

2009 BUDGET
for
OTTAWA COUNTY
GRAND HAVEN, MICHIGAN
www.miottawa.org

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PREPARED BY:
THE FISCAL SERVICES DEPARTMENT

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October 28, 2008

Board of County Commissioners and Citizens of Ottawa County:

Transmitted herein are the 2009 Operating Budgets for County operations. The combined budget, including component units, totals \$241,494,129 and is balanced in that revenues and fund balance in all funds are anticipated to meet or exceed expenditures. The budget is presented in conformance with Public Act 2 of 1968 and in accordance with Public Act 621 of 1978, known as the "Uniform Budget and Accounting Act."

Included in the 2009 document is a User's Reference Guide to assist the reader through the document and address a variety of commonly asked questions and concerns. Also included in the User's Reference Guide is the County's updated strategic plan. Summary information is provided to give the reader a broad overview of the County's 2009 budget. The Revenue Sources section provides information on key revenue sources.

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

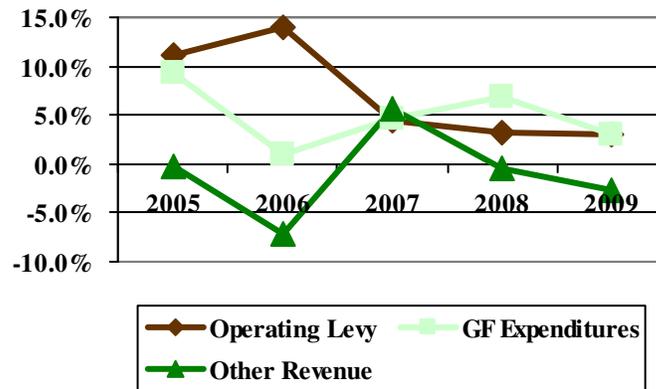
An appendix and an index are also included to provide other information and assist in locating desired information.

FINANCIAL ISSUES

The 2009 budget process focused on providing quality services and programs amidst continued fiscal challenges. Multiple revenue sources are on a flat or declining trend while certain expenditures are increasing in excess of inflation. In addition, the 2009 Budget reflects the success of the initial long term deficit reduction plan developed in 2004 as well as the need for a new deficit reduction plan.

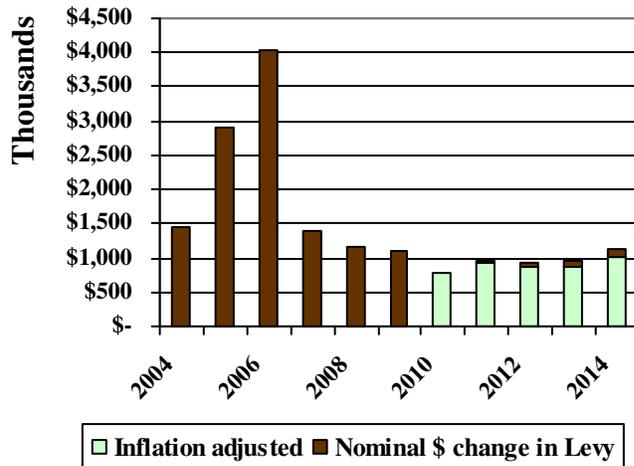
For many years, the County's finances were robust and able to accommodate both mandated services as well as certain discretionary programs approved by the Board of Commissioners. Strong growth in population and by extension, the tax base, provided the necessary funds to cover programs on a consistent basis. However, this trend has changed. The graph below shows the percentage change for the operating levy tax revenue, other revenue, and expenditures for 2005 – 2009:

Trends in General Fund Tax Levy, Other Revenue, and Expenditures



From 2005 – 2007, the increase in the tax revenue from the operating levy (in brown) outpaced the increase in expenditures (in light green). Unfortunately, beginning with 2008, the increase in expenditures is now outpacing the increase in tax revenue. Other revenue is actually on the decline.

Change in Operating Tax Dollars Received



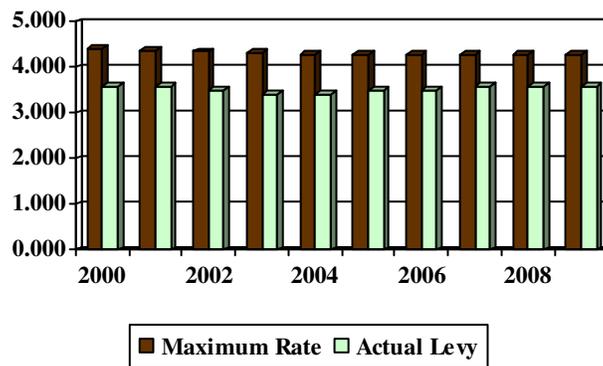
This trend is expected to continue. Although the increases in 2004 – 2006 (particularly 2006) were also affected by the move of the levy from December of the preceding year to July of the budget year, the chart to the left shows a flat trend going forward in this major revenue source. It is important to note that the operating levy increased from 3.5 mills in 2006 to 3.6 mills in 2007 (where it has since remained). In short, since expenditures are projected to rise due to inflationary pressures and increasing demands for

service, the tax base will struggle to accommodate those increases.

Property Tax Revenue and the Citizen Tax Burden: There are several ways to address this trend including increasing the operating tax levy. However, the County remains sensitive to taxpayer contributions. Ottawa County has a maximum tax limit of approximately 4.2650 mills for 2009 County operations. Like most taxpayers and other government entities, Ottawa County has suffered from the economic downturn occurring simultaneously with double-

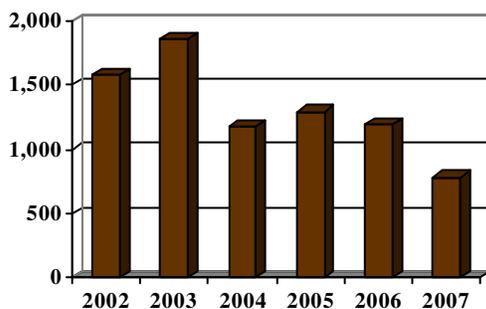
digit increases in certain expenditures. As part of the deficit reduction plan, the County had originally planned to increase the levy by .1 mill to 3.7 mills with the 2009 budget. However, in an effort to reduce the tax burden on County citizens, the Board has chosen to continue to levy the lower 2008 amount - 3.6 mills - for 2009 operations. The County continues to levy well below its legal maximum levy. **Specifically, the difference in the levy from the maximum of 4.2650 mills to 3.6000 mills represents a 16% savings to the taxpayers.** This is the thirteenth consecutive year that the County has levied less than the maximum. The following graph shows a history of the maximum allowable millage rate for County operations versus the actual levy for budget years 2000 - 2009:

Maximum Allowable Levy vs. Actual Levy

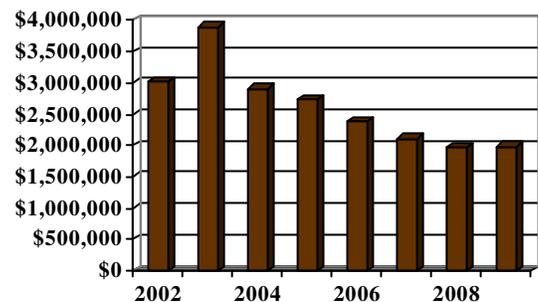


Housing Decline: News reports continue to highlight the decline in the housing market. In addition to the effect on property taxes, this also impacts Register of Deeds revenue. A significant portion of County revenue comes from the Register of Deeds office for fees associated with the recordation of deeds. Specifically, the 2009 budget is nearly \$2 million less than the revenue high recorded in 2003.

Reported Privately Owned Residential Building Permits



Register of Deeds Revenue

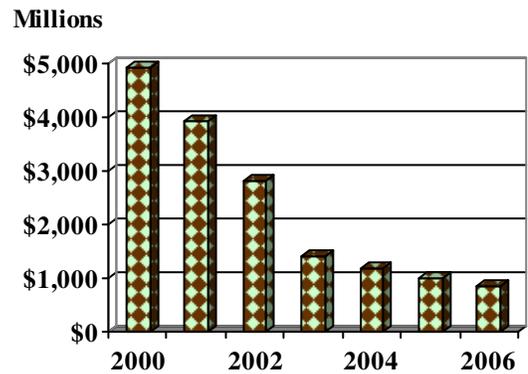


State Funding: The State of Michigan continues to experience major challenges in balancing its budget. These challenges have been ongoing for the last several years. The following information taken from the State of Michigan's Comprehensive Annual Financial Report shows the State's deteriorating position:

State of Michigan Financial Results - 2007
(in thousands)

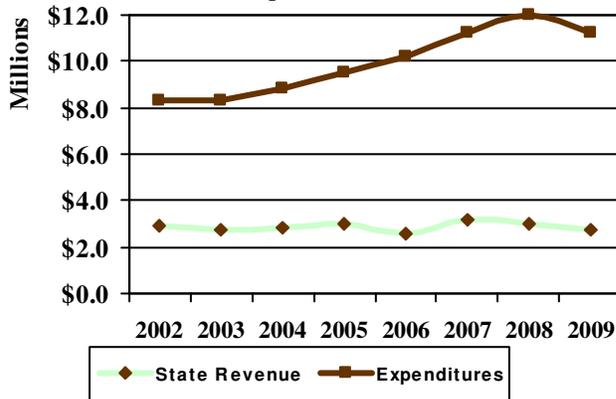
	State General Fund
Total Fund Balance 9/30/05	\$1,453,393,000
Total Fund Balance 9/30/06	\$1,069,240,000
Total Fund Balance 9/30/07	\$982,028
\$ Change in Fund Balance	(\$1,068,257,972)
% Change in Fund Balance	-99.9%
Total Fund Balance 9/30/07	\$982,028
2007 Expenditures	\$24,019,228
2007 Fund Balance as a % of Expenditures	4.1%

State of Michigan Pooled Cash Balance



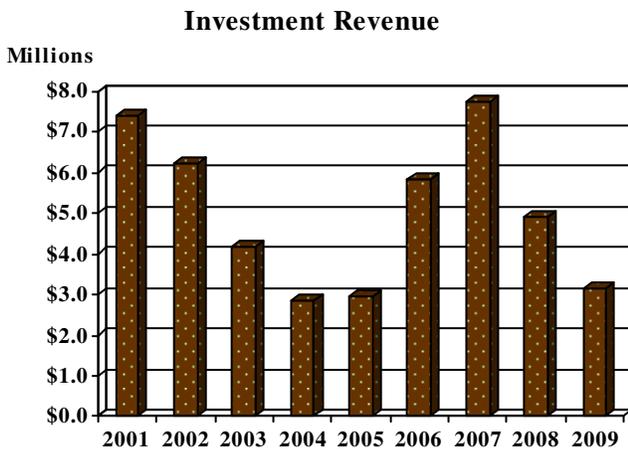
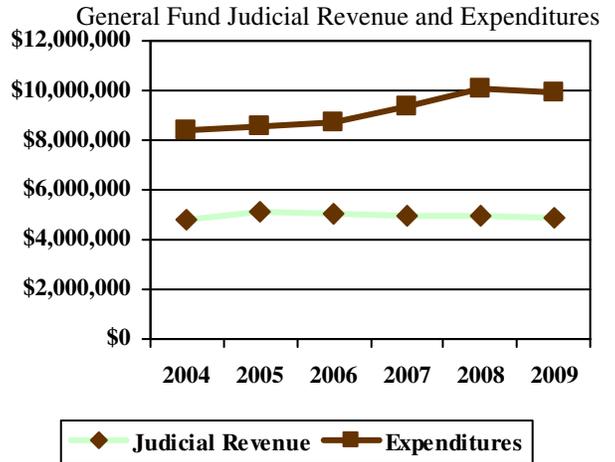
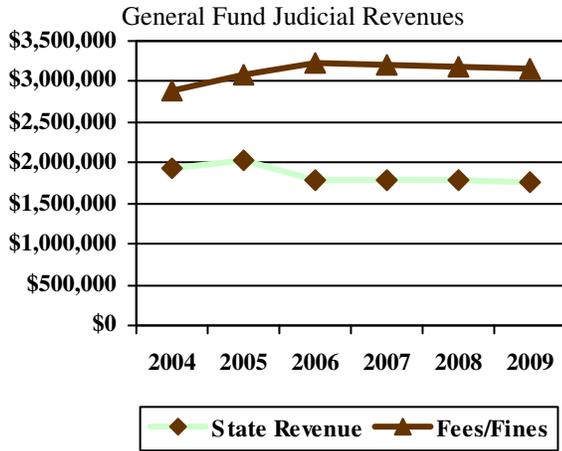
From the table and graph above, it is clear the State is spending down its General Fund equity. Generally, entities are advised to have at least 10-15% of expenditures covered in their fund balance. The State's financial statement indicates 4.1%, but from an ongoing operations standpoint, the news is actually worse than the table above indicates. During 2007, the State General fund received a transfer from the Michigan Tobacco Settlement Finance Authority. The Authority issued asset backed bonds of \$527.9 million to get necessary cash for both the General Fund and the School Aid fund. These are one time dollars. Clearly, the State's financial health is deteriorating. Consequently, the County is anticipating additional funding cuts.

Health Department State Revenue and Total Expenditures



The County receives State funding for a variety of programs, and State funding for Public Health programs is one of the hardest hit areas. Decreases in State funding or flat revenue have resulted in the choice between increasing local funding or eliminating these programs. The graph to the left reflects the State funding changes in relation to expenditures that Ottawa County is experiencing.

Revenues received for judicial functions are also problematic. State revenue and even fines and forfeits are flat to declining. At the same time, expenditures have increased substantially, creating a greater gap for local dollars to fund. The graphs that follow indicate this trend.

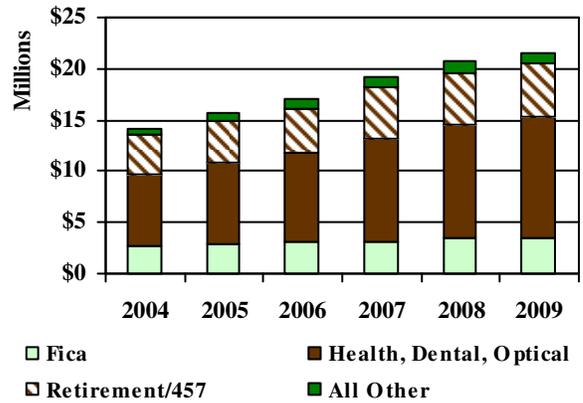


Investment Revenue: Interest revenue includes realized and unrealized capital gains and losses reported through a change in fair value as well as actual interest received. In fiscal year 2001 and prior, the County's portfolio reported significant gains of nearly \$7.4 million dollars (including the Ottawa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

During this period, interest rates reached an all time low. The County's investment portfolio is laddered over a 5 to 7 year period with an average maturity just under 2 years. By laddering the portfolio, the changes in interest rates are averaged in while providing opportunity for swings in fair market value. It is important to note that although the fair value has fallen, the County intends to hold these investments to maturity; therefore, the fair market losses are not expected to be realized. Market values at 12/31/07 were temporarily high, resulting in strong earnings. However, beginning in 2008, cash balances are being reduced as the County funds \$20 million of the Fillmore facility expansion and the new Grand Haven Facility. Assuming an annual return of 4% - 5%, the investment revenue used for operations will decrease by \$800,000 - \$1,000,000 per year for the County as a whole, as projected when the financing plan for the projects was adopted. In addition, market values have suffered during fiscal year 2008. The previous graph illustrates these trends.

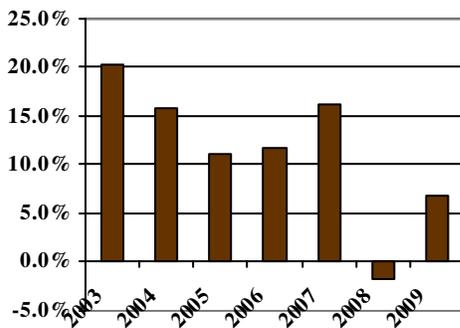
Expenditures: Like most organizations, the County faces continued increases in expenditures, and, over time, these increases negatively impact the provision of services.

Employee Insurance: Employers everywhere have been feeling the pinch of increased health care costs. For several years, Ottawa County saw double digit increases in the cost of health insurance. In the graph to the right, the portion in brown represents the costs for health, dental and optical coverage. These costs are the main drivers in the increase in fringe benefit costs.



To alleviate the impact of rising fringe benefit costs, the County established self-insurance programs several years ago. These programs have softened the blow of increased benefit costs to departments. Unfortunately, the upward pressure on prescription costs as well as general medical care has necessitated that a portion of these costs be passed on to employees. In fact, employee co-pays will increase to 10 percent of the total actuarially determined cost of the coverage over the next two years. In addition, prescription co-pays have also been increased.

Percentage Change in Health, Dental, and Optical Insurance



The County has begun to see the benefit of these changes as evidenced by the graph to the left. 2007 was an anomaly as indicated by the decrease in cost for 2008. The rate for 2009 increased by only 6.8% compared to national trends of 12%. In addition, the Labor Management Cooperation Committee has begun to work on a health care coach disease management plan to help keep claims costs down.

Other Post Employment Benefits: The County implemented Governmental Accounting Standards Board Statement # 45 – Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions, also known as OPEB, with the 2008 budget. Ottawa County has two sources of OPEB. Retirees of certain employee groups receive a credit of \$8-\$10 per month per year of service on their health insurance. In addition, the County allows retirees under age 65 that were hired before January 1, 2008 to purchase health insurance at group rates. For calendar year 2009, the County’s annual required contribution (for all funds) is \$913,000.

Facilities Cost: In July of 2007, the Board of Commissioners approved the revised funding plan for the addition to the Fillmore Complex and the new Courthouse in Grand Haven. The estimated cost for the two projects is \$30 million. The County issued \$10 million in bonds in October of 2007. Total debt service payments for the project are projected to be \$760,000 per year. The County plans to take the payment amounts from the following funds in the indicated proportion:

- Ottawa County, Michigan Insurance Authority - 20%, up to \$150,000/yr
- Telecommunications - 20%, up to \$150,000/yr
- Delinquent Tax Revolving Fund - 20%, up to \$150,000/yr
- Infrastructure - 17%, up to \$125,000/yr
- Public Improvement - 23%, remainder of payment

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

It is important to note that these buildings come with more than just debt repayment costs. The Fillmore project is an expansion, and the new Grand Haven facility is significantly larger than the current one. Accordingly, the costs to operate these buildings will also be higher, permanently increasing operational costs. At the Fillmore Street addition which is approximately 40 percent larger, the building operating budget for 2009 is \$167,000 higher than actual 2007 expenditures, an increase of 25 percent. At the Grand Haven facility, which will be approximately 35 percent larger, only a portion of 2009 will sustain the higher operation costs depending on when construction is finished. The 2009 budget for that facility is \$160,000 higher than actual 2007 expenditures, an increase of 30 percent. Some of these increases are due to projected utility price increases, but a larger portion of the increase is due to the additional square footage. These estimates do not reflect additional buildings and grounds staffing needs which are unknown at this time. Please see the Capital Projects funds section of this document for additional information.

Unfunded Mandates: Unfunded mandates are state or federal legal requirements which result in financial obligations on local governments without corresponding revenue. The concern over unfunded mandates was identified in the County's Strategic Plan and continues to be monitored as new legislation is considered. During 2005, the first draft of the study of mandated and non-mandated services was completed which identifies specific functions in each department that are mandated, non-mandated but necessary and non-mandated discretionary. During 2006, departments were asked to assign costs to the discretionary services. During 2007, the Board of Commissioners completed their first ranking of discretionary services. Two additional rankings have been completed during 2008. The rankings provided an additional tool to identify reductions in the 2009 budget.

Balancing the 2009 Budget: The upward pressure on expenditures combined with flat or decreasing revenue results in a deficit for the 2009 General Fund budget as submitted by departments. Specifically, expenditure requests exceeded projected revenues by nearly \$7.4 million, including personnel requests. Certain corrections and the removal of most personnel requests reduced the gap to \$5.5 million. The 2008 budget submitted by departments came in with expenditures exceeding revenues by under \$2.5 million. The County used a combination of refinement, line reductions and program reductions to balance the budget.

Refinements:

One option to balance the budget was to increase the millage. In fact, the original deficit reduction plan included the millage increasing to 3.7 mills by 2007. However, the County also wanted to avoid a tax increase when its citizens are already suffering from economic conditions.

In addition, the County is facing uncertainties with possible additional cuts in State funding as well as concerns over its tax base. These concerns will likely exist not just in 2009, but also for several years forward. Administration wants to preserve flexibility to deal with potential future problems. Consequently, there is no increase in the tax levy for 2009. However, after additional analysis of the tax base on a parcel by parcel basis by Equalization and Administrative staff, the taxable value was increased from a 1.28% projected increase to a 3.35% projected increase, increasing revenue by \$609,000.

Significant budget balancing came on the expenditure side. Specifically, expenditures were decreased by \$3.1 million. Since the County provides services, the largest portion of its costs are personnel costs. Consequently, anything affecting personnel costs has a major effect on the financial outcomes. Over the past three years, the total position vacancies for the year in the General Fund equate to eight to nine positions vacant for a full year. In addition, the Health department also has historically had significant vacancies. Accordingly, salaries and applicable fringe benefits and were reduced by \$300,000, and the Operating Transfer from the General Fund to the Health fund was reduced by \$75,000 to reflect anticipated vacancies.

Position vacancies are significant, but departmental charges for health insurance are significantly reduced when employees opt out of insurance. For each full time equivalent, a department will be charged \$11,994 for the year. For employees that opt out of health insurance coverage, the amount drops to \$500. In the General Fund, approximately 32 full time equivalents opt out of insurance coverage. In the Health fund, approximately 11 full time equivalents opt out. As a result, the health insurance budgets were decreased by \$330,000 in the General Fund, and the Operating Transfer from the General Fund to the Health fund was reduced by \$120,000 to reflect anticipated health insurance opt outs.

In 2008, the County implemented Governmental Accounting Standards Board statement #45, Accounting and Financial Reporting by Employers for Other Post Employment Benefits Other Than Pensions (OPEB). The County is funding the annual required contribution as determined by the actuary. Based on current claims, the County believes an experience credit on the actuarially determined rates is appropriate. Accordingly, the County reduced the charges to departments by approximately \$454,000. The effect of this reduction on the General Fund was approximately \$297,000. However, the County will transfer the full amount of the annual required contribution of \$913,000 to the trust established for OPEB. The amount not collected from department chargebacks will be paid from the fund balance of the Protected Self-Funded Employee Insurance Fund (Internal Service Fund 6771).

As the budget process advanced, additional information was obtained on programs that resulted in additional refinements. The County share of drain assessments was reduced by \$129,000 to reflect the revised project schedule. In addition, County funding of the Friend of the Court program was reduced by \$186,000 based on changes in the recording of incentive payments. However, the 2009 contribution amounts for the Municipal Employees Retirement System (MERS) were received and required and upward adjustment.

Individual Line Adjustments:

In addition to the above refinements, the County did reduce individual lines. For the most part, these reductions are not anticipated to reduce services or operations. Various divisions of the Family Court included a software development proposal with their 2009 requested budget for which the County costs would have been approximately \$454,000. Significant improvements have been made in the last few years to the Juvenile division computer system, and the proposal was to revamp other Court divisions. However, due primarily to budget concerns, funds for this project were removed. \$500,000 in new financial software had also been requested, but due to budget concerns, the \$100,000 initially budgeted for 2009 was removed until a funding source can be confirmed. In addition, other equipment originally included in the 2009 budget was not recommended, and these items reduced the budget by \$238,000.

Building rent for the Health department was also reduced. The County has paid cash for most building construction in the past and charges departments for the building amortization cost. In the past, the rent charges would remain after the building was fully amortized to reflect the market price for rent. The payments representing the amortization portion were deposited into the Public Improvement fund. These charges have been discontinued, allowing the County to reduce the General Fund operating transfer by \$201,000. In addition, the budgets for conferences and travel were also reduced, generally by 20%.

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

Program Reductions:

The above refinements and line item reductions were not enough to balance the budget. Consequently, Administration and the Board looked at program reductions. Previously, the elimination of programs was due to department efficiency and effectiveness studies or the elimination of redundancies. With the 2009 budget, it was necessary to reduce programs that were functioning well. For several years, the Parks department has had a dedicated millage to fund its operations and provide funds for park development. Upon the start of the millage, the County capped and continued the operating transfer from the General Fund to the Parks department at \$530,000. However, with the 2009 budget, the transfer has been reduced to \$298,370.

The Health department also sustained significant program reductions totaling \$486,000 which eliminates 6.9 full time equivalents. These are in addition to other adjustments used to balance the budget. In identifying the program reductions, the Health Department's goal is to

minimize the impact to the public and preserve the services that are most important to the community and are in the best interest of public health.

The Health department will no longer be delivering services from its Coopersville office effective in 2009, but will still be providing home-based services and immunizations in Coopersville. Further review of Community Mental Health and District Court services located at the Coopersville Health and Human Services facility is occurring and may result in the elimination of all services currently provided at this facility. The County owns the facility and plans to look at options to lease the space. This will allow the County to resume services in Coopersville if a future evaluation reports greater need.

In addition, the Epidemiologist position and most of the associated expenditures have been eliminated for 2009. The County will maintain reporting requirements to the State, but will work with regional and state partners to access basic services. The Fluoride mouth rinse program for school children has been eliminated. Significant reductions have also been made to the Substance Abuse Prevention and Community Health Assessment programs.

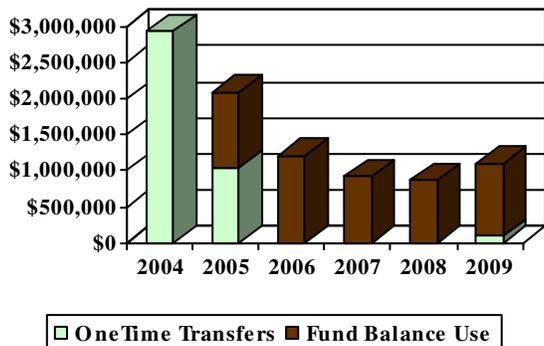
The County had been providing maternal and infant health services to clients not eligible for Medicaid. The Health department will phase this program out to focus on high risk Medicaid eligible clients. The Health department will also discontinue the First Class Delivery program which is aimed at teen-aged women uncomfortable in the traditional prenatal class setting. The hope is the hospitals will address this need in the community. The Health department is also raising fees for the Travel Immunization program and was able to identify other efficiencies that would save money.

After the refinements, line item adjustments, and program reductions were made, the County budget was still \$1.5 million short. Although the County Board has completed multiple rankings of discretionary services in the County, the mandatory services have not been analyzed. The County must fund mandatory services, but the level of service provided is generally not specified. An analysis is underway to allow for a ranking of mandatory services as well. When completed, the mandatory and discretionary rankings together will provide a prioritization for use in County budgeting. Allowing more time for the combined ranking will allow for the possibility that the Board might value the provision of more discretionary services than a mandated service at a specific level. As a result, the 2009 budget is using \$500,000 in one-time dollars from the Compensated Absences fund to delay additional discretionary program cuts until they can be ranked in concert with mandatory programs.

This left the gap between revenues and expenditures at \$1,000,000. In addition to considering tax increases and reducing expenditures, one-time dollars such as fund balance or operating transfers from other funds may be used in the short term to balance the budget. However, it is important to show continued progress in matching operational revenues with operational expenditures. Consequently, the County's goal was to avoid a large increase in fund balance/one-time dollars use. The 2009 budget includes undesignated fund balance use of \$1,000,000 which equates to 1.4% of total expenditures. This compares favorably to the budgeted fund balance use with the 2008 Adopted Budget of \$864,000, the 2007 Adopted Budget of \$925,000 and 2006 Adopted Budget of \$1.2 million.

Historically, at year end, the County's expenditures have come in under budget by a greater percentage. **Consequently, the County does not anticipate a reduction in undesignated fund balance at the end of 2009.** This strategy has been chosen to avoid unnecessary tax increases and program reductions.

General Fund Budget Balancing Strategies



In fact, the County General Fund has been able to significantly decrease its use of fund balance and one time dollars over the past few years. Specifically, the 2004 Budget as adopted included one-time transfers of \$2.9 million for operations. With the 2009 Budget, the non-recurring funding sources total \$1.5 million.

Long-Term Financial Plans: The County's strategic plan addresses the goal of maintaining and improving the financial position of the County. An objective is to identify and develop strategies to address potential financial threats. One method used to identify threats is to project financial activity out five years for the General Fund. The current projections show that expenditures will continue to outpace revenues, reducing the County's fund balance rather quickly if strategies are not developed to address this issue. It is clear that some of the negative revenue trends are not just temporary setbacks, but represent potential permanent operating reductions.

In 2005, the County implemented the following strategies to reduce future operational deficits:

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

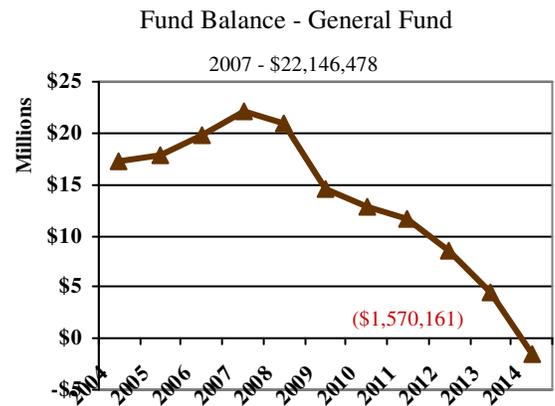
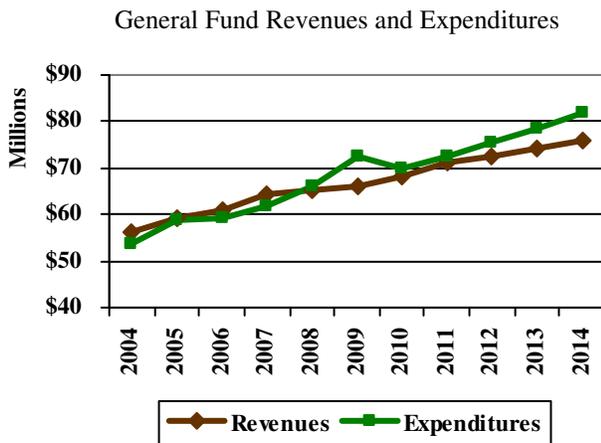
The County has implemented or is in the process of implementation for most of the strategies. The tax levy was increased by .1 mill in 2005, but the County determined they could delay the additional .1 mill increase planned for the 2006 Budget. The rate increased by .1 mill with the 2007 Budget and was held steady for the 2008 and 2009 budgets. However, the difference between what the County could levy and will levy ("the cushion") remains at a healthy \$6.8 million.

As planned, the County did institute a hiring freeze for full time positions funded by the General Fund in the 2006 Budget and extended it into the 2007 and 2008 Budgets. However, based on service demands, 6.3 full time equivalents have been added with the 2009 budget.

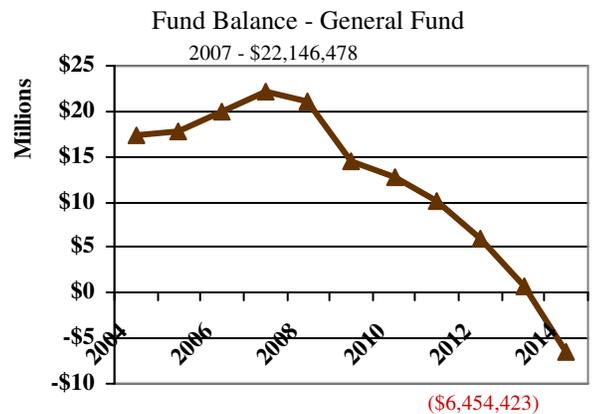
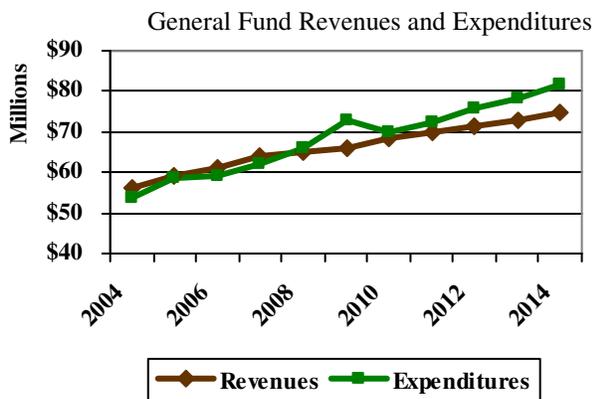
The 2009 insurance co-pay for all employees will increase from 8 percent to 9 percent of the actuarially determined cost effective January 1, 2009. The County's negotiating team has included these co-pay increases in the contracts of the County's bargaining units until they reach 10 percent.

These strategies have positively impacted County finances. However, recent developments on both the revenue and expenditure sides have identified the need for additional response. Tax base concerns and the reinstatement of revenue sharing are of particular concern. The graphs that follow reflect historical trends and future projections under three different scenarios:

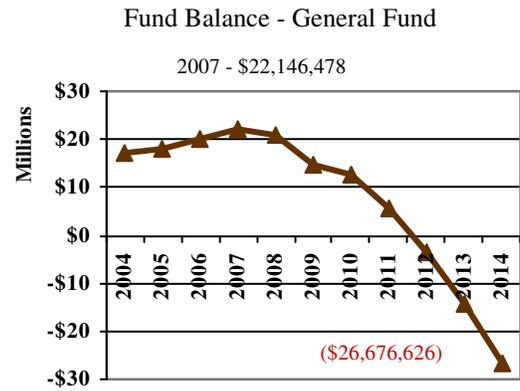
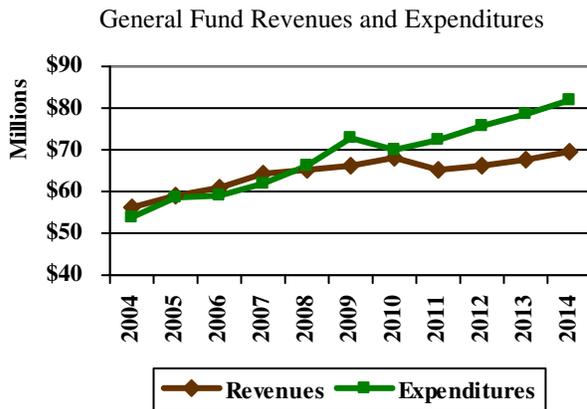
Scenario 1: State Revenue Sharing is not Reinstated; Taxes are Levied at the Maximum



Scenario 2: Revenue Sharing is Reinstated; Tax Levy increases to 3.7 mills in 2010 and Beyond



Scenario 3: Revenue Sharing is Not Reinstated; Tax Levy increases to 3.7 mills in 2010 and Beyond



The current projections indicate a significantly wider gap between operational revenues and operational expenditures. The third scenario reflects the projected outcome if programming and spending remain the same. The reasons for the deterioration follow.

Revenues

Tax Base: Proposal A limits increases in the taxable value of property to the lower of the consumer price index or 5%. This lowered the value on which the County calculates its tax revenue by approximately \$2.1 billion which equates to over \$7.5 million in County operating taxes. Even though home prices are declining, for the majority of home owners they are not yet lower than the taxable value, so the County is seeing increases in the taxable value of property even though the assessed value may be decreasing. However, if home prices continue to fall, the gap between the taxable value and the assessed value will be closed. At that point, the taxable value may remain flat or even decrease.

Concerns that the housing market will not improve in the near future prompted a more thorough evaluation of the tax base. The Revenue Sources section of this document details the process that was developed. The results of the evaluation are as follows:

Year	Projected % Change in Assessed Value (existing property)*			
	Agricultural	Commercial	Industrial	Residential
2010	4.4%	1.4%	.4%	.7%
2011	2.5%	1.3%	.3%	1.1%
2012	2.2%	1.2%	.2%	0.9%
2013	2.2%	1.1%	.2%	0.9%
2014	2.2%	1.0%	(.1%)	1.4%

* Figures do not reflect new construction.

