision
- Development of innovative solutions replicated around the state
- Public service is a noble profession and those in it are down to earth
- Quality people are elected into office and hired into office

Budget Planning and Consensus Process

- Thought process that happens before doing formal budget process
- Critical framework to improve outcomes later in process
- Rest of budget process very typical of what municipal organizations do to develop budget
- My presentation will focus on the foundation behind the process and not the process itself

Citizen Survey



Ottawa County Citizen Survey
April 2010

Presented by:
EPIC ▪ MRA

EXECUTIVE SUMMARY and
DEMOGRAPHIC ANALYSIS

Employee Survey

Satisfaction with Direct Supervisor and Department Director Support

Direct supervisory support represents a strength for Ottawa County again in 2011, particularly on supervisors being approachable, encouraging innovation, and earning employee trust.

- Compared to 2009, performance is stable on almost all aspects of direct supervisory support.
- Due to significant declines on more than half of measures compared to 2009, employees with the Friend of the Court now report the lowest scores on most aspects related to direct supervisory support, while Health Administration/Health Promotion/Emergency Preparedness have the highest levels of satisfaction. Declines in satisfaction among employees <2 years tenure are also seen on many supervisor related measures.

Improvement from 2009 is seen in Department Directors providing autonomy to make decisions, recognizing contributions, and encouraging innovative thinking, primarily due to gains among employees with >10 years tenure.

- Employees with 6 – 10 years tenure and those in the Developmentally Disabled Service and Corrections department have significantly lower levels of satisfaction with Department Director support, while Administration/Health Promotion/Emergency Preparedness have the highest levels of satisfaction.
- Several employees comment on the need to have documented and consistent policies and procedures.

"Written procedures for system changes before it changes. To be informed of a system change and have it appear in writing and placed in a book where it can be accessed by all at the time of the change is necessary. Things are changing all of the time and many times, only half of the people are aware of it." (Non-supervisor, 6-10 years)

"Written policy and procedures manual so decisions are not "arbitrary" depending on which supervisor you are talking to, letting supports coordinators know clearly when there are changing agency philosophy - just overall less confusion." (Non-supervisor, 6-10 years)

"Recently it has been hard to keep up with all the changes both in procedures and staff. Either keeping things more consistent or having a place to reference current procedures/staff would be extremely helpful." (Non-supervisor, >10 years)

Satisfaction With Job Responsibilities

Satisfaction with all aspects of employee job responsibilities is unchanged compared to 2009.

- Satisfaction with job responsibilities among employees in the Environmental Health department has stabilized in 2011, after declining between 2007 and 2009.
- Support provided by other departments and awareness of how employee roles contribute to Ottawa County's mission continue to be two areas for improvement, as less than half of employees express satisfaction with these two aspects of their job.

Recommendations and Implications

- Focus process change on areas that most strongly influence employee satisfaction, where current performance is relatively low or weakening, such as by:
  - Supporting merit-based promotions and making opportunities for advancement more visible (including promotions from within)
  - Continuing 'brown bag lunches' and other communication forums that promote a feeling of trust among employees, such as the well received communications about the impact of budget issues on employee benefits
  - Ensuring that employees in all departments are able take advantage of training opportunities
  - Having supervisors and county leadership be more specific when communicating the value of each employee and how their role contributes to the overall county mission.
  - Improving consistency in procedures through process documentation
- As soon as feasible, address employee concerns regarding compensation and benefits by re-instating COLA and tuition reimbursement; in the interim consider low-cost 'give-backs' such as flex time (e.g. 4 day/10 hour schedules).
- Focus attention on issues affecting departments that have relatively low employee satisfaction – Corrections, Developmentally Disabled Services and Friend of the Court; apply best practices from other departments that exhibit stronger performance in identified areas.
- Address employee concerns with the quality of the cleaning services at county facilities.
- Continue to re-survey employees on a bi-annual basis to assess performance related to organizational initiatives and goals.

RESULTS OF THE

2nd Quarter 2011 Ottawa County Employee Satisfaction Survey

June 2011

Survey Objective and Response Rate

In 2nd Qtr. 2011, an email invitation to complete an on-line employee satisfaction survey was emailed to all Ottawa County employees to determine current overall job satisfaction and to evaluate the attitudes of employees regarding various aspects of job satisfaction. These results were compared with previous findings to determine how satisfaction and attitudes have changed over time. RDA Group, a private market research and consulting firm, was responsible for collecting and analyzing all survey data.

- Note that care should be taken when comparing 2011 scores to scores from 2009, as the change from a mail to web methodology can have an effect on responses.

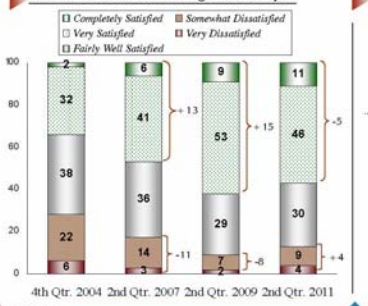
Of the 910 survey invitations that were emailed in 2011, 581 employees completed a survey, for a response rate of 64%, up 21 pct. pts. from 2009.

Overall Satisfaction

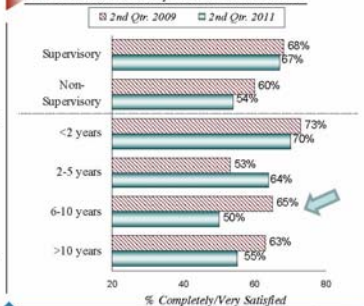
Overall satisfaction among county employees declines in 2011, with fewer employees reporting that they are completely or very satisfied compared to 2009. This is a reversal of the upward trend seen in both 2007 and 2009.

- 57% of Ottawa County employees are completely or very satisfied (vs. 62% in 2009), however this still represents a significant increase from the 2004 baseline score of 34%.
  - Employees with less than 2 years tenure continue to be the most satisfied, while non-supervisory employees and employees with 6 – 10 years tenure have the lowest levels of satisfaction.
  - Employees of the Circuit Court Trail Division continue to have the highest satisfaction (100%) followed by the Equalization/Property Description department (90%). The number of people expressing dissatisfaction in the MI Works! and Information Technology departments increases sharply, with only about ½ of employees in both departments expressing that they are extremely or very satisfied. Corrections and Environmental Health are again among the least satisfied (33% and 39%, respectively).
- The only gains in satisfaction compared to 2009 are seen among employees in the Health: Community Services department. However, satisfaction has eroded among employees with 6-10 years of tenure, and those in working in Holland District Court, Circuit Court Friend of the Court, Information Technology, MI Works! and Law Enforcement.
- The changes/restrictions related to compensation and benefits resulting from the economic reality of county governments appear to be a contributing factor to the degradation of employee satisfaction in 2011.