Unlike the east side of the State, Ottawa County is still projecting increases, albeit much smaller, in its total taxable value. However, these increases do not appear to be able to accommodate the projected increases in expenditures.

Recently, the economic downturn has sparked new legislation at the State level to provide property tax relief to citizens. The Michigan House of Representatives passed House Joint Resolution III (HJR III) in early October which would hold property tax assessments flat in any year where the property value dropped. The bill has not been forwarded to the Michigan Senate as of October 28, 2008. The early estimate for the impact of the legislation is that it would reduce Ottawa County tax revenue by approximately \$500,000.

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

Though there have been six counties whose revenue sharing payments have been reinstated, either for a full year or partial year, those payments are not significant enough for other counties to confidently expect reinstatement of their payments. Currently, the State of Michigan has not advanced a plan to reinstate revenue sharing payments to counties upon the depletion of their Revenue Sharing Reserve funds. Ottawa County's Revenue Sharing Reserve Fund will be depleted in 2011 with only \$337,000 in funding projected for the 2011 budget. The current payments from the Revenue Sharing Reserve Fund approximate \$4.6 million, so if these funds are not reinstated, the County will have to make significant adjustments to make up this shortfall.

Retained Earnings: As discussed earlier, the County is contributing significant cash to the Fillmore expansion/Grand Haven building project. The lower cash balances will decrease the amount of investment earnings for the County's operating budget as discussed under investment revenue. At the same time, the project is also decreasing the County's equity. The chart below shows the projected changes in the County's equity:

Fund Type	Total	Total	Total
	Equity	Projected	Projected
	2007	2008	2009
General Fund	\$ 22,146,478	\$ 21,000,668	\$ 14,512,156
Special Revenue Funds	58,686,988	40,759,103	35,119,498
Delinquent Tax Revolving Fund	24,406,620	24,242,273	24,147,522
Internal Service Funds	33,348,990	30,825,980	31,542,830
Total Equity	<u>\$ 138,589,076</u>	<u>\$ 116,828,024</u>	<u>\$ 105,322,006</u>

Not all of the decrease in equity is due to the building project. In particular, the Revenue Sharing Reserve fund (discussed earlier) is responsible for \$4.5 million of the decrease in the Special Revenue Funds. These are significant decreases in equity and can affect the County's flexibility. However, in the case of certain funds, balances were allowed to increase specifically to provide funds for building projects. Consequently, the County still has considerable equity in relation to expenditures. The table that follows illustrates this point:

	2009 Budgeted Expenditures	Less 2009 Transfers to Building Project	Estimated Operational Expenditures	Estimated Equity	Equity as a % of Expenditures
General Fund	\$ 72,671,443	\$ (5,585,000)	\$ 67,086,443	\$ 14,512,156	21.6%
Special Revenue Funds	79,511,235	(415,000)	79,096,235	35,119,498	44.4%
Delinquent Tax Revolving Fund *	2,804,664	-	2,804,664	24,147,522	861.0%
Internal Services Funds	20,525,203	-	20,525,203	31,542,830	153.7%
	<u>\$ 175,512,545</u>	<u>\$ (6,000,000)</u>	<u>\$ 169,512,545</u>	<u>\$ 105,322,006</u>	<u>62.1%</u>

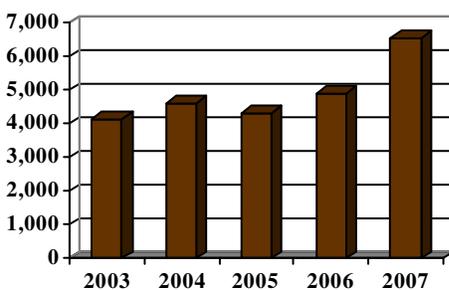
* It is important to note that the fund balance in the Delinquent Tax Revolving fund is significantly more than the cash balance since the fund has a large receivable (\$7.8 million at 12/31/07).

Financial entities should ideally have sufficient fund balance to cover 10-15 percent of expenditures. The County continues to exceed this standard. Although a significant portion of the equity is not available for operations or is designated in some way, the County still retains an excellent financial position.

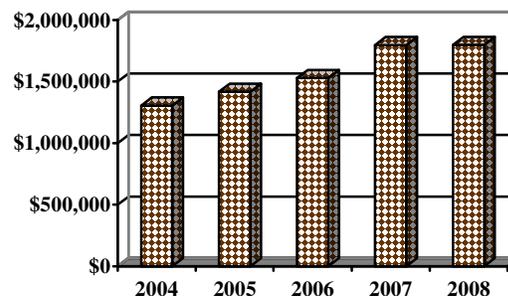
Expenditures

General Economic Concerns: For a few years now, Ottawa County has felt the recession in the State of Michigan. However, there are clear indications that the economy for the nation as a whole is troubled. Government services are generally in greater demand during difficult economic times. As people lose their jobs and insurance, they are more likely to come to the Health Department and Community Mental Health for services. Service demands in the Sheriff's office also tend to increase with economic downturn. As people lose their jobs, they default on loans, rent and other obligations, increasing civil claims in the District Court. Defendants in criminal cases in the District and Civil Courts are more likely to request attorney representation which the County is obligated to provide for free if defendants meet eligibility requirements.

District Court General Civil Cases



Indigent Legal Costs



Other Post Employment Benefits (OPEB): Another concern the County is addressing is Other Post Employment Benefits (OPEB). Beginning in 2008, the Governmental Accounting Standards Board will require the County to report the portion of OPEB that has not been funded on the financial statements. For Ottawa County, the majority of the estimated actuarial OPEB liability is the result of the implicit subsidy the County provides by allowing retirees to buy health insurance at the weighted average rate. In addition, the County also provides a credit on health insurance premiums based on years of service. The preliminary actuary report estimated the *net* annual costs to fund the liability at approximately \$2 million per year. This cost was unacceptable to the Board of Commissioners. As a result, in September of 2007, the board took three separate actions to reduce the County's liability:

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

These three actions had a major impact on the County's OPEB costs. Specifically, the annual required contribution was reduced from over \$2 million to \$920,000 for 2008. Additional options are under review at this time. The Board is funding the full annual required contribution in 2008 and 2009. The 2009 required contribution is \$913,000 and is included in the budget.

Pending Legislation Affecting the Child Care Fund: During 2008, a settlement was reached between the State of Michigan and Children's Rights, Inc., an advocacy group based in New York, regarding the death of five children placed in Michigan foster care homes. The terms of the settlement include that all foster home placements must occur in licensed homes. In general, in Ottawa County, youth placed with family are typically in unlicensed homes and youth in non-family placements are in licensed homes. This arrangement has been the result of a State focus on keeping youth in the homes of relatives as much as possible so the change to require all placements to occur in licensed homes is a shift of policy at the State level as a result of the settlement of the lawsuit. Early estimates place the cost to the County at \$500,000 annually.

A second requirement of the settlement usurps local control. The bottom line of this change is a transfer of Child Care Fund responsibilities currently managed by the Court and County to a new Child Welfare Director who would not be responsible to the Court, County or even the local Department of Human Services Board, but to State officials. This is a significant reduction in local control. Though this provision currently applies to only to Michigan's five largest counties, if deemed successful, it very likely will apply to other Michigan counties. The County is analyzing this as a potential Headlee Act violation and will be in contact with other counties and Michigan Association of Counties on this issue.

Revised Five Year Deficit Reduction Plan: Currently, Administration is developing a new five year deficit reduction plan to address the current projections. Specific strategies include:

- Continue a General Fund hiring freeze for new, full-time positions that have a net increase for the General Fund. Consideration will be given for positions that have an impact on service delivery
- Maintain five year projections with variables such as revenue sharing, commodity costs, millage rates, and funding sources to strategically determine the most fiscally responsible plan for millage increases and expenditure reductions
- Continue program evaluations to determine the costs and benefits provided by programs as a basis for the possible elimination or restructuring of programs that are not performing effectively and efficiently
- Review the potential elimination of the MERS defined benefit retirement system for new hires and replace it with a defined contribution benefit
- Annual review of health insurance plan for appropriate changes and the implementation of a health management plan
- Review and analysis of other fringe benefit costs
- Departmental efficiency studies to reduce costs
- Secure funding for technological advances that will create efficiencies and reduce future costs
- Comprehensive analysis of services provided by the County's departments and outside agencies to eliminate redundancy of services provided
- Performance measurements and ranking of mandated and discretionary services will be used in the analysis of programs for possible budgetary reductions
- Implementation of the Budget Principals approved by the Board of Commissioners to guide budget decisions

Financing Tools that Help Address Concerns:

In addition, as budgeting becomes increasingly difficult, it is important to have alternate funding sources available. Long-term financial planning is addressed extensively in the County's Strategic Plan. The County Board adopted fiscal policies and procedures which specifically address the County's long-term financial needs through various Financing Tools which partially provide alternative funding sources. Funding provided by the Financing Tools for the 2009 Budget is as follows:

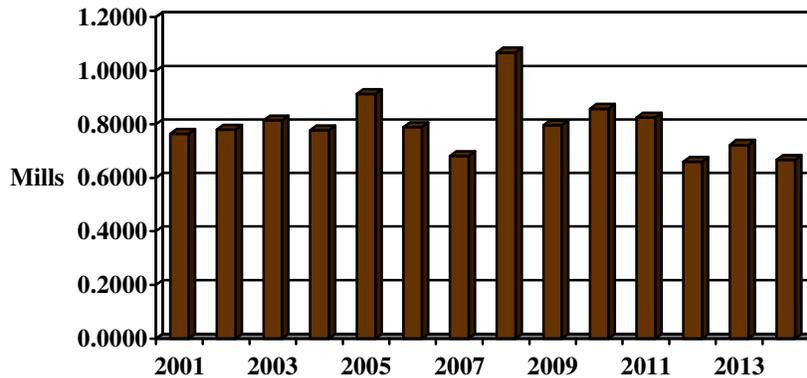
- Solid Waste Clean-up Fund (2271) is continuing to pay the clean-up costs on the Southwest Ottawa Landfill (\$198,000). In addition, the State of Michigan approved the County's plan to recap the landfill and upgrade the groundwater purging system. The 2009 Budget includes \$100,000 to complete the groundwater purging system upgrade that began in 2005. The

balance of the funds for the landfill capping has been reimbursed from the Ottawa County, Michigan Insurance Authority.

- Infrastructure Fund (2444) is estimated to have approximately \$300,000 in cash available for projects requested by municipalities at the start of 2009. In 2004, the fund made loans to Allendale Township to construct municipal utilities for a new development. The Board also approved giving the Road Commission \$600,000 toward the construction of a new bridge for River Avenue in the City of Holland. In 2005, the fund loaned Tallmadge Township \$950,000 for an infrastructure project. In 2006, the fund loaned the City of Coopersville \$500,000. An additional \$371,000 is planned to be distributed in 2008 or 2009 for infrastructure improvements in Jamestown Township. Beginning in 2008, the fund is also contributing \$125,000 per year toward the Fillmore expansion/Grand Haven building project for debt service payments. These payments will continue for 20 years.
- Public Improvement Fund (2450) includes \$300,000 available for any building construction/renovation projects that may be identified in 2009. In addition, the 2009 budget includes a portion of the estimated debt service payments for the bonds issued in 2007 for the Fillmore/Grand Haven project. Specifically, the fund is contributing approximately \$188,000 per year towards the debt service payments of the next 20 years. In addition, in 2009, the fund will also contribute approximately \$415,000 towards the construction costs of the Fillmore/Grand Haven project. The use of this cash effectively allows us to borrow less, reducing annual debt service payments.
- Stabilization Fund (2570) is providing the General Fund with \$214,000 in interest earnings. In addition, the fund provides additional flexibility to deal with unexpected occurrences that have the potential to negatively impact finances.
- Delinquent Tax Revolving Fund (5160) is funding bond payments of \$2.6 million on four bond issues. Beginning in 2009, the fund is also contributing \$150,000 per year towards the debt service payments of the next 20 years for the Fillmore/Grand Haven project bond issue.
- Duplicating (6450), Telecommunications (6550), and Equipment Pool Funds (6641) provide equipment replacement and enhancement funding. The total amount of equipment requested from these funds in 2009 is just under \$810,000. Telecommunications is also contributing approximately \$150,000 per year for debt service requirements on the Fillmore/Grand Haven project.

The Financing Tools play a major role in reducing our tax levy. The amount for 2009 equates to 0.7963 mills. The graph that follows shows the benefits, in lieu of millage, that the financing tools provide:

Summary of Financing Tools Benefits Equated to Mills

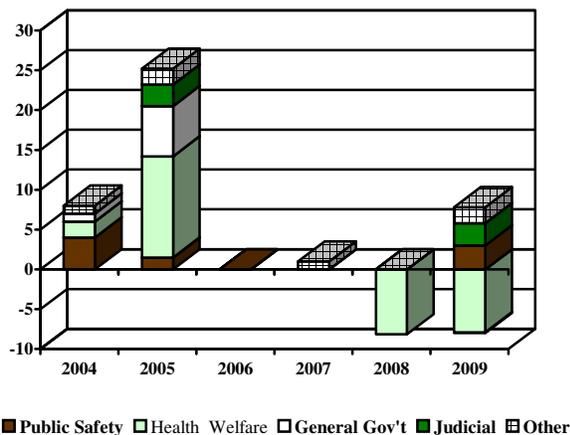


PROGRAMMATIC ISSUES

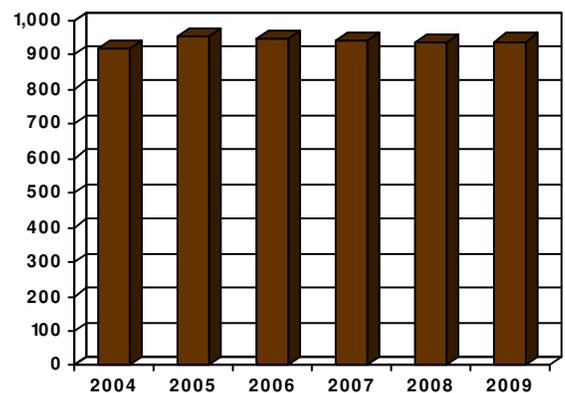
Staffing Needs: Every year, the budget process produces requests for additional employees from departments. Since Ottawa County is one of the fastest growing counties in the State of Michigan (with a population growth of nearly 30,000 during the past 10 years), additional service demands have been recognized. Due to the budgetary concerns of recent years, the County imposed a General Fund hiring freeze for the 2006, 2007, and 2008 budgets. The hiring freeze affected requests for new permanent, full-time positions that would represent a net increase in General Fund expenditures unless the position is required for a new facility or to meet critical citizen service needs. Due to increased service demands and community policing contractual requirements, the County is adding 6.3 full time equivalents in 2009. However, the reductions made in other departments essentially keep the total number of full time equivalents steady.

In addition, some positions are approved during the year as the need arises, especially grant positions which are sunset at the end of the grant. The graphs that follow show the increase in total full time equivalents in the County for 2004 - 2009 added through the budget process and the total number of full time equivalents for 2004 - 2009:

Positions Added by Function 2004-2009



Ottawa County Full Time Equivalents



The 2009 budget process resulted in a slight increase of .8 full time equivalents over all, but positions funded by the General Fund decreased by 1.2 full time equivalents. Positions totaling 8.3 full time equivalents were added with the budget process, but 5.9 full time equivalents were eliminated from the Health Department, and funding for one other Health full time equivalent has been suspended. In addition, a case worker in the Parenting Plus program has been eliminated based on program needs, and a .6 full time equivalent has been eliminated from Michigan State Cooperative Extension due to grant reductions.

Equipment/Technology Needs: Although the County has been conservative with personnel additions, it has taken steps to help departments complete their work more efficiently. In many cases, the County, through the implementation and use of technology, has delayed or eliminated the hiring of additional staff. There are four major technology initiatives underway that will improve efficiency and/or enhance service.

First, the Court Imaging system was initiated in 2005, and as implementation continues, additional efficiencies are noted. Electronic Content Management (ECM) has automated document processing in 11 Justice Departments. Future plans include receipting electronic documents, and expanding ECM into other departments. A total of \$155,000 is included in the 2009 budget for ECM support and training. Benefits realized include:

1. Faster document processing.
2. Faster file retrieval and file sharing.
3. Reduced postage cost.
4. Detailed audit trails on all document usage.
5. Increased accuracy.

The new system also replaced a legacy system in Community Mental Health. Plans have been developed for Environmental Health and Human Resources.

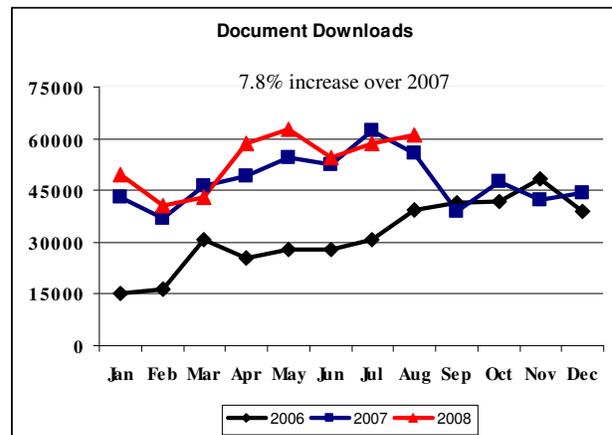
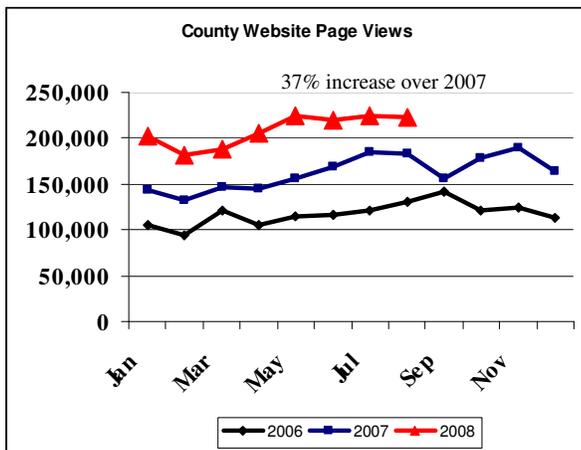
Second, the 2009 budget includes \$370,000 for new software in the Register of Deeds office funded from the recording fees that the State has designated for use in Register of Deeds Technology. The current software has provided a fully integrated document management system, electronic recording and internet services. In contracting for the next Land Management Document system, the County hopes to maintain the same efficiencies currently developed, or, in some instances, improve the current technology.

The third technology initiative involves the CourtStream initiative for the Juvenile Division of the Family Court which began in 2005. The County has spent over \$1 million to develop and implement the project. Specifically, the CourtStream efforts included programming enhancements to the existing Case Management System, design of the Detention application, design of the integration component between CourtStream and the County Justice System, documentation of business specifications for a Court Scheduling System and documentation of business specifications for a Collections System. The integration application eliminated dual entry which had been required to maintain the two independent systems: CourtStream and County Justice.

The Case Management Enhancements have automated previously manual processes and added external agencies allowing them to look up relevant information and reducing the time required by County Juvenile Services staff to respond to information requests. The Detention application has automated previously manual workflows and through the analysis process has reduced the number of forms used to only those requiring signature (approximately a 70% reduction in paper forms). The Detention application (Pre-Intake portion) was implemented in late 2007 along with Integration and the remaining Case Management Enhancements.

The County pays an annual hosting fee of \$36,720 which is included in the 2009 budget. Additional enhancements to the existing applications and the development of new modules are proposed, including a collections module. Additional Counties are now using the Juvenile Detention module. It is felt that further investment in the Juvenile Case Management System will increase participation and cost sharing by other Counties. The County is waiting to see what royalty income it will receive from the detention modules sold as means to fund additional enhancements. Other funding options are also under consideration.

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

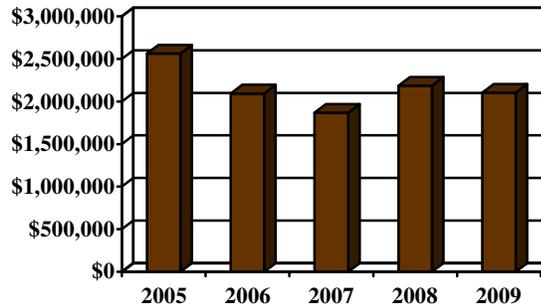


More services are planned for the website; anticipated features to be added over the next 12 months include:

- Juvenile Court Payments
- Dog License Update
- Delinquent Tax Payment
- Parks Water Conditions Reporting
- Marriage & Death Record Order/Genealogy
- Weekly School Disease Reporting
- Park Reservation Update
- Deeds Search
- Jail Bed & Board Payments
- Business Name Search

In addition to the initiatives above, the 2009 Budget includes approximately \$2.1 million for other equipment and technology needs. The following graph shows the dollar amount of equipment added each year from 2005 to 2009 during the budget process:

History of Approved Equipment



BOARD GOALS

Goals and objectives were identified by the Board of Commissioners in a strategic/business plan adopted in March, 2006 and updated in January, 2008. Many different programs and areas are included. The section that follows discusses goals and objectives that are specifically addressed in the 2007, 2008 or 2009 Budget.

Financial Stability:

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

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

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

Objective: Identify and develop a plan for funding legacy costs

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

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

Objective: Implement consistent wage and classification study process

Objective: Maintain or improve bond ratings

Budget Ramifications: The 2009 budget includes \$44,000 for a lobbyist to represent the County on legislative matters. Although the 2009 Budget reflects an undesignated fund balance use of \$1,000,000, the County does not anticipate an *actual* fund balance use based on past expenditures patterns. The 2009 Budget fund balance use figure is in line with the fund balance use originally adopted in 2007 and 2008. In addition, the 2006 hiring freeze was extended into 2007 and 2008 for positions affecting the General Fund. Although a few positions were approved for 2009, budget reductions to other departments resulted in a net reduction in full time equivalents. Administration is currently refining additional components to the five year deficit reduction plan.

Also, during 2007, the County Board approved changes to retiree health care benefits (discussed previously). These changes significantly reduced the County's liability for OPEB.

The 2009 budget includes \$913,000 to fund the annual required contribution for OPEB. The County is still considering options for changes to the retirement plan. Currently, all employees have a defined benefit plan, but, in 2008, the County is spending \$18,000 for actuary calculations on closing the defined benefit plan to new hires and changing the retirement benefit of new hires to a defined contribution plan. Following the receipt of the actuary study, a report including the pros and cons of this change will be provided to Commissioners for consideration. During 2008, the County has contracted with West Michigan Compensation to review every job classification in the County, and the 2009 budget includes \$150,000 to accommodate potential changes from the study. The other objectives have already been met or are ongoing.

Communication:

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

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

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

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

Objective: Identify and implement methods of communication with employee groups

Objective: Identify and appoint the best applicants to boards and commissions

Objective: Strengthen role in state and national professional organizations

Budget Ramifications: One of the scenarios included in the five year General Fund projections is that revenue sharing would not be reinstated. This was done to raise awareness to the financial ramifications should this occur. During 2008, a new citizen survey (\$20,000) was conducted to rate the success of efforts to address several communication objectives, and the results of the study have just been obtained and are under analysis. In addition, the 2009 Budget includes \$243,000 for miottawa.org maintenance and development of new services discussed previously under “Technology.” The 2009 Budget also includes \$8,000 for an annual report to the citizens.

With the 2009 budget process, staff in the Administrator’s office reviewed department goals, objectives and performance measures for continued refinement. In an effort to obtain the best applicants for County boards and commissions, a database has been initiated to manage the appointment process. Human Resources has included in its training initiatives seminars conducted by Human Resources staff to educate employees about their benefits.

Last, several staff and Commissioners hold leadership roles on state and national professional association boards and committees. Some of these associations follow:

Employee/Official	Position	Agency	Agency Position
Alan Vanderberg	County Administrator	MI Local Government Management Association	Vice-President
Alan Vanderberg	County Administrator	MI Association of County Administrative Officers	Treasurer
Donald Disselkoen	Commissioner	MI Department of Transportation Asset Management Council	Council Member
Joyce Kortman	Commissioner	MI Association of Counties, Health Committee	Committee Member
Joyce Kortman	Commissioner	National Association of Counties, Rural Action Caucus Steering Committee	Committee Member
Joyce Kortman	Commissioner	MI Association of Mental Health Boards, Policy Committee	Committee Member
Joyce Kortman	Commissioner	MI Association of Public Health Boards, Executive Board	Committee Member
Kevin Bowling	Circuit Court Administrator	National Association for Court Management	Secretary/Treasurer
Michael Galligan	Equalization Director	MI Association of Equalization Directors	Secretary
Ronald Frantz	Prosecutor	Prosecuting Attorneys Association of MI	Past-President

Quality of Life:

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

- Objective: Investigate opportunities to impact the negative consequences of development
- Objective: Consider opportunities to establish a county-wide land use and economic development planning organization
- Objective: Examine water quality policies and develop a research-based, water quality action plan
- Objective: Assist in the completion of a groundwater resources inventory
- Objective: Discuss and act upon road policy issues as appropriate
- Objective: Provide quality County facilities throughout the County

Budget Ramifications: Significant progress has been made on land use planning issues. On April 22, 2008, the County Board adopted a purchase of developments rights ordinance aimed at protecting farm land from development. The 2009 Planning Commission budget (Fund 2420) includes \$42,500 for the completion of the urban growth study for the County. In addition, the 2009 Planning Commission budget includes \$12,500 for collaborative efforts with municipalities to conduct transportation studies. The Transportation fund reflects an anticipated \$158,000 grant to provide transportation to eligible County residents. In August of 2008, the Board authorized the Road Commission’s (component unit) millage request of .5 mills to be included on the November ballot. If passed, approximately \$4.94 million will be raised to improve roads in the County.

The Planning Commission budget also includes \$25,000 for economic development attraction. The Planner/Grants budget in the General Fund (1010-7211) also includes over \$51,000 for the County's economic development consultant. In addition, because of the rapid growth in the County, concern over green space and waterway access has become increasingly important. The 2009 Parks and Recreation budget includes a .3165 mill levy for park development, expansion and maintenance. This levy was renewed by the citizens in August of 2008 and authorizes the levy for ten years. The 2009 Parks and Recreation budget includes a total of \$1.4 million for land acquisition and capital improvements to existing properties.

During 2008, the Fillmore Complex addition and the construction of the Grand Haven facility have advanced, with the Fillmore Complex addition nearing completion. The 2009 budget for the Building Authority Capital Projects fund reflects the remaining \$6 million to be spent on the Grand Haven project. Both projects remain on schedule and within budget. The corresponding debt service fund also reflects the associated debt service payments of \$760,000 per year associated with the projects.

Administration:

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

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

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

Objective: Prioritize mandated and discretionary services

Objective: Continue implementation of performance measurement system

Objective: Establish better employee-management communications

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

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

Objective: Complete labor negotiations with applicable employee groups

Budget Ramifications: The 2008 budget reflects the accumulated cost benefits of efficiency studies performed on the following departments: Equalization and Property Description and Mapping, Fiscal Services and Administrative Services, Parenting Plus, and Veteran's Affairs. The 2009 Human Resources budget (1010-2260) includes \$60,000 for management studies of County departments to identify opportunities for improvements in service delivery and efficiency.

The Planning Commission budget (Fund 2420) includes \$1,900 to provide basic training seminars for the local units. The County recently approved a partnering agreement with Park Township to provide imaging services. The 2009 budget includes \$11,000 in revenue from Park Township for their estimated share of expenses. The County is also in discussion with municipalities within the County to provide website capabilities for their unit within miottawa.org, the County's website.

During 2008, the County Board completed two additional rankings of discretionary services (the first ranking was completed in 2007). Existing staff resources are currently compiling information on mandatory services to identify potential areas for reduction where a

specific service *level* is not mandated. The County anticipates the Board will complete a combined ranking of mandatory and discretionary services in early 2009.

In addition, the 2009 budget includes the continuation of outcome based performance measures and program evaluations. The analysis of the drug court operation is nearing completion; the draft is being reviewed and commented on by Court staff. The 2009 budget also includes \$50,500 for various new employee training programs above those currently provided by Information Technology. Contract negotiations are currently underway with the County's bargaining units.

BUDGET SUMMARY

The 2009 Budget reflects the on-going implementation and refinement of the action plans addressed in the Ottawa County Strategic Plan. Many of the fluctuations between the 2008 and 2009 Budgets are the result of the concerns previously discussed. Financial highlights and fluctuations of the 2009 Budget as compared to 2008 follow.

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

<u>Source</u>	2008 Amended Budget	2008 Percent of Total	2009 Proposed Budget	2009 Percent of Total	Percent Increase (Decrease)
Taxes	\$ 43,903,385	24.0%	\$ 44,631,425	27.6%	1.7%
Intergovernmental Revenue	59,695,801	32.6%	56,141,656	34.7%	-6.0%
Charges for Services	13,440,317	7.3%	12,742,814	7.9%	-5.2%
Fines and Forfeits	1,062,600	0.6%	967,600	0.6%	-8.9%
Interest on Investments	3,243,790	1.8%	1,551,522	1.0%	-52.2%
Rental Income	6,684,879	3.7%	6,542,296	4.0%	-2.1%
Licenses and Permits	768,865	0.4%	693,565	0.4%	-9.8%
Other Revenue	2,280,888	1.2%	1,469,307	0.9%	-35.6%
Operating Transfers In	27,703,080	15.1%	24,858,685	15.4%	-10.3%
Fund Balance					
Use/(Contribution)	24,339,930	13.3%	12,127,955	7.5%	-50.2%
Total Revenues	\$ 183,123,535	100.0%	\$ 161,726,825	100.0%	-11.7%

Taxes serve as the primary revenue source for the General Fund, E-911, and Parks and Recreation Fund. The 2009 tax revenue budget includes levies for the following purposes:

	<u>Millage for 2008 Budget</u>	<u>Millage for 2009 Budget</u>	<u>Difference</u>
General Operations	3.6000	3.6000	.0000
E-911	.4407	.4407	.0000
Parks and Recreation	<u>.3165</u>	<u>.3165</u>	<u>.0000</u>
	4.3572	4.3572	.0000

The millage rollback fraction was 1.0 for 2008, so the levy for E-911 and Parks is staying the same. As discussed earlier, the County is choosing to levy 3.6 mills rather than its maximum

allowable. Consequently, the increase in revenue is due completely to the increase in taxable value. It should be noted that the 2008 budget has not yet been adjusted for the lower than anticipated taxable value.

Intergovernmental Revenue represents 34.7 percent of the Governmental funds revenue budget and is decreasing. Major fluctuations by fund follow.

Parks and Recreation	(\$1,992,000)
Mental Health	(198,000)
Sheriff Grant Programs	(188,688)
Workforce Investment Act (WIA) Funds/ Community Action Agency/Weatherization	(1,031,000)

Intergovernmental Revenue in Parks and Recreation (2081) fund is decreasing because the 2008 budget includes a \$2 million Michigan Natural Resources Trust Fund grant for the Olive Shores property. The decrease in Mental Health intergovernmental revenue is less than one percent and primarily reflects the decrease in funding from the State. The decrease in intergovernmental revenue in the Sheriff Grant programs reflects the end of funding for Homeland Security.

Workforce Investment Act (WIA) as well as the Community Action Agency (2870) and Weatherization (2890) programs reflect a decrease because funding is uncertain. Continuing with the County's budgeting philosophy, nothing is budgeted in these funds until grant notification from the State is received. In addition, the 2008 figures may include grant carry forward revenue from prior years which are not budgeted in 2009 as the County does not have approval for those carry forward revenues at this time.

Charges for Services revenue, at just 7.9 percent of total revenue, is decreasing 5.2 percent. Charges to departments for indirect administrative costs are decreasing \$424,000. The revenues from this line can vary from year to year depending on changes in the allocation by department and the total costs to be allocated. The 2008 amounts were higher primarily in the Courts because they reflected corrections associated with new, larger buildings and the allocation of Court administration charges which were later found to be ineligible. The 2009 charges are lower because the allocations for the buildings no longer had corrections and because Court administration charges have been reversed. Charges for Services in the Register of Deeds office are projected lower in 2009 due to declines in the housing market which translates into less activity. The remainder of the increase is spread across several departments.

Fines and Forfeits revenue is decreasing 8.9 percent, primarily in the District Court. The higher gas prices have resulted in people driving less and at slower speeds.

Interest on Investments reflects a decrease of \$1.7 million or 52.2 percent. The main reason for the decrease is the lower cash balances of the County. During 2008 and finishing in 2009, the County will contribute \$20 million to the building projects underway. In addition, return rates are on a downward trend.

Rent Income is decreasing slightly. For the last 20 years, a building amortization charge has been charged for the Holland Health Facility based on actual costs. Although the Health

fund will still be charged for variable costs, the fixed costs based on the building amortization have been discontinued. The amortization portion had been deposited in the Public Improvement fund. In addition, rent charges for the Coopersville facility are also being eliminated.

Licenses and Permits revenue is decreasing primarily in the Health fund because new construction is down, lowering collections on water and sewer permit fees.

Other Revenue is decreasing primarily in the Parks and Recreation department. 2008 included a budget of \$580,000 in donations for the Nature Center fund raising project. In addition, other revenue in the Health fund is decreasing \$107,000 due to decreases in donations for the dental program and the reduction of various foundation grants.

Operating Transfers In is decreasing mainly due to the building project. Specifically, \$11.9 million was budgeted for transfers from other funds to the Building Authority Capital Projects fund during 2008, but the project will require only \$6 million in 2009. However, there are additional fluctuations in other funds. The transfer to the Health fund was decreased by \$422,000, the Parks department transfer was decreased by over \$230,000 and the transfer in to the General Fund from the Compensated Absences fund was established at \$500,000 to help balance the 2009 budget.

Fund Balance usage varies mostly as a result of capital projects. In the Building Authority Capital Projects fund, the County anticipates using \$7.8 million of fund balance in 2008 (the unused portion of bond proceeds issued in 2007), and only the amount needed from other funds will be transferred in 2009 for the Fillmore Street expansion/Grand Haven project. Fund balance use in other funds is also fluctuating due to construction. The table that follows shows the fund balance use by fund for 2008 and 2009 related to the Fillmore Street/Grand Haven building project:

Fund	Fund Name	Fund Balance Use for Construction 2008	Fund Balance Use for Construction 2009	Difference
1010	General Fund		\$5,585,000	\$5,585,000
2271	Solid Waste Clean-up	2,500,000		(2,500,000)
2450	Public Improvement		415,000	415,000
2210	Health	1,300,000		(1,300,000)
2900	Department of Human Services	500,000		(500,000)
2920	Circuit Court-Child Care	500,000		(500,000)
6550	Telecommunications	2,600,000		(2,600,000)
6641	Equipment Pool	1,500,000		(1,500,000)
5695	OCBA - Capital Projects	7,857,971		<u>(\$7,857,971)</u>
	Total			<u><u>(\$10,757,971)</u></u>

The portion of fund balance use for the Fillmore Street expansion/Grand Haven project in the General Fund is coming from *designated* fund balance.

In addition to the Fillmore Street expansion/Grand Haven project, the Parks and Recreation fund is using \$2.6 million in fund balance in 2008, but increasing fund balance by \$382,000 in 2009. The amounts vary depending on the land acquisition and capital improvement projects in County parks. Most of the 2008 fund balance use is in connection with the Olive Shores property acquisition. The Solid Waste Clean-up fund budgeted to use nearly \$1.3 million in fund balance in 2008 in connection with the well and purge system of the landfill.

Although fund balance use in 2009 from capital construction is lower, there are some increases in fund balance use for other reasons. The Register of Deeds Technology fund (2560) is budgeted to use \$307,000 of fund balance in connection with new software costing \$370,000. Fund balance use in the Revenue Sharing Reserve fund (2855) is increasing (as anticipated) due to increases in the amount transferred to the General Fund which is based on State Guidelines and lower interest revenue due to falling cash balances. Fund balance in the Compensated Absences fund is decreasing with the one time transfer to the General Fund for operations as the County refines the ranking of mandated and discretionary services.

In the General Fund, the County does not anticipate having to use \$1 million of undesignated fund balance budgeted in 2009. It is important to note that the undesignated fund balance will be maintained at the level indicated by County's financial policies (10% - 15% of the actual expenditures of the most recently completed audit).

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

Use	2008 Amended Budget	2008 Percent of Total	2009 Proposed Budget	2009 Percent of Total	Percent Increase (Decrease)
Legislative	\$605,667	0.3%	\$574,569	0.4%	-5.1%
Judicial	14,969,758	8.2%	14,839,552	9.2%	-0.9%
General Government	17,894,362	9.8%	18,339,993	11.3%	2.5%
Public Safety	28,615,790	15.6%	29,087,125	18.0%	1.6%
Public Works	2,449,326	1.3%	1,032,271	0.6%	-57.9%
Health & Welfare	60,740,070	33.2%	58,568,479	36.1%	-3.6%
Culture & Recreation	9,631,559	5.3%	3,674,731	2.3%	-61.8%
Community & Economic Development	789,251	0.4%	768,762	0.5%	-2.6%
Other	747,414	0.4%	895,286	0.6%	19.8%
Capital Projects	16,841,971	9.2%	6,000,000	3.7%	-64.4%
Debt Service	3,500,923	1.9%	3,544,147	2.2%	1.2%
Operating Transfers Out	26,337,444	14.4%	24,401,910	15.1%	-7.3%
Total Expenditures	\$183,123,535	100.0%	\$161,726,825	100.0%	-11.7%

Legislative expenditures are decreasing to reflect the Board's commitment to reduce costs during challenging budget times. Specifically, memberships and dues and travel budgets were reduced at the Board's request.

Judicial expenditures are decreasing 1.1 percent, however the totals are misleading. During 2008, the County served as a pass through agent for the Safe Havens grant which provides assistance to victims of domestic assault. In addition, Indirect cost expenditures in the Courts decreased significantly (\$280,000) as discussed under Charges for Services revenue. Once these two anomalies are factored out, judicial expenditures are increasing by 3.6%. Staff was added in District Court, and indigent legal costs are increasing due to the economic climate.

General Government expenditures are primarily accounted for in the General Fund, and are increasing 2.5 percent. The increase is small because 2008 is an election year; 2008 elections expenditures are budgeted \$242,000 higher than 2009. In addition, the 2008 budget includes \$125,000 for an aerial flyover of the County for County maps. If these two items are factored out, the increase in General Government expenditures is 4.5%.

As discussed under facility costs, the County's cost will be increasing due to the expanded Fillmore facility and the new, larger Grand Haven facility. Only a small portion of these increased costs are being realized in 2008. As a result, the budget for facilities and maintenance is increasing by \$173,000 for the expansion and other increases. 2009 expenditures in the Register of Deeds Technology fund include \$370,000 for new software. The remaining increase in general government expenditures is spread across several departments.

Public Safety expenditures, representing 18.0 percent of total expenditures, are increasing 2.5 percent in total. Three County-funded positions have been added with the 2009 budget as required by community policing contract agreements. The 2008 budget includes some grants for which funding has not been guaranteed; these have not been included in the 2009 budget (\$211,000). The remainder of this increase is spread across several public safety functions.

Public Works expenditures are decreasing by 57.9 percent with the anticipated completion of the South West Ottawa Landfill well and purge system improvement project.

Health and Welfare expenditures, representing 36.1 percent of total expenditures, has significant variances in the Health fund and the Workforce Investment Act/Community Action Agency funds. 2009 Public Health expenditures are falling by \$610,000 and were reduced to help balance the budget (see page 10). The reduction eliminated 5.9 full time equivalents and temporarily suspended funding for one full time equivalent. The department is suspending services at the Coopersville office and is making significant reductions to the maternal and infant health program and epidemiology. As discussed previously under intergovernmental revenue, budgets for several of the Workforce Investment Act grants are lower pending grant notification. Because of this, 2009 expenditures are \$1.2 million lower.

Culture and Recreation expenditures are recorded in the Parks and Recreation Fund (2081) and will vary depending on the land acquisition and capital improvement endeavors. The 2008 capital outlay budget of \$6.6 million includes land purchases of \$4.3 million, mainly for the Olive Shores acquisition. It also includes \$1.5 million for the construction of a nature center. In contrast, the 2009 capital outlay budget is \$1.4 million and reflects several smaller park improvement projects.

Capital Projects expenditures vary depending on the scope of projects undertaken. The 2008 expenditure budget reflects the continuation of the Fillmore/Grand Haven project; the majority of the construction costs of both projects are anticipated to occur in 2008. Completion of the Grand Haven portion is anticipated in 2009.

Operating Transfers Out are decreasing by a different amount than Operating Transfers In because the some of the transfers in came from internal service funds, not the governmental funds that are discussed here. The transfers out to the Building Authority Capital Projects fund are decreasing by \$1.7 million in 2009. In addition, other decreases include the transfers to the Health fund (\$398,000) and Parks and Recreation fund (\$230,000) due to budget issues. The remaining fluctuations are across several funds.

CHANGES TO 2009 DEPARTMENTAL REQUESTS

Changes to the 2009 Department budget requests were made to provide adequate funding for County services while maintaining fiscal responsibility. Not all budget requests were recommended. In keeping with the County's policy of zero-based budgeting, appropriate documentation and justification were required for new and existing budget requests.

General Fund

The 2009 General Fund budget as proposed by departments included revenues of \$70,267,579 with associated expenditures of \$75,816,231. The major adjustments to the 2009 Budget include:

Revenues:

2009 General Fund Budget Proposed by Departments	\$70,267,579
Analysis and fine tuning of tax projections	609,000
Decreased Register of Deeds projections	(148,000)
Increase SWAP revenue maintain County Subsidy	67,000
Transfer in from Compensated Absences	500,000
Use 50% of PA II dollars for operations	489,000
Other miscellaneous adjustments	(113,136)
Total General Fund Revenues Proposed by Finance and Administration Committee	<u>\$71,671,443</u>
Budgeted use of fund balance	<u>(\$1,000,000)</u>
Total Revenues and use of fund balance	<u><u>\$72,671,443</u></u>

Expenditures:

2009 General Fund Budget Proposed by Departments (not including personnel requests)	\$75,816,231
Removed Family Court software development	(454,000)

Expenditures (continued):

Reduced operating transfer to Friend of the Court based on revised revenue estimates	(186,000)
Reduce to reflect health insurance opt outs	(450,000)
Equipment requests not recommended	(238,000)
Reduce for anticipated vacancies	(375,000)
Reduced OPEB rate with fund balance use	(297,000)
Revised County share of drain assessments	(129,000)
Reduce rent charges for fully depreciated buildings (reflected in transfers)	(201,000)
Reductions to Public Health programs	(486,000)
Reduce Parks Operating Transfer	(230,000)
Added to contingency in anticipation of wage study implementation	150,000
Remove Financial Software first year cost	(100,000)
Add 2 FTEs to District Court	93,000
Reduce conferences and travel (GF portion)	(67,000)
Other miscellaneous adjustments	<u>(174,788)</u>
Total General Fund Expenditures Proposed by Finance and Administration Committee	<u><u>\$72,671,443</u></u>

SPECIAL REVENUE, DEBT SERVICE, CAPITAL PROJECTS AND PERMANENT FUNDS

Expenditures in the Public Health Fund (Special Revenue Fund 2210) were decreased primarily due to the reduction in the operating transfer as part of the budget reduction plan discussed previously. In the Parks and Recreation Fund (Special Revenue Fund 2081), the operating transfer from the General fund was reduced by \$230,000 as part of the budget balancing, but expenditures were increased for two new staff and additional hours for temporary workers at the parks.

The expenditure budget in the Register of Deeds Technology fund (Special Revenue Fund 2560) was increased by \$370,000 to reflect new software expenditures. Certain Workforce Investment Act Funds were increased from the original departmental request upon notification of grant approvals. Revenue and Expenditures in the Community Corrections fund (Special Revenue fund 2850) were reduced to reflect that the State will be accounting for the residential probation program.

Expenditures in the Child Care Fund were decreased by \$610,000. The budget was reduced to reflect the removal of the software enhancement proposal and various other adjustments. Revenue was adjusted accordingly to reflect the corresponding change in State funding from the increases and various other adjustments. In the Compensated Absences fund (Special Revenue Fund 2980), a \$500,000 operating transfer to the General Fund was established as part of the budget balancing. The remaining funds had no significant changes made to their 2009 budget requests.

CONCLUSION

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

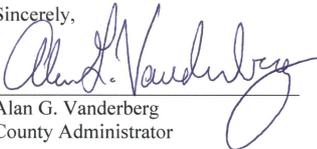
Many municipalities focus on short-term issues and concerns. Ottawa County, through its Strategic Plan and financing tools, has placed itself at the forefront by creating long-term strategies to address space needs, provide for equipment replacement, resolve insurance issues, meet human resource needs,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

With financial forecasting and the creation of long-term financing tools, the County has positively impacted all future financial decisions and the County's financial stability. These tools permit the County to reduce taxes to County residents, improve the County's bond rating, and lower costs to departments. In 2009, the financing tools allow the County to maintain the operating tax millage well below its Headlee limit, add new equipment, and provide for new initiatives. In addition, finances continue to be carefully balanced in order to maintain or improve the outstanding bond ratings that the County currently has. The bond ratings save significant taxpayer dollars as a result of townships using the County bond ratings when constructing water and sewer systems.

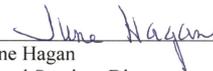
In 2005, the County projected future operational deficits over the next five years and began to formulate plans to eliminate them. The operating deficit is occurring at a time when Ottawa County remains one of the fastest growing counties in Michigan and has an increasing need for vital services. The County must also keep pace with technology demands in order to improve efficiency and to deliver quality services to the public. The fiscal year 2009 Budget reflects the implementation of several of the strategies identified to address the deficit. In all, the 2009 County of Ottawa Budget emphasizes responsibility, restraint, and reinforcement of long-range County goals.

During 2006, the Board of Commissioners developed a new strategic plan that defined the current vision and goals for the County as a whole. Many of the objectives in this strategic plan have been met during 2007 and 2008 and will continue to be addressed as on-going objectives in the 2009 budget. As we look ahead to the new direction, Ottawa County's fiscal restraint and long-term planning will continue in order to maintain the County's financial strength. With this, Ottawa County will continue the tradition of providing exemplary services to the public while maintaining a stable financial position.

Sincerely,



Alan G. Vanderberg
County Administrator



June Hagan
Fiscal Services Director

DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Ottawa County for its annual budget for the fiscal year ended December 31, 2008. This was the thirteenth year that the County has submitted and received this prestigious award.

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Ottawa County
Michigan**

For the Fiscal Year Beginning

January 1, 2008

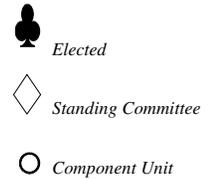
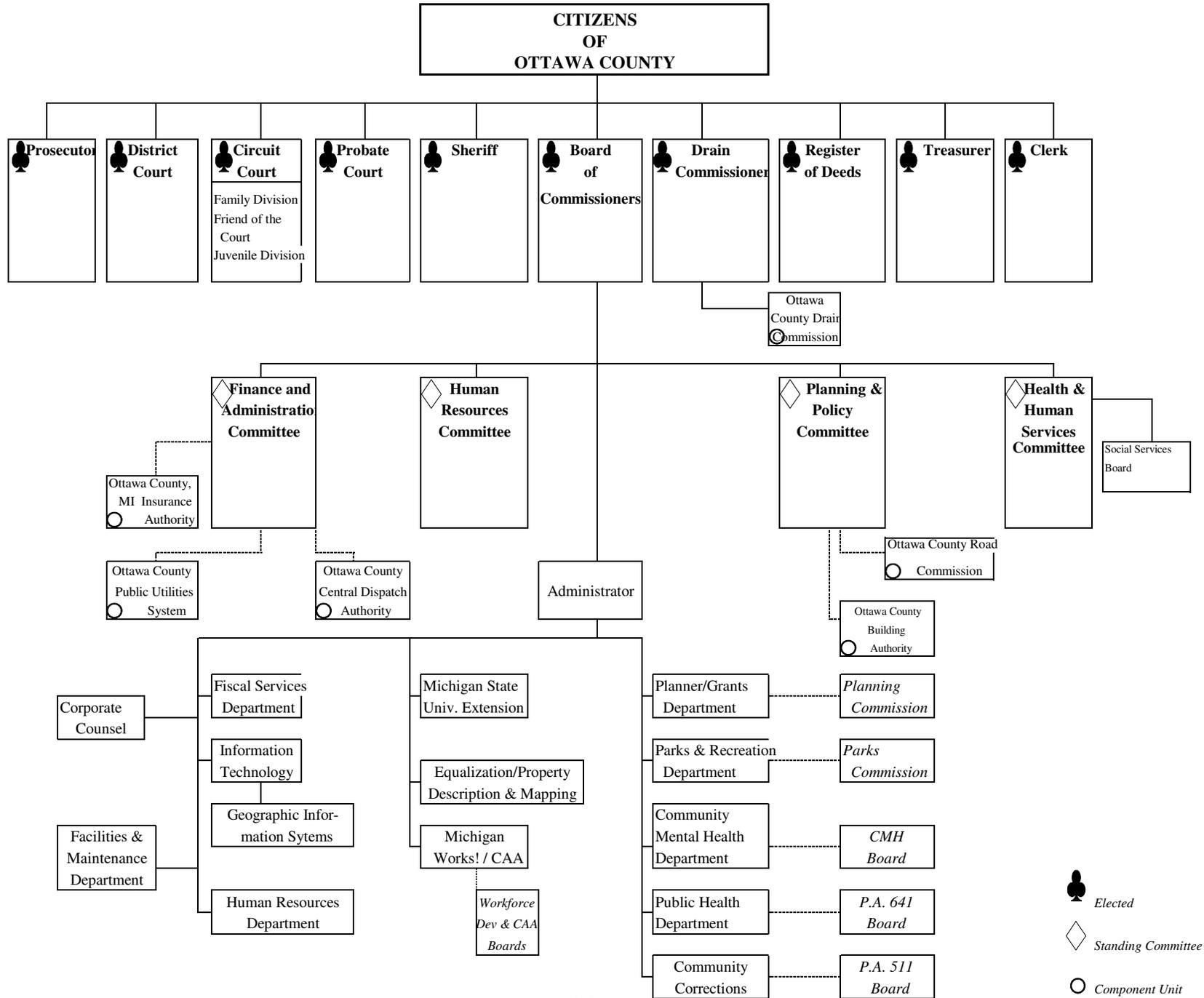
Charles S. Cox

President

Jeffrey R. Emery

Executive Director

2009 ORGANIZATIONAL CHART



User's Reference Guide

Overview

The User's Reference Guide provides assistance in using the County of Ottawa 2009 Budget document. Its primary goal is to enhance the readability of the budget document and to increase its effectiveness as a communication device between the county and its citizens. In this section, commonly asked questions are answered under a variety of headings including:

<u>Guide to the Document</u>	<u>Page</u>
- What information is contained in each section?	38 - 39
- What types of funds are represented in the document?	40 - 41
- How do funds and functions relate? Where can I find a particular program?	41 - 43
- What is involved in adopting the annual budget? What financial policies guide the budget process?	43 - 56
<u>Property Taxes and Mill Levies</u>	
- What is the County mill levy, and what effect has legislation had on it?	56
- How does the 2009 levy compare to previous years?	57
- How are property taxes calculated?	57
- How does the Ottawa County levy compare with other counties?	58
<u>Personnel and Capital Expenditures</u>	
- What new positions are included in the 2009 budget and what functions do County employees perform?	58 - 60
- What capital expenditures are included in the 2009 budget?	60 - 61
<u>Financial Outlook</u>	
- What does the future hold for Ottawa County?	62 - 68
<u>Strategic Planning</u>	
- To what extent has the county focused attention on long-term planning, both financial and programmatic?	69 - 95

Information Contained In Budget Document

Summary Information

The summary information section contains the following:

- Budget summary of all governmental funds by fund type.
- Summaries by fund of prior year actual, current year estimated, and the 2009 budgeted amounts for revenues and expenditures (by revenue/expenditure type) for the General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds and Permanent funds. (These schedules are required under Public Act 621, Public Acts of Michigan).
- Budget Summaries by fund of the projected 2008 ending fund balance, 2009 budgeted revenues/other financing sources, 2009 budgeted expenditures/other financing uses, and the projected 2009 ending fund balance for enterprise and internal service funds. Under Public Act 621, these funds are non-budgeted funds; accordingly, their budgets are presented in summary form only.
- Budget statements for discretely presented component units of the County: Ottawa County Road Commission, Ottawa County Public Utilities System, Ottawa County Drain Commission, and the Ottawa County Central Dispatch Authority.

Revenue Sources

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

General Fund

The largest portion of the budget book is dedicated to the detail of the General Fund. The detail sections of the budget book include a variety of information. Most departments start with a function statement which describes the activities carried out by the department. Following the function statement are the department goals and objectives. The performance and activity measures follow; some of these speak to quality and efficiency, others to activity level. Both are important measures because performance measures identify areas for needed improvement and activity measures identify concerns for the allocation of future resources. Activity measures show, for example, which departments are likely to need additional personnel and equipment in the future. If a department has full-time equivalents assigned to it, a position and salary schedule is included which details the employee classifications, full-time equivalency, and the salary calculations included in the 2009 budget.

The Board of Commissioners adopts the budget by line item which is the legal level of control. The budget detail for all funds provides a history of revenue and expenditure information. Actual revenues and expenditures are included for 2005, 2006, and 2007. Projected revenues and expenditures are included for 2008. Finally, the 2009 Adopted budget is the last column provided in the detail information. For all other funds required under Public Act 621, budget information is displayed by revenue and expenditure classification totals. In prior budget documents, detail by line item, by department was reported for all funds. In an effort to reduce the size of the document and enhance readability, classification totals are reported for all funds. **The legal level of control, however, has not changed for these funds but remains at line item level.**

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

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

Appendix

The appendix section contains six sections:

Section I: Resolution approving the 2009 budget

Section II: Summary of the 2009 budget by individual fund for all governmental fund types

Section III: Financial projections for the Financing Tools funds

Section IV: History of positions in the County including 2007, 2008, and budgeted 2009

Section V: General information about Ottawa County

Section VI: Financial Policies of the County

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

An Index is provided at the very end of the document.

Ottawa County Fund Structure

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

Budget Basis

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

Governmental Funds:

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

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

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

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

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

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

Proprietary Funds:

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

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

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

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

Function	General Fund (<i>Major Fund</i>)	<i>Major</i> Special Revenue Funds	<i>Non- Major</i> Special Revenue Funds	<i>Non- Major</i> Debt Service Funds	<i>Non- Major</i> Capital Projects Funds	<i>Non- Major</i> Perm- anent Funds	Proprietary Funds	Comp- onent Units
Page Number								
Legislative:	164							
Judicial:								
Circuit Court	168							
District Court	173							
Probate Court	177							
Juvenile Services	182							
Friend of the Court/ Child Support Enforcement			299					
Community Corrections			376					
General Government:								
Fiscal Services	194							
Corporate Counsel	198							
Clerk/Elections	191/199							
Administrator	203							
Equalization	206							
Human Resources	210							

County of Ottawa
Cross Reference Chart by Function and Fund Type

Function	General Fund (Major Fund)	Major Special Revenue Funds	Non-Major Special Revenue Funds	Non-Major Debt Service Funds	Non-Major Capital Projects Funds	Non-Major Permanent Funds	Proprietary Funds	Component Units
	Page Number							
Prosecutor:								
Prosecution	215							
Crime Victim's Rights			357					
Administrative Services	218							
Information Technology							142	
Self-Insurance							142	
Telecommunications							142	
Equipment Pool							142	
Register of Deeds	219		355					
Treasurer	225		354					
Delinquent Tax Revolving							142	
Revenue Sharing Reserve		378						
Co-Operative Extension	228							
GIS	233							
Facilities and Maintenance	237							
Drain Commission	239							143
Public Safety:								
Sheriff:								
Road Patrol	246		364					
Investigations	246							
Administration	246							
Records	246							
Drug Enforcement	251							
Community Policing	252		361					
Jail/Corrections	259							
Marine Safety	257							
Emergency Services	262	307						
Animal Control	266							
Dispatch/911								143
Public Works:								
Solid Waste Planning			347/348					
Water, Sewer, & Drainage		311						143

County of Ottawa
Cross Reference Chart by Function and Fund Type

Function	General Fund (Major Fund)	Major Special Revenue Funds	Non-Major Special Revenue Funds	Non-Major Debt Service Funds	Non-Major Capital Projects Funds	Non-Major Permanent Funds	Proprietary Funds	Component Units
	Page Number							
Roads								143
Health & Welfare:								
Health Services		303						
Mental Health		339						
Job Training			366					
Juvenile Detention/Foster Care			382					
Family Independence Agency			381					
Culture & Recreation								
Parks		295						
Community & Economic Development								
Planning	275		350/351					
Debt Service								
Building Authority Bonds				387				
Water and Sewer Bonds								143/392
Capital Construction								
Public Improvement		353	352					
Capital Projects					393			
Other:								
Cemetery Trust						401		

The Budget Process

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

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

Budgets for the succeeding fiscal year are presented to the County Administrator for review each year in late June. During July and August, the Fiscal Services Director and Administrator meet with the various department heads and elected officials submitting budgets to discuss the content and revenue/expenditure levels contained in their budgets.

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

County of Ottawa 2009 Budget Calendar

March 10, 2008	Equipment and Personnel Request Forms sent to department heads.
March 31, 2008	Department requests for 2009 equipment and personnel submitted to Fiscal Services Department.
April 1, 2008	Performance Measures sent to department heads for updating.
April 30, 2008	Performance Measures returned to Fiscal Services Department.
May 12, 2008	2009 Budget information session to be held in conjunction with the management meeting. (Packets distributed May 19)
May 13, 2008	Finance Committee approves the Resolutions of Intent to Increase Millage Rates, Distribution of the Convention Facility Tax and Distribution of the Cigarette Tax. <i>The County operating levy under consideration is for the 2008 levy and 2008 budget year. The 911 and Parks levies under consideration are for the 2008 levy and the 2009 budget year.</i>
	Board reviews Truth-in-Taxation Calculation, the Resolutions of Intent to Increase Millage Rates and sets the date for public hearing.
May 19, 2008	Budget packets distributed to departments.
May 20, 2008	Finance Committee approves the Resolutions to Approve the Millage Rates and forwards them to the Board
May 27, 2008	Board holds public hearing and approves the 2008 millage rates

May 19, 2008-	Fiscal Services Department available to provide any needed assistance in completing budget documents.
June 13, 2008	Departments submit completed budget requests and narratives to the Fiscal Services Department.
June 13, 2008 - July 31, 2008	Fiscal Services Department summarizes budgets and prepares documents for Administrative review.
July 14, 2008 - Aug. 15, 2008	Administration meets with Department Heads in preparation of a proposed budget.
August 26, 2008	Preliminary General Fund budget presented at the Board Work Session
September 9, 2008	Board Work Session on the 2009 General Fund Budget
September 16, 2008	Finance Committee preliminary review of the total 2009 budget and approval of the resolutions regarding the Distribution of the Convention Facility Tax and Distribution of the Cigarette Tax.; approval of the Salary and Fringe Benefits Adjustments. Special Work Session held with the full Board of Commissioners to choose among the options for balancing the budget. A tentative plan was agreed upon and implemented. Deadline for publication of the public hearing notice on the 2009 Community Mental Health budget.
September 22, 2008	Community Mental Health board holds the public hearing for the Mental Health budget and adopts the budget.
September 23, 2008	Board sets the date for the public hearing on the County Budget for October 14, 2008 approves the resolutions regarding the Distribution of the Convention Facility Tax and Distribution of the Cigarette Tax, and approves the Salary and Fringe Benefit Adjustments.
October 7, 2008	Finance Committee reviews the General Fund and remaining County Budgets.
October 8, 2008	Deadline for the publication of the public hearing notice on the 2009 budget.
October 14, 2008	Board holds the public hearing on the budget and receives the formal Budget Presentation.

- October 21, 2008 Finance Committee reviews Resolution to Approve 2009 County Budget, Insurance Authority Budget and the Apportionment Report.
- October 28, 2008 Board adopts the 2009 County Budget, the Insurance Authority Budget and the Apportionment Report.

County of Ottawa Budget Related Financial Policies

REVENUE AND EXPENDITURE POLICY

I. POLICY

All entities face economic constraints. As a result, the County must pay attention both to inflows and outflows to provide consistent services to the public and promote stability. The intent of this policy is to define the County philosophy on revenue collection and expenditure recognition, allocation, and review.

II. STATUTORY REFERENCES

Constitutional Amendment of 1978 – Headlee Amendment
Constitutional Amendment of 1994 – Proposal A
Public Act 123 of 1999

PROCEDURE

Revenues:

1. The more dependent the County is on any one revenue source the less able it is to weather changes in that revenue resulting from economic conditions. Consequently, the County will strive to develop a diversified revenue mix in order to avoid disruption to County services.
2. Taxes represent the most significant revenue source for the General Fund. However, there has been legislation that limits the County's ability to tax.
 - a. It is important that the County find ways to develop flexibility within its taxing authority. To do this, the County will strive to levy less than its legal maximum levy each year. This provides the County with a "cushion" to fall back on should conditions develop that would otherwise result in an immediate reduction of services. This "cushion" provides the County with time to find other funding sources and/or identify more cost effective ways to deliver services.

In addition, flexibility within the levy is also important to bond rating agencies. The agencies look very favorably on entities that have the flexibility to adjust tax revenues. The higher the County's bond rating is, the lower the cost to borrow. This affects not just the County but the public overall, since assessments will be lower.

b. Levying less than the maximum legal amount provides the County with flexibility, it also lessens the burden on citizens and businesses within the County. The County Board will strive to balance the need for taxes to fund public services with the impact the taxes have on citizens and businesses.

c. The County may purchase the real delinquencies of other municipalities and school districts within the County. At that point, the money is no longer owed to the municipality but is now owed to the County. The County will adhere to the requirements provided under Public Act 123 of 1999, which require due notice to the property owner prior to foreclosure.

3. User fees are important in the development of a diversified revenue mix. However, the other benefit of user fees is equity. Instituting user fees allow the beneficiary of the service to be the one paying for it (or a portion of it). User fees, when allowable under the law, will be charged at the discretion of the Board of Commissioners.

a. The County Board will determine the extent that user fees cover the cost of the services. Cost includes both the direct costs as well as indirect costs (e.g., administrative overhead). It is not always feasible or desirable to cover the full cost of a service. Exceptions to full cost recovery include:

- The fee is a barrier to a segment of the County in receiving the services.
- The cost of collecting the fees exceeds the revenue collected.
- Some services provide benefits not only to the direct user, but also to other public. Consequently, it is important to set the fee at a rate that will encourage the use of the service.
- The fee is set by statute.

b. It is also important for the fees established to stay relevant. The Board of Commissioners will have a study performed every three years or as needed to determine the appropriateness of fees and to keep them relevant to the cost associated with the service. Such fee changes will be formally adopted at a Board meeting open to the public.

4. One time revenues are non-recurring, often unexpected resources that the County receives. Because they are non-recurring, they should not be used to cover ongoing expenditures. Instead, they should only be used for their intended

purpose (if identified) or to fund non-operational expenditures (e.g., capital projects).

Expenditures:

1. The County will fund expenditures at a level sufficient to ensure the ongoing health, safety, and welfare of the public. If not statutorily specified, the level of services provided will be determined the Board of Commissioners through strategic planning and program ranking and evaluation.

2. Indirect Cost:

The expenditures of departments in governmental funds that provide services to other County departments will be allocated to all departments through an annual indirect cost allocation study performed by an outside consultant. The allocation of these costs has different bases depending on the function. These bases include (but are not limited to) transaction counts, number of employees and square footage of space occupied.

All departments receiving these services are included in the study, but not all departments are charged. Specifically, the County will charge a department if doing so will provide additional revenue through grants or will help identify the full costs of certain services.

3. The full cost of an employee's compensation is not limited to the cash outlays for salaries and fringe benefits. Most employees are also earning benefits that will not be actually paid for several years. Specifically, in addition to the wages and benefits paid and received during the year, most employees are also earning future compensation in the form of pension and retiree health care. Because these future cash outlays are actually being *earned* now, the County should contribute to them now. This allows us to identify the full cost of the services being provided and avoid passing on costs incurred now to future generations. The County will strive to fully fund its long-term liabilities. Each year, the County receives actuary studies that calculate the annual required contribution (ARC) for the County's pension and other post employment benefits (primarily retiree health care). The County will make every effort to budget and pay the ARC each year. The County will also analyze ways to reduce these (and other) costs to benefit the taxpayer yet still provide adequate compensation for employees.

4. To provide proper stewardship of taxpayer dollars, the County has an obligation to review the services it provides for effectiveness and efficiency. In some instances, economies of scale and specialized knowledge allow private agencies to do tasks more efficiently and effectively. Consequently, the County will encourage the use of outside agencies and contractors when analysis shows they are able to provide equivalent or better services more cost effectively than County employees.

5. The County provides a variety of services to the public. As departments adjust programs to meet the perceived needs of their clients, a duplication of services can result, both with other County programs and with other government and private agencies. Regular program review can help identify duplications. Where identified, the County will eliminate services duplicated internally or externally in order to use resources more efficiently.

6. Technology can often provide efficiencies for County departments. Such efficiencies may result in improved service to customers, streamlined processes both within the department and with related agencies, and lower personnel demands. It is important for County departments to continually explore technology alternatives and the costs and benefits they may bring. Depending on funding availability and a project's compatibility with long-term planning, new technology initiatives will be considered when the estimated benefits exceed the estimated costs.

REVIEW PERIOD

The County Administrator 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.

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.

REVIEW PERIOD

The County Administrator 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) 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.

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 Designated 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 Designated 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.

REVIEW PERIOD

The County Administrator 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, clearly enhance the County’s reputation for good stewardship, and which explain the status of County operations to the citizens and tax payers of Ottawa County. Systems and procedures will be implemented by Ottawa County to implement this policy, in accordance with the Ottawa County Strategic Plan.

II. STATUTORY REFERENCES

The Board of Commissioners may establish such rules and regulations regarding the business concerns of the County as the Board considers necessary and proper. See: MCL 46.11(m); 46.71, Act 156 of 1851, as amended. See also the specific statutory requirements of the Uniform Budgeting and Accounting Act, MCL 141.421a et seq.

PROCEDURE

1. County Budget Philosophy

a. Alignment with Strategic Plan: The County Board regularly reviews and updates the County’s strategic plan which serves as a guide for County operations. Since the budget is the main tool for implementation of the Strategic Plan, the budget, to the extent possible, will be consistent with the goals and objectives of the strategic plan.

b. Prudence: As stewards of taxpayer dollars and to promote stability, the budget will be prepared using conservative, but realistic

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

The County will include a contingency amount in the budget for unforeseen and emergency type expenditures. The amount will represent not less than 1% and not more than 2% of the General Fund's actual expenditures for the most recently completed audit (e.g., 2006 audit used for the 2008 budget). All appropriations from contingency must have Board approval.

c. **Balancing the Budget:** In accordance with Public Act 621, no fund will be budgeted with a deficit (expenditures exceeding revenues and fund balance). Prudence requires that the ongoing operating budget be matched with ongoing, stable revenue sources in order to avoid disruption of services. The County will make every effort to avoid the use of one-time dollars and fund balance to balance the budget. Instead, cash balances and one-time revenues should only be used for one-time expenditures such as capital improvements.

2. Budget Formulation

a. **Responsibility:** The Administrator will assume final responsibility for the preparation, presentation and control of the budget, and shall prepare an annual budget calendar and budget resolution packet for each fiscal year.

b. **Budget Basis:** The budget will be prepared on the same basis as the County's financial statements. The governmental funds will be based on modified accrual and the proprietary funds (budgeted in total only) will be based on full accrual. The County's legal level of control is by line item.

c. **Schedule:** The annual budget process will be conducted in accordance with the annual budget calendar.

d. **Required Budget Data:** Department heads and other administrative officers of budgetary centers will provide necessary information to the Administrator for budget preparation. Specifically, departments will be asked to provide equipment and personnel requests with explanatory data, goals, objectives and performance data, substantiating information for each account, and performance measures, both historical and projected.

e. **Budget Document:** The County will prepare the final budget document in accordance with the guidelines established the Government Finance Officers Association Distinguished Budget Award Program and on a basis consistent with principles established by the Governmental Accounting Standards Board.

3. Amendments to the Budget

Budgets for the current year are continually reviewed for any required revisions of original estimates. Proposed increases or reductions in

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

All unencumbered appropriations lapse at year-end. However, the appropriation authority for major capital projects, capital assets and previously authorized projects (i.e., the encumbered portions) carries forward automatically to the subsequent year. All other encumbered appropriations lapse at year-end.

4. Long-term Financial Planning

As part of the annual budget process, five year revenue and expenditure estimates will be provided for the General Fund. The estimates will assess the long-term impacts of budget policies, tax levies, program changes, capital improvements and other initiatives. This information may then be used to develop strategies to maintain the County's financial standing. If a structural deficit (operating revenues do not cover operating expenditures) is identified, or projected, the Administrator will develop and bring before the Board a deficit elimination plan to address the problem.

In addition, the County will support efforts that control future operating costs. The County will strive to fully fund the County's financing tools to benefit all current and future residents of Ottawa County. Details of the financing tools funds can be found in the strategic planning section of the User Guide.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

PERFORMANCE MEASUREMENT POLICY

I. POLICY

As stewards of public funds, the Ottawa County Board of Commissioners must be accountable for their use. Providing a thorough accounting for the dollars provided and used is important but true accountability also requires the Board to evaluate whether these dollars were used effectively. Performance measures that include output, efficiency, and outcome measures are critical tools in evaluating the effectiveness of County programs.

The intent of this Policy is to provide for the use of performance measures in County operations.

To facilitate the County budget process, all programs and activities funded by County dollars and/or accounted for through the County budget must submit performance measurements as part of the budget process. Performance measures will be used so that the Administrator can make budget recommendations to the Board of Commissioners, to allow the Board to make informed allocations of fiscal resources, and to provide for the continued improvement of resource allocations.

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.

PROCEDURE

1. The Board of Commissioners will support the use of performance measures.

- The Board will require annual reports from all departments under the control of the Administrator, and request annual reports from the courts and from offices and departments managed by elected officials. These annual reports will include performance measures that reflect the functions performed by each reporting entity.
- As part of the annual budget reporting process, the Administration will incorporate performance measures that support the Ottawa County Strategic Plan as well as tie departmental goals and objectives to the annual budget.

2. The Board will emphasize the development of *outcome* measures.

In measuring performance, there are three types of indicators most often used. Output measures (e.g., number of tickets written) address the workload of departments, but do not indicate if the department is performing well. Efficiency measures (e.g., percent of payroll checks issued without error) address whether workloads/caseloads are being processed timely and efficiently. Outcome measures (e.g., recidivism) reflect effectiveness and indicate whether we have achieved the goals we set out to accomplish.

- As part of their strategic planning process, the Board will include outcome performance measures that link County goals and objectives to results.

3. The Board will utilize performance measures in the decision-making process.

Once appropriate performance measures are developed, their true potential may be realized. The measures may be used to enhance service delivery, evaluate program performance and results, support new initiatives, communicate program goals and, ultimately, improve program effectiveness.