Overall Satisfaction Among Total Sample



Overall Satisfaction by Position and Tenure



Mandated Services Study

MANDATED AND DISCRETIONARY
FUNCTIONS OF
OTTAWA COUNTY GOVERNMENT

February 2008

Strategic Plan

OTTAWA COUNTY BOARD OF COMMISSIONERS

Strategic Plan and 2011 Business Plan

STRATEGIC PLANNING

Components

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

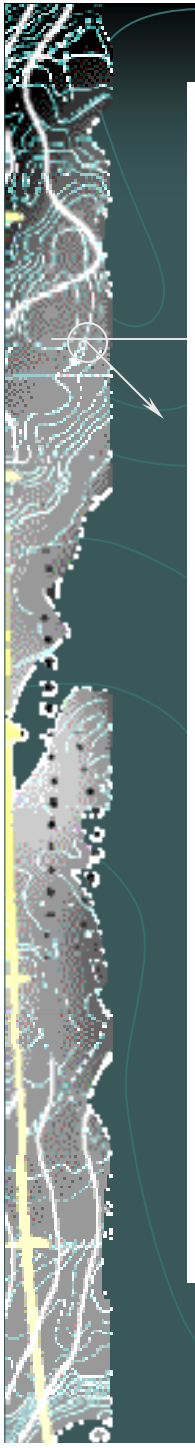
Ottawa County strives to be the location of choice for living, working, and recreation.

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

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

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

1. To maintain and improve the strong financial position of the County.
2. To maintain and enhance communication with citizens, employees and other stakeholders.
3. To contribute to a healthy physical, economic and community environment.
4. To continually improve the County's organization and services.



Business Plan - 2011 Objectives, Deliverables 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.

WHAT DO WE WANT TO DO? | HOW WILL WE KNOW OUR ACTIONS WERE EFFECTIVE?

WHAT WILL WE DO TO GET THERE?

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

Output
Outcome Indicator

Objective 1: Maintain and improve the financial position of the County through legislative advocacy.

- *Advocate to achieve full funding of mandates.*
- *Advocate to achieve the full reinstatement of revenue sharing.*
- *Identify other legislation that impacts our financial position and develop clear position statements on those issues.*
- *Work with our legislative delegation to make our positions clear.*
- *Develop improved communication methods regarding our position statements, including a Dashboard, Dollars and Sense Report and other items requested by the Governor.*
- *Evaluate the value of the lobbyist contract.*

→ Produce documentation clearly outlining our issues.
Conduct a survey of our legislative delegation on various issues.
Post on the website a Dashboard and Dollars and Sense Report.
Lobbyist provides quarterly legislative updates to the Board.

→ Legislation is adopted that more fully funds mandates.
Revenue sharing is not further cut and eventually fully restored.
Positive legislation adopted and negative legislation defeated.
The Board affirms the value of the lobbyist contract.

Objective 2: Implement processes and strategies to address operational budget deficits with pro-active, balanced approaches.

- *Adopt a budget calendar and provide information to the Board necessary to make key decisions.*
- *Identify financial threats and approve strategies to mitigate those threats.*
- *Maintain the health of the County financing tools.*
- *Eliminate operational budget deficits, adopting the budget by the end of October.*

→ Adopt a budget calendar and adhere to established timelines.
Provide information to the Board in a timely fashion.

→ The County financing tools are fully financed.
Budgets are adopted without deficits.

Objective 3: Approve strategies to reduce the negative impact of rising employee benefit costs on the budget.

- *Approve a strategy to move to a defined contribution (DC) plan for new hires.*
- *Report on the possibility to move out of the MERS retirement system.*
- *Approve strategies to contain health benefit costs.*
- *Implement a health management plan.*

→ Board considers a strategy to establish a DC plan for new hires.
Board considers a report on moving out of the MERS system.
Board considers strategies regarding health costs.
Implement a health management plan.

→ Employee benefit costs rise at a rate lower than established benchmarks.

Objective 4: Maintain or improve bond ratings.

- *Continue to address budget deficits with pro-active, balanced approaches.*
- *Present thorough, high-quality information to bond rating agencies.*

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

→ Achieve and maintain the top ratings from all rating agencies.

Ottawa County Board of Commissioners
Business Plan: Deadlines and Resources

	Projected Completion	Resources Assigned
Goal 1: To maintain and improve the strong financial position of the County.		
Objective 1: Maintain and improve the financial position of the County through legislative advocacy.		
Produce documentation clearly outlining our issues.	Ongoing	Administrator, Fiscal Services, Planning, Corporation Counsel
Conduct a survey of our legislative delegation on various issues.	12/31/11	Administrator, Planning
Post on the website a Dashboard and Dollars and Sense Report.	9/1/11	Administrator, Fiscal Services, Planning, IT
Lobbyist provides quarterly legislative updates to the Board.	Ongoing	Administrator, Planning
Objective 2: Implement processes and strategies to deal with operational budget deficits with pro-active, balanced approaches.		
Adopt a budget calendar and adhere to established timelines.	10/31/11	Administrator, Fiscal Services
Provide information to the Board in a timely fashion.	10/31/11	Commissioners, Administrator, Fiscal Services
Objective 3: Approve strategies to reduce the negative impact of rising employee benefit costs on the budget.		
Board considers a strategy to establish a defined contribution (DC) plan for new hires.	12/31/11	Commissioners, Administrator, Human Resources, Fiscal Services
Board considers a report on moving out of the MERS retirement system.	8/1/11	Administrator, Human Resources, Fiscal Services
Board considers strategies regarding health costs.	Ongoing	Commissioners, Administrator, Human Resources, Fiscal Services
Implement a health management plan.	3/1/11	Administrator, Human Resources
Objective 4: Maintain or improve bond ratings.		
Board adopts a balanced budget.	Ongoing	Commissioners, Administrator, Fiscal Services
Meet with bond rating agencies as scheduled.	Ongoing	Administrator, Fiscal Services
Goal 2: To maintain and enhance communication with citizens, employees, & other stakeholders.		
Objective 1: Continue to improve the County website.		
Regularly review the work of the website contractor, tracking metrics and revenue of the website.	Ongoing	Administrator, IT
Board considers the website contract.	10/31/11	Commissioners, Administrator, IT
Objective 2: Review and update a comprehensive communication plan to maximize communication with citizens		
Board considers an updated communications plan.	12/31/11	Commissioners, Administrator, Fiscal Services
Board considers a "Property Tax Dollar" report.	12/31/11	Commissioners, Administrator, Fiscal Services
Conduct citizen budget meetings.	7/1/11	Administrator, Fiscal Services
Objective 3: Continue to develop and implement methods of communicating with employee groups.		
Administration maintains consistency with brown bag luncheons, newsletters, Labor-Management meetings and other means to communicate with employees.	Ongoing	Administrator, Administration Departments
Objective 4: Continue to improve communication with Commissioners.		
Communication methods continue with the Board.	Ongoing	Administrator
Conduct a survey of the Board rating communication.	12/31/11	Administrator
Objective 5: Evaluate communication with other key stakeholders.		
The Board adopts and monitors a legislative action plan.	Ongoing	Commissioners, Administrator, Planning
Quadrant meetings are held on a regular basis.	Ongoing	Administrator