- The Board will utilize performance measures in analyzing personnel requests, technology initiatives, program funding, and other budget decisions.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

The County Millage Levy

The citizens of Ottawa County enjoy one of the lowest county millage levies in the State of Michigan. The allocated millage for county operations is 4.44 mills. In 1989, the citizens voted to approve a .5 mill levy for the operation of the E-911 Central Dispatch operation; and in 1996, a .33 mill levy was approved for Park Development, Expansion, and Maintenance, and was renewed for an additional 10 years in August of 2006.

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

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

History of Ottawa County Tax Levies

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

Tax Levy History

<u>Levy Year</u>	<u>Budget Year (1)</u>	<u>County Operation</u>	<u>E-911</u>	<u>Parks</u>	<u>Total</u>
1999	2000	3.6000	.4545	.3267	4.3812
2000	2001	3.6000	.4515	.3245	4.3760
2001	2002	3.5000	.4493	.3229	4.2722
2002	2003	3.4000	.4464	.3208	4.1672
2003	2004	3.4000	.4429	.3182	4.1611
2004	2005	3.5000	.4419	.3174	4.2593
2005	2006	3.5000	.4411	.3168	4.2579
2006	2007		.4407	.3165	4.2572
2007	2007	3.6000	.4407	.3165	4.3572
2007	2008		.4407	.3165	4.3572
2008	2008	3.6000	.4407	.3165	4.3572
2008	2009		.4407	.3165	4.3572
2009	2009	3.6000	n/a	n/a	n/a

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

Calculation of Property Taxes

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

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

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

Comparison of Tax Levies of Other Michigan Counties

2008 Operating Millage Levies of Neighboring Counties:

Allegan	4.6577
Muskegon	5.6984
Kent	4.2803
Ottawa	3.6000

Counties of Similar Size:

<u>County</u>	<u>2008 Taxable Valuation</u>	<u>Operating Millage Levy</u>
Kalamazoo	\$8,265,432,248	4.6871
Ingham	7,988,684,377	6.3512
Ottawa	9,898,685,191	3.6000
Genesee	11,829,074,332	5.5072
Washtenaw	15,650,088,801	4.5493

Highest 2007 Allocated and Voted Levy:

Baraga	14.77
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Lowest 2007 Allocated and Voted Levy:

Livingston	3.88
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New Positions Approved with the 2009 Budget

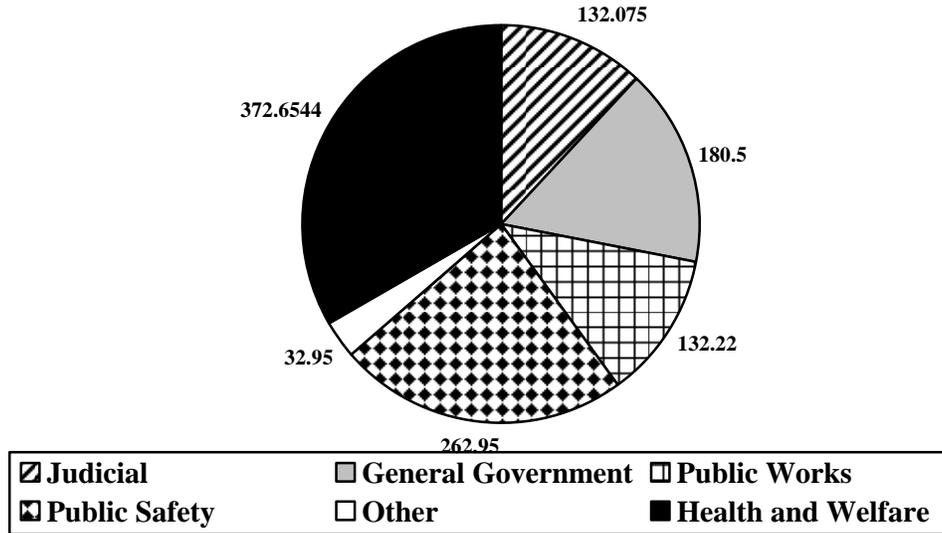
Although the County is showing a net decrease in positions overall, certain departments received new positions based on service demands. The table that follows lists all of the approved changes.

2009 Approved Personnel Requests

Department	Description	Personnel Costs	Equipment Costs
Benefitted Position Requests			
District Court	0.05 Probation Secretary	\$3,504	
District Court	0.50 Deputy Clerk I - Holland	\$23,471	
District Court	0.25 Deputy Clerk I - Holland	\$8,288	
District Court	2.00 Deputy Court Clerk	\$90,358	\$3,000
Treasurer	.5 Records Processing Clerk IV	\$26,031	
Sheriff	Detective	\$83,685	\$24,710
Sheriff	Sergeant	\$88,295	\$27,390
Sheriff	RPC II	\$49,393	\$1,410
Parks & Recreation	Coordinator of Interpretive & Information Services	\$71,660	\$21,860
Parks & Recreation	Parks Maintenance Worker	\$48,001	\$27,000
Total Approved Benefitted Positions		<u>\$492,686</u>	<u>\$105,370</u>
Unbenefitted Position Requests			
Probate Court	Microfilmer/Clerical/Imaging	\$10,974	
Parks & Recreation	Naturalist Guides	\$24,500	\$2,985
Parks & Recreation	Gatekeeper/Grand River Park	N/A	
Parks & Recreation	.0875 Gatekeeper/Hager Park	\$1,519	
Parks & Recreation	Seasonal Park Attendant/Pigeon Creek/ Winter Operations	\$3,297	
Total Approved Unbenefitted Positions		<u>\$40,290</u>	<u>\$2,985</u>
Grand Total - All Approved Personnel Requests		<u>\$532,976</u>	<u>\$108,355</u>

Total County Personnel by Function

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



Capital Equipment Approved with the 2009 Budget

Department	Type of Equipment	2009 Requested Purchase Price
District Court	Small Scanner	\$8,500
District Court	Scanner DR7580 w/Imprint	\$9,912
Fiscal Services	Folder/Inserter for Mailings	\$9,500
Clerk	Canon DR5010C Scanner	\$6,654
Clerk	Canon DR7580	\$9,087
Prosecuting Attorney	Cannon DR7580 Scanner w/Imprinter	\$9,912
Sheriff	8 CVPI Patrol Vehicles Car	\$219,120
Sheriff	Detective Bureau Vehicle – 731	\$23,000
Sheriff	Vehicle Equipment & Set-up cost for DB	\$300
Sheriff	Van for Sr. Volunteer Group	\$22,500
Sheriff	2 Chevy Police Package Tahoe	\$67,980
Sheriff	Live Scan TP-3100	\$17,476
Sheriff	2 CVPI Patrol Vehicles Car	\$54,780
Sheriff	Patrol vehicle for new sergeant	\$27,390
Sheriff	vehicle for new detective position	\$23,300
Jail	2 Ford Van Unit 851 & 854	\$53,580
Jail	Live Scan TP-3800	\$41,379
Parks & Recreation	Utility Vehicle (Mule, Gator, etc)	\$7,500

Capital Equipment Approved with the 2009 Budget

Department	Type of Equipment	2009
		Requested Purchase Price
Parks & Recreation	Equipment Trailer - Two Axle	\$5,500
Parks & Recreation	Chevy Colorado 2WD Pickup	\$15,000
Parks & Recreation	Ford F250 4WD Reg. Cab Pickup	\$27,000
Parks & Recreation	Ford F250 4WD Reg. Cab Pickup	\$27,000
FOC	2 DR50 10C Scanners w/imprinters @ 8649. ea	\$17,298
Health	Scantron Clarity 2801.139 Survey Scanner	\$6,800
Health-IMMS	Commercial Grade Freezer/Store Vaccines	\$12,058
COPS Universal GH Twp	CVPI Patrol Car - 602	\$27,390
COPS / Jamestown	CVPI Patrol Vehicle Unit 28	\$27,390
COPS / Georgetown	Chevy Tahoe Police Package Car	\$33,990
Juvenile - Treatment	2008 Chevy Upland Mini-van	\$21,500
IT	Asset Mgr. Software	\$22,900
IT	Additional VM Server/Software	\$14,625
IT	SAN w/Storage	\$50,000
Duplicating	Copier	\$13,000
		<u>\$933,321</u>

This schedule includes capital equipment items only which are defined by the County as items with a per unit price of greater than \$5,000. For a complete list of approved equipment including items under \$5,000, please see the schedule included in the appendix. In addition, the County is planning for the following capital construction projects:

Capital Construction Projects

Project Description	2009	Future Year
	Expenditures	Expenditures
Grand Haven/West Olive Project	\$6,000,000	\$0
SouthWest Ottawa Landfill	\$100,000	\$0
Bur Oak Landing Trail Improvements	\$65,000	\$0
Connor Bayou General Park Improvements	\$250,000	\$0
Bend Area Trailhead Parking	\$20,000	\$0
Grand River Park Renovate Walkways	\$20,000	\$0
Park 12 Retaining Wall	\$20,000	\$0
Pine Bend Outdoor Seating Landscaping	\$35,000	\$0
Tunnel Park Replace Irrigation	\$20,000	\$0
Tunnel Park Replace West Dune Stairs	\$21,000	\$0
		<u>\$6,551,000</u>

Financial Outlook

Overview

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

The history of expenditures is a good starting point as most of the County's costs, especially in the General Fund, are ongoing. History also provided us with trend information such as personnel additions and health care cost trends. From here, projections were formulated based on the following assumptions:

Revenues

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

Property Tax – Significant analysis has been done during 2008 to more accurately project changes in taxable value. The analysis was done on a parcel by parcel basis to help pinpoint when the taxable value of an individual parcel would reach its assessed value (which is falling). The process is discussed in greater detail in the revenue sources section and the transmittal letter. The results of the analysis projected increases in taxable value ranging from 2.38% to 2.77% over the next five years. The increases are smaller than those of prior projections which ranged from 4% to 5%.

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

Charges for Services – Charges for Services are also a significant revenue source. The County is projecting this revenue source to increase by 2% per year with one exception. Economic conditions, the housing market as well as the credit market have prompted a more conservative increase factor - 1% - in Register of Deeds revenue.

Investment Income – Since Investment Income depends in part on the investment environment, it is difficult to make projections. The County anticipates earnings to bottom out in 2006/2007 (based on current holdings), but improve significantly after that. However, the County's contribution for the Grand Haven Courthouse/Fillmore Street expansion is using \$20 million of cash, and this has been factored into the projections.

Operating Transfers In – In general, operating transfers in are one time dollars. The 2009 budget does include \$500,000 from the Compensated Absences fund meant to help ease the County into other program reductions. However, projections for subsequent years do not include other one-time transfers. The only other Operating Transfer In revenue in the budgets for 2010 and 2011 is from the Revenue Sharing Reserve fund.

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

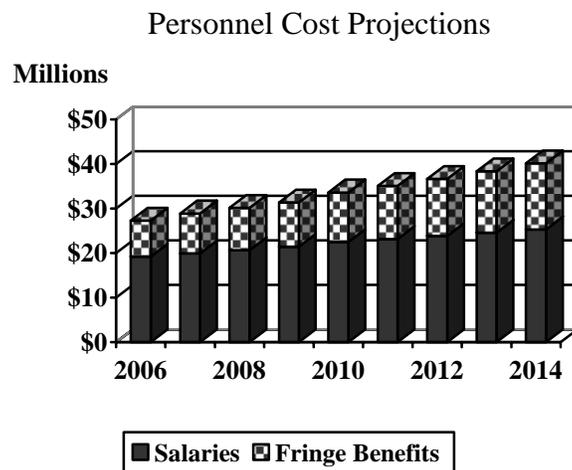
Expenditures

Salaries – County employees generally receive a cost of living adjustment which may be based on the consumer price index and available funds. In addition, newer employees also receive step increases for five years. After the five years, the employees receive only the cost of living adjustment. To cover both the cost of living adjustment and the step increases, the projections increase salaries by 3% per year.

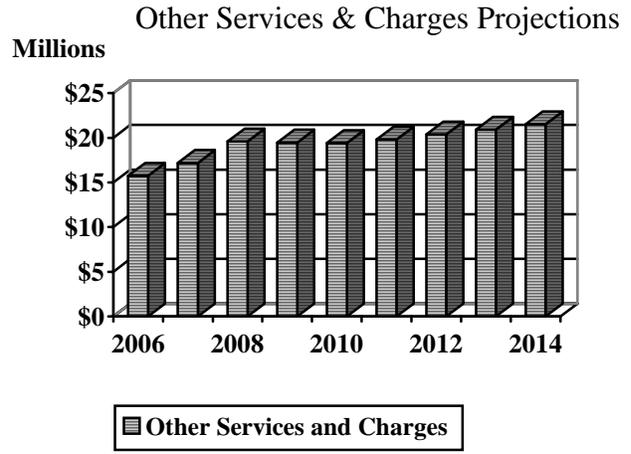
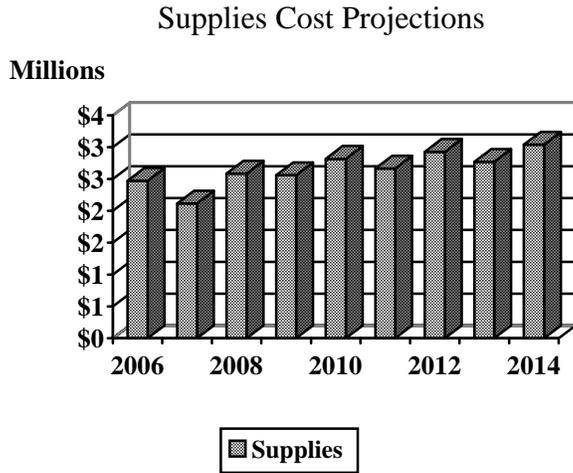
In addition, a growing County like Ottawa needs to be able to respond to the growing service demands with additional employees. Based on historical personnel additions, approximately \$500,000 per year is added to salaries and fringe benefits per year to reflect additional employees.

Fringe Benefits – Certain fringe benefits, the largest being social security tax and retirement contributions, are based on salaries. Consequently, these fringe benefits are also projected to increase by 3% per year. Other fringe benefits, mainly health, dental and optical insurance are not based on salaries. Based on the most recent actuary study, the projections include increases of 11% per year for health insurance, 6% for dental insurance, and 3% for optical insurance. These increases reflect a larger employee contribution in 2010.

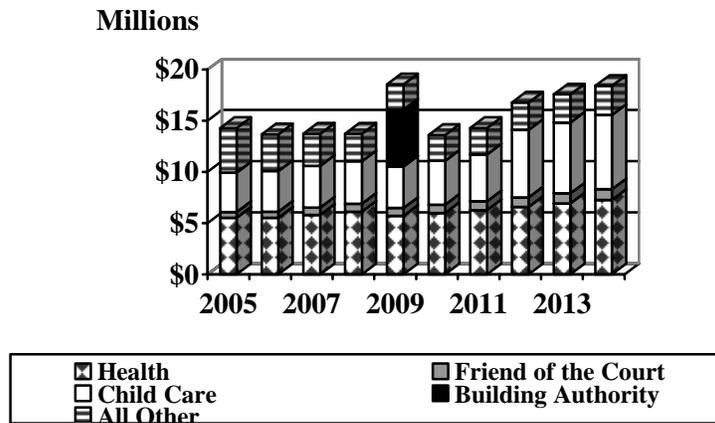
The graph below shows the history and projections for personnel costs and reflects the disproportionate increase in fringe benefits as compared to salaries.



Supplies and Other Services and Charges – In most cases, these expenditures are projected to increase by 2% per year. However, certain adjustments have been made. Liability and vehicle insurance are projected to increase 10% per year. In addition, adjustments have been made to reflect election costs in election years and the projections for facilities costs in connection with the Grand Haven/West Olive project.



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



Results

As discussed in the transmittal letter, a deficit reduction plan was implemented to address the structural deficit in 2005. The plan made a significant improvement in the financial outlook of the County. However, subsequent developments have changed the outlook and necessitate additional response. Most significantly, the deterioration in the housing market has had the largest negative impact. In addition, when the original estimates were

made, the County was not anticipating a significant other post employment benefits liability. However, the annual required contribution in 2009 is nearly \$1 million.

A new deficit reduction plan is already underway and discussed in the transmittal letter. During 2007 and 2008, the Board of Commissioners completed a ranking of discretionary programs as a basis for possible reductions and eliminations. In January of 2009, the Board will complete an additional ranking of discretionary services in conjunction with a ranking of mandated services. The County believes this and other avenues will eliminate the operating deficit and will maintain the financial standing of the County.

The schedules that follow show General Fund Projections under three different scenarios:

Scenario 1: Revenue sharing is reinstated and the Tax Levy increases from 3.6 mills to 3.7 mills for 2010 – 2014.

In 2004, the State of Michigan suspended revenue sharing payments to counties in order to deal with a State budget crisis. The plan was to move the operating levy from December to July over a three year period which would mean counties would go from levying taxes the December before the fiscal year to the July of the fiscal year. This resulted in a pool of money counties would be able to use to make up for the lost revenue sharing. Upon the depletion of this money, the State would resume payments. However, the State's fiscal state is still poor, and it appears unlikely they will be able to resume payments.

Ottawa County is in a unique position in that they do not levy the maximum allowable tax levy. This is money that can be accessed by a vote of the Board of Commissioners. This scenario reflects that even if Revenue Sharing were reinstated, expenditures would continue to outpace revenues.

Scenario 2: Revenue Sharing is Not Reinstated; Tax Levy increases from 3.6 mills to 3.7 mills for 2010-2014.

This scenario essentially reflects the financial projection if the County makes no changes to its expenditures and raises the levy by only one tenth of a mill.

Scenario 3: State revenue sharing payments are not reinstated and the County levies the maximum tax levy.

This scenario reflects the County levying the maximum tax levy to help cover the lost revenue sharing.

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

Scenario 1: Assumes Revenue Sharing Reinstated
(Reflects revised taxable value increases)

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Current Year Estimated	Budgeted	Projected	Projected	Projected	Projected	Projected
Revenues:											
Taxes	\$29,744,577	\$32,858,275	\$37,095,829	\$38,840,291	\$40,193,843	\$41,465,748	\$43,432,521	\$44,534,048	\$45,623,749	\$46,714,391	\$47,984,842
Intergovernmental	\$6,237,538	\$5,962,079	\$4,637,820	\$4,793,385	\$4,419,764	\$4,534,572	\$4,594,512	\$9,242,774	\$9,801,987	\$10,034,059	\$10,276,021
Charges for services	\$9,027,566	\$9,124,440	\$9,240,623	\$9,956,184	\$10,029,530	\$9,738,398	\$9,824,877	\$10,001,376	\$10,181,206	\$10,364,430	\$10,551,115
Fines & Forfeits	\$1,026,797	\$1,069,949	\$1,047,692	\$1,012,626	\$953,100	\$961,100	\$980,322	\$999,928	\$1,019,927	\$1,040,326	\$1,061,132
Interest on investments	\$830,652	\$866,449	\$1,717,019	\$1,987,812	\$1,475,000	\$950,000	\$1,130,795	\$998,332	\$1,077,285	\$1,054,021	\$833,203
Rental income	\$2,225,581	\$2,397,103	\$2,511,754	\$2,610,933	\$2,851,159	\$2,873,024	\$2,981,390	\$3,082,058	\$3,188,612	\$3,301,478	\$3,421,114
Licenses & permits	\$311,494	\$299,828	\$289,351	\$261,763	\$269,025	\$251,675	\$256,709	\$261,843	\$267,080	\$272,421	\$277,870
Other	\$356,567	\$346,904	\$362,827	\$339,433	\$344,807	\$276,414	\$279,281	\$282,206	\$285,189	\$288,232	\$291,335
Operating transfer in	\$6,638,481	\$6,323,127	\$4,239,536	\$4,425,399	\$4,510,800	\$5,132,000	\$4,770,960	\$336,513	\$0	\$0	\$0
Fund balance reserve use	\$0	\$0	\$0	\$0	\$1,264,078	\$5,488,512	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$56,399,253	\$59,248,154	\$61,142,451	\$64,227,826	\$66,311,106	\$71,671,443	\$68,251,366	\$69,739,078	\$71,445,035	\$73,069,357	\$74,696,633
% change over prior year *		5.10%	3.20%	5.00%	3.20%	8.10%	-4.80%	2.20%	2.40%	2.30%	2.20%
Expenditures:											
Salaries	\$17,776,227	\$18,614,044	\$19,216,398	\$19,924,051	\$20,631,760	\$21,400,671	\$22,505,420	\$23,178,969	\$23,872,724	\$24,587,292	\$25,323,296
Fringe benefits	\$6,680,860	\$7,280,421	\$8,060,040	\$8,964,787	\$9,531,672	\$9,949,323	\$11,098,357	\$11,906,169	\$12,789,998	\$13,757,794	\$14,818,365
Supplies	\$2,294,523	\$2,956,830	\$2,472,811	\$2,115,249	\$2,585,573	\$2,559,061	\$2,818,367	\$2,664,519	\$2,927,845	\$2,771,982	\$3,041,657
Other services & chg	\$14,536,981	\$15,102,808	\$15,736,645	\$17,188,585	\$19,598,523	\$19,469,208	\$19,419,066	\$19,805,484	\$20,375,597	\$20,899,643	\$21,505,680
Contingency	\$0	\$0	\$0	\$0	\$0	\$738,211	\$551,412	\$562,440	\$573,689	\$585,163	\$596,866
Capital outlay	\$83,217	\$422,926	\$11,238	\$14,805	\$100,868	\$12,934	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$12,287,447	\$14,287,835	\$13,667,299	\$13,737,530	\$13,744,442	\$18,542,035	\$13,603,879	\$14,286,322	\$15,006,349	\$15,766,054	\$16,567,650
Total Expenditures	\$53,659,255	\$58,664,864	\$59,164,431	\$61,945,007	\$66,192,838	\$72,671,443	\$69,996,501	\$72,403,903	\$75,546,201	\$78,367,928	\$81,853,515
% change over prior year *		9.30%	0.90%	4.70%	6.90%	9.80%	-3.70%	3.40%	4.30%	3.70%	4.40%
Revenue over (under) expenditures	\$2,739,998	\$583,290	\$1,978,020	\$2,282,819	\$118,268	-\$1,000,000	-\$1,745,135	-\$2,664,825	-\$4,101,167	-\$5,298,571	-\$7,156,882

* The % change over prior year for 2009 is significantly higher due to the budgeted transfer of \$5.585 million for the building project. These amounts are reflected in the fund balance reserve use line in revenues and the operating transfers line in expenditures. If this reserve use is factored out, revenues in 2009 are actually decreasing by 2%, and expenditures are increasing by only 2.9%.

Factoring this out for 2010, the percentage increase for revenues and expenditures are 4.8% and 4.4%, respectively.

Note: Assumes the following levies: 2009 = 3.6 mills, 2010 = 3.7 mills, 2011 = 3.7 mills, 2012 = 3.7 mills, 2013 = 3.7 mills, and 2014 = 3.7 mills with increases in taxable value ranging from 2.38% to 2.77% each year.

Assumes a health co-pay of 9% for 2010 and 10% for every year thereafter.

Assumes no transfers to the Stabilization fund (\$275,000 - \$325,000) and no transfers from the Delinquent Tax fund (\$625,000+) for 2010-2014.

Assumes annual COLA and step increases of 3%, and department budgets assuming the full cost of the OPEB liability in 2010.

Assumes new positions costing approximately \$500,000 per year, beginning in 2010

Assumes State Revenue Sharing payments are restored in 2011.

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

Scenario 2: Assumes Revenue Sharing is Not Reinstated
(Reflects revised taxable value increases)

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Current Year Estimated	Budgeted	Projected	Projected	Projected	Projected	Projected
Revenues:											
Taxes	\$29,744,577	\$32,858,275	\$37,095,829	\$38,840,291	\$40,193,843	\$41,465,748	\$43,432,521	\$44,534,048	\$45,623,749	\$46,714,391	\$47,984,842
Intergovernmental	\$6,237,538	\$5,962,079	\$4,637,820	\$4,793,385	\$4,419,764	\$4,534,572	\$4,594,512	\$4,665,198	\$4,740,475	\$4,820,702	\$4,906,263
Charges for services	\$9,027,566	\$9,124,440	\$9,240,623	\$9,956,184	\$10,029,530	\$9,738,398	\$9,824,877	\$10,001,376	\$10,181,206	\$10,364,430	\$10,551,115
Fines & Forfeits	\$1,026,797	\$1,069,949	\$1,047,692	\$1,012,626	\$953,100	\$961,100	\$980,322	\$999,928	\$1,019,927	\$1,040,326	\$1,061,132
Interest on investments	\$830,652	\$866,449	\$1,717,019	\$1,987,812	\$1,475,000	\$950,000	\$1,130,795	\$998,332	\$1,077,285	\$1,054,021	\$833,203
Rental income	\$2,225,581	\$2,397,103	\$2,511,754	\$2,610,933	\$2,851,159	\$2,873,024	\$2,981,390	\$3,082,058	\$3,188,612	\$3,301,478	\$3,421,114
Licenses & permits	\$311,494	\$299,828	\$289,351	\$261,763	\$269,025	\$251,675	\$256,709	\$261,843	\$267,080	\$272,421	\$277,870
Other	\$356,567	\$346,904	\$362,827	\$339,433	\$344,807	\$276,414	\$279,281	\$282,206	\$285,189	\$288,232	\$291,335
Operating transfer in	\$6,638,481	\$6,323,127	\$4,239,536	\$4,425,399	\$4,510,800	\$5,132,000	\$4,770,960	\$336,513	\$0	\$0	\$0
Fund balance reserve use	\$0	\$0	\$0	\$0	\$1,264,078	\$5,488,512	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$56,399,253	\$59,248,154	\$61,142,451	\$64,227,826	\$66,311,106	\$71,671,443	\$68,251,366	\$65,161,502	\$66,383,523	\$67,856,000	\$69,326,875
% change over prior year *		5.10%	3.20%	5.00%	3.20%	8.10%	-4.80%	-4.50%	1.90%	2.20%	2.20%
Expenditures:											
Salaries	\$17,776,227	\$18,614,044	\$19,216,398	\$19,924,051	\$20,631,760	\$21,400,671	\$22,505,420	\$23,178,969	\$23,872,724	\$24,587,292	\$25,323,296
Fringe benefits	\$6,680,860	\$7,280,421	\$8,060,040	\$8,964,787	\$9,531,672	\$9,949,323	\$11,098,357	\$11,906,169	\$12,789,998	\$13,757,794	\$14,818,365
Supplies	\$2,294,523	\$2,956,830	\$2,472,811	\$2,115,249	\$2,585,573	\$2,559,061	\$2,818,367	\$2,664,519	\$2,927,845	\$2,771,982	\$3,041,657
Other services & chg	\$14,536,981	\$15,102,808	\$15,736,645	\$17,188,585	\$19,598,523	\$19,469,208	\$19,419,066	\$19,805,484	\$20,375,597	\$20,899,643	\$21,505,680
Contingency	\$0	\$0	\$0	\$0	\$0	\$738,211	\$551,412	\$562,440	\$573,689	\$585,163	\$596,866
Capital outlay	\$83,217	\$422,926	\$11,238	\$14,805	\$100,868	\$12,934	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$12,287,447	\$14,287,835	\$13,667,299	\$13,737,530	\$13,744,442	\$18,542,035	\$13,603,879	\$14,286,322	\$15,006,349	\$15,766,054	\$16,567,650
Total Expenditures	\$53,659,255	\$58,664,864	\$59,164,431	\$61,945,007	\$66,192,838	\$72,671,443	\$69,996,501	\$72,403,903	\$75,546,201	\$78,367,928	\$81,853,515
% change over prior year *		9.30%	0.90%	4.70%	6.90%	9.80%	-3.70%	3.40%	4.30%	3.70%	4.40%
Revenue over (under) expenditures	\$2,739,998	\$583,290	\$1,978,020	\$2,282,819	\$118,268	-\$1,000,000	-\$1,745,135	-\$7,242,401	-\$9,162,679	-\$10,511,928	-\$12,526,640

* The % change over prior year for 2009 is significantly higher due to the budgeted transfer of \$5.585 million for the building project. These amounts are reflected in the fund balance reserve use line in revenues and the operating transfers line in expenditures. If this reserve use is factored out, revenues in 2009 are actually decreasing by 2%, and expenditures are increasing by only 2.9%.

Factoring this out for 2010, the percentage increase for revenues and expenditures are 4.8% and 4.4%, respectively.

Note: Assumes the following levies: 2009 = 3.6 mills, 2010 = 3.7 mills, 2011 = 3.7 mills, 2012 = 3.7 mills, 2013 = 3.7 mills, and 2014 = 3.7 mills with increases in taxable value ranging from 2.38% to 2.77% each year.

Assumes a health co-pay of 9% for 2010 and 10% for every year thereafter.

Assumes no transfers to the Stabilization fund (\$275,000 - \$325,000) and no transfers from the Delinquent Tax fund (\$625,000+) for 2010-2014.

Assumes annual COLA and step increases of 3%, and department budgets assuming the full cost of the OPEB liability in 2010.

Assumes new positions costing approximately \$500,000 per year, beginning in 2010

Assumes State Revenue Sharing payments are not reinstated

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

Scenario 3: Assumes Revenue Sharing is Not Reinstated
Assumes 2011 millage rate at 2008 max of 4.2650 mills
(Reflects revised taxable value increases)

	2008										
	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Budgeted	2010 Projected	2011 Projected	2012 Projected	2013 Projected	2014 Projected
Revenues:											
Taxes	\$29,744,577	\$32,858,275	\$37,095,829	\$38,840,291	\$40,193,843	\$41,465,748	\$43,431,722	\$50,583,334	\$51,821,054	\$53,059,668	\$54,500,238
Intergovernmental	\$6,237,538	\$5,962,079	\$4,637,820	\$4,793,385	\$4,419,764	\$4,534,572	\$4,594,512	\$4,665,198	\$4,740,475	\$4,820,702	\$4,906,263
Charges for services	\$9,027,566	\$9,124,440	\$9,240,623	\$9,956,184	\$10,029,530	\$9,738,398	\$9,824,877	\$10,001,376	\$10,181,206	\$10,364,430	\$10,551,115
Fines & Forfeits	\$1,026,797	\$1,069,949	\$1,047,692	\$1,012,626	\$953,100	\$961,100	\$980,322	\$999,928	\$1,019,927	\$1,040,326	\$1,061,132
Interest on investments	\$830,652	\$866,449	\$1,717,019	\$1,987,812	\$1,475,000	\$950,000	\$1,130,795	\$998,332	\$1,077,285	\$1,054,021	\$833,203
Rental income	\$2,225,581	\$2,397,103	\$2,511,754	\$2,610,933	\$2,851,159	\$2,873,024	\$2,981,390	\$3,082,058	\$3,188,612	\$3,301,478	\$3,421,114
Licenses & permits	\$311,494	\$299,828	\$289,351	\$261,763	\$269,025	\$251,675	\$256,709	\$261,843	\$267,080	\$272,421	\$277,870
Other	\$356,567	\$346,904	\$362,827	\$339,433	\$344,807	\$276,414	\$279,281	\$282,206	\$285,189	\$288,232	\$291,335
Operating transfer in	\$6,638,481	\$6,323,127	\$4,239,536	\$4,425,399	\$4,510,800	\$5,132,000	\$4,770,960	\$336,513	\$0	\$0	\$0
Fund balance reserve use	\$0	\$0	\$0	\$0	\$1,264,078	\$5,488,512	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$56,399,253	\$59,248,154	\$61,142,451	\$64,227,826	\$66,311,106	\$71,671,443	\$68,250,567	\$71,210,788	\$72,580,828	\$74,201,277	\$75,842,271
% change over prior year *		5.10%	3.20%	5.00%	3.20%	8.10%	-4.80%	4.30%	1.90%	2.20%	2.20%
Expenditures:											
Salaries	\$17,776,227	\$18,614,044	\$19,216,398	\$19,924,051	\$20,631,760	\$21,400,671	\$22,505,420	\$23,178,969	\$23,872,724	\$24,587,292	\$25,323,296
Fringe benefits	\$6,680,860	\$7,280,421	\$8,060,040	\$8,964,787	\$9,531,672	\$9,949,323	\$11,098,357	\$11,906,169	\$12,789,998	\$13,757,794	\$14,818,365
Supplies	\$2,294,523	\$2,956,830	\$2,472,811	\$2,115,249	\$2,585,573	\$2,559,061	\$2,818,367	\$2,664,519	\$2,927,845	\$2,771,982	\$3,041,657
Other services & chg	\$14,536,981	\$15,102,808	\$15,736,645	\$17,188,585	\$19,598,523	\$19,469,208	\$19,419,066	\$19,805,484	\$20,375,597	\$20,899,643	\$21,505,680
Contingency	\$0	\$0	\$0	\$0	\$0	\$738,211	\$551,412	\$562,440	\$573,689	\$585,163	\$596,866
Capital outlay	\$83,217	\$422,926	\$11,238	\$14,805	\$100,868	\$12,934	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$12,287,447	\$14,287,835	\$13,667,299	\$13,737,530	\$13,744,442	\$18,542,035	\$13,603,879	\$14,286,322	\$15,006,349	\$15,766,054	\$16,567,650
Total Expenditures	\$53,659,255	\$58,664,864	\$59,164,431	\$61,945,007	\$66,192,838	\$72,671,443	\$69,996,501	\$72,403,903	\$75,546,201	\$78,367,928	\$81,853,515
% change over prior year *		9.30%	0.90%	4.70%	6.90%	9.80%	-3.70%	3.40%	4.30%	3.70%	4.40%
Revenue over (under) expenditures		\$583,290	\$1,978,020	\$2,282,819	\$118,268	-\$1,000,000	-\$1,745,934	-\$1,193,115	-\$2,965,374	-\$4,166,651	-\$6,011,244

* The % change over prior year for 2009 is significantly higher due to the budgeted transfer of \$5.585 million for the building project. These amounts are reflected in the fund balance reserve use line in revenues and the operating transfers line in expenditures. If this reserve use is factored out, revenues in 2009 are actually decreasing by 2%, and expenditures are increasing by only 2.9%.

Factoring this out for 2010, the percentage increase for revenues and expenditures are 4.8% and 4.4%, respectively.

Note: Assumes the following levies: 2009 = 3.6 mills, 2010 = 3.7 mills, 2011 = 4.265 mills, 2012 = 4.265 mills, 2013 = 4.265 mills, and 2014 = 4.265 mills with increases in taxable value ranging from 2.31% to 2.59% each year

Assumes a health co-pay of 9% for 2010 and 10% for every year thereafter.

Assumes no transfers to the Stabilization fund (\$275,000 - \$325,000) and no transfers from the Delinquent Tax fund (\$625,000+) for 2010-2014.

Assumes annual COLA and step increases of 3%, and department budgets assuming the full cost of the OPEB liability in 2010.

Assumes new positions costing approximately \$500,000 per year, beginning in 2010

Assumes State Revenue Sharing payments are not reinstated

The Strategic Planning Process

Strategic Planning Definition

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

Objective

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

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

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

Ottawa County, the eighth-largest county in Michigan, is a rapidly-growing community of over 250,000 people located along the Lake Michigan shoreline. The government that serves the community is comprised of approximately 1,100 union, non-union, and elected employees with occupations as diverse as nursing, corrections, parks, 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, Drain Commissioner, Prosecutor, Register of Deeds, 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, including the employee and resident surveys, a study of mandated services, employee input on the mission statement, evaluations of several departments, the wage and classification study completed by William Rye & Associates, 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 of Commissioners met on January 7 and 8, 2008, to update its objectives for 2008 and 2009, review the strengths, weaknesses, opportunities, and threats (SWOT) facing the County, and review and rank discretionary services. Since the initial meetings reviewed draft objectives, 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.

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

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.

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

- Location
- Natural Resources (lakes, rivers, trees)
- Potential finances
- Services
- Good law enforcement
- Parks
- Agriculture
- Potential for future energy development
- Entrepreneurs
- Industry and infrastructure
- Lake Michigan
- Education
- Work Ethic
- Effective County government
- Close to cultural resources
- Religion
- Quality-of-life
- Transportation
- Health care, local hospitals and proximity to Kent County
- Workforce
- Low crime rate
- Culture of volunteering and philanthropy
- Strong recreational opportunities

- Lack of Diversity
- Runoff and Water Pollution
- Geographic division by Grand River
- Lack of affordable housing
- State recession
- State government
- Single bridge crossing on Grand River in Northwest Quadrant
- Workforce unprepared, inadequate for future jobs
- Lack of countywide mass transit, especially to County facilities, rural areas
- Inadequate road funding
- Three Metropolitan Planning Organizations (MPOs)
- Balancing quality-of-life with growth
- Managing growth to keep open spaces

WEAKNESSES

OPPORTUNITIES

- Economic development (energy, agriculture)
- Airport authority
- Partnering with MSU's work at former Pfizer plant
- Growth in health care industry
- Regional thinking, planning
- Educational programs to meet new needs (global, emerging industries)
- Growth of GVSU
- Tourism (lakes, parks)
- Improve transit, conduct corridor studies
- Increase road funding
- Provision of infrastructure
- Increase funding for mandated services
- Revenue sharing
- Work with GCSI, MAC
- Build relationships with legislators
- Improve recycling

- Loss of revenue sharing
- Financial situation
- Bigotry
- Loss of water quality, beach closures
- Groundwater withdrawal
- Seagulls
- Air pollution regulation changes
- Growth—accommodating population and development
- Gang activity
- WEMET funding, drug transport through county
- Aging population
- Road condition and funding
- Parochialism
- Invasive species
- Economic issues—oil, energy, foreclosures
- Globalization
- Term limits
- New sales and business taxes

THREATS

GOALS, OBJECTIVES, AND OUTCOMES

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

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

Objective 1: *Continue to advocate that the State of Michigan remain committed to continuing revenue sharing payments to counties*

- Inform the public of the impact of the loss of revenue sharing
- Continue to monitor appropriations bills
- Continue to act at the State level

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

Objective 2: *Identify and develop strategies to address potential financial threats*

- Research and develop a plan to address existing and future financial threats which clearly identifies threats and solutions
- Fully fund Financing Tools
- Develop a plan to address the 5-year projected budget deficit
- Monitor State and Federal legislation for financial implications

Financing tools are fully funded, operational budget deficit is eliminated, Commissioners approve a strategy to address financial threats, and legislation is supported or opposed as appropriate

Objective 3: *Identify and develop a plan for funding legacy costs*

- Prepare a report which analyzes potential changes to retirement offerings

Commissioners approve a plan to address retirement legacy costs

Objective 4: *Establish an understanding of Community Mental Health funding and structure*

- Work with the Mental Health Director to present a review of CMH funding to a Board work session

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

Objective 5: *Work at the State and Federal levels to address unfunded and under-funded mandates*

- Complete the mandated services service-level study and distribute results to legislators and community
- Identify and advocate to remove obstacles and loopholes that prevent full-funding of mandates

100% of legislators oppose new under- or unfunded mandates and support fully-funding existing mandates; 100% of legislators vote to remove obstacles and loopholes that prevent full-funding of mandates

Objective 6: *Implement consistent wage and classification study process*

- Develop methodology and select consultant for future wage studies
- Conduct wage study
- Develop process to continue wage and classification work internally

100% of wage study work is completed and process is in place to review classifications annually

Objective 7: *Maintain or improve bond ratings*

- Present thorough, high-quality information to bond rating agencies

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

Strategic Plan Goal 1: To Maintain and Improve the Strong Financial Position of the County of Ottawa

Objective 2: Identify and develop strategies to address potential financial threats

Effect on 2009 Budget:

The 2009 budget reflects the continued implementation of the 2004 budget balancing plan (see budget transmittal letter for more details). The amount of one-time dollars (e.g., fund balance) used to balance the budget has been decreasing from a high of \$2.9 million in 2004 to just \$1,000,000 in 2009. A new plan to address additional concerns is underway and includes the following strategies:

- Continue a General Fund hiring freeze for new, full-time positions that have a net increase for the General Fund. Consideration will be given for positions that have an impact on service delivery
- Maintain five year projections with variables such as revenue sharing, commodity costs, millage rates, and funding sources to strategically determine the most fiscally responsible plan for millage increases and expenditure reductions
- Continue program evaluations to determine the costs and benefits provided by programs as a basis for the possible elimination or restructuring of programs that are not performing effectively and efficiently
- Review the potential elimination of the MERS defined benefit retirement system for new hires and replace it with a defined contribution benefit
- Annual review of health insurance plan for appropriate changes and the implementation of a health management plan
- Review and analysis of other fringe benefit costs
- Departmental efficiency studies to reduce costs
- Secure funding for technological advances that will create efficiencies and reduce future costs
- Comprehensive analysis of services provided by the County's departments and outside agencies to eliminate redundancy of services provided
- Performance measurements and ranking of mandated and discretionary services will be used in the analysis of programs for possible budgetary reductions
- Implementation of the Budget Principals approved by the Board of Commissioners to guide budget decisions

In addition, several of the financing tools are contributing significant dollars to operations, and fully funding the financing tools is one of the Board's objectives. A discussion of these contributions as well as an update on the status of each of them follows.

Financing Tools Historical Summary

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

To provide long-term financial stability for Ottawa County

To take financial pressure off the General Fund

To provide long-term financing for certain operational costs

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

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

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

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

The County is now realizing the benefit of these self-insured programs along with our financing tools.

The Board's vision over the years has allowed Ottawa County to maintain one of the lowest operating millages in the State while at the same time provide for long-term financial strength that will benefit County residents for many years to come. The County can react to the unexpected while at the same time continue to provide a stable source of services to the public. Ottawa County is an envy to most counties across the State.

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

The nine financing tools funds are:

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

Solid Waste Clean-up Fund (2271)

Year Established: 1990

Fund Purpose:

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

A plan to alleviate site contamination was approved by the Department of Natural Resources during 2005. To date, this fund has expended \$1.4 million to add and replace purge wells and provide overall enhancements to the groundwater purge and treatment system. The 2009 budget includes \$100,000 for the completion of this project. Had money not been set aside in this fund, the County would have to fund it from the General Fund or some other County fund.

In addition, as part of the financing plan for the new West Olive and Grand Haven facilities, the fund contributed \$2.5 million in 2008 for the construction of the facilities, allowing us to lower debt service costs.

Financial Benefits:

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

Infrastructure Fund (2444)

Year Established: 1999

Fund Purpose:

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

To date, the fund has made loans to municipalities totaling \$2,155,000, with an additional \$371,000 anticipated for Jamestown Township before the end of 2008. As part of the financing plan for the new West Olive and Grand Haven facilities, this fund is contributing \$125,000 per year for the anticipated principal and interest payments associated with the bond issue.

Financial Benefits:

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

Public Improvement Fund (2450)

Year Established: 1981

Fund Purpose:

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

Financial Benefits:

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

Stabilization Fund (2570)

Year Established: 1981

Fund Purpose:

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

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

Financial Benefits:

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

Compensated Absences (2980)

Year Established: 1986

Fund Purpose:

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

Financial Benefits:

- 1) The future liability for sick pay has been eliminated.
- 2) County employees received short and long-term disability coverage.
- 3) Reduced County funded sick days.

- 4) Contributes positively to the bond rating.

Delinquent Tax Revolving Fund (5160)

Year Established: 1974

Fund Purpose:

The Delinquent Tax Revolving Fund is used to pay each local government unit, including the County, the respective amount of taxes not collected as of March 1 of each year. After many years of waiting for this fund to mature, the treasurer now avoids costly issuances of Delinquent Tax Anticipation Notes (now referred to as General Obligation Limited Tax Notes) and pays schools, local units and the County in a timely fashion. An annual evaluation is made to determine if it is beneficial for the County to issue general obligation limited tax notes versus using cash on hand. As a financing tool, money had been transferred each year to the General Fund. The 1996 transfer was \$750,000. The County discontinued a transfer to the General Fund in 1997 when the third bond issue was designated to be paid for from this fund. Beginning in 2000, the County had experienced the full impact of proposal A and had started the transfer of funds to the General Fund again. However, with the issuance of a fourth bond issue to be paid from this fund, the transfers have once again been discontinued. In addition, as part of the financing plan for the new West Olive and Grand Haven facilities, this fund is contributing \$150,000 per year for the anticipated principal and interest payments associated with the bond issue.

Financial Benefits:

- 1) Operating Transfers to the General Fund.
- 2) Principal and Interest Payments on four bond issues totaling \$2.6 million in 2009.
- 3) Ability to avoid bond issue costs to pay off annual delinquency.
- 4) Contributes to a positive Bond rating.
- 5) Cash flow management.

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

Year Established:

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

Fund Purposes:

The Duplicating Fund (6450) is used for ongoing replacement of copy machines in County departments. Revenues are received from user departments to cover the expenses incurred in providing printing and copying services. The Telecommunications Fund

(6550) was established in 1987 for the purpose of funding the County's transition from a leased telecommunications system to a County owned and operated system. This fund pays for the operation of and enhancements to the telephone system and a network. Revenues are received from user departments to cover expenses incurred in providing the telephone service as well as future capital improvements.

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

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

Financial Benefits:

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

Overall Benefits of the Financing Tools

- 1) Take financial pressure off the General Fund.

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

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

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

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

Overall Benefits of the Financing Tools (continued)

The avoidance of debt payments is very important to the General Fund. Unlike other funding decisions of the General Fund, debt payments are mandatory, regardless of the revenue picture. Effectively, then, debt payments are an immediate subtraction from property tax revenues, taking away from other County programs. Thus, the debt payments avoided by the Public Improvement Fund and funded by the Delinquent Tax Revolving Fund alleviate pressure on the General Fund, freeing up dollars for other County programs.

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

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

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

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

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

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

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

Overall Benefits of the Financing Tools (continued)

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

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

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

The Duplicating, Telecommunications, and Equipment Pool Funds promote stability as well. Without these funds, the County would have wide swings in expenditures for equipment purchases from year to year. This peak and valley effect impacts the funding of on-going programs and/or the purchases themselves. Not purchasing the equipment would result in decreased efficiency, increased personnel needs, and decreased services to the taxpayer.

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

Additional Benefits:

- 1) Sufficient Equity Level.

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

- 2) Indicative of Long-Term Planning.

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

- 3) Contributes to a Positive Bond Rating.

The County has obtained a AAA bond rating from Fitch on General Obligation Limited Tax Bonds. Moody's Bond Rating is Aa1 for General Obligation

Overall Benefits of the Financing Tools (continued)

Unlimited and Limited Tax Bonds. The County itself receives only a small part of the benefit of our high rating.

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

4) Reduced Interest Rates on Bond Issues.

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

5) Low Millage Rate.

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

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

Historical/Projected Summary

	2001 – 2007 Historical Savings to <u>General Fund</u>	2008 – 2014 Projected Savings to <u>General Fund</u>
Solid Waste Clean-up Fund (2271)	\$1,774,478	\$3,400,257
Average Annual Savings	\$253,497	\$485,751
Average Annual Millage Savings	0.0326	0.0476
Public Improvement Fund (2450)	\$12,019,275	\$25,077,723
Average Annual Savings	\$2,392,080	\$3,820,510
Average Annual Millage Savings	0.2949	0.1856

Overall Benefits of the Financing Tools (continued)

	2001 – 2007 Historical Savings to <u>General Fund</u>	2008 – 2014 Projected Savings to <u>General Fund</u>
Stabilization Fund (2570)	\$2,153,538	\$1,786,358
Average Annual Savings	\$307,648	\$255,194
Average Annual Millage Savings	0.0409	0.0237
Delinquent Tax Revolving Fund (5160)	\$17,478,978	\$17,038,795
Average Annual Savings	\$2,496,997	\$2,434,114
Average Annual Millage Savings	0.3300	0.2286
Duplicating, Telecommunications, and Equipment Pool (6450, 6550, 6641)	\$9,205,279	\$11,352,146
Average Annual Savings	\$1,315,040	\$1,621,735
Average Annual Millage Savings	0.1687	0.1504
Grand Total	\$42,631,548	\$58,655,279
Total Average Annual Savings	\$6,765,262	\$8,617,304
Total Average Annual Millage Savings	0.8671	0.6359

Objective 3: Identify and develop a plan for funding legacy costs

Effect on 2009 Budget: During 2007, the County formulated different scenarios to determine the impact of benefit adjustments on the liability. Based on the actuary results, the Board is ending the health insurance implicit subsidy for retirees over age 65 and for any new hires after 1/1/08. In addition, the monthly credit for health insurance based on years of service will be eliminated for any new hires after 1/1/08. These three actions reduced the County’s liability from \$31 million down to \$9 million. The 2009 budget includes just under \$1 million to cover the annual required contribution as determined by the actuary, and is recorded in Internal Service Fund 6771, Employee Benefits.

In addition, during 2008, the County spent \$18,600 to fund an actuary study of all 13 bargaining units to determine the cost, benefits and future savings of changing from a defined benefit pension to a defined contribution pension. Administration is currently studying the results and will develop a recommendation for the Board’s consideration.

Objective 5: Work at the State and Federal levels to address unfunded and under-funded mandates

Effect on 2009 Budget: The Commissioner's budget continues to include funds for a lobbyist to strengthen the County's voice in the legislature. The 2009 budget for the lobbyist is \$44,000. The Board continues to maintain memberships in influential organizations including the Michigan Association of Counties, and \$58,000 is included for memberships in the 2009 budget.

In addition, during 2008, the Board completed its third ranking of discretionary services. The last ranking was done in August of 2008, and the results played a significant role in the recommended 2009 budget reductions.

Objective 6: Implement consistent wage and classification study process

Effect on 2009 Budget: During 2008, the County projects to spend \$55,000 for a consultant to review all job descriptions and develop a wage study process that County staff can utilize for future wage studies. The 2009 Contingency budget includes \$150,000 to fund potential compensation changes that result from the study.

Objective 7: Maintain or improve bond ratings

Effect on 2009 Budget: The County's bond rating has been maintained as of the statement date. In addition, the 2009 budget maintains the target fund balance for the General Fund of 15% of prior year's audited expenditures. The use of fund balance has been limited to maintain overall fiscal health.

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

Objective 1: *Inform and mobilize the public around the potential impacts of the loss of state revenue sharing*

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

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

Objective 2: *Consider and implement new methods of communicating with the public*

- Continue to implement new interactive features on miOttawa.org
- Evaluate the broadcast of Commission meetings
- Develop a communication plan
- Develop a proposal for a citizens' academy
- Develop a proposal for youth and school involvement in County government

25% of citizens report using miOttawa.org to communicate with or learn about Ottawa County government; 40% of citizens report good awareness of County activities; Commissioners consider evaluation of broadcast of Commission meetings; Commissioners consider proposal for citizens' academy; Commissioners consider opportunities for youth involvement

Objective 3: *Continue and improve departmental annual report process to clearly identify goals, issues, future plans, and performance measures*

- Continue departmental annual report process

100% of Commissioners report satisfaction with annual report process

Objective 4: *Identify and implement methods of communicating with employee groups*

- Continue using the Front Page and all-staff e-mails to communicate important information to employees
- Continue Labor-Management Cooperation Committee
- Continue and improve employee-edited newsletter
- Continue brown-bag lunches, benefit meetings, and other information sessions

Percentage of employees reporting satisfaction with communication from Administration increases by 5% on next employee survey

Objective 5: *Identify and appoint the best applicants to boards and commissions*

- Continue and improve board and commission interview process
- Develop database to manage appointment process

100% of applicants are interviewed prior to appointment; 100% of available board and commission seats are filled

Objective 6: *Strengthen role in state and national professional organizations*

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

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

Strategic Plan Goal 2: To Maintain and Enhance Communication with Citizens, Employees, and Other Stakeholders

Objective 2: Consider and implement new methods of communication

Effect on 2009 Budget: During 2008, a new citizen survey (\$20,000) was conducted to rate the success of efforts to address several communication objectives, and the results of the study have just been obtained and are under analysis. The Board reconsidered the broadcast of Board meetings due to budget concerns and the inability to broadcast to all areas of the County. Consequently, the \$6,000 included in the 2008 budget has been discontinued in 2009. However, further development of MiOttawa.org is funded in the 2009 budget. The Information Technology budget includes \$243,000 to maintain current functions and develop new functions for the County. The transmittal letter details the new initiatives. The 2009 Commissioner's budget also includes \$8,000 for an annual report to the citizens.

Objective 6: Strengthen role in state and national professional organizations

Effect on 2009 Budget: Participation in professional memberships is specified in the budget detail submitted by departments. The total, County-wide 2009 budget for professional memberships is just under \$155,000.

GOAL 3: TO CONTRIBUTE TO A HEALTHY PHYSICAL, ECONOMIC, & COMMUNITY ENVIRONMENT

WHAT WILL WE DO TO GET THERE?

Objective 1: Investigate opportunities to impact the negative consequences of development

- Develop Purchase of Development Rights ordinance and scoring system
- Complete countywide corridor study
- Complete countywide build-out analysis
- Complete Urban Smart Growth demonstration project

Commissioners adopt Purchase of Development Rights ordinance and scoring system; Successfully complete one project that mitigates the consequences of development

Objective 2: Consider opportunities to establish a countywide land use and economic development planning organization

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

100% of Commissioners report satisfaction that options for a countywide land use and economic development planning organization have been fully evaluated

Objective 3: Examine environmental and water quality policies and develop a research-based water quality action plan

- Develop a plan of action based upon water-quality research results
- Host 3rd Water Quality Forum
- Participate in regional efforts including West Michigan Clean Cities Coalition and "Rein in the Rain" Spring Lake Stormwater Initiative

A plan of action with measurable results is developed from water quality research; 100% of attendees surveyed at 3rd Water Quality Forum report the forum presented useful, relevant information

Objective 4: Assist in completion of a groundwater resources inventory

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

A county groundwater resources inventory is completed

Objective 5: Discuss and act upon road policy issues as appropriate

- Hold a Board work session on road policy issues and potential millage question
- Contact legislators as relevant road-related legislation is introduced

100% of Commissioners report greater understanding of road policy issues; 100% of legislators report understanding of County position on applicable issues

Objective 6: Provide quality County facilities throughout the county

- Analyze the potential use of County land for communication tower leasing
- Complete Fillmore construction project on-time and within budget
- Continue Grand Haven construction project on-time and within budget

Commissioners consider report on use of land for tower leasing; Fillmore project is completed on-time and within budget; Grand Haven project continues on-time and within budget

Strategic Plan Goal 3: To Contribute to a Healthy Physical, Economic, & Community Environment

Objective 1: Investigate opportunities to impact the consequences of development

Effect on 2009 Budget: During 2008, the Board adopted a purchase of developments rights ordinance aimed at protecting farm land from development. The impact of this ordinance has been factored into the tax base projection. The 2009 Planning Commission budget (Fund 2420) includes \$42,500 for the completion of the urban growth study for the County. In addition, the Planning Commission budget includes \$12,500 for collaborative efforts with municipalities to conduct transportation studies. The Transportation fund (Fund 2320) reflects an anticipated \$158,000 grant to provide transportation to eligible County residents.

Objective 3: Examine water quality policies and develop a research-based water quality action plan

Effect on 2009 Budget: The 2009 Drain Commission budget (General Fund 1010, Department 2750) includes \$25,000 for the development of an illicit discharge and elimination plan and storm water pollution prevention initiative and the associated public education plan. In addition, the Michigan State University Extension program (General Fund 1010, Department 2570) includes just under \$40,000 as the County contribution for their Nutrient Management Educator. The position focuses on the agriculture industry and the disposition of livestock waste and fertilizer application.

Objective 5: Discuss and act upon road policy issues as appropriate

In August of 2008, the Board authorized the Road Commission's (component unit) millage request of .5 mills to be included on the November ballot. If the request had passed, approximately \$4.94 million would have been raised to improve roads in the County.

Objective 6: Provide quality County facilities throughout the County

Effect on 2009 Budget: The Ottawa County Building Authority Capital Projects fund budget for 2009 includes \$6 million for the completion of the Grand Haven facility. In addition, the Public Improvement budget (2450) has \$300,000 budgeted for the completion of a communications tower. No lease revenue has been budgeted at this point since the County does not currently have any signed contracts.

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

Objective 1: *Review and evaluate the organization, contracts, programs, and services for potential efficiencies*

- Conduct organizational efficiency and structure reviews, including Clerk/ Register, Board of Public Works, and Prosecutor’s Office
- Evaluate drug courts
- Develop a technology master plan, to include plans for extending imaging services
- Continue the work of the Jail Mental Health Task Force
- Evaluate services to veterans

Commissioners consider the combination of the offices of Clerk and Register of Deeds; Commissioners receive a thorough evaluation of the drug court pilot projects; Commissioners consider the creation of a Board of Public Works; Commissioners consider the Prosecutor’s Organizational Study; Commissioners adopt a Technology Master Plan;

Objective 2: *Examine opportunities for offering services to local units of government*

- Complete a report on the benefit of County tax dollars
- Analyze opportunities to offer services such as imaging, assessing, training, miOttawa.org, and others to local units of government

Commissioners consider report on benefit of County tax dollars; 100% of County services that are cost-effective to offer are made available to local units of government

Objective 3: *Prioritize mandated and discretionary services*

- Communicate results of discretionary services ranking to funding recipients
- Complete study of mandated services service-levels and prioritize results

All recipients of discretionary funding are aware of the ranking of services, process used, and the potential impact of the loss of revenue sharing; Service levels are identified for all mandated services and results are ranked by Commissioners

Objective 4: *Continue implementation of outcome-based performance measurement system*

- Analyze performance measurements submitted by each department to ensure the quality of outcomes

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

Objective 5: *Establish better employee-management communications*

- Continue Labor-Management Cooperation Committee
- Continue employee newsletter, brown-bag lunches, benefit presentations, employee potlucks, and other communication efforts

100% of regularly-attending Labor-Management Cooperation Committee members report improved sense of communication between labor and management; 100% of Labor-Management Cooperation Committee members report greater understanding of issues facing the County; 20% increase in employee satisfaction with “climate of trust”

WHAT WILL WE DO TO GET THERE?

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

Objective 6: *Ensure the continuity of government in the event of a disaster*

- Prepare a Continuity of Government Plan
- Develop a records backup/disaster recovery plan for all records
- Develop a policy and procedures for record storage controls
- Evaluate compliance with record retention and storage mandates

Commissioners adopt a "Continuity of Government" Plan which includes a disaster-recovery component for all paper and electronic records

Objective 7: *Evaluate substance abuse funding, service structure, and community needs*

- Examine role in and structure of Lakeshore Coordinating Council
- Evaluate options for providing substance abuse services

100% of Commissioners are satisfied that substance abuse services and funding are appropriately evaluated

Objective 8: *Improve education and information on public health regulations*

- Develop a process for review and presentations on public health regulations, including definitions of regulations, program evaluations, and budget information

100% of commissioners report increased knowledge of public health regulations

Objective 9: *Complete labor negotiations with applicable employee groups*

- Preparation for labor negotiations is completed in June
- Labor negotiations begin in the third-quarter of 2008

100% of labor contracts (8) are renewed prior to the expiration of the current contracts

WHAT WILL WE DO TO GET THERE?

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

Objective 1: Review and evaluate the organization, contracts, programs, and services for potential efficiencies

Effect on 2009 Budget: The 2009 budget includes an additional \$60,000 in the Human Resources budget for management studies of selected departments to highlight opportunities to improve efficiency and structure. Administration has finalized a plan to move two full time equivalents from the Register of Deeds office to the District Court. The economic downturn has decreased workload in the Register of Deeds office and increased civil workload in the District Court.

Objective 2: Examine opportunities for offering services to local units of government

Effect on 2009 Budget: Information Technology recently signed a contract with Park Township to provide imaging services. \$11,000 in revenue is included in the Information Technology budget. The 2009 budget also includes \$5.8 million in public safety contracts with Ottawa municipalities. The County provides policing services to townships and certain cities and school districts.

Objective 3: Prioritize mandated and discretionary services

Effect on 2009 Budget: In August of 2008, the Board completed its third ranking of discretionary services. The results of the rankings were used as a basis for the budget reductions in the 2009 budget. Specifically, budgets for conferences funded by the General Fund were reduced by 20 percent, and certain Public Health programs were reduced by \$486,000. The operating transfer to the Parks department was also reduced by \$230,000.

Objective 4: Continue implementation of outcome-based performance measurement system

Effect on 2009 Budget: The development of outcome based performance measurement is an on-going process. Departments are required to provide goals, objectives, and performance measures, including outcome measures.

Objective 5: Evaluate substance abuse funding, service structure, and community needs

Effect on 2009 Budget: The 2009 budget reflects the 50 percent of Public Act 2 dollars going to the County's current coordinating agency, the Lakeshore Coordinating Council as required by law. The remaining 50 percent is being applied to the operating transfer of the Health department.

Objective 9: Complete labor negotiations with employee groups

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

COUNTY OF OTTAWA
SUMMARY OF 2009 BUDGET AND ESTIMATED FUND BALANCE
ALL BUDGETED FUNDS

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Permanent Fund	Total
Revenues:						
Taxes	\$41,465,748	\$3,165,677				\$44,631,425
Intergovernmental Revenue	4,534,572	51,607,084				56,141,656
Charges for Services	9,738,398	3,004,416				12,742,814
Fines and Forfeits	961,100	6,500				967,600
Interest on Investments	850,000	701,360			\$162	1,551,522
Rental	2,873,024	888,000	\$2,781,272			6,542,296
Licenses and Permits	251,675	441,890				693,565
Other Revenue	376,414	1,092,893				1,469,307
	<u>61,050,931</u>	<u>60,907,820</u>	<u>2,781,272</u>		<u>162</u>	<u>124,740,185</u>
Expenditures:						
Legislative	574,569					574,569
Judicial	10,023,962	4,815,590				14,839,552
General Government	17,153,854	1,186,139				18,339,993
Public Safety	23,949,288	5,137,837				29,087,125
Public Works	124,050	908,221				1,032,271
Health & Welfare	735,349	57,833,130				58,568,479
Culture & Recreation		3,674,731				3,674,731
Community & Economic Development	673,050	95,712				768,762
Other	895,286					895,286
Debt Service			3,544,147			3,544,147
Capital Projects				\$6,000,000		6,000,000
	<u>54,129,408</u>	<u>73,651,360</u>	<u>3,544,147</u>	<u>6,000,000</u>		<u>137,324,915</u>
Revenue Over (Under) Expenditures	6,921,523	(12,743,540)	(762,875)	(6,000,000)	162	(12,584,730)
Operating Transfers In (Out)	(13,410,035)	7,103,935	762,875	6,000,000		456,775
Bond Proceeds						
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(6,488,512)	(5,639,605)			162	(12,127,955)
Fund Balance, Beginning of Year	<u>21,000,668</u>	<u>40,759,103</u>	<u>16,101</u>	<u>1,654,018</u>	<u>6,253</u>	<u>63,436,143</u>
Projected Fund Balance, End of Budget Year	<u><u>\$14,512,156</u></u>	<u><u>\$35,119,498</u></u>	<u><u>\$16,101</u></u>	<u><u>\$1,654,018</u></u>	<u><u>\$6,415</u></u>	<u><u>\$51,308,188</u></u>

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2009

<u>All Budgeted Funds</u>	Prior Year Actual 12/31/2007	Current Year Estimated 12/31/2008	Adopted Budget 2009
Revenues:			
Taxes	\$41,740,361	\$43,256,213	\$44,631,425
Intergovernmental Revenue	56,197,074	\$59,641,901	56,141,656
Charges for Services	9,767,081	\$12,949,210	12,742,814
Fines and Forfeits	1,019,126	\$959,600	967,600
Interest on Investments	4,362,275	\$3,021,644	1,551,522
Rental	6,442,950	\$6,655,865	6,542,296
Licenses and Permits	624,236	\$679,915	693,565
Other Revenue	1,764,038	\$2,318,042	1,469,307
Total Revenues	121,917,141	129,482,390	124,740,185
Expenditures:			
Legislative	625,263	601,795	574,569
Judicial	13,576,215	14,545,424	14,839,552
General Government	11,921,241	17,453,591	17,964,993
Public Safety	26,445,126	28,548,878	29,087,125
Public Works	1,202,554	3,078,585	1,032,271
Health & Welfare	58,201,799	60,465,874	58,568,479
Community & Economic Development	600,570	712,224	768,762
Culture & Recreation	4,430,735	10,128,240	3,674,731
Other	147,251	197,300	895,286
Debt Service	2,769,438	3,539,636	3,544,147
Capital Projects	5,473,205	16,966,971	6,375,000
Total Expenditures	125,393,397	156,238,518	137,324,915
Revenue Over (Under) Expenditures	(3,476,256)	(26,756,128)	(12,584,730)
Operating Transfers In (Out)	53,224	4,574,986	456,775
Bond Proceeds	10,078,851		
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$6,655,819</u>		
Budgeted Net Revenues (Expenditures)			(12,127,955)
Current Estimated Revenues Over (Under) Expenditures		(22,181,142)	
Fund Balance, Beginning of Year		85,617,285	63,436,143
Projected Fund Balance, End of Year		<u>\$63,436,143</u>	<u>\$51,308,188</u>

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2009

<u>General Fund (1010)</u>	Prior Year Actual <u>12/31/2007</u>	Current Year Estimated <u>12/31/2008</u>	Adopted Budget <u>2009</u>
Revenues:			
Taxes	\$38,840,291	\$40,193,843	\$41,465,748
Intergovernmental Revenue	4,793,385	4,419,764	4,534,572
Charges for Services	6,832,311	10,029,530	9,738,398
Fines and Forfeits	1,012,626	953,100	961,100
Interest on Investments	1,987,811	1,375,000	850,000
Rental	2,610,933	2,851,159	2,873,024
Licenses and Permits	261,763	269,025	251,675
Other Revenue	339,433	444,807	376,414
Total Revenues	<u>56,678,553</u>	<u>60,536,228</u>	<u>61,050,931</u>
Expenditures:			
Legislative	625,263	601,795	574,569
Judicial	9,354,626	10,072,390	10,023,962
General Government	11,277,029	16,970,051	17,153,854
Public Safety	22,179,907	22,920,361	23,949,288
Public Works	219,386	253,300	124,050
Health & Welfare	706,799	774,902	735,349
Community & Economic Development	573,309	658,297	673,050
Other	147,251	197,300	895,286
Total Expenditures	<u>45,083,570</u>	<u>52,448,396</u>	<u>54,129,408</u>
Revenue Over (Under) Expenditures	11,594,983	8,087,832	6,921,523
Operating Transfers In (Out)	<u>(9,312,131)</u>	<u>(9,233,642)</u>	<u>(13,410,035)</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$2,282,852</u>		
Budgeted Net Revenues (Expenditures)			(6,488,512) ²
Current Estimated Revenues Over (Under) Expenditures		(1,145,810) ¹	
Fund Balance, Beginning of Year		<u>22,146,478</u>	<u>21,000,668</u>
Projected Fund Balance, End of Year		<u>\$21,000,668</u>	<u>\$14,512,156</u>

1 The 2008 estimate for General Fund includes net fund balance designation use of \$1,264,078, mostly for the projected tax revenue shortfall, Survey and Remuneration project carry forward, and drain assessment carry forward.

2 The budgeted change in fund balance for 2009 is a decrease of \$6,488,512. \$5.6 million of this amount is for an operating transfer to the Building Authority of designated fund balance. The budgeted undesignated fund balance use is \$1,000,000. However, based on historical activity, the County is unlikely to require any fund balance use for operations in 2009. In fact, the undesignated fund balance is still projected to be well above the minimum level required by the County's financial policies (10% of the General Fund's actual expenditures for the most recently completed audit).