Budget Principles

The Board of Commissioners has adopted and occasionally reviews and amends specific fiscal policies that guide the sustainability of County finances. The rate of County revenue increase continues to diminish due to economic factors including the subprime lending impact on the housing market, dramatically increased fuel and other consumer good prices, increased unemployment and state economic malaise. The following statements summarize principles that will be utilized in order to prepare the 2011 budget.

Budget Principles

- Fund Balance Use
  - Budget the use of fund balance for expenditures that have fund balance reserved or designated for a specific purpose.
  - Budget the use of fund balance if a fund has a fund balance and the historical trends indicate that each year the fund balance has grown due to under expending and that the underlying cause for under expending will continue. The intent would be that fund balance would not be used and the increase in fund balance would be minimized each year.
  - Fund Balances should not be utilized to fund on-going operations.
  - Fund Balances should be utilized to fund one- time expenditures.
  - Fund Balance may be used to bridge a short term funding issue created by an economic condition that is determined to be short term vs. the elimination of programs.
  - Strive to maintain an undesignated fund balance of the lesser of (a) three months of the most recently adopted budget, or (b) 15% of the General Fund's expenditures from the most recently completed audit.

Budget Principles

- Programs and Service to the Citizens
  - It will be the County's intent to continue to provide the highest quality of services to the citizens. Budget reductions will be considered that would eliminate entire programs before reducing the level of funding for all programs evenly across the board.
  - During the last ***five*** budget years, the County has implemented a policy of no new hires that would negatively impact the General Fund's net cost. Staffing requests that are critical to ensure quality and timely service to the citizens will be considered.
  - Program evaluations may be used as a tool to determine the benefit and related costs of specific programs and result in recommendations to continue or eliminate a program.
  - Performance Measurements will be used in the evaluation of programs and services.
  - The County will strive for coordination of human service programs and elimination of programs duplicated or provided by other agencies.

Budget Principles

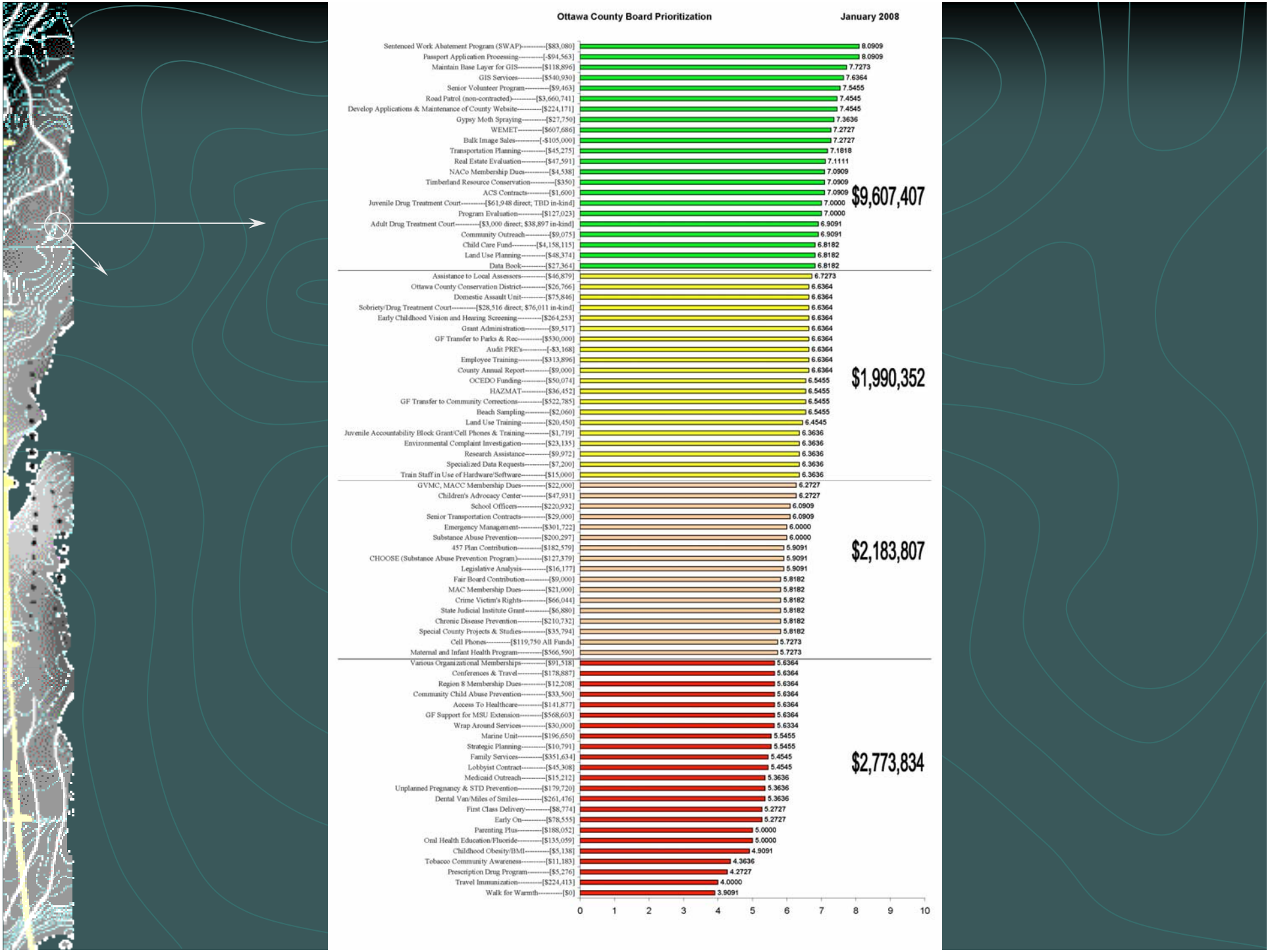
- Mandated and Discretionary Services
  - Discretionary services are ranked by the Board of Commissioners. Programs with the lowest rankings will be reviewed for possible elimination or revamping.
  - The level of service provided for mandated services will be reviewed for possible reductions.