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2009

Special Revenue	Prior Year	Current Year	Adopted
<u>Parks & Recreation (2081)</u>	Actual	Estimated	Budget
	<u>12/31/2007</u>	<u>12/31/2008</u>	<u>2009</u>
Revenues:			
Taxes	\$2,887,799	\$3,052,370	\$3,155,677
Intergovernmental Revenue	697,785	2,028,564	36,505
Charges for Services	515,619	368,400	410,200
Fines and Forfeits			
Interest on Investments	463,134	266,220	113,762
Rental	39,588	60,835	38,500
Licenses and Permits			
Other Revenue	198,504	618,136	4,000
Total Revenues	<u>4,802,429</u>	<u>6,394,525</u>	<u>3,758,644</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation	4,430,735	10,128,240	3,674,731
Other			
Total Expenditures	<u>4,430,735</u>	<u>10,128,240</u>	<u>3,674,731</u>
Revenue Over (Under) Expenditures	371,694	(3,733,715)	83,913
Operating Transfers In (Out)	530,000	530,000	298,370
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$901,694</u>		
Budgeted Net Revenues (Expenditures)			382,283
Current Estimated Revenues Over (Under) Expenditures		(3,203,715)	
Fund Balance, Beginning of Year		<u>7,670,829</u>	<u>4,467,114</u>
Projected Fund Balance, End of Year		<u>\$4,467,114</u>	<u>\$4,849,397</u>

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

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2009

Special Revenue	Prior Year	Current Year	Adopted
<u>Friend of the Court (2160)</u>	Actual	Estimated	Budget
	<u>9/30/2007</u>	<u>9/30/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue	\$2,057,326	\$1,959,366	\$1,865,042
Charges for Services	240,468	243,800	240,800
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>2,297,794</u>	<u>2,203,166</u>	<u>2,105,842</u>
Expenditures:			
Judicial	2,845,136	2,965,148	3,078,355
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>2,845,136</u>	<u>2,965,148</u>	<u>3,078,355</u>
Revenue Over (Under) Expenditures	(547,342)	(761,982)	(972,513)
Operating Transfers In (Out)	<u>722,861</u>	<u>784,367</u>	<u>774,609</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$175,519</u>		
Budgeted Net Revenues (Expenditures)			(197,904)
Current Estimated Revenues Over (Under) Expenditures		22,385	
Fund Balance, Beginning of Year		<u>175,519</u>	<u>197,904</u>
Projected Fund Balance, End of Year		<u>\$197,904</u>	<u>None</u>

Beginning with the 2009 budget, a proposed change in the funding formula will significantly reduce grant revenue which is reflected in intergovernmental revenue. Until the final decision is made, fund balance from incentive payments will be used to balance the fund.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2009

Special Revenue	Prior Year	Current Year	Adopted
<u>9/30 Judicial Grants (2170)</u>	Actual	Estimated	Budget
	<u>9/30/2007</u>	<u>9/30/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue	\$266,186	\$404,298	\$595,074
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue		6,200	
Total Revenues	<u>266,186</u>	<u>410,498</u>	<u>595,074</u>
Expenditures:			
Judicial	298,576	466,078	646,804
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>298,576</u>	<u>466,078</u>	<u>646,804</u>
Revenue Over (Under) Expenditures	(32,390)	(55,580)	(51,730)
Operating Transfers In (Out)	<u>32,390</u>	<u>55,580</u>	<u>51,730</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u><u> </u></u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u> </u>	<u> </u>
Projected Fund Balance, End of Year		<u>None</u>	<u>None</u>

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2009

Special Revenue	Prior Year	Current Year	Adopted
<u>Health (2210)</u>	Actual	Estimated	Budget
Revenues:	9/30/2007	9/30/2008	2009
Intergovernmental Revenue	\$4,349,298	\$4,063,322	\$3,746,492
Charges for Services	791,491	829,859	913,012
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits	362,473	410,890	441,890
Other Revenue	213,200	212,093	166,926
Total Revenues	5,716,462	5,516,164	5,268,320
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	11,209,448	13,283,534	11,243,286
Culture & Recreation			
Other			
Total Expenditures	11,209,448	13,283,534	11,243,286
Revenue Over (Under) Expenditures	(5,492,986)	(7,767,370)	(5,974,966)
Operating Transfers In (Out)	5,926,606	6,207,668	5,779,966
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$433,620		
Budgeted Net Revenues (Expenditures)			(195,000)
Current Estimated Revenues Over (Under) Expenditures		(1,559,702)	
Fund Balance, Beginning of Year		2,106,957	547,255
Projected Fund Balance, End of Year		\$547,255	\$352,255

In 2008, \$1.3 million of the fund balance was used towards the Fillmore Street/Grand Haven building project. The remaining fund balance use and the 2009 fund balance use budgeted reflects estimates for position vacancies and insurance opt outs.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2009

Special Revenue	Prior Year	Current Year	Adopted
<u>Mental Health (2220)</u>	Actual	Estimated	Budget
	<u>9/30/2007</u>	<u>9/30/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue	\$29,886,034	\$30,334,728	\$30,166,910
Charges for Services	444,217	448,847	446,813
Fines and Forfeits			
Interest on Investments	58,887	92,000	80,000
Rental	143,960	160,948	190,000
Licenses and Permits			
Other Revenue	<u>303,651</u>	<u>326,822</u>	<u>214,207</u>
Total Revenues	30,836,749	31,363,345	31,097,930
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	31,302,131	31,946,976	31,661,038
Culture & Recreation			
Other			
Total Expenditures	<u>31,302,131</u>	<u>31,946,976</u>	<u>31,661,038</u>
Revenue Over (Under) Expenditures	(465,382)	(583,631)	(563,108)
Operating Transfers In (Out)	<u>476,500</u>	<u>583,631</u>	<u>563,108</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$11,118</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u>389,158</u>	<u>389,158</u>
Projected Fund Balance, End of Year		<u>\$389,158</u>	<u>\$389,158</u>

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2009

Special Revenue	Prior Year	Current Year	Adopted
<u>Solid Waste Clean - Up (2271)</u>	Actual	Estimated	Budget
Revenues:	12/31/2007	12/31/2008	2009
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$443,448	\$289,526	\$140,585
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	443,448	289,526	140,585
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works	309,356	2,184,257	298,000
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	309,356	2,184,257	298,000
Revenue Over (Under) Expenditures	134,092	(1,894,731)	(157,415)
Operating Transfers In (Out)		(2,500,000)	
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$134,092		
Budgeted Net Revenues (Expenditures)			(157,415)
Current Estimated Revenues Over (Under) Expenditures		(4,394,731)	
Fund Balance, Beginning of Year		7,999,142	3,604,411
Projected Fund Balance, End of Year		\$3,604,411	\$3,446,996

The 2008 budget reflects the completion of upgrades to the water and purge system at the landfill. These upgrades were started during 2006. In addition, the 2008 operating transfers out reflects the amount contributed towards the Fillmore Street/Grand Haven construction project.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2009

Special Revenue	Prior Year	Current Year	Adopted
<u>Landfill Tipping Fees (2272)</u>	Actual	Estimated	Budget
	12/31/2007	12/31/2008	2009
Revenues:			
Intergovernmental Revenue			
Charges for Services	\$390,402	\$375,000	\$390,000
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	21,189	20,630	27,130
Total Revenues	411,591	395,630	417,130
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works	516,243	483,459	452,652
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	516,243	483,459	452,652
Revenue Over (Under) Expenditures	(104,652)	(87,829)	(35,522)
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	(\$104,652)		
Budgeted Net Revenues (Expenditures)			(35,522)
Current Estimated Revenues Over (Under) Expenditures		(87,829)	
Fund Balance, Beginning of Year		1,052,834	965,005
Projected Fund Balance, End of Year		\$965,005	\$929,483

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

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2009

Special Revenue	Prior Year	Current Year	Adopted
Transportation System (2320)	Actual	Estimated	Budget
	9/30/2007	9/30/2008	2009
Revenues:			
Intergovernmental Revenue	\$157,569	\$157,569	\$157,569
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>157,569</u>	<u>157,569</u>	<u>157,569</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works	157,569	157,569	157,569
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>157,569</u>	<u>157,569</u>	<u>157,569</u>
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u>25,787</u>	<u>25,787</u>
Projected Fund Balance, End of Year		<u>\$25,787</u>	<u>\$25,787</u>

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2009

Special Revenue	Prior Year	Current Year	Adopted
<u>Planning Commission (2420)</u>	Actual	Estimated	Budget
	<u>12/31/2007</u>	<u>12/31/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue	\$3,703	\$7,100	\$8,500
Charges for Services			
Interest on Investments			
Rental			
Other Revenue	30	30	30
Total Revenues	<u>3,733</u>	<u>7,130</u>	<u>8,530</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Community and Economic Development	27,261	53,927	95,712
Culture & Recreation			
Other			
Total Expenditures	<u>27,261</u>	<u>53,927</u>	<u>95,712</u>
Revenue Over (Under) Expenditures	(23,528)	(46,797)	(87,182)
Operating Transfers In (Out)	48,995	55,237	53,182
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$25,467</u>		
Budgeted Net Revenues (Expenditures)			(34,000)
Current Estimated Revenues Over (Under) Expenditures		8,440	
Fund Balance, Beginning of Year		<u>190,224</u>	<u>198,664</u>
Projected Fund Balance, End of Year		<u>\$198,664</u>	<u>\$164,664</u>

The 2009 fund balance use reflects the completion of the urban growth study.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2009

Special Revenue	Prior Year	Current Year	Adopted
<u>Infrastructure (2444)</u>	Actual	Estimated	Budget
Revenues:	<u>12/31/2007</u>	<u>12/31/2008</u>	<u>2009</u>
Intergovernmental Revenue			
Charges for Services	\$29,836	\$28,539	\$27,241
Fines and Forfeits			
Interest on Investments	100,750	88,638	70,803
Rental			
Other Revenue			
Total Revenues	<u>130,586</u>	<u>117,177</u>	<u>98,044</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Capital Projects			
Total Expenditures			
Revenue Over (Under) Expenditures	130,586	117,177	98,044
Operating Transfers In (Out)		<u>(127,145)</u>	<u>(125,000)</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$130,586</u>		
Budgeted Net Revenues (Expenditures)			(26,956)
Current Estimated Revenues Over (Under) Expenditures		(9,968)	
Fund Balance, Beginning of Year		<u>2,600,787</u>	<u>2,590,819</u>
Projected Fund Balance, End of Year		<u>\$2,590,819</u>	<u>\$2,563,863</u>

The purpose of this fund is to loan money to municipalities within Ottawa County for infrastructure projects. These loans are recorded as assets. 2008 and 2009 expenditures reflect the fund's share of anticipated debt service payments on the Fillmore Street/Grand Haven project.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2009

Special Revenue	Prior Year	Current Year	Adopted
<u>Public Improvement (2450)</u>	Actual	Estimated	Budget
	12/31/2007	12/31/2008	2009
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$346,122	\$236,660	\$63,755
Rental	879,031	807,000	659,500
Licenses and Permits			
Other Revenue			
Total Revenues	1,225,153	1,043,660	723,255
Expenditures:			
Judicial			
General Government	131,151	125,000	375,000
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Capital Projects			
Total Expenditures	131,151	125,000	375,000
Revenue Over (Under) Expenditures	1,094,002	918,660	348,255
Operating Transfers In (Out)	173,669	(4,957,720)	(602,875)
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	\$1,267,671		
Budgeted Net Revenues (Expenditures)			(254,620)
Current Estimated Revenues Over (Under) Expenditures		(4,039,060)	
Fund Balance, Beginning of Year		7,008,669	2,969,609
Projected Fund Balance, End of Year		\$2,969,609	\$2,714,989

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

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2009

Special Revenue	Prior Year	Current Year	Adopted
Homestead Property Tax (2550)	Actual	Estimated	Budget
	12/31/2007	12/31/2008	2009
Revenues:			
Taxes	\$12,271	\$10,000	\$10,000
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	2,080	4,900	3,600
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	14,351	14,900	13,600
Expenditures:			
Judicial			
General Government	530	575	545
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Capital Projects			
Total Expenditures	530	575	545
Revenue Over (Under) Expenditures	13,821	14,325	13,055
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$13,821		
Budgeted Net Revenues (Expenditures)			13,055
Current Estimated Revenues Over (Under) Expenditures		14,325	
Fund Balance, Beginning of Year		122,307	136,632
Projected Fund Balance, End of Year		\$136,632	\$149,687

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2009

Special Revenue	Prior Year	Current Year	Adopted
Register of Deeds	Actual	Estimated	Budget
<u>Automation Fund (2560)</u>	<u>12/31/2007</u>	<u>12/31/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services	\$254,395	\$252,000	\$252,000
Fines and Forfeits			
Interest on Investments	17,431	17,395	2,674
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>\$271,826</u>	<u>269,395</u>	<u>254,674</u>
Expenditures:			
Judicial			
General Government	136,299	176,060	561,343
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>\$136,299</u>	<u>176,060</u>	<u>561,343</u>
Revenue Over (Under) Expenditures	135,527	93,335	(306,669)
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$135,527</u>		
Budgeted Net Revenues (Expenditures)			(306,669)
Current Estimated Revenues Over (Under) Expenditures		93,335	
Fund Balance, Beginning of Year		<u>373,565</u>	<u>466,900</u>
Projected Fund Balance, End of Year		<u><u>\$466,900</u></u>	<u><u>\$160,231</u></u>

The fund balance use is budgeted in 2009 to cover the cost of new software.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2009

Special Revenue	Prior Year	Current Year	Adopted
<u>Stabilization (2570)</u>	Actual	Estimated	Budget
	<u>12/31/2007</u>	<u>12/31/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues			
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures			
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)	\$359,719		
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$359,719</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		8,232,069	8,232,069
Projected Fund Balance, End of Year		<u>\$8,232,069</u>	<u>\$8,232,069</u>

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2009

Special Revenue	Prior Year	Current Year	Adopted
<u>Sheriff Grant Programs (2609)</u>	Actual 9/30/2007	Estimated 9/30/2008	Budget 2009
Revenues:			
Intergovernmental Revenue	\$859,318	\$285,347	\$117,014
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	859,318	285,347	117,014
Expenditures:			
Judicial			
General Government			
Public Safety	859,466	304,159	157,931
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	859,466	304,159	157,931
Revenue Over (Under) Expenditures	(148)	(18,812)	(40,917)
Operating Transfers In (Out)	2,752	16,208	40,917
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$2,604		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		(2,604)	
Fund Balance, Beginning of Year		2,604	
Projected Fund Balance, End of Year		None	None

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2009

Special Revenue	Prior Year	Current Year	Adopted
<u>EMT Georgetown (2650)</u>	Actual	Estimated	Budget
	<u>12/31/2007</u>	<u>12/31/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue	\$531,108		
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>531,108</u>		
Expenditures:			
Judicial			
General Government			
Public Safety	531,108		
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>531,108</u>		
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		<u>None</u>	<u>None</u>

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

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2009

Special Revenue	Prior Year	Current Year	Adopted
<u>Law Library (2690)</u>	Actual	Estimated	Budget
	<u>12/31/2007</u>	<u>12/31/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits	\$6,500	\$6,500	\$6,500
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>6,500</u>	<u>6,500</u>	<u>6,500</u>
Expenditures:			
Judicial	31,902	35,000	33,000
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>31,902</u>	<u>35,000</u>	<u>33,000</u>
Revenue Over (Under) Expenditures	(25,402)	(28,500)	(26,500)
Operating Transfers In (Out)	<u>31,000</u>	<u>28,500</u>	<u>26,500</u>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>\$5,598</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u>57,179</u>	<u>57,179</u>
Projected Fund Balance, End of Year		<u>\$57,179</u>	<u>\$57,179</u>

County of Ottawa
Budget Summary
Budget Year Ending June 30, 2009

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>Administration (2740)</u>	<u>6/30/2007</u>	<u>6/30/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue	\$194,079	\$236,625	\$207,611
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>194,079</u>	<u>236,625</u>	<u>207,611</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	194,079	236,625	207,611
Culture & Recreation			
Other			
Total Expenditures	<u>194,079</u>	<u>236,625</u>	<u>207,611</u>
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u>948</u>	<u>948</u>
Projected Fund Balance, End of Year		<u><u>\$948</u></u>	<u><u>\$948</u></u>

County of Ottawa

Budget Summary

Budget Year Ending June 30, 2009

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>Youth (2741)</u>	<u>6/30/2007</u>	<u>6/30/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue	\$677,241	\$735,187	\$906,457
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	677,241	735,187	906,457
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	677,241	735,187	906,457
Culture & Recreation			
Other			
Total Expenditures	677,241	735,187	906,457
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		None	None

County of Ottawa

Budget Summary

Budget Year Ending June 30, 2009

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>Adult (2742)</u>	<u>6/30/2007</u>	<u>6/30/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue	\$488,996	\$571,346	\$587,927
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	488,996	571,346	587,927
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	488,996	571,346	587,927
Culture & Recreation			
Other			
Total Expenditures	488,996	571,346	587,927
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		511	511
Projected Fund Balance, End of Year		\$511	\$511

County of Ottawa

Budget Summary

Budget Year Ending June 30, 2009

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act - 6/30 Grant Programs (2743)	Actual 6/30/2007	Estimated 6/30/2008	Budget 2009
Revenues:			
Intergovernmental Revenue	\$1,514,355	\$2,161,951	\$2,095,571
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue		3,013	
	1,514,355	2,164,964	2,095,571
Total Revenues			
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	1,510,864	2,164,964	2,095,571
Culture & Recreation			
Other			
	1,510,864	2,164,964	2,095,571
Total Expenditures			
Revenue Over (Under) Expenditures	3,491		
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$3,491		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		125,956	125,956
Projected Fund Balance, End of Year		\$125,956	\$125,956

County of Ottawa
Budget Summary

Budget Year Ending December 31, 2009

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>12/31 Grant Programs (2744)</u>	<u>12/31/2007</u>	<u>12/31/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue	\$259,484	\$538,677	\$277,670
Charges for Services	13,953		
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	56,303		
	<hr/>	<hr/>	<hr/>
Total Revenues	329,740	538,677	277,670
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	325,803	538,677	277,670
Culture & Recreation			
Other			
	<hr/>	<hr/>	<hr/>
Total Expenditures	325,803	538,677	277,670
Revenue Over (Under) Expenditures	3,937		
Operating Transfers In (Out)	(35,397)		
	<hr/>	<hr/>	<hr/>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	(\$31,460)		
	<hr/> <hr/>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		14,040	14,040
		<hr/>	<hr/>
Projected Fund Balance, End of Year		\$14,040	\$14,040
		<hr/> <hr/>	<hr/> <hr/>

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2009

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>9/30 Grant Programs (2748)</u>	<u>9/30/2007</u>	<u>9/30/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue	\$1,317,551	\$1,275,613	\$814,112
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>1,317,551</u>	<u>1,275,613</u>	<u>814,112</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	1,340,356	1,275,613	814,112
Culture & Recreation			
Other			
Total Expenditures	<u>1,340,356</u>	<u>1,275,613</u>	<u>814,112</u>
Revenue Over (Under) Expenditures	(22,805)		
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>(\$22,805)</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u>4,846</u>	<u>4,846</u>
Projected Fund Balance, End of Year		<u>\$4,846</u>	<u>\$4,846</u>

County of Ottawa

Budget Summary

Budget Year Ending March 31, 2009

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>3/31 Grant Programs (2749)</u>	<u>3/31/2007</u>	<u>3/31/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue	\$24,152	\$16,780	\$17,500
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	24,152	16,780	17,500
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	24,152	16,780	17,500
Culture & Recreation			
Other			
Total Expenditures	24,152	16,780	17,500
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		None	None

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2009

Special Revenue	Prior Year	Current Year	Adopted
Grant Programs - Pass Thru (2750)	Actual	Estimated	Budget
	9/30/2007	9/30/2008	2009
Revenues:			
Intergovernmental Revenue	\$105,118	\$462,403	\$64,553
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	105,118	462,403	64,553
Expenditures:			
Judicial	58,200		
General Government			
Public Safety	70,053	493,612	96,836
Public Works			
Health & Welfare			
Culture & Recreation			
Community & Economic Development			
Other			
Total Expenditures	128,253	493,612	96,836
Revenue Over (Under) Expenditures	(23,135)	(31,209)	(32,283)
Operating Transfers In (Out)	23,135	31,209	32,283
Revenue & Other Sources Over (Under) Expenditures & Other Uses	-----		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		-----	-----
Projected Fund Balance, End of Year		None	None

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2009

Special Revenue	Prior Year	Current Year	Adopted
<u>Emergency Feeding (2800)</u>	Actual	Estimated	Budget
	9/30/2007	9/30/2008	2009
Revenues:			
Intergovernmental Revenue	\$172,327	\$173,697	\$173,000
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	172,327	173,697	173,000
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	165,131	173,697	173,000
Culture & Recreation			
Other			
Total Expenditures	165,131	173,697	173,000
Revenue Over (Under) Expenditures	7,196		
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$7,196		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		24,858	24,858
Projected Fund Balance, End of Year		\$24,858	\$24,858

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2009

Special Revenue	Prior Year	Current Year	Adopted
Federal Emergency	Actual	Estimated	Budget
<u>Management Agency (2810)</u>	<u>9/30/2007</u>	<u>9/30/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue	\$20,000	\$20,000	
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	20,000	20,000	
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	20,000	20,000	
Culture & Recreation			
Other			
Total Expenditures	20,000	20,000	
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		None	None

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2009

Special Revenue	Prior Year	Current Year	Adopted
Community	Actual	Estimated	Budget
<u>Corrections Program (2850)</u>	<u>9/30/2007</u>	<u>9/30/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue	\$305,120	\$220,000	\$220,000
Charges for Services	182,418	188,235	207,350
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	10,943	8,423	8,640
Total Revenues	<u>498,481</u>	<u>416,658</u>	<u>435,990</u>
Expenditures:			
Judicial	987,775	1,006,808	1,057,431
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>987,775</u>	<u>1,006,808</u>	<u>1,057,431</u>
Revenue Over (Under) Expenditures	(489,294)	(590,150)	(621,441)
Operating Transfers In (Out)	<u>432,089</u>	<u>522,785</u>	<u>621,441</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$57,205)</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		(67,365)	
Fund Balance, Beginning of Year		<u>237,861</u>	<u>170,496</u>
Projected Fund Balance, End of Year		<u>\$170,496</u>	<u>\$170,496</u>

Collections of program fees have fallen. However, plans are underway to improve collection.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2009

Special Revenue	Prior Year	Current Year	Adopted
Revenue Sharing	Actual	Estimated	Budget
<u>Reserve Fund (2855)</u>	<u>12/31/2007</u>	<u>12/31/2008</u>	<u>2009</u>
Revenues:			
Taxes			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	640,041	\$433,788	\$129,181
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>640,041</u>	<u>433,788</u>	<u>129,181</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures			
Revenue Over (Under) Expenditures	640,041	433,788	129,181
Operating Transfers In (Out)	<u>(4,396,399)</u>	<u>(4,497,516)</u>	<u>(4,632,000)</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$3,756,358)</u>		
Budgeted Net Revenues (Expenditures)			(4,502,819)
Current Estimated Revenues Over (Under) Expenditures		(4,063,728)	
Fund Balance, Beginning of Year		<u>13,664,219</u>	<u>9,600,491</u>
Projected Fund Balance, End of Year		<u>\$9,600,491</u>	<u>\$5,097,672</u>

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

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2009

Special Revenue	Prior Year	Current Year	Adopted
<u>Community Action Agency (2870)</u>	Actual	Estimated	Budget
	9/30/2007	9/30/2008	2009
Revenues:			
Intergovernmental Revenue	\$493,263	\$688,139	\$512,888
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	24,757	40,531	30,000
Total Revenues	518,020	728,670	542,888
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	550,845	767,920	542,888
Culture & Recreation			
Other			
Total Expenditures	550,845	767,920	542,888
Revenue Over (Under) Expenditures	(32,825)	(39,250)	
Operating Transfers In (Out)	64,397	29,000	
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$31,572		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		(10,250)	
Fund Balance, Beginning of Year		124,296	114,046
Projected Fund Balance, End of Year		\$114,046	\$114,046

County of Ottawa

Budget Summary

Budget Year Ending March 31, 2009

Special Revenue	Prior Year	Current Year	Adopted
<u>Weatherization (2890)</u>	Actual	Estimated	Budget
	<u>3/31/2007</u>	<u>3/31/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue	\$254,073	\$206,549	\$263,551
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>254,073</u>	<u>206,549</u>	<u>263,551</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	254,073	206,549	263,551
Culture & Recreation			
Other			
Total Expenditures	<u>254,073</u>	<u>206,549</u>	<u>263,551</u>
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u>168</u>	<u>168</u>
Projected Fund Balance, End of Year		<u><u>\$168</u></u>	<u><u>\$168</u></u>

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2009

Special Revenue	Prior Year	Current Year	Adopted
Department of Human	Actual	Estimated	Budget
<u>Services (2900)</u>	<u>12/31/2007</u>	<u>12/31/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue	\$215,761	\$240,000	\$220,000
Charges for Services	33,153	36,000	
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	832	3,000	2,700
Total Revenues	<u>249,746</u>	<u>279,000</u>	<u>222,700</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	899,843	479,601	440,312
Culture & Recreation			
Other			
Total Expenditures	<u>899,843</u>	<u>479,601</u>	<u>440,312</u>
Revenue Over (Under) Expenditures	(650,097)	(200,601)	(217,612)
Operating Transfers In (Out)	<u>729,070</u>	<u>(221,138)</u>	<u>217,612</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$78,973</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		(421,739)	
Fund Balance, Beginning of Year		<u>745,261</u>	<u>323,522</u>
Projected Fund Balance, End of Year		<u>\$323,522</u>	<u>\$323,522</u>

The Board of Commissioners approved the transfer of \$500,000 from this fund for the Fillmore Street Expansion/ Grand Haven building project in 2008.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2009

Special Revenue	Prior Year	Current Year	Adopted
<u>Child Care-Circuit Court (2920)</u>	Actual	Estimated	Budget
	<u>9/30/2007</u>	<u>9/30/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue	\$3,804,722	\$3,784,479	\$3,855,961
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	<u>594,836</u>	<u>632,377</u>	<u>638,900</u>
Total Revenues	4,399,558	4,416,856	4,494,861
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	8,428,880	8,481,549	8,540,663
Culture & Recreation			
Other			
Total Expenditures	<u>8,428,880</u>	<u>8,481,549</u>	<u>8,540,663</u>
Revenue Over (Under) Expenditures	(4,029,322)	(4,064,693)	(4,045,802)
Operating Transfers In (Out)	<u>4,081,921</u>	<u>3,658,115</u>	<u>4,045,802</u>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>\$52,599</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		(406,578)	
Fund Balance, Beginning of Year		<u>1,620,812</u>	<u>1,214,234</u>
Projected Fund Balance, End of Year		<u>\$1,214,234</u>	<u>\$1,214,234</u>

The 2008 fund balance use reflects the \$500,000 transfer towards the Fillmore Street Expansion/Grand Haven building project.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2009

Special Revenue	Prior Year Actual 9/30/2007	Current Year Estimated 9/30/2008	Adopted Budget 2009
<u>Child Care-Social Services (2921)</u>			
Revenues:			
Intergovernmental Revenue	\$22,397	\$10,907	\$2,500
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	22,397	10,907	2,500
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	44,062	21,814	5,000
Culture & Recreation			
Other			
Total Expenditures	44,062	21,814	5,000
Revenue Over (Under) Expenditures	(21,665)	(10,907)	(2,500)
Operating Transfers In (Out)	21,125	10,907	2,500
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$540)		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		73,786	73,786
Projected Fund Balance, End of Year		\$73,786	\$73,786

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2009

Special Revenue	Prior Year	Current Year	Adopted
Soldiers & Sailors	Actual	Estimated	Budget
<u>Relief (2930)</u>	<u>12/31/2007</u>	<u>12/31/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues			
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	\$30,485	\$42,140	\$42,140
Culture & Recreation			
Other			
Total Expenditures	30,485	42,140	42,140
Revenue Over (Under) Expenditures	(30,485)	(42,140)	(42,140)
Operating Transfers In (Out)	30,485	42,140	42,140
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		None	None

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2009

Special Revenue	Prior Year	Current Year	Adopted
<u>Veteran's Trust (2940)</u>	Actual	Estimated	Budget
	<u>12/31/2007</u>	<u>12/31/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue	\$28,376	\$28,000	\$14,404
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
	<u> </u>	<u> </u>	<u> </u>
Total Revenues	28,376	28,000	14,404
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	28,611	28,000	14,404
Culture & Recreation			
Other			
	<u> </u>	<u> </u>	<u> </u>
Total Expenditures	28,611	28,000	14,404
Revenue Over (Under) Expenditures	(235)		
Operating Transfers In (Out)			
	<u> </u>	<u> </u>	<u> </u>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u> </u>		
	<u> </u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u>426</u>	<u>426</u>
Projected Fund Balance, End of Year		<u>\$426</u>	<u>\$426</u>

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2009

Special Revenue	Prior Year	Current Year	Adopted
<u>Compensated Absences (2980)</u>	Actual	Estimated	Budget
	<u>12/31/2007</u>	<u>12/31/2008</u>	<u>2009</u>
Revenues:			
Taxes			
Intergovernmental Revenue			
Charges for Services	\$38,818	\$149,000	\$117,000
Fines and Forfeits			
Interest on Investments	220,595	152,000	97,000
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>259,413</u>	<u>301,000</u>	<u>214,000</u>
Expenditures:			
Legislative			
Judicial			
General Government	198,011	100,101	38,038
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>198,011</u>	<u>100,101</u>	<u>38,038</u>
Revenue Over (Under) Expenditures	61,402	200,899	175,962
Operating Transfers In (Out)			<u>(500,000)</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$61,402</u>		
Budgeted Net Revenues (Expenditures)			(324,038)
Current Estimated Revenues Over (Under) Expenditures		200,899	
Fund Balance, Beginning of Year		<u>4,015,778</u>	<u>4,216,677</u>
Projected Fund Balance, End of Year		<u>\$4,216,677</u>	<u>\$3,892,639</u>

Fund Balance use depends on the number of employees that retire and have a sick bank balance. The decrease in 2009 reflects the \$500,000 one time transfer to the General Fund.

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2009

Debt Service	Prior Year	Current Year	Adopted
Ottawa County Building	Actual	Estimated	Budget
<u>Authority (5690-5695)</u>	<u>12/31/2007</u>	<u>12/31/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$95	\$5,300	
Rental	2,769,438	2,775,923	\$2,781,272
Licenses and Permits			
Other Revenue			
Total Revenues	2,769,533	2,781,223	2,781,272
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Debt Service	2,769,438	3,539,636	3,544,147
Total Expenditures	2,769,438	3,539,636	3,544,147
Revenue Over (Under) Expenditures	95	(758,413)	(762,875)
Operating Transfers In (Out)	325	763,713	762,875
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	\$420		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		5,300	
Fund Balance, Beginning of Year		10,801	16,101
Projected Fund Balance, End of Year		\$16,101	\$16,101

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2009

Capital Projects	Prior Year	Current Year	Adopted
Ottawa County Building	Actual	Estimated	Budget
<u>Authority (5690-5695)</u>	<u>12/31/2007</u>	<u>12/31/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue			
Interest on Investments	\$81,615	\$60,000	
Rental			
Other Revenue			
Total Revenues	<u>81,615</u>	<u>60,000</u>	
Expenditures:			
Capital Projects	<u>5,473,205</u>	<u>16,841,971</u>	<u>\$6,000,000</u>
Total Expenditures	<u>5,473,205</u>	<u>16,841,971</u>	<u>6,000,000</u>
Revenue Over (Under) Expenditures	(5,391,590)	(16,781,971)	(6,000,000)
Proceeds from Bond Issuance	10,000,000		
Premium on Bonds Issued	78,851		
Operating Transfers In (Out)	<u>(173,994)</u>	<u>13,669,007</u>	<u>6,000,000</u>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>4,513,267</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		(3,112,964)	
Fund Balance, Beginning of Year		<u>4,766,982</u>	<u>1,654,018</u>
Projected Fund Balance, End of Year		<u><u>\$1,654,018</u></u>	<u><u>\$1,654,018</u></u>

The fund accounts for the the Fillmore Street expansion/Grand Haven construction project.

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2009

Permanent Fund	Prior Year	Current Year	Adopted
<u>Cemetery Trust (1500)</u>	Actual	Estimated	Budget
	<u>12/31/2007</u>	<u>12/31/2008</u>	<u>2009</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$266	\$217	\$162
Rental			
Licenses and Permits			
Other Revenue			
	<hr/>	<hr/>	<hr/>
Total Revenues	266	217	162
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
	<hr/>	<hr/>	<hr/>
Total Expenditures			
Revenue Over (Under) Expenditures	266	217	162
Operating Transfers In (Out)			
	<hr/>	<hr/>	<hr/>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>\$266</u>		
Budgeted Net Revenues (Expenditures)			162
Current Estimated Revenues Over (Under) Expenditures		217	
Fund Balance, Beginning of Year		<hr/> 6,036	<hr/> 6,253
Projected Fund Balance, End of Year		<hr/> \$6,253	<hr/> \$6,415

COUNTY OF OTTAWA
2009 BUDGET SUMMARY
OTHER FUNDS

FUND NUMBER	FUND NAME	2008 PROJECTED RETAINED EARNINGS	2009 REVENUE/ OPERATING TRANSFERS	2009 EXPENSES/ OPERATING TRANSFERS	2009 PROJECTED RETAINED EARNINGS
5160	Delinquent Tax Revolving Fund	\$24,242,273	\$2,709,913	\$2,804,664	24,147,522
6360	Information Technology	2,242,018	2,856,078	2,665,764	2,432,332
6450	Duplicating	727,773	150,000	137,738	740,035
6550	Telecommunications	2,948,608	836,000	721,057	3,063,551
6641	Equipment Pool	4,648,928	1,339,500	1,278,092	4,710,336
6770	Protected Self-Funded Programs	3,260,419	677,541	547,305	3,390,655
6771	Protected Self-Funded Employee Insurance	2,564,750	12,830,544	13,077,961	2,317,333
6772	Protected Self-Funded Unemployment Insurance	1,070,209	154,611	273,608	951,212
6775	Long Term Disability Insurance	86,903	167,779	175,709	78,973
6780	Ottawa County, Michigan Insurance Authority Fund	11,343,459	2,180,000	1,404,082	12,119,377
6782	Protected Self-Funded Insurance - Mental Health	1,932,913	50,000	243,887	1,739,026
TOTAL OTHER FUNDS		<u>\$55,068,253</u>	<u>\$23,951,966</u>	<u>\$23,329,867</u>	<u>\$55,690,352</u>

COUNTY OF OTTAWA
COMPONENT UNITS BUDGET SUMMARY

FOR THE YEAR ENDED DECEMBER 31, 2009 ¹

	Ottawa County Road Commission (2010)	Ottawa County Central Dispatch Authority (2350)	Ottawa County Drain Commission	Ottawa County Public Utilities System	2009 Total Component Units
Revenues:					
Intergovernmental revenues	\$26,166,000	\$4,594,270			\$30,760,270
Charges for services			\$1,654,397	27,000,000	28,654,397
Interest on investments	100,000	230,000	57,500	800,000	1,187,500
Other	320,000	47,270		100,000	467,270
Total revenues	26,586,000	4,871,540	1,711,897	27,900,000	61,069,437
Expenditures:					
Current operations:					
General government					
Public safety		5,133,967			5,133,967
Public works	26,586,000		1,440,933	36,300,000	64,326,933
Capital Projects					
Debt service:					
Principal			138,367	6,213,000	6,351,367
Interest and fiscal charges			23,267	3,931,770	3,955,037
Total expenditures	26,586,000	5,133,967	1,602,567	46,444,770	79,767,304
Revenues over (under) expenditures		(262,427)	109,330	(18,544,770)	(18,697,867)
Other financing sources (uses):					
General obligation bond proceeds				21,500,000	21,500,000
Public Act 143 Note Proceeds					
Loan Proceeds					
Contributions from Property Owners					
Total other financing sources (uses)				21,500,000	21,500,000
Revenues and other financing sources over (under) expenditures and other financing uses		(262,427)	109,330	2,955,230	2,802,133
Estimated fund balances, beginning of year,	7,636,942	4,446,661	1,605,978	25,043,333	38,732,914
Estimated fund balances, end of year	<u>\$7,636,942</u>	<u>\$4,184,234</u>	<u>\$1,715,308</u>	<u>\$27,998,563</u>	<u>\$41,535,047</u>

¹ The budget for the Ottawa County Road Commission is based on its fiscal year of September 30, 2009.

Revenue Source Descriptions

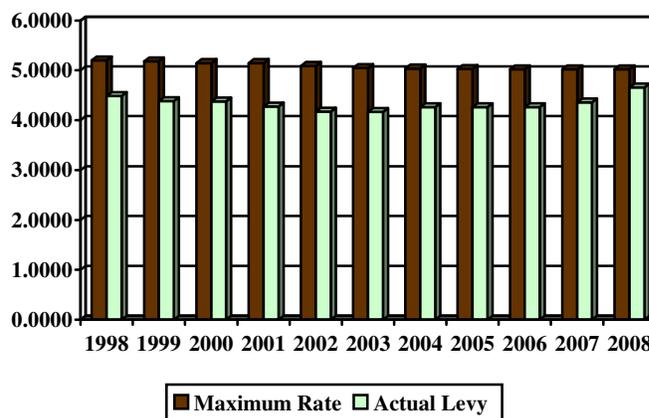
Primary Government

Property Taxes

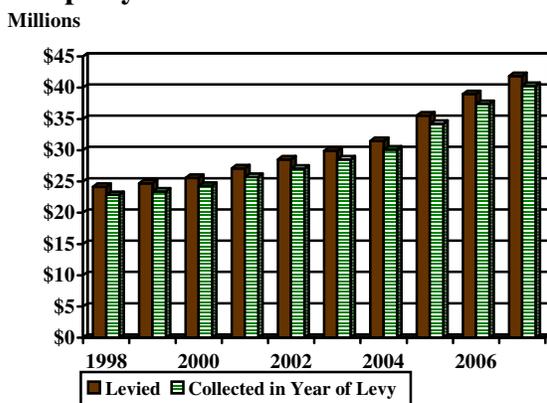
Property Taxes are levied against the assessed taxable valuation of real and personal property in the County. The tax rates are expressed in "mills" per one dollar of the assessed taxable valuation of the property; one mill of taxation is equal to one dollar on each one thousand dollars of assessed valuation. Reductions, due to various legislative acts to provide exemptions, are based on historical trends. In addition to the operating levy, in August, 1989, Ottawa County residents voted a 20 year millage at the rate of .5 mill to fund the equipment lease obligation and the cost of operating the E-911 Central Dispatch system. In November 1996, a 10-year .33 mill was approved for Park Expansion, Development and Maintenance. The Park levy was renewed for 10 years by the voters during 2006, and the E-911 Central Dispatch levy was renewed for 20 years during 2008. The property tax levies conform with the Headlee constitutional tax limitation amendment as well as P.A. 5 of 1982, Truth in Taxation requirements.

The graph to the right highlights the lower millage rates County residents are enjoying. In 1998, the total levy was 4.4804 mills; in 2008, the levy has dropped to 4.3572 mills, a decrease of 13 percent. For the last twelve years, the County has levied less than its maximum allowed mills for operations. For the 2008 *operating* levy, the current maximum is 4.2650 mills; the County is levying 3.6 mills. Consequently, the County has a substantial "cushion" available for funding operations that equates to approximately \$6.8 million per year. The 2009 operating levy is expected to remain at 3.6 mills, so the "cushion" is expected to increase in proportion to taxable value.