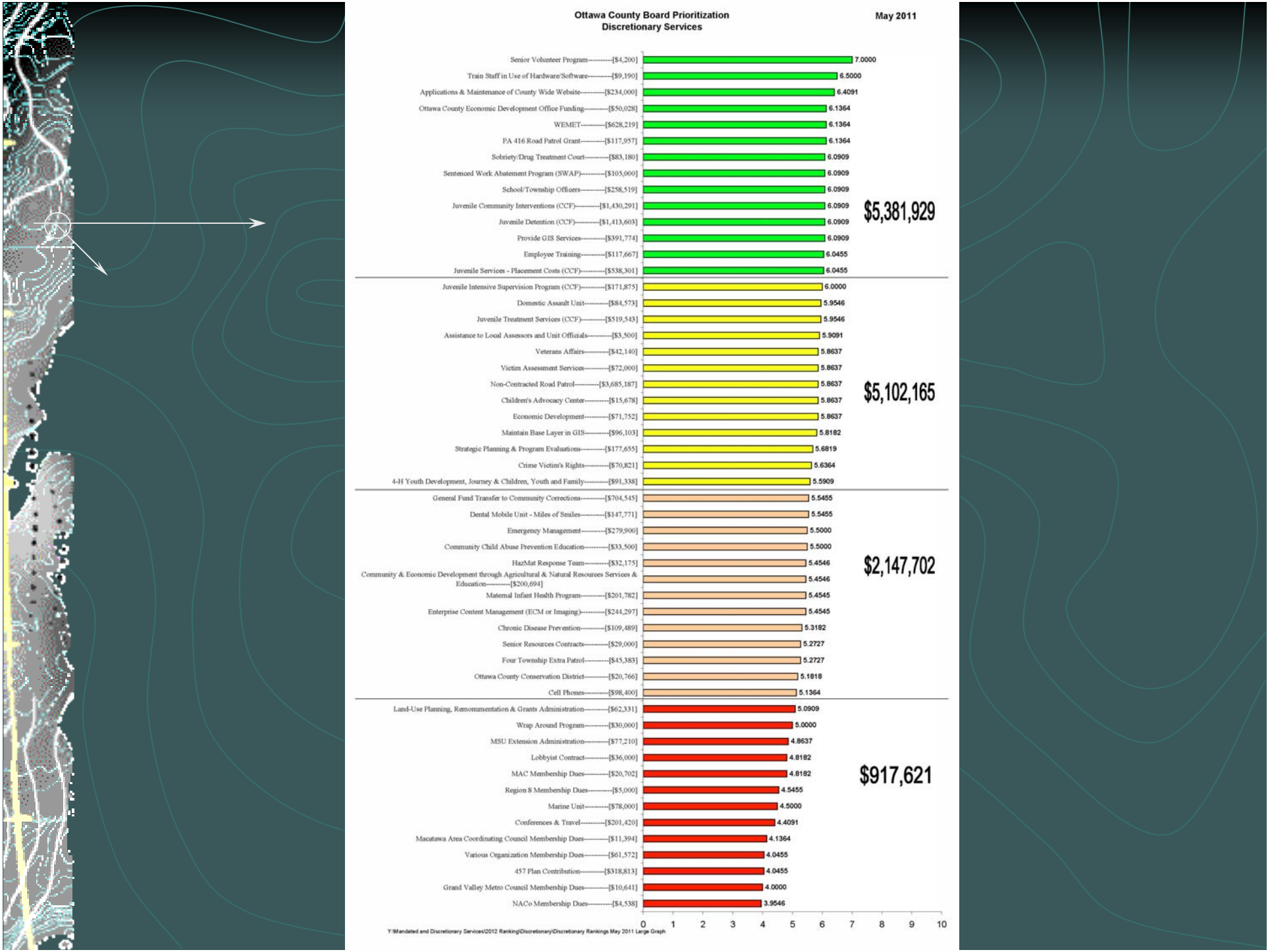
Budget Principles

- Trend Analysis and Forecasting
  - Economic conditions that affect the revenues and/or expenditures will be analyzed to determine the short and/or long term ramifications of the conditions.
  - Trending of original budgets to actual revenues and expenditures will be used to indicate the accuracy of our budget process and to identify budgets that have not been at an acceptable level of accuracy.
  - Five and ten year forecasts will be used to develop future budget plans.
  - Longer range forecasts will be completed annually for all funds identified as Financing Tools.

Discretionary Services Ranking

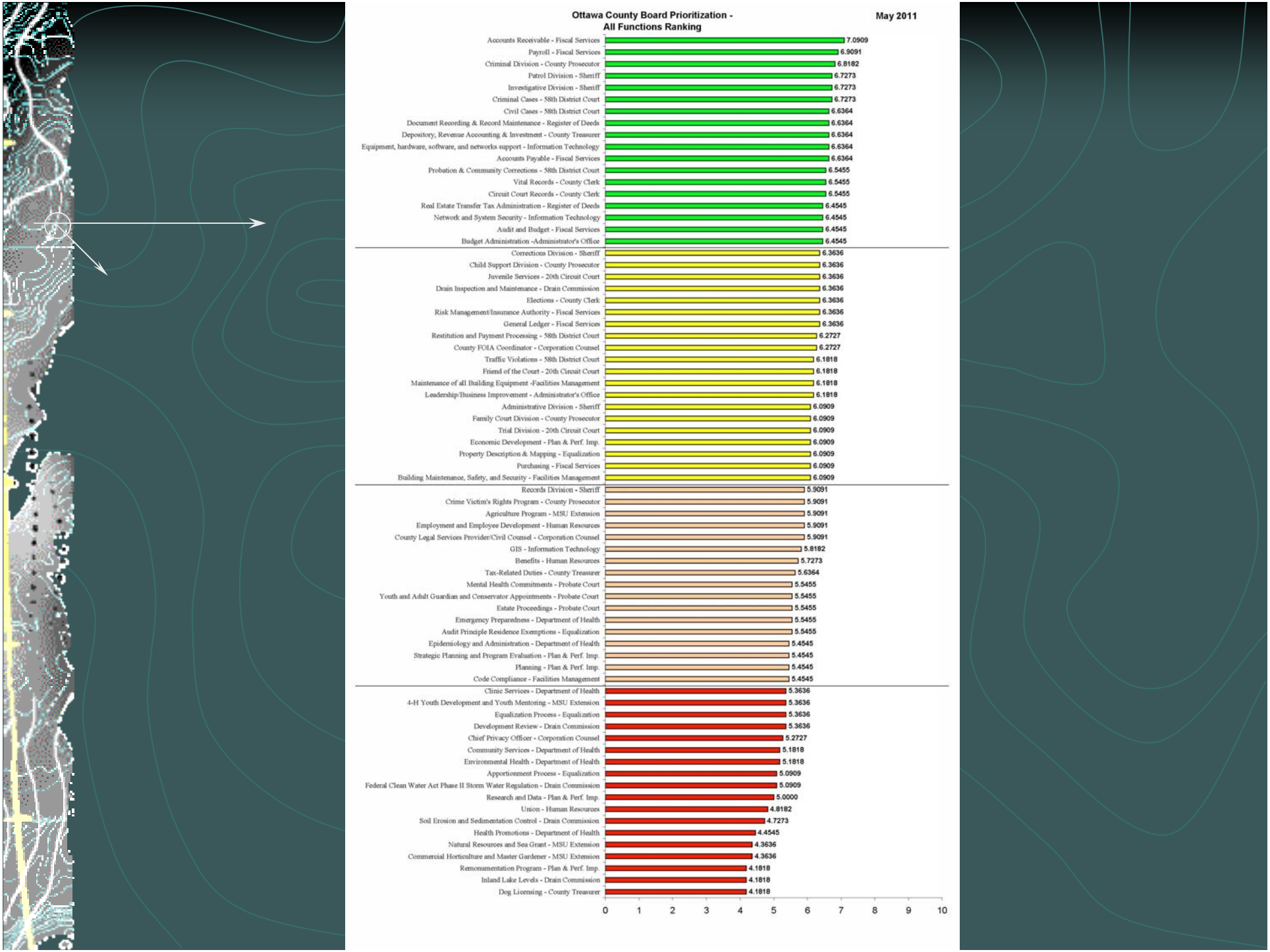
- 2008 Compared to 2011


Ottawa County Board Prioritization
January 2008
Sentenced Work Abatement Program (SWAP)----------[$83,080] 8.0909
Passport Application Processing----------[-$94,563] 8.0909
Maintain Base Layer for GIS----------[$118,896] 7.7273
GIS Services----------[$540,930] 7.6364
Senior Volunteer Program----------[$9,463] 7.5455
Road Patrol (non-contracted)----------[$3,660,741] 7.4545
Develop Applications & Maintenance of County Website----------[$224,171] 7.4545
Gypsy Moth Spraying----------[$27,750] 7.3636
WEMET----------[$607,686] 7.2727
Bulk Image Sales----------[-$105,000] 7.2727
Transportation Planning----------[$45,275] 7.1818
Real Estate Evaluation----------[$47,591] 7.1111
NACo Membership Dues----------[$4,538] 7.0909
Timberland Resource Conservation----------[$350] 7.0909
ACS Contracts----------[$1,600] 7.0909
Juvenile Drug Treatment Court----------[$61,948 direct; TBD in-kind] 7.0000
Program Evaluation----------[$127,023] 7.0000
Adult Drug Treatment Court----------[$3,000 direct; $38,897 in-kind] 6.9091
Community Outreach----------[$9,075] 6.9091
Child Care Fund----------[$4,158,115] 6.8182
Land Use Planning----------[$48,374] 6.8182
Data Book----------[$27,364] 6.8182
$9,607,407
Assistance to Local Assessors----------[$46,879] 6.7273
Ottawa County Conservation District----------[$26,766] 6.6364
Domestic Assault Unit----------[$75,846] 6.6364
Sobriety/Drug Treatment Court----------[$28,516 direct; $76,011 in-kind] 6.6364
Early Childhood Vision and Hearing Screening----------[$264,253] 6.6364
Grant Administration----------[$9,517] 6.6364
GF Transfer to Parks & Rec----------[$530,000] 6.6364
Audit PRE's----------[-$3,168] 6.6364
Employee Training----------[$313,896] 6.6364
County Annual Report----------[$9,000] 6.6364
OCEDO Funding----------[$50,074] 6.5455
HAZMAT----------[$36,452] 6.5455
GF Transfer to Community Corrections----------[$522,785] 6.5455
Beach Sampling----------[$2,060] 6.5455
Land Use Training----------[$20,450] 6.4545
Juvenile Accountability Block Grant/Cell Phones & Training----------[$1,719] 6.3636
Environmental Complaint Investigation----------[$23,135] 6.3636
Research Assistance----------[$9,972] 6.3636
Specialized Data Requests----------[$7,200] 6.3636
Train Staff in Use of Hardware/Software----------[$15,000] 6.3636
$1,990,352
GVMC, MACC Membership Dues----------[$22,000] 6.2727
Children's Advocacy Center----------[$47,931] 6.2727
School Officers----------[$220,932] 6.0909
Senior Transportation Contracts----------[$29,000] 6.0909
Emergency Management----------[$301,722] 6.0000
Substance Abuse Prevention----------[$200,297] 6.0000
457 Plan Contribution----------[$182,579] 5.9091
CHOOSE (Substance Abuse Prevention Program)----------[$127,379] 5.9091
Legislative Analysis----------[$16,177] 5.9091
Fair Board Contribution----------[$9,000] 5.8182
MAC Membership Dues----------[$21,000] 5.8182
Crime Victim's Rights----------[$66,044] 5.8182
State Judicial Institute Grant----------[$6,880] 5.8182
Chronic Disease Prevention----------[$210,732] 5.8182
Special County Projects & Studies----------[$35,794] 5.8182
Cell Phones----------[$119,750 All Funds] 5.7273
Maternal and Infant Health Program----------[$566,590] 5.7273
$2,183,807
Various Organizational Memberships----------[$91,518] 5.6364
Conferences & Travel----------[$178,887] 5.6364
Region 8 Membership Dues----------[$12,208] 5.6364
Community Child Abuse Prevention----------[$33,500] 5.6364
Access To Healthcare----------[$141,877] 5.6364
GF Support for MSU Extension----------[$568,603] 5.6364
Wrap Around Services----------[$30,000] 5.6334
Marine Unit----------[$196,650] 5.5455
Strategic Planning----------[$10,791] 5.5455
Family Services----------[$351,634] 5.4545
Lobbyist Contract----------[$45,308] 5.4545
Medicaid Outreach----------[$15,212] 5.3636
Unplanned Pregnancy & STD Prevention----------[$179,720] 5.3636
Dental Van/Miles of Smiles----------[$261,476] 5.3636
First Class Delivery----------[$8,774] 5.2727
Early On----------[$78,555] 5.2727
Parenting Plus----------[$188,052] 5.0000
Oral Health Education/Fluoride----------[$135,059] 5.0000
Childhood Obesity/BMI----------[$5,138] 4.9091
Tobacco Community Awareness----------[$11,183] 4.3636
Prescription Drug Program----------[$5,276] 4.2727
Travel Immunization----------[$224,413] 4.0000
Walk for Warmth----------[$0] 3.9091
$2,773,834
0 1 2 3 4 5 6 7 8 9 10