Ottawa County Millage Rates (in mills)



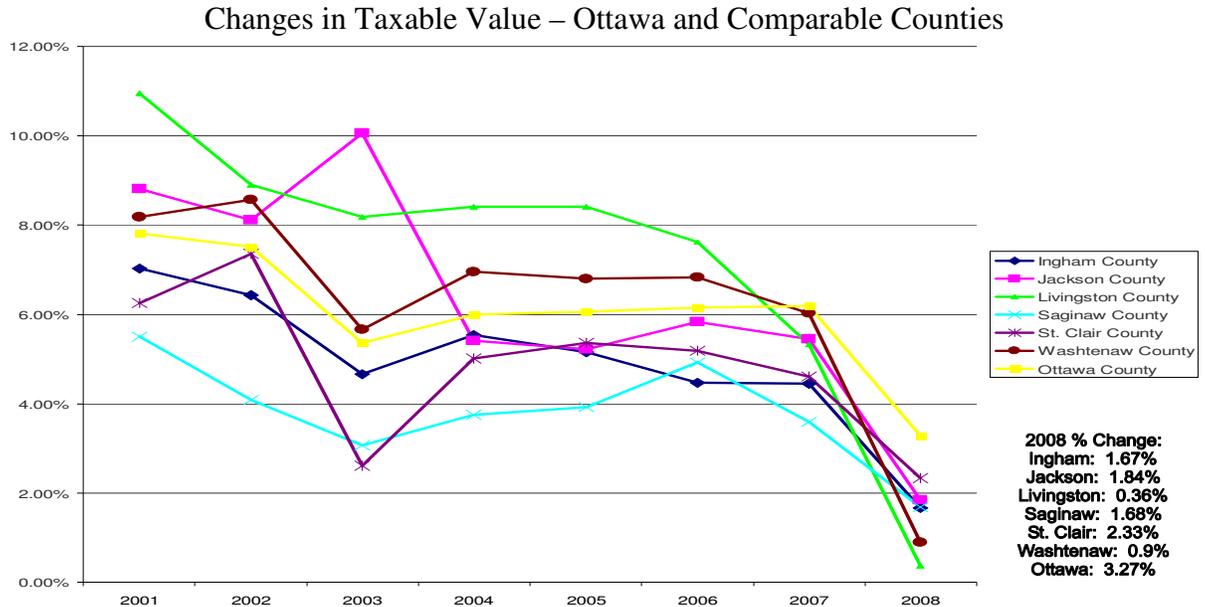
Property Tax Levies and Collections



Like any municipality, Ottawa County is concerned with its tax collection rate. The County's collection rate today is slightly higher than it was in the late nineties. The graph to the right provides a ten-year history of collections for the County. The collection rate for the year the levy was made was 94.61% in 1997; in 2007, 96.18%.

Taxable Value

Like most every municipality, taxable value has become a major concern due to falling home values. In Ottawa County, 70 percent of the tax base is residential. Although other Michigan municipalities have felt the decline in the housing market for a few years, 2008 represents the first year the County has seen the slower growth. After several years of approximately 6% growth annually, the 2008 taxable value grew by only 3.27%. The graph below shows the change in taxable value for Ottawa County (in yellow) and its comparable counties:



The good news is that Ottawa County's growth was significantly higher than its comparable counties in the State. However, the slower growth necessitated additional analysis, particularly in light of taxable value legislation unique to the State of Michigan. Proposal A of 1994 limits increases in the taxable value of property to the lower of the consumer price index or 5%. This has artificially lowered the taxable value of the County by approximately \$2.1 billion which equates to over \$7.5 million in County operating taxes annually. Even though home prices are declining, they are not yet lower than the taxable value, so the County is seeing increases in the taxable value of property even though the assessed value may be decreasing. However, if home prices continue to fall, the gap between the taxable value and the assessed value will be closed. At that point, the taxable value may remain flat or even decrease.

An example may be useful to illustrate this issue. Assume a home with a current assessed value of \$250,000 and a taxable value of \$200,000. Further assume that the consumer price index for tax calculation is 3.7% per year and that home prices (the assessed value) are falling 4% per year:

Potential Effect of Declining Home Values on the Tax Base

Assume: CPI Increases 3.7% per year
 Home prices (assessed value) decreases 4% per year

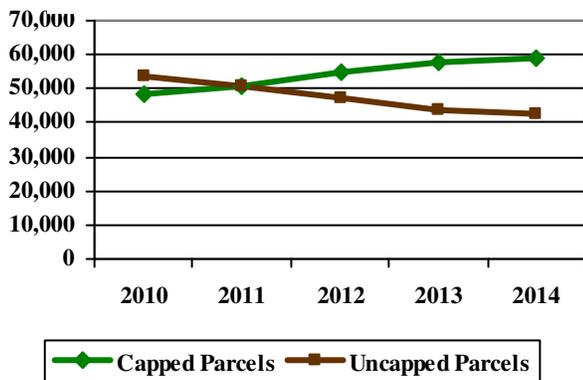
Year	Taxable Value Prior Year	Assessed Value Prior Year	CPI	Assessed Value Current Year	Taxable Value Current Year	% Change in Taxable Value
2007	\$200,000	\$250,000	3.7%	\$240,000	\$207,400	3.70%
2008	\$207,400	\$240,000	3.7%	\$230,400	\$215,074	3.70%
2009	\$215,074	\$230,400	3.7%	\$221,184	\$221,184	2.80%
2010	\$221,184	\$221,184	3.7%	\$212,337	\$212,337	-4.00%
2011	\$212,337	\$212,337	3.7%	\$203,844	\$203,844	-4.00%

Essentially this means that the effect of falling home prices has been delayed for Michigan municipalities. Determining when taxable value is affected by falling home prices became crucial to long term projections. Based on a model developed by Oakland County, Michigan, the County individually examined over 160,000 parcels of property to see how each parcel's taxable value and state equalized value (SEV) reacted when specific assumptions were applied. Next, data on the actual growth or decline by each property class within each local government unit was obtained. The Equalization department reviewed these rates by property class and by municipality to develop estimates for the next five years.

Based on the projections, the County can project when the taxable value of parcels will reach the assessed value. The table below shows the projected percentage of parcels whose taxable value has reached the assessed value (capped):

	2010	2011	2012	2013	2014
Estimated % Capped	47.33%	49.83%	53.72%	56.75%	58.13%

Ottawa County Projected Parcel by Status



The graph to the left reflects the rate at which parcels are projected to reach their assessed value. The future of tax revenue will depend on how quickly the housing market recovers. The longer it takes to recover, the more parcels that will become capped. This in turn limits increases in the tax base, and at some point may result in a decrease in the tax base.

When the results were consolidated to the County level and translated into total taxable value increases, the following projections were observed:

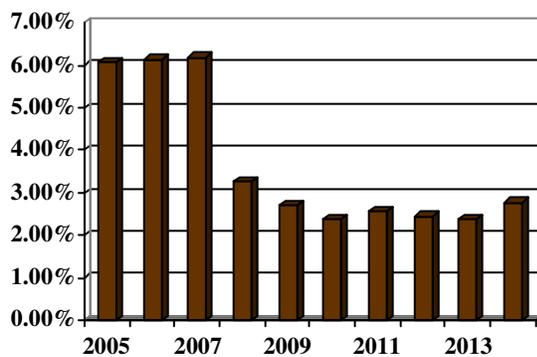
Percent of Tax Base	Property Class			
	Agricultural	Commercial	Industrial	Residential
	2.7%	12.5%	8.4%	70.3%
Year				
2009	2.0%	2.50%	0.7%	1.6%
2010	4.4%	1.40%	0.4%	0.7%
2011	2.5%	1.30%	0.3%	1.1%
2012	2.2%	1.20%	0.2%	0.9%
2013	2.2%	1.10%	0.2%	0.9%
2014	2.2%	1.00%	-0.1%	1.4%

These projections do not include estimates for new construction. Historically, sales and new construction have provided a significant amount of new taxable value in Ottawa County, so predicting new taxable value is an important part of the overall analysis.

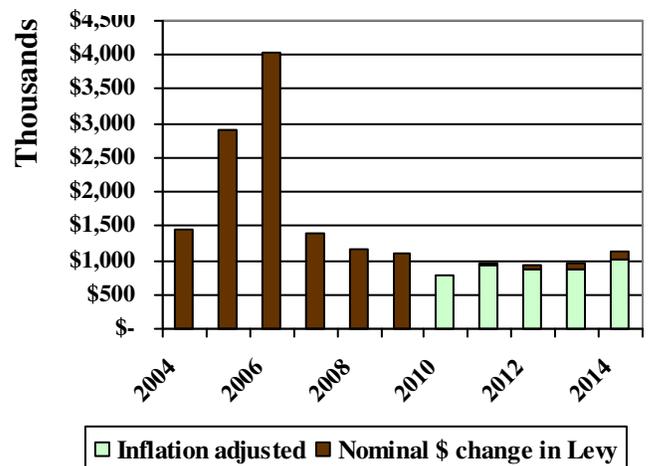
To forecast the impact of new construction, the County looked at the proportion of sales and new construction in relation to the overall change in taxable value from 2007 to 2008. Given the sharp economic decline, the County believes this one year of data is a better predictor of new growth than an average of the last five years. The conclusion of the analysis was that the County could project that increases due to new construction would equal 1.5 percent.

Obviously, all of this has a profound impact on tax revenue projections:

Ottawa County Percent Change in Taxable Value

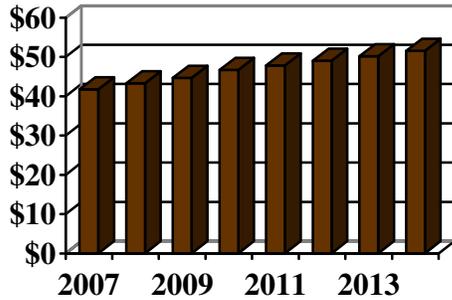


Change in Operating Tax Dollars Received



Ottawa County Total Tax Revenue

Millions



The graph to the left shows the results of the projections on the tax base. Although the rate of growth in this revenue source is decreasing, tax revenue as a whole remains on an upward trend.

Intergovernmental Revenue

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

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

State Court Fund Distribution

Revenue received from the State under Public Act 374 of 1996 for reimbursement of allowable costs of court operations, pursuant to a formula. The budget is based on information received from the State of Michigan. The 2009 budget for this revenue source is \$1.1 million.

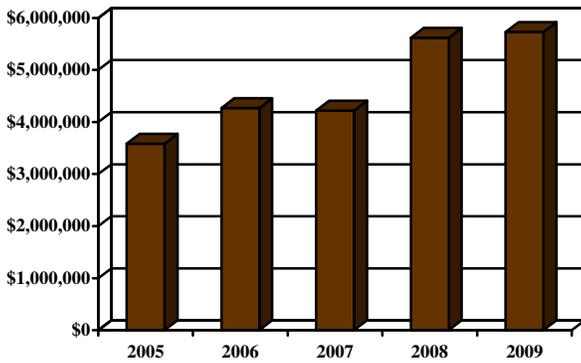
Convention Facility Liquor Tax

The County share of distribution of revenues generated from the tri-county convention facilities tax levied under Public Act 106 and 4% liquor tax levied under Public Act 107 of 1985, when these revenues exceed the debt service requirements for convention facilities. The Public Act mandates 50% allocation for substance abuse programs and 50% for general County operations. Previously, the County Board would also direct the other 50% to be used for substance abuse. However, beginning with the 2007 budget, the County may use the other 50% for general operations. The 2009 budget of \$979,000 is based on information received from the State of Michigan.

Contributions from Local Units

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

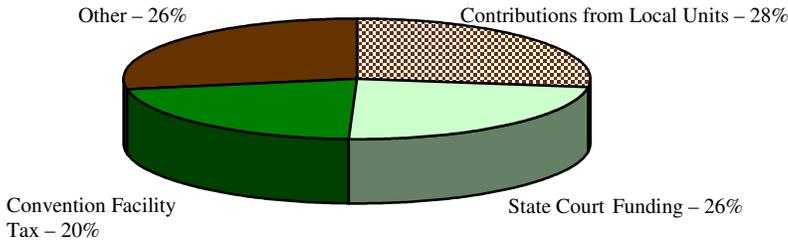
Contributions from Local Units – All Funds



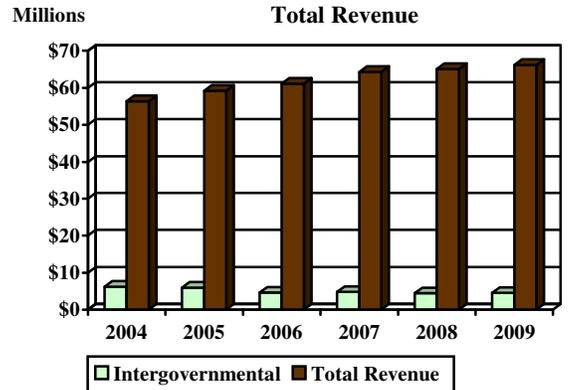
As communities have realized the value of Community Policing programs, the demand for these services has increased. The graph to the left shows the increasing dollars the County is receiving for these services. Many of these programs began with federal funding under the COPS Universal grant programs that expired after three years. As the grants have expired, the municipalities have continued to fund the programs from their own resources. As for the future, the County expects this revenue source to increase steadily over the next few years in tandem with public safety expenditures.

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

General Fund Intergovernmental Revenue



General Fund Intergovernmental Revenue and Total Revenue



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

Parks and Recreation

The Parks and Recreation department receives funds from the State of Michigan for land purchases and capital improvements at County parks. Obviously, the revenue source can and does vary substantially from one year to the next depending on both the applications submitted and the ranking and availability of State funding for the projects. In 2008, the Parks and Recreation department is anticipating a \$2 million grant from the Michigan Natural Resources

Trust Fund for the Olive Shores property acquisition. When the 2009 budget was being developed, the department was not made aware of any major capital funding grants.

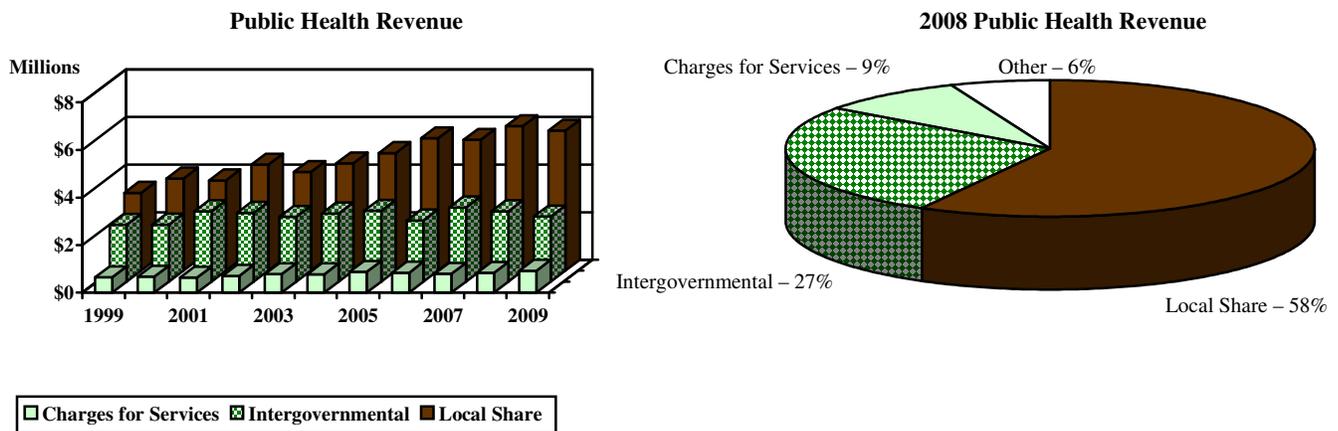
Co-op Reimbursement

This revenue represents funds received from the state for IV-D child support enforcement. The program is a federal, state and county cooperative effort to collect child care support from parents who are legally obligated to pay. This is accomplished through services provided to establish paternity, locate absent parents, establish and enforce child support orders and collect child support payments. Increases are anticipated to partially accommodate inflation, but no funds are anticipated for program expansion. The budget is based on preliminary contract amounts from the State of Michigan. The 2009 budget reflects a proposed change in the funding formula that would require counties to subtract out federal incentive payments they receive before calculating the IV-D revenue. The result of this proposed change is a decrease in projected revenue between 2008 and 2009 of nearly \$95,000

Health Fund

Intergovernmental revenue in the Health fund includes various state grants, Medicaid reimbursements, and state cost sharing established by the Public Health code. Nine services identified by the state are reimbursed at a cost sharing level of 50%. This reflects increased emphasis on select Health programs from the Michigan Department of Health. Medicaid fees are likely to increase from the increased caseload and population. Unfortunately, state grants and cost sharing reimbursements have not kept pace with expenditures. Some of the difference has been made up in fees charged to the clients, but much of the difference is funded by local dollars.

The graphs that follow show that in 1999, Intergovernmental revenue funded 35% the Health fund's expenditures. In 2009, Intergovernmental revenue is funding 27% of expenditures.



Mental Health

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

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

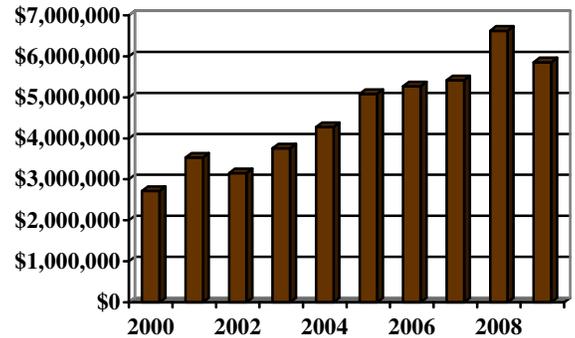
COPS Universal/Sheriff Contracts

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

Workforce Investment Act Funds

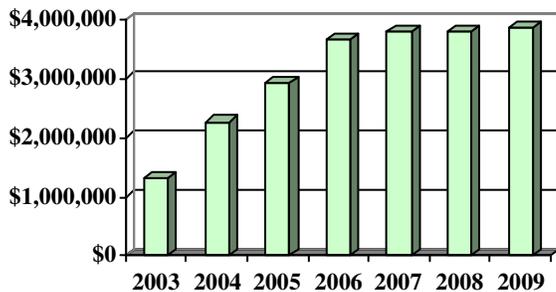
Workforce Investment Act (WIA) are federal funds received for training and employment programs for underemployed and economically disadvantaged citizens. The 2009 budget amount shows only the estimated revenues to be received from the State. Conservative budgeting requires the County to not budget carryover dollars until approved by the State. Consequently, 2009 revenues indicate a significant decrease. However, this decrease is unlikely to materialize since the County typically receives additional grants during the year in addition to the carryover dollars from the previous years.

Workforce Investment Act Funds - Intergovernmental Revenue



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

Child Care Fund Intergovernmental Revenue



Child Care

This revenue represents the 50% subsidy by the State for net child care costs excluding state institutions. By the end of 2006, a total of 10.25 full time equivalents were moved from the General Fund to the Child Care Fund to take advantage of the funding available for community intervention programs. These program adjustments have changed the funding formula for Juvenile Services overall. In the future, revenues in this fund are expected to rise in tandem with expenditures.

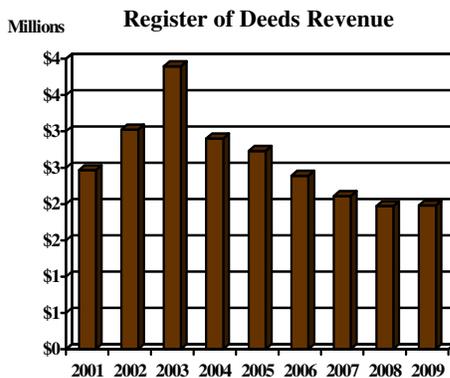
Charges for Services

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

Court Costs

Court Costs are costs assessed for criminal and civil cases and traffic violations. The majority of these revenues are collected in the District and Circuit court. The County anticipates moderate increases as population and thus caseload increases. More recently, the economy has increased the number of civil cases, increasing those collections. Conversely, higher gasoline prices have caused motorists to drive less and at lower speeds, reducing traffic fines.

Register of Deeds Revenue

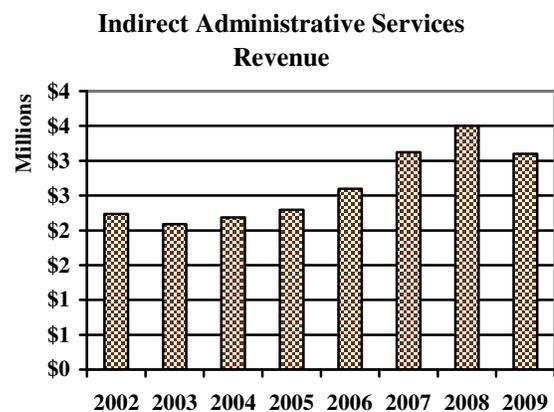


The Register of Deeds office collects fees for property services and transfer taxes. Under Public Act 134 of 1966, a fee of \$.55 for each \$500 of value of property transferred is assessed. In addition, new legislation enacted 10/1/03 allows the Register of Deeds to collect \$5 for each deed recorded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

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

Indirect Administrative Services

This revenue represents reimbursement for indirect costs incurred by the County in the administration of grants and other contractual programs. A cost allocation plan is prepared annually by consultants to identify the costs. The revenue received in the General Fund is dependent on both the actual administrative costs and where the costs are allocated to since the County does not charge all departments. The graph to the right shows increasing revenue as a result of increasing administrative expenditures, and, beginning in 2007, increasing allocations to the District Court in connection with the expanded Hudsonville facility. The District Court allocation is increasing



again in 2008 with the opening of the much larger Holland District Court building. This revenue will likely fluctuate over the next few years due to building projects. In addition, as the Grand Haven facility is rebuilt, a larger portion of the building will be allocated to judicial functions. Since these programs are charged indirect administrative expenditures, the revenue will increase. In fact, the expansion of the Grand Haven facility may bring in more grant dollars from the Friend of the Court grant.

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

Parks and Recreation

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

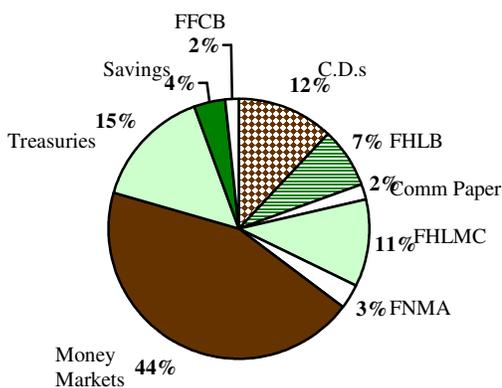
Health and Mental Health

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

Landfill Tipping Fees

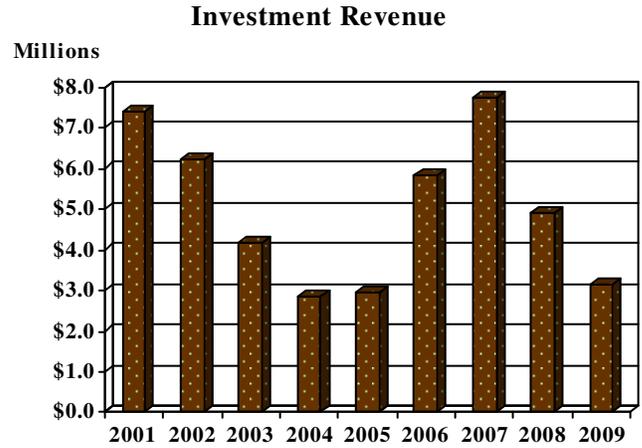
These fees represent the County portion of the surcharge fee collected by the landfills. The amount budgeted is based on historical collections and current year activity.

Interest on Investments



This revenue source represents both the interest earned on the investments of County funds as well as the changes in the market value of those investments. Allowable investments are set by state statutes. The treasurer employs a laddered approach that results in the continuing maturity of investments in order to have the correct balance between liquidity and return. The graph to the left shows the components of the County's investment pool as of 9/30/08. Additional information on the County's investment policy can be found in the appendix section of this document.

The graph to the right shows the downturn in investment income that the County has experienced. The County records its investments in accordance with Governmental Accounting Standards Board Statement No. 31 which requires a fair market adjustment at year end. Since the market has been somewhat volatile, investment income has been fluctuating.



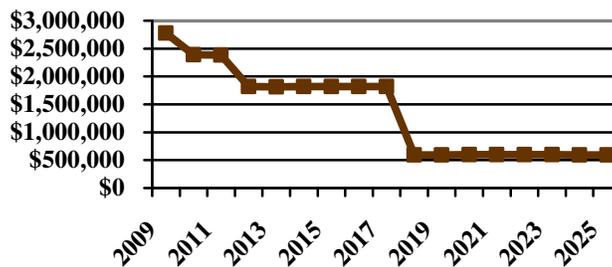
Market values at 12/31/07 were temporarily high, resulting in strong earnings. However, market values have suffered during fiscal year 2008. Moreover, beginning in 2008, cash balances are being reduced as the County funds \$20 million of the Fillmore facility expansion and the new Grand Haven Facility.

Rent

Rent revenue is received from two sources. The County charges rent to grant funds for use of County space. The budgets are based on the annual operating expenditures in the General Fund’s Building and Grounds departments plus a fixed charge for capital costs where appropriate. Building rent is decreasing by \$125,000 in the 2009 budget because the Health department will no longer offer clinic services at the Coopersville building.

The second source of rent revenue relates to the Ottawa County Building Authority (the “Authority”), a blended component unit. Lease agreements exist between the Authority and the County which allow the Authority to charge the County rent for the buildings the Authority owns. These rent charges are based on the debt service payments on the bonds the Authority issued. Decreases in rent revenue correspond to decreases in debt service payments. There are no new issues planned at this point, so payments should remain fairly steady until 2012, when one of the issues has been paid off. The graph that follows reflects anticipated rent revenue for the Building Authority:

Rent Revenue of the Ottawa County Building Authority



Component Units

Road Commission

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

Drains

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

Chapter 6 Drains - Projects petitioned for by individuals

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

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

Public Utilities System

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

Ottawa County Central Dispatch Authority (OCCDA)

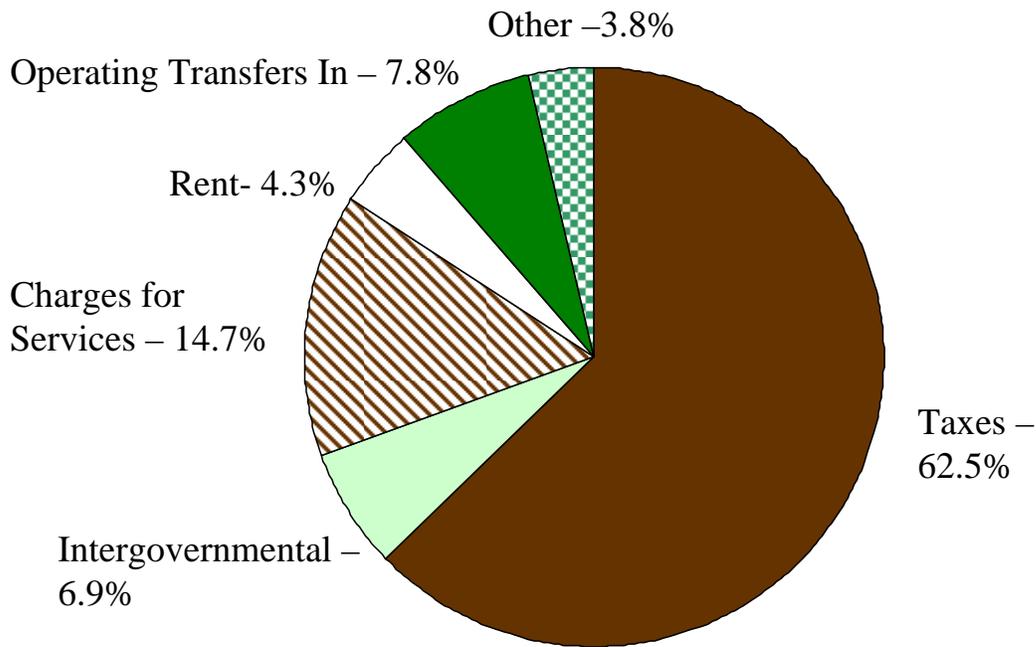
In addition to the property tax levy in Ottawa County, OCCDA receives property taxes from Allegan County for the portion of the City of Holland that is in Allegan County.

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

GENERAL FUND

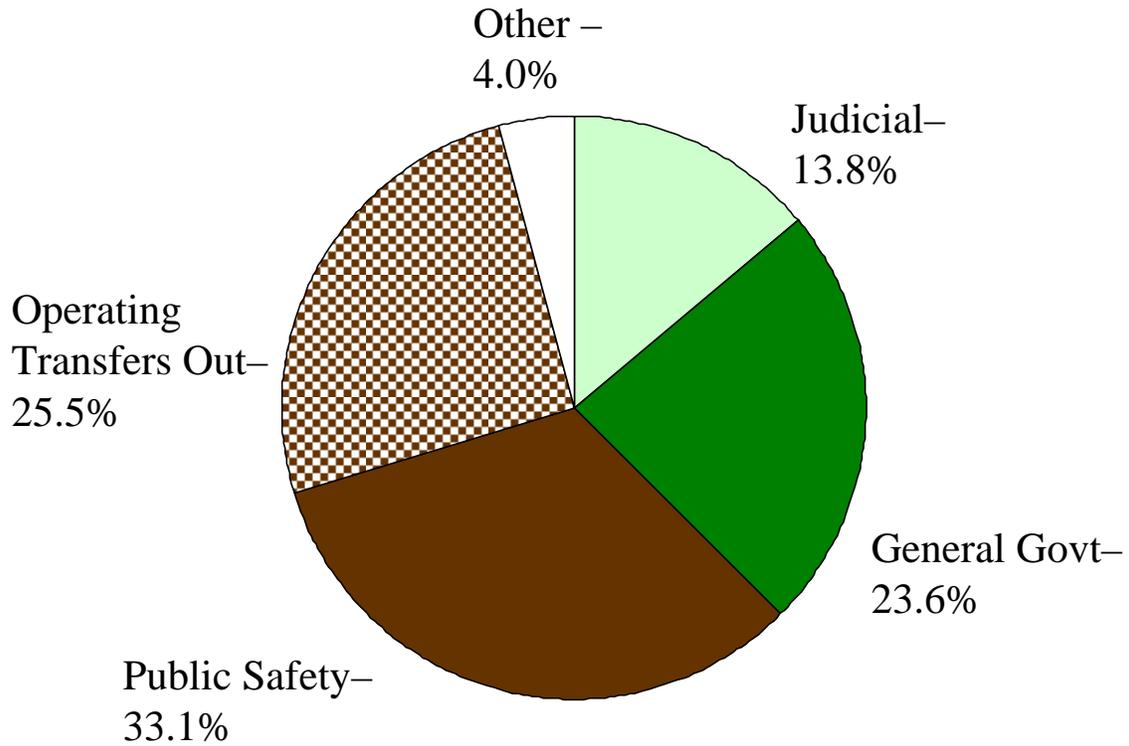
The General Fund is used to account for all revenues and expenditures applicable to the general operations of the County except for those required or determined to be more appropriately accounted for in another fund (e.g., Special Revenue fund.) Revenues are derived primarily from property tax, intergovernmental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

General Fund 2009 Revenues



Source	2008 Amended Budget	2009 Adopted Budget	2009 % of Total	% of Change
Taxes	\$40,831,115	\$41,465,748	62.5%	1.55%
Intergovernmental	4,518,158	4,534,572	6.9%	0.36%
Charges for Services	10,227,876	9,738,398	14.7%	-4.79%
Fines and Forfeits	1,056,100	961,100	1.5%	-9.00%
Interest on Investments	1,700,000	850,000	1.3%	-50.00%
Rental	2,930,343	2,873,024	4.3%	-1.96%
Licenses and Permits	274,025	251,675	0.4%	-8.16%
Other Revenue	468,519	376,414	0.6%	-19.66%
Operating Transfers In	4,510,800	5,132,000	7.8%	13.77%
	<u>\$66,516,936</u>	<u>\$66,182,931</u>	<u>100.0%</u>	<u>-0.50%</u>

General Fund 2009 Expenditures



Use	2008 Amended Budget	2009 Adopted Budget	2009 % of Total	% of Change
Legislative	\$605,667	\$574,569	0.7%	-5.13%
Judicial	10,024,641	10,023,962	13.8%	-0.01%
General Government	17,225,614	17,153,854	23.6%	-0.42%
Health and Welfare	775,828	735,349	1.0%	-5.22%
Public Safety	23,347,876	23,949,288	33.1%	2.58%
Public Works	253,300	124,050	0.2%	-51.03%
Community & Economic Development	667,369	673,050	0.9%	0.85%
Other	747,414	895,286	1.2%	19.78%
Operating Transfers Out	16,724,500	18,542,035	25.5%	10.87%
	<u>\$70,372,209</u>	<u>\$72,671,443</u>	<u>100.0%</u>	<u>3.27%</u>

**COUNTY OF OTTAWA
GENERAL FUND
COMPARATIVE ANALYSIS
ACTUAL 2006 & 2007
BUDGET 2008 & 2009**

REVENUES

DEPT	DEPARTMENT NAME	ACTUAL 2006	ACTUAL 2007	CURRENT	AMENDED BUDGET 2008	2009 ADOPTED BY BOARD	\$ CHANGE 2008 TO BOARD	% CHANGE 2008 TO BOARD
				YEAR 2008 ESTIMATED				
1310	Circuit Court	\$213,889	\$209,248	\$227,100	\$221,000	\$227,600	\$6,600	2.99%
1360	District Court	\$3,022,596	\$3,024,292	\$2,996,828	\$3,084,195	\$2,994,500	-\$89,695	-2.91%
1361	District Court SCAO Drug Court Grant	\$5,933	\$1,188	\$0	\$0	\$0	\$0	N/A
1371	SCAO Adult Drug Court Grant	\$4,621	\$0	\$0	\$0	\$0	\$0	N/A
1380	Circuit Court Strategic Planning Initiative	\$22,500	\$0	\$32,300	\$31,400	\$0	-\$31,400	-100.00%
1480	Probate Court	\$62,463	\$69,205	\$62,600	\$62,600	\$62,800	\$200	0.32%
1490	Family Court - Juvenile Services	\$132,469	\$122,986	\$127,810	\$122,880	\$148,667	\$25,787	20.99%
1492	Juvenile Accountability Incentive Block Grant	\$16,824	\$13,044	\$24,667	\$24,667	\$0	-\$24,667	-100.00%
1660	Family Counseling	\$27,721	\$26,115	\$27,000	\$27,000	\$24,750	-\$2,250	-8.33%
1910	Elections	\$13,218	\$16,115	\$29,500	\$11,500	\$13,238	\$1,738	15.11%
1920	Canvassing Board	\$245	\$0	\$1,150	\$1,150	\$100	-\$1,050	-91.30%
2010	Fiscal Services	\$3,180,927	\$3,873,973	\$5,458,538	\$7,379,295	\$9,344,786	\$1,965,491	26.64%
2150	County Clerk	\$610,298	\$657,763	\$605,000	\$674,500	\$596,500	-\$78,000	-11.56%
2250	Equalization	\$140	\$64	\$200	\$200	\$100	-\$100	-50.00%
2290	Prosecuting Attorney	\$167,093	\$164,881	\$169,732	\$169,732	\$196,996	\$27,264	16.06%
2330	Administrative Services	\$10,836	\$10,740	\$0	\$0	\$0	\$0	N/A
2360	Register of Deeds	\$2,386,475	\$2,108,231	\$1,970,000	\$2,100,360	\$1,980,000	-\$120,360	-5.73%
2430	Property Description & Mapping	\$122	\$84	\$0	\$0	\$0	\$0	N/A
2450	Survey & Remonumentation	\$84,196	\$159,038	\$120,000	\$120,000	\$120,000	\$0	0.00%
2530	County Treasurer	\$37,041,703	\$38,941,418	\$39,403,914	\$40,457,349	\$39,991,150	-\$466,199	-1.15%
2570	Co-Op Extension	\$51,847	\$55,335	\$57,796	\$57,796	\$33,714	-\$24,082	-41.67%
2590	Geographic Information Systems	\$89,665	\$92,517	\$118,700	\$108,000	\$90,300	-\$17,700	-16.39%
2651	Facilities Maintce - Hudsonville Human Serv	\$49,516	\$60,799	\$71,390	\$76,750	\$75,601	-\$1,149	-1.50%
2652	Facilities Maintce - Holland Human Serv	\$197,222	\$201,953	\$220,986	\$226,855	\$224,942	-\$1,913	-0.84%
2653	Facilities Maintce - Fulton Street	\$65,295	\$65,874	\$85,681	\$85,428	\$88,440	\$3,012	3.53%
2655	Facilities Maintce - Holland Health Facility	\$189,627	\$197,649	\$231,411	\$236,275	\$229,743	-\$6,532	-2.76%
2658	Facilities Maintce - Grand Haven Health	\$131,024	\$134,711	\$147,137	\$144,875	\$156,363	\$11,488	7.93%
2659	Facilities Maintce - CMH Facility	\$224,391	\$231,346	\$253,562	\$255,661	\$262,883	\$7,222	2.82%
2660	Facilities Maintce - Coopersville	\$23,897	\$32,263	\$32,416	\$31,526	\$0	-\$31,526	-100.00%
2665	Facilities Maintce - Juvenile Serv Complex	\$1,351,024	\$1,396,280	\$1,491,151	\$1,539,726	\$1,529,174	-\$10,552	-0.69%