Ottawa County Board Prioritization
Discretionary Services
May 2011
Senior Volunteer Program----------[$4,200] 7.0000
Train Staff in Use of Hardware/Software----------[$9,190] 6.5000
Applications & Maintenance of County Wide Website----------[$234,000] 6.4091
Ottawa County Economic Development Office Funding----------[$50,028] 6.1364
WEMET----------[$628,219] 6.1364
PA 416 Road Patrol Grant----------[$117,957] 6.1364
Sobriety/Drug Treatment Court----------[$83,180] 6.0909
Sentenced Work Abatement Program (SWAP)----------[$105,000] 6.0909
School/Township Officers----------[$258,519] 6.0909
Juvenile Community Interventions (CCF)----------[$1,430,291] 6.0909
Juvenile Detention (CCF)----------[$1,413,603] 6.0909
Provide GIS Services----------[$391,774] 6.0909
Employee Training----------[$117,667] 6.0455
Juvenile Services - Placement Costs (CCF)----------[$538,301] 6.0455
$5,381,929
Juvenile Intensive Supervision Program (CCF)----------[$171,875] 6.0000
Domestic Assault Unit----------[$84,573] 5.9546
Juvenile Treatment Services (CCF)----------[$519,543] 5.9546
Assistance to Local Assessors and Unit Officials----------[$3,500] 5.9091
Veterans Affairs----------[$42,140] 5.8637
Victim Assessment Services----------[$72,000] 5.8637
Non-Contracted Road Patrol----------[$3,685,187] 5.8637
Children's Advocacy Center----------[$15,678] 5.8637
Economic Development----------[$71,752] 5.8637
Maintain Base Layer in GIS----------[$96,103] 5.8182
Strategic Planning & Program Evaluations----------[$177,655] 5.6819
Crime Victim's Rights----------[$70,821] 5.6364
4-H Youth Development, Journey & Children, Youth and Family----------[$91,338] 5.5909
$5,102,165
General Fund Transfer to Community Corrections----------[$704,545] 5.5455
Dental Mobile Unit - Miles of Smiles----------[$147,771] 5.5455
Emergency Management----------[$279,900] 5.5000
Community Child Abuse Prevention Education----------[$33,500] 5.5000
HazMat Response Team----------[$32,175] 5.4546
Community & Economic Development through Agricultural & Natural Resources Services & Education----------[$200,694] 5.4546
Maternal Infant Health Program----------[$201,782] 5.4545
Enterprise Content Management (ECM or Imaging)----------[$244,297] 5.4545
Chronic Disease Prevention----------[$109,489] 5.3182
Senior Resources Contracts----------[$29,000] 5.2727
Four Township Extra Patrol----------[$45,383] 5.2727
Ottawa County Conservation District----------[$20,766] 5.1818
Cell Phones----------[$98,400] 5.1364
$2,147,702
Land-Use Planning, Remonumentation & Grants Administration----------[$62,331] 5.0909
Wrap Around Program----------[$30,000] 5.0000
MSU Extension Administration----------[$77,210] 4.8637
Lobbyist Contract----------[$36,000] 4.8182
MAC Membership Dues----------[$20,702] 4.8182
Region 8 Membership Dues----------[$5,000] 4.5455
Marine Unit----------[$78,000] 4.5000
Conferences & Travel----------[$201,420] 4.4091
Macatawa Area Coordinating Council Membership Dues----------[$11,394] 4.1364
Various Organization Membership Dues----------[$61,572] 4.0455
457 Plan Contribution----------[$318,813] 4.0455
Grand Valley Metro Council Membership Dues----------[$10,641] 4.0000
NACo Membership Dues----------[$4,538] 3.9546
$917,621
0 1 2 3 4 5 6 7 8 9 10
Y:\Mandated and Discretionary Services\2012 Ranking\Discretionary\Discretionary Rankings May 2011 Large Graph

Mandated and Discretionary Services Ranking

- 2011


Ottawa County Board Prioritization -
All Functions Ranking
May 2011
Accounts Receivable - Fiscal Services 7.0909
Payroll - Fiscal Services 6.9091
Criminal Division - County Prosecutor 6.8182
Patrol Division - Sheriff 6.7273
Investigative Division - Sheriff 6.7273
Criminal Cases - 58th District Court 6.7273
Civil Cases - 58th District Court 6.6364
Document Recording & Record Maintenance - Register of Deeds 6.6364
Depository, Revenue Accounting & Investment - County Treasurer 6.6364
Equipment, hardware, software, and networks support - Information Technology 6.6364
Accounts Payable - Fiscal Services 6.6364
Probation & Community Corrections - 58th District Court 6.5455
Vital Records - County Clerk 6.5455
Circuit Court Records - County Clerk 6.5455
Real Estate Transfer Tax Administration - Register of Deeds 6.4545
Network and System Security - Information Technology 6.4545
Audit and Budget - Fiscal Services 6.4545
Budget Administration -Administrator's Office 6.4545
Corrections Division - Sheriff 6.3636
Child Support Division - County Prosecutor 6.3636
Juvenile Services - 20th Circuit Court 6.3636
Drain Inspection and Maintenance - Drain Commission 6.3636
Elections - County Clerk 6.3636
Risk Management/Insurance Authority - Fiscal Services 6.3636
General Ledger - Fiscal Services 6.3636
Restitution and Payment Processing - 58th District Court 6.2727
County FOIA Coordinator - Corporation Counsel 6.2727
Traffic Violations - 58th District Court 6.1818
Friend of the Court - 20th Circuit Court 6.1818
Maintenance of all Building Equipment -Facilities Management 6.1818
Leadership/Business Improvement - Administrator's Office 6.1818
Administrative Division - Sheriff 6.0909
Family Court Division - County Prosecutor 6.0909
Trial Division - 20th Circuit Court 6.0909
Economic Development - Plan & Perf. Imp. 6.0909
Property Description & Mapping - Equalization 6.0909
Purchasing - Fiscal Services 6.0909
Building Maintenance, Safety, and Security - Facilities Management 6.0909
Records Division - Sheriff 5.9091
Crime Victim's Rights Program - County Prosecutor 5.9091
Agriculture Program - MSU Extension 5.9091
Employment and Employee Development - Human Resources 5.9091
County Legal Services Provider/Civil Counsel - Corporation Counsel 5.9091
GIS - Information Technology 5.8182
Benefits - Human Resources 5.7273
Tax-Related Duties - County Treasurer 5.6364
Mental Health Commitments - Probate Court 5.5455
Youth and Adult Guardian and Conservator Appointments - Probate Court 5.5455
Estate Proceedings - Probate Court 5.5455
Emergency Preparedness - Department of Health 5.5455
Audit Principle Residence Exemptions - Equalization 5.5455
Epidemiology and Administration - Department of Health 5.4545
Strategic Planning and Program Evaluation - Plan & Perf. Imp. 5.4545
Planning - Plan & Perf. Imp. 5.4545
Code Compliance - Facilities Management 5.4545
Clinic Services - Department of Health 5.3636
4-H Youth Development and Youth Mentoring - MSU Extension 5.3636
Equalization Process - Equalization 5.3636
Development Review - Drain Commission 5.3636
Chief Privacy Officer - Corporation Counsel 5.2727
Community Services - Department of Health 5.1818
Environmental Health - Department of Health 5.1818
Apportionment Process - Equalization 5.0909
Federal Clean Water Act Phase II Storm Water Regulation - Drain Commission 5.0909
Research and Data - Plan & Perf. Imp. 5.0000
Union - Human Resources 4.8182
Soil Erosion and Sedimentation Control - Drain Commission 4.7273
Health Promotions - Department of Health 4.4545
Natural Resources and Sea Grant - MSU Extension 4.3636
Commercial Horticulture and Master Gardener - MSU Extension 4.3636
Remonumentation Program - Plan & Perf. Imp. 4.1818
Inland Lake Levels - Drain Commission 4.1818
Dog Licensing - County Treasurer 4.1818
0 1 2 3 4 5 6 7 8 9 10

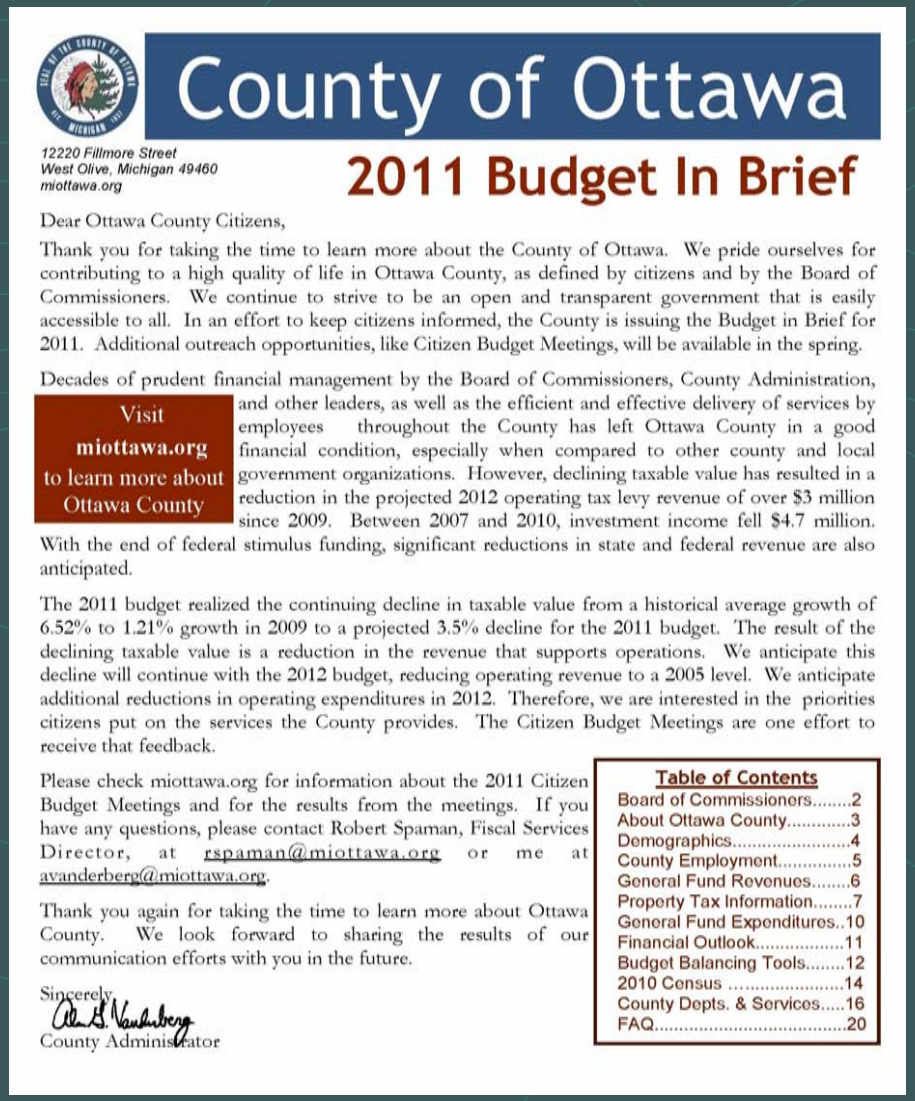
Board of Commissioners Budget Survey

2011 Board Ranking Expenditure Reduction Options					
Fund Balance and One Time Dollars					
	Strongly Agree	Agree	Disagree	Strongly Disagree	Response Count
Diverted Revenue	0.0%	44.4%	33.3%	22.2%	9
Stabilization Fund	18.2%	45.5%	27.3%	9.1%	11
General Fund Balance	0.0%	50.0%	30.0%	20.0%	10
Wage Options					
	Strongly Agree	Agree	Disagree	Strongly Disagree	Response Count
1% Wage Increases	0.0%	0.0%	22.2%	77.8%	9
2% Wage Increases	0.0%	0.0%	0.0%	100.0%	9
1% Wage Reduction	11.1%	22.2%	44.4%	22.2%	9
2% Wage Reduction	11.1%	11.1%	44.4%	33.3%	9
0% Wage Increase	90.9%	9.1%	0.0%	0.0%	11
Lump Sum Payment to Replace Wage Increase	0.0%	22.2%	11.1%	66.7%	9
Furlough Days	0.0%	56.6%	22.2%	22.2%	9
Reduced Business Hours	11.1%	66.7%	0.0%	22.2%	9
Fringe Benefit Options					
	Strongly Agree	Agree	Disagree	Strongly Disagree	Response Count
Elimination of the 457 Plan Match	70.0%	20.0%	10.0%	0.0%	10
Additional Health Plan Changes	30.0%	50.0%	20.0%	0.0%	10
Continued Temporary Suspension of Tuition Reimbursement	45.5%	54.5%	0.0%	0.0%	11
Increase Employee MERS Contribution Requirements	45.5%	54.5%	0.0%	0.0%	11
Other					
	Strongly Agree	Agree	Disagree	Strongly Disagree	Response Count
Additional Travel and Conference Reductions or Elimination	27.3%	36.4%	9.1%	27.3%	11
Employee Training Reductions	9.1%	36.4%	45.5%	9.1%	11
Percentage Reduction in Department Expenditures	0.0%	63.6%	36.4%	0.0%	11
Discretionary Ranking	27.3%	63.6%	9.1%	0.0%	11
All Functions Ranking	10.0%	40.0%	50.0%	0.0%	10
Revenue					
	Strongly Agree	Agree	Disagree	Strongly Disagree	Response Count
Increase Millage	0.0%	0.0%	40.0%	60.0%	10
Increase Fees for Services	18.2%	63.6%	18.2%	0.0%	11

Explaining the Budget

- Budget in Brief
- Citizen Budget Meetings
  - Citizen Input

Budget in Brief



County of Ottawa

12220 Fillmore Street
West Olive, Michigan 49460
miottawa.org

2011 Budget In Brief

Dear Ottawa County Citizens,

Thank you for taking the time to learn more about the County of Ottawa. We pride ourselves for contributing to a high quality of life in Ottawa County, as defined by citizens and by the Board of Commissioners. We continue to strive to be an open and transparent government that is easily accessible to all. In an effort to keep citizens informed, the County is issuing the Budget in Brief for 2011. Additional outreach opportunities, like Citizen Budget Meetings, will be available in the spring.

Visit **miottawa.org** to learn more about Ottawa County

Decades of prudent financial management by the Board of Commissioners, County Administration, and other leaders, as well as the efficient and effective delivery of services by employees throughout the County has left Ottawa County in a good financial condition, especially when compared to other county and local government organizations. However, declining taxable value has resulted in a reduction in the projected 2012 operating tax levy revenue of over $3 million since 2009. Between 2007 and 2010, investment income fell $4.7 million. With the end of federal stimulus funding, significant reductions in state and federal revenue are also anticipated.

The 2011 budget realized the continuing decline in taxable value from a historical average growth of 6.52% to 1.21% growth in 2009 to a projected 3.5% decline for the 2011 budget. The result of the declining taxable value is a reduction in the revenue that supports operations. We anticipate this decline will continue with the 2012 budget, reducing operating revenue to a 2005 level. We anticipate additional reductions in operating expenditures in 2012. Therefore, we are interested in the priorities citizens put on the services the County provides. The Citizen Budget Meetings are one effort to receive that feedback.

Please check miottawa.org for information about the 2011 Citizen Budget Meetings and for the results from the meetings. If you have any questions, please contact Robert Spaman, Fiscal Services Director, at rspaman@miottawa.org or me at avanderberg@miottawa.org.

Thank you again for taking the time to learn more about Ottawa County. We look forward to sharing the results of our communication efforts with you in the future.

Sincerely,
Alan G. Vanderberg
County Administrator

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Citizen Budget Meeting Survey

Category With Sample Programs	High Priority	Medium Priority	Low Priority
Health & Welfare			
Community Mental Health	☐	☐	☐
Services to Mentally Ill			
Services to Developmental Disabled			
Health Department	☐	☐	☐
Food Service Inspections			
Communicable Disease			
Maternal and Infant Health			
Tobacco Prevention			
Juvenile Services	☐	☐	☐
Juvenile Detention			
Community-based Treatment Programs			
Michigan Works and Community Action Agency	☐	☐	☐
Public Safety			
Sheriff	☐	☐	☐
Road Patrol			
Investigations			
Jail			
Emergency Management			
Judicial	☐	☐	☐
Prosecutor			
District and Circuit Court			
Friend of the Court			
Children's Advocacy Center			
General Government			
General Government	☐	☐	☐
Clerk/Register of Deeds			
Treasurer			
Drain Commissioner			
Administrative Offices			
Parks and Recreation	☐	☐	☐
Other	☐	☐	☐
Legislative (Board)			
Economic Development			
Web Site - Information/Payment Processing			
Geographic Information Systems			

What services do you feel are most critical?

_____

_____

_____

_____

_____

What suggestions do you have for the Board of Commissioners and County staff to solve future budget challenges?

_____

_____

_____

_____

_____

Conclusion

- Pre-budget process time spent on developing consensus can reduce conflict and improve outcomes during the budget process.

Questions