**COUNTY OF OTTAWA
GENERAL FUND
COMPARATIVE ANALYSIS
ACTUAL 2006 & 2007
BUDGET 2008 & 2009**

REVENUES

DEPT	DEPARTMENT NAME	ACTUAL 2006	ACTUAL 2007	CURRENT	AMENDED BUDGET 2008	2009 ADOPTED BY BOARD	\$ CHANGE 2008 TO BOARD	% CHANGE 2008 TO BOARD
				YEAR 2008 ESTIMATED				
2667	Facilities Maintce - Administrative Annex	\$57,108	\$57,042	\$68,017	\$65,696	\$49,350	-\$16,346	-24.88%
2668	Facilities Maintce - FIA	\$228,421	\$237,515	\$255,408	\$273,551	\$256,678	-\$16,873	-6.17%
2750	Drain Commission	\$206,814	\$64,736	\$69,000	\$69,000	\$55,000	-\$14,000	-20.29%
3020	Sheriff	\$177,577	\$195,504	\$188,045	\$188,045	\$177,500	-\$10,545	-5.61%
3100	West Mi Enforcement Team - Operations	\$25,854	\$19,924	\$10,350	\$10,350	\$20,350	\$10,000	96.62%
3112	COPS Allendale/Jenison	\$351,630	\$285,893	\$0	\$0	\$0	\$0	N/A
3113	COPS Holland/West Ottawa	\$50,715	\$61,503	\$65,575	\$69,234	\$70,877	\$1,643	2.37%
3119	City of Coopersville	\$469,681	\$482,754	\$473,252	\$497,515	\$487,871	-\$9,644	-1.94%
3120	City of Hudsonville	\$248,238	\$454,056	\$582,402	\$582,402	\$592,738	\$10,336	1.77%
3130	Zoning Enforcement-Holland Twmsp	\$173,132	\$0	\$0	\$0	\$0	\$0	N/A
3160	Sheriff Curb Auto Theft (SCAT)	\$59,719	\$64,995	\$0	\$0	\$0	\$0	N/A
3170	Blendon/Holland/Robinson/Zeeland (CITE)	\$37,178	\$39,801	\$41,535	\$41,873	\$42,896	\$1,023	2.44%
3200	Sheriff Training	\$27,169	\$29,882	\$27,500	\$27,500	\$30,000	\$2,500	9.09%
3250	Central Dispatch	\$3,787,704	\$4,020,342	\$4,231,750	\$4,253,466	\$4,396,371	\$142,905	3.36%
3310	Marine Safety	\$85,839	\$97,761	\$108,875	\$108,875	\$126,679	\$17,804	16.35%
3510	Jail	\$621,905	\$771,889	\$632,000	\$653,000	\$721,194	\$68,194	10.44%
3540	Local Corrections Academy Grant	\$6,413	\$5,125	\$8,424	\$8,424	\$0	-\$8,424	-100.00%
3550	Excelling - Corr Env Grant	\$0	\$12,749	\$35,000	\$35,000	\$0	-\$35,000	-100.00%
4260	Emergency Services	\$39,741	\$38,661	\$30,000	\$30,000	\$30,000	\$0	0.00%
4263	Haz Mat Response Team	\$34,121	\$39,315	\$36,697	\$36,697	\$42,489	\$5,792	15.78%
4265	Homeland Security Equipment Grant	\$17,677	\$59,033	\$74,203	\$39,361	\$60,000	\$20,639	52.44%
6300	Substance Abuse	\$790,813	\$880,280	\$880,280	\$880,280	\$978,603	\$98,323	11.17%
6480	Medical Examiners	\$2,234	\$9,653	\$8,000	\$8,000	\$8,500	\$500	6.25%
7211	Planner - Grants	\$10,691	\$6,902	\$7,424	\$7,424	\$0	-\$7,424	-100.00%
7212	Road Salt Management	\$14,764	\$0	\$0	\$0	\$0	\$0	N/A
9300	Transfers In Control	\$4,239,536	\$4,425,399	\$4,510,800	\$4,510,800	\$5,132,000	\$621,200	13.77%
TOTAL REVENUE		\$61,142,451	\$64,227,826	\$66,311,106	\$69,647,213	\$71,671,443	\$2,024,230	2.91%

**COUNTY OF OTTAWA
GENERAL FUND
COMPARATIVE ANALYSIS
ACTUAL 2006 & 2007
BUDGET 2008 & 2009**

EXPENDITURES

DEPT	DEPARTMENT NAME	ACTUAL 2006	ACTUAL 2007	CURRENT		2009 BUDGET ADOPTED BY BOARD	\$ CHANGE 2008 BUDGET TO BOARD	% CHANGE 2008 BUDGET TO BOARD
				YEAR 2008 ESTIMATED	AMENDED BUDGET 2008			
1010	Commissioners	\$523,688	\$624,270	\$599,781	\$603,677	\$572,739	-\$30,938	-5.12%
1290	Tax Allocation Board	\$750	\$993	\$2,014	\$1,990	\$1,830	-\$160	-8.04%
1310	Circuit Court	\$1,859,303	\$2,076,067	\$2,181,987	\$2,120,814	\$2,105,516	-\$15,298	-0.72%
1360	District Court	\$4,950,835	\$5,444,607	\$5,959,053	\$5,926,835	\$6,037,997	\$111,162	1.88%
1361	District Court SCAO Drug Court Grant	\$9,182	\$49	\$0	\$0	\$0	\$0	N/A
1371	SCAO Adult Drug Court Grant	\$7,518	\$0	\$0	\$0	\$0	\$0	N/A
1380	Circuit Court Strategic Planning Initiative	\$27,000	\$0	\$34,280	\$34,280	\$0	-\$34,280	-100.00%
1480	Probate Court	\$754,832	\$777,639	\$805,771	\$835,566	\$832,273	-\$3,293	-0.39%
1490	Family Court - Juvenile Services	\$955,111	\$894,515	\$891,538	\$940,217	\$937,252	-\$2,965	-0.32%
1491	Byrne Juvenile Drug Court Grant	-\$1,536	\$0	\$0	\$0	\$0	\$0	N/A
1492	Juvenile Accountability Block Grant	\$18,687	\$14,496	\$27,408	\$27,408	\$0	-\$27,408	-100.00%
1520	Adult Probation	\$120,862	\$115,602	\$119,279	\$120,727	\$72,514	-\$48,213	-39.94%
1660	Family Counseling	\$48,065	\$27,639	\$42,099	\$42,099	\$32,785	-\$9,314	-22.12%
1670	Jury Board	\$4,323	\$4,012	\$10,975	\$10,975	\$5,625	-\$5,350	-48.75%
1910	Elections	\$325,508	\$160,594	\$425,681	\$437,286	\$167,157	-\$270,129	-61.77%
1920	Canvassing Board	\$4,164	\$0	\$4,212	\$4,212	\$1,191	-\$3,021	-71.72%
2010	Fiscal Services	\$885,316	\$965,942	\$1,185,259	\$1,208,341	\$1,301,822	\$93,481	7.74%
2100	Corporate Counsel	\$185,488	\$193,584	\$211,387	\$213,031	\$211,448	-\$1,583	-0.74%
2150	County Clerk	\$1,279,930	\$1,330,392	\$1,535,878	\$1,607,962	\$1,677,617	\$69,655	4.33%
2230	Administrator	\$351,869	\$399,661	\$441,756	\$460,952	\$480,158	\$19,206	4.17%
2250	Equalization	\$614,288	\$647,565	\$1,019,928	\$1,061,073	\$1,030,292	-\$30,781	-2.90%
2260	Human Resources	\$485,970	\$481,492	\$630,094	\$665,014	\$661,493	-\$3,521	-0.53%
2290	Prosecuting Attorney	\$2,891,697	\$3,032,169	\$3,262,451	\$3,212,480	\$3,265,680	\$53,200	1.66%
2330	Administrative Services	\$174,963	\$150,332	\$0	\$0	\$0	\$0	N/A
2360	Register of Deeds	\$682,283	\$673,985	\$758,071	\$771,262	\$730,054	-\$41,208	-5.34%
2430	Property Description & Mapping	\$330,940	\$298,894	\$0	\$0	\$0	\$0	N/A
2450	Survey & Remonumentation	\$15,363	\$261,151	\$816,842	\$814,190	\$877,675	\$63,485	7.80%
2470	Plat Board	\$3,214	\$1,693	\$793	\$3,803	\$3,963	\$160	4.21%
2530	County Treasurer	\$753,895	\$758,094	\$850,068	\$856,061	\$878,165	\$22,104	2.58%
2570	Co-Op Extension	\$513,844	\$533,062	\$570,258	\$574,603	\$588,841	\$14,238	2.48%
2590	Geographic Information System	\$421,722	\$428,867	\$613,563	\$627,680	\$503,036	-\$124,644	-19.86%
2610	Building Authority	\$1,738	\$1,641	\$3,467	\$3,467	\$3,467	\$0	0.00%
2651	Facilities Maintce - Hudsonville Human Serv	\$167,579	\$158,161	\$185,776	\$194,544	\$190,194	-\$4,350	-2.24%
2652	Facilities Maintce - Holland Human Serv	\$173,024	\$180,801	\$194,010	\$200,522	\$200,235	-\$287	-0.14%

**COUNTY OF OTTAWA
GENERAL FUND
COMPARATIVE ANALYSIS
ACTUAL 2006 & 2007
BUDGET 2008 & 2009**

EXPENDITURES

DEPT	DEPARTMENT NAME	ACTUAL 2006	ACTUAL 2007	CURRENT		2009 BUDGET ADOPTED BY BOARD	\$ CHANGE 2008 BUDGET TO BOARD	% CHANGE 2008 BUDGET TO BOARD
				YEAR 2008 ESTIMATED	AMENDED BUDGET 2008			
2653	Facilities Maintce - Fulton Street	\$60,039	\$60,413	\$77,341	\$77,354	\$79,879	\$2,525	3.26%
2654	Facilities Maintce - Grand Haven	\$508,450	\$527,974	\$641,086	\$630,158	\$687,555	\$57,397	9.11%
2655	Facilities Maintce - Holland Health Facility	\$196,145	\$190,308	\$306,411	\$311,931	\$229,170	-\$82,761	-26.53%
2656	Facilities Maintce - Holland District Court	\$155,932	\$235,761	\$261,232	\$248,847	\$265,255	\$16,408	6.59%
2657	Facilities Maintce - Jail	\$53,389	\$45,106	\$0	\$0	\$0	\$0	N/A
2658	Facilities Maintce - Grand Haven Health	\$60,035	\$62,662	\$73,169	\$71,159	\$82,172	\$11,013	15.48%
2659	Facilities Maintce - CMH Facility	\$174,520	\$184,152	\$197,798	\$201,934	\$209,857	\$7,923	3.92%
2660	Facilities Maintce - Coopersville	\$44,370	\$58,475	\$58,198	\$59,798	\$54,453	-\$5,345	-8.94%
2661	Facilities Maintce - Emergency Services	\$2,587	\$3,666	\$7,350	\$7,350	\$5,700	-\$1,650	-22.45%
2662	Facilities Maintce - Community Haven	\$189	\$56	\$0	\$0	\$0	\$0	N/A
2664	Facilities Maintce - 4th & Clinton	\$26,839	\$28,971	\$37,053	\$37,021	\$39,938	\$2,917	7.88%
2665	Facilities Maintce - Juvenile Serv Complex	\$785,834	\$822,914	\$876,628	\$919,122	\$905,081	-\$14,041	-1.53%
2666	Facilities Maintce - 434 Franklin	\$1,132	\$924	\$0	\$0	\$0	\$0	N/A
2667	Facilities Maintce - Administrative Annex	\$641,984	\$655,101	\$742,057	\$716,181	\$832,082	\$115,901	16.18%
2668	Facilities Maintce - FIA	\$290,652	\$277,889	\$316,883	\$339,393	\$317,624	-\$21,769	-6.41%
2750	Drain Commission	\$668,936	\$567,875	\$632,585	\$656,117	\$639,834	-\$16,283	-2.48%
2800	Ottawa Soil & Water Conservation Dist.	\$23,290	\$20,609	\$32,766	\$32,766	\$32,766	\$0	0.00%
3020	Sheriff	\$7,060,875	\$7,426,249	\$7,838,747	\$8,112,549	\$8,485,136	\$372,587	4.59%
3100	West Mi Enforcement Team - Operations	\$557,734	\$609,479	\$597,726	\$599,466	\$609,627	\$10,161	1.70%
3112	COPS Allendale/Jenison	\$351,630	\$285,893	\$0	\$0	\$0	\$0	N/A
3113	COPS Holland/West Ottawa	\$75,695	\$91,798	\$98,372	\$103,334	\$106,329	\$2,995	2.90%
3119	City of Coopersville	\$469,680	\$482,755	\$473,252	\$497,515	\$487,871	-\$9,644	-1.94%
3120	City of Hudsonville	\$248,238	\$454,057	\$555,330	\$582,402	\$592,738	\$10,336	1.77%
3130	Zoning Enforcement-Holland Twosp	\$173,132	\$0	\$0	\$0	\$0	\$0	N/A
3160	Sheriff Curb Auto Theft (SCAT)	\$82,071	\$86,381	\$0	\$0	\$0	\$0	N/A
3170	Blendon/Holland/Robinson/Zeeland (CITE)	\$75,903	\$81,085	\$84,555	\$85,231	\$87,317	\$2,086	2.45%
3200	Sheriff Training	\$27,169	\$29,882	\$27,500	\$30,000	\$30,000	\$0	0.00%
3250	Central Dispatch	\$3,776,967	\$4,027,964	\$4,253,466	\$4,253,466	\$4,394,321	\$140,855	3.31%
3310	Marine Safety	\$228,055	\$243,692	\$250,537	\$267,650	\$260,241	-\$7,409	-2.77%
3510	Jail	\$7,088,965	\$7,544,975	\$7,842,583	\$7,916,996	\$8,052,372	\$135,376	1.71%
3540	Local Corrections Academy Grant	\$2,141	\$5,972	\$8,424	\$8,424	\$0	-\$8,424	-100.00%
3550	Excelling - Corr Env Grant	\$0	\$12,749	\$35,000	\$35,000	\$0	-\$35,000	-100.00%
4260	Emergency Services	\$220,841	\$298,561	\$326,319	\$331,722	\$308,999	-\$22,723	-6.85%
4262	Solution Area Planner Grant	-\$183	\$0	\$0	\$0	\$0	\$0	N/A

**COUNTY OF OTTAWA
GENERAL FUND
COMPARATIVE ANALYSIS
ACTUAL 2006 & 2007
BUDGET 2008 & 2009**

EXPENDITURES

DEPT	DEPARTMENT NAME	ACTUAL 2006	ACTUAL 2007	CURRENT	AMENDED	2009 BUDGET	\$ CHANGE	% CHANGE
				YEAR 2008 ESTIMATED	BUDGET 2008	ADOPTED BY BOARD	2008 BUDGET TO BOARD	2008 BUDGET TO BOARD
4263	Haz Mat Response Team	\$63,755	\$57,513	\$73,301	\$73,282	\$84,977	\$11,695	15.96%
4265	Homeland Security Equipment Grant	\$39,221	\$59,033	\$74,203	\$39,361	\$59,579	\$20,218	51.37%
4300	Animal Control	\$327,860	\$381,869	\$381,046	\$395,678	\$389,781	-\$5,897	-1.49%
4450	Drain Assessments	\$59,187	\$219,386	\$253,300	\$253,300	\$124,050	-\$129,250	-51.03%
6300	Substance Abuse	\$285,593	\$414,801	\$440,140	\$440,140	\$421,302	-\$18,838	-4.28%
6480	Medical Examiners	\$245,519	\$242,948	\$267,762	\$265,688	\$259,047	-\$6,641	-2.50%
6810	Veterans Burial	\$69,355	\$49,050	\$67,000	\$67,000	\$55,000	-\$12,000	-17.91%
6890	Soldiers & Sailors	\$2,167	\$0	\$0	\$0	\$0	\$0	N/A
7211	Planner - Grants	\$564,297	\$572,149	\$647,199	\$653,659	\$661,952	\$8,293	1.27%
7212	Road Salt Management	\$1,885	\$1,160	\$11,098	\$11,098	\$11,098	\$0	0.00%
8650	Insurance	\$163,642	\$147,251	\$197,300	\$139,755	\$143,395	\$3,640	2.60%
8900	Contingency	\$0	\$0	\$0	\$559,745	\$738,211	\$178,466	31.88%
9010	Equipment Pool	\$0	\$0	\$0	\$47,914	\$13,680	-\$34,234	-71.45%
9650	Operating Transfers Out	\$13,667,299	\$13,737,530	\$13,744,442	\$16,724,500	\$18,542,035	\$1,817,535	10.87%
TOTAL EXPENDITURES		\$59,164,431	\$61,945,007	\$66,192,838	\$70,385,077	\$72,671,443	\$2,286,366	3.25%
TOTAL REVENUE		\$61,142,451	\$64,227,826	\$66,311,106	\$69,647,213	\$71,671,443		
FUND BALANCE (USE)		\$1,978,020	\$2,282,819	\$118,268	-\$737,864	-\$1,000,000		

Based on historical activity, the County does not anticipate actually having to use the -\$1,000,000 of fund balance. Please see transmittal letter for more information.



**2009 General Fund Budget
Legislative Expenditures \$574,569**



Function Statement

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

Mission Statement

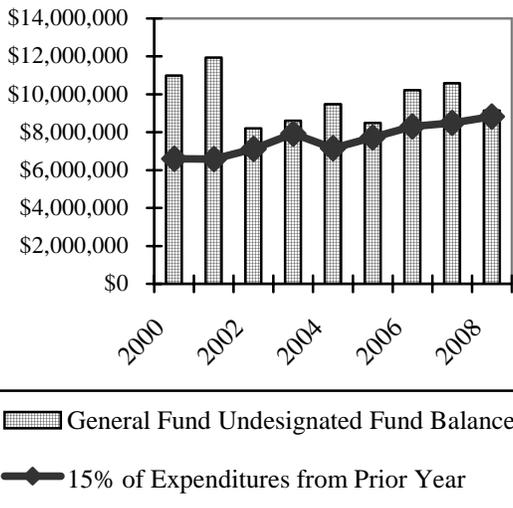
Ottawa County is committed to excellence and the delivery of cost-effective public services.

-  **Goal:** To maintain and improve the strong financial position of the County
- Objective:** Identify and develop strategies to address potential financial threats
Measure: Develop a plan to address the 5-year projected budget deficit
Measure: Fund balance will be maintained at 10-15% of the prior years audited expenditures
- Objective:** Identify and develop a plan for funding legacy costs
Measure: % of actuarial estimate of Other Post Employment Benefits (OPEB) funded
- Objective:** Maintain or improve bond ratings
Measure: The bond rating will be maintained or improved
- Objective:** Citizens will be satisfied with the value of the services provided by the County for their tax dollar
Measure: Less than 30% of respondents of the resident survey believe taxes are too high
- Objective:** Rank discretionary and mandated services to create Commissioner priorities
Measure: Discretionary services will be prioritized by 1/31/2009
Measure: Mandatory services will be prioritized by 1/31/2009
-  **Goal:** Maintain and enhance communication with citizens, employees, and other stakeholders
- Objective:** Continue to implement new methods of communicating with the public
Measure: 5 new services available on miottawa.org by 12/31/2009
- Objective:** Identify and implement methods of communicating with employee groups
Measure: Continual increase in employee satisfaction with communication from Administration
-  **Goal:** Contribute to a healthy physical, economic, & community environment
- Objective:** Investigate opportunities to impact the consequences of development
Measure: Approve recommendations of the Purchase of Development Rights (PDR) Subcommittee at the Board level
- Objective:** Examine water quality policies and develop a research-based water quality action plan
Measure: A plan of action with measurable results will be developed
Measure: 90% of Annual Water Quality Forum attendees completing the survey will report satisfaction with program
- Objective:** Assist in completion of a groundwater resources inventory
Measure: Completion of groundwater resources inventory
-  **Goal:** Continually improve the County's organization and services
- Objective:** Ensure the security and recoverability of paper and electronic records
Measure: A County-wide disaster records recovery plan will be developed
- Objective:** Establish better employee-management communications
Measure: Labor-Management Cooperation Committee members report improved sense of communication between labor and management
Measure: Labor-Management Cooperation Committee members report greater understanding of issues facing the County
Measure: Continual improvement in employee satisfaction with "climate of trust"
- Objective:** Citizens will be satisfied with County services
Measure: At least 75% of respondents will rate the County as "positive" on the resident survey
Measure: No more than 50% of the respondents will state that "more needs to be done" in a single service area on the resident survey

 Denotes Strategic Plan directive

Measures	2006	2007	2008 Estimated	2009 Projected
Output:				
Plan to address 5-year projected budget deficit	N/A	N/A	Yes	Yes
# of new services available on the County website	12	4	6	6
Discretionary programs prioritized (Yes/No)	N/A	Yes	Yes	Yes
Mandates prioritized (Yes/No)	N/A	N/A	Yes	Yes
Approval of PDRs at the Board level (Yes/No)	N/A	No	Yes	N/A
Develop ordinance and program structure for PDRs	N/A	No	No	Yes
Approval of a County-wide disaster records recovery plan	N/A	No	In Process	Yes
A water quality plan of action will be developed	N/A	No	No	Yes
Completion of groundwater resources inventory	N/A	No	No	RFP Issued
Efficiency:				
% of actuarial OPEB estimate funded	N/A	100%	100%	100%
% of Labor-Management Cooperation Committee members report improved sense of communication between labor and management	N/A	N/A	N/A**	100%
% of Labor-Management Cooperation Committee members report greater understanding of issues facing the County	N/A	N/A	N/A**	100%
% of employees completely to fairly well satisfied with "climate of trust" [36% 2005]	N/A	62%	N/A	67%
% of Annual Water Quality Forum attendees satisfied with program	N/A	N/A	100%	100%
Outcome:				
General Fund fund balance as a % of prior year expenditures	16.8%	18%	15%	15%
Bond Ratings Maintained/Improved (Yes/No)	Yes	Yes	Yes	Yes
% of resident survey respondents reporting that "taxes are too high"	27%	N/A*	39%	N/A*
% of employees completely to fairly well satisfied with communication from Administration [50% 2005]	N/A*	83%	N/A*	100%
% of resident survey respondents who rate the County as "positive"	79%	N/A*	70%	N/A*
# of service areas for which more than 50% of resident survey respondents feel "more should be done"	2	N/A*	0	N/A*
*The next employee survey is scheduled for 2009, and the next citizen survey is scheduled for 2010.				
** The LMCC did not meet regularly throughout 2008; Committee will be surveyed in 2009.				

General Fund Undesignated Fund Balance Analysis



The graph to the left shows that the County has been successful in its goal to maintain an undesignated fund balance of 10 - 15% of the prior year's audited expenditures. In fact, in the last few years, the General Fund has surpassed this 15% mark. In 2006 and 2007, \$1.1 million and \$1.4 million, respectively, were transferred to fund balance designated for building and improvements.

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Commissioners	11.000	11.000	11.000	\$117,687

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
<i>Expenditures</i>					
Personnel Services	\$255,746	\$271,951	\$275,345	\$296,155	\$302,982
Supplies	\$48,124	\$12,225	\$16,713	\$19,760	\$23,630
Other Services & Charges	\$245,141	\$239,512	\$332,212	\$283,866	\$246,127
Capital Outlay					
Total Expenditures	\$549,011	\$523,688	\$624,270	\$599,781	\$572,739

Resources

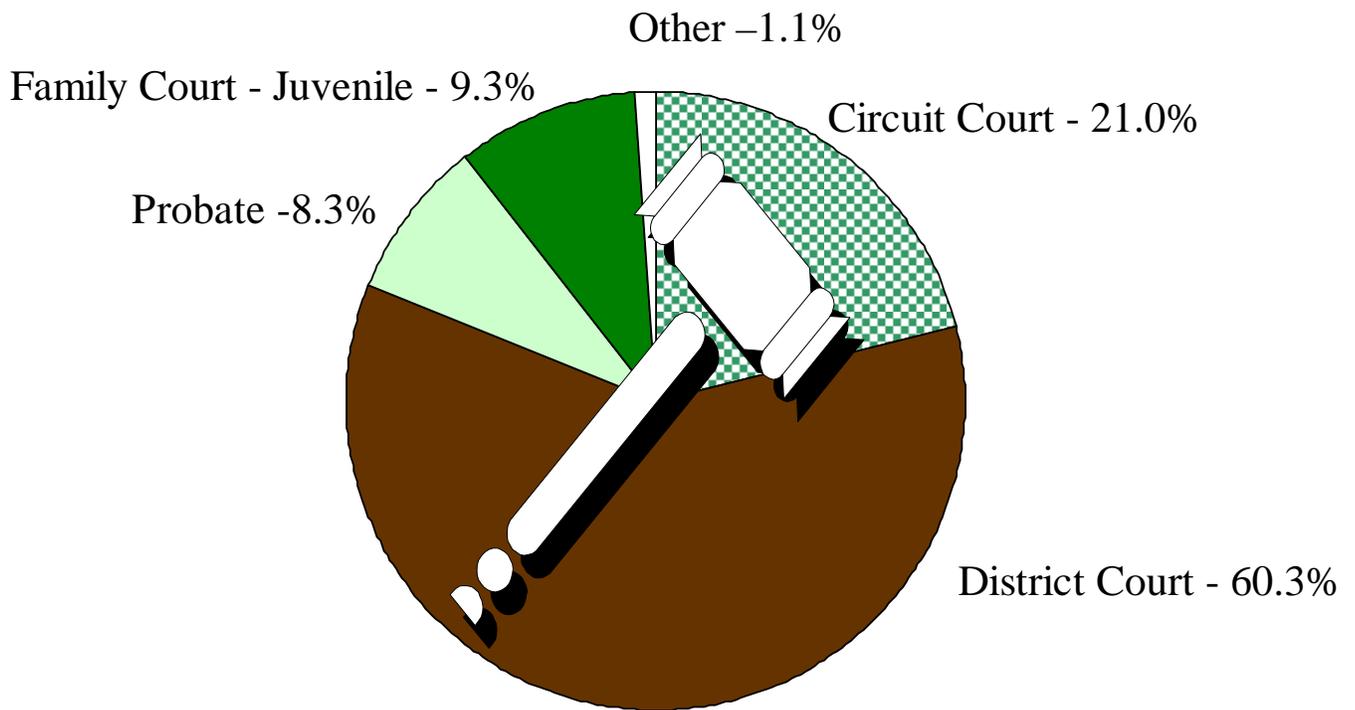
Personnel

No permanent personnel has been allocated to this department.

Funding

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

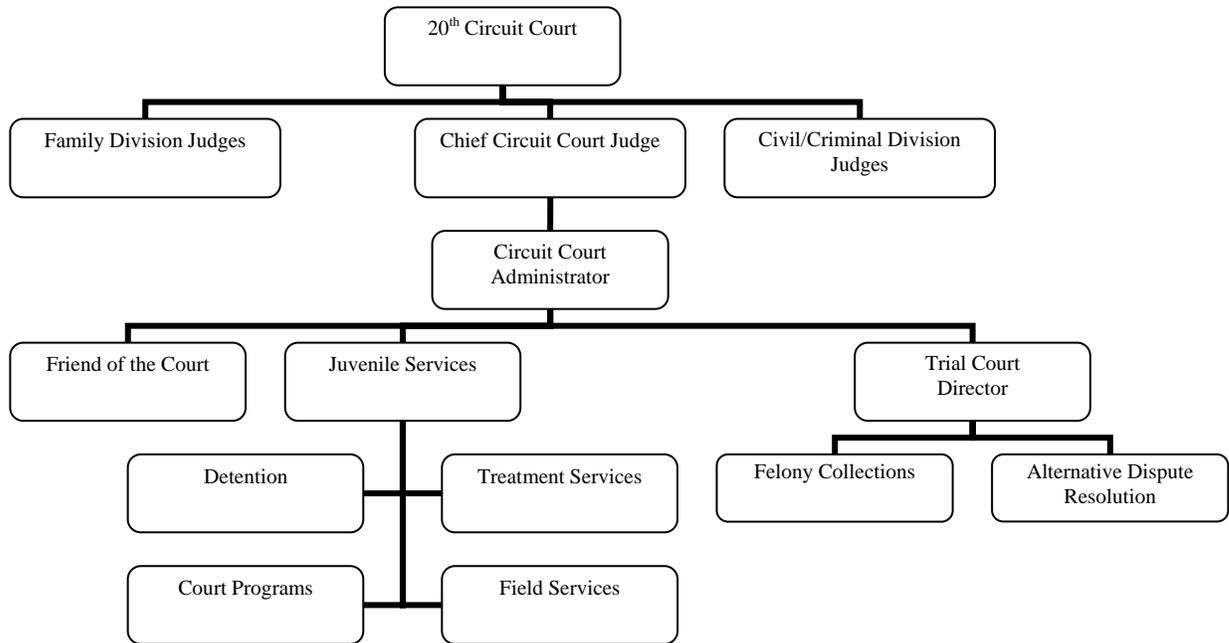
2009 General Fund Budget Judicial Expenditures \$10,023,962



Function Statement

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

The Circuit Court administers the Family Court.



Mission Statement

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

To assist in achieving the Mission of the Court, employees will use the “CourTools”, developed by the National Center for State Courts, which are used to measure success/progress. The 20th Judicial Circuit Court, Trial Division, will utilize a selected number of the 10 CourTools for measurement purposes. The tools under consideration for implementation are as follows:

- Measure 1 – Access and Fairness
- Measure 2 – Clearance Rates
- Measure 3 – Time to Disposition
- Measure 9 – Court Employee Satisfaction

Goal: To provide quality services and resources for all Court users through a fully functional Court operation.

Objective: Access and Fairness: Enhance the accessibility and fairness of the Trial Division.

To create a baseline, the Trial Division participated in a Circuit/Probate Court User Survey reflecting clients’ experiences in the Court. The Court User Survey was completed in September 2006, using a different instrument than the standard instrument offered through the National Center for State Courts. The Survey questions were organized in five (5) court Performance Categories: Accessibility, Fairness, Timeliness, Effectiveness & Quality and External Relations (attorneys

only). Comparison of results by location, type of customer and across Courts can inform and improve court management practices. The Trial Division was included in the "Grand Haven Courthouse" responses. The Strategic planning group will determine the frequency of future surveys. It is anticipated a follow-up survey will be conducted in 2009.

Measure: The average score each question of the Court survey will be at least 3.5, which is the midpoint of the six (6) point scale (Scale: 6 = Strongly agree; 1 = strongly disagree)

Measures	2006	2007	2008 Estimated	2009 Projected
<i>Outcome:</i>				
Accessibility:				
All survey respondents	4.6	N/A	N/A	5.0
Court business users	4.8	N/A	N/A	5.2
Court hearing users	4.4	N/A	N/A	4.8
Attorneys	4.8	N/A	N/A	5.2
Fairness:				
All survey users	4.8	N/A	N/A	5.2
Court business users	4.9	N/A	N/A	5.3
Court hearing users	4.7	N/A	N/A	5.1
Attorneys	5.1	N/A	N/A	5.5
Timeliness:				
All survey users	4.5	N/A	N/A	4.9
Court business users	4.8	N/A	N/A	5.2
Court hearings users	4.1	N/A	N/A	4.5
Attorneys	4.6	N/A	N/A	5.0
Outcome/Effectiveness/Quality:				
All survey users	4.9	N/A	N/A	5.3
Court business users	5.1	N/A	N/A	5.5
Court hearing users	4.8	N/A	N/A	5.2
Attorneys	4.6	N/A	N/A	5.0
Outcome/External Relations:				
Attorneys	4.4	N/A	N/A	4.8
* N/A – information not available				

Objective: Clearance Rates: Maintain a manageable caseload

Clearance rate measures whether the Court is keeping up with its incoming caseload. If cases are not disposed in a timely Manner, a backlog of cases awaiting disposition will grow. Knowledge of clearance rates by case type can help a Court Pinpoint emerging problems and indicate where improvements may be made. Clearance rates is defined as the number of cases closed divided by the number of cases opened in a year. As established by the National Center for State Courts, clearance rates should be maintained at a rate of 100% or higher.

Measure: Utilizing the formula in the chart below, the Court will monitor clearance rates and make accommodations to Maintain compliance with the National Center for State Courts' guidelines.

Measures	2006	2007	2008 Estimated	2009 Projected
<i>Outcome:</i>				
Outcome/Clearance Rate:				
+New Filings	N/A	3,931	3,950	3,950
+Reopened Cases	N/A	106	100	100
=Total Incoming Cases	N/A	4,037	4,050	4,050
Divided by outgoing (closed) cases	N/A	4,294	4,300	4,300
=Clearance Rate		106%	106%	106%
* N/A – information not available				

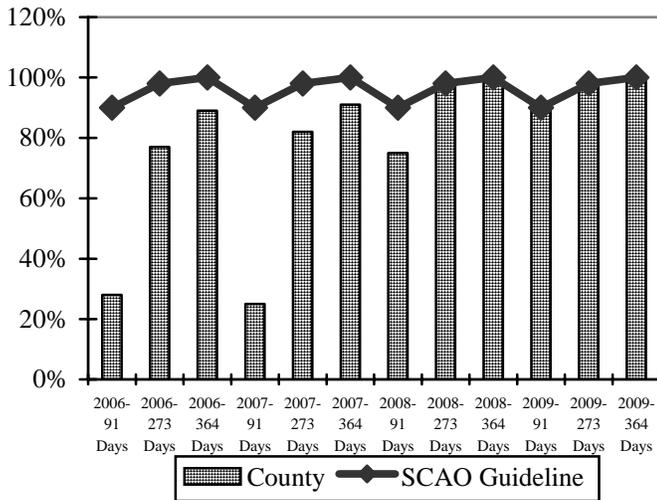
Objective: Time to Disposition – Cases will be processed in a timely manner

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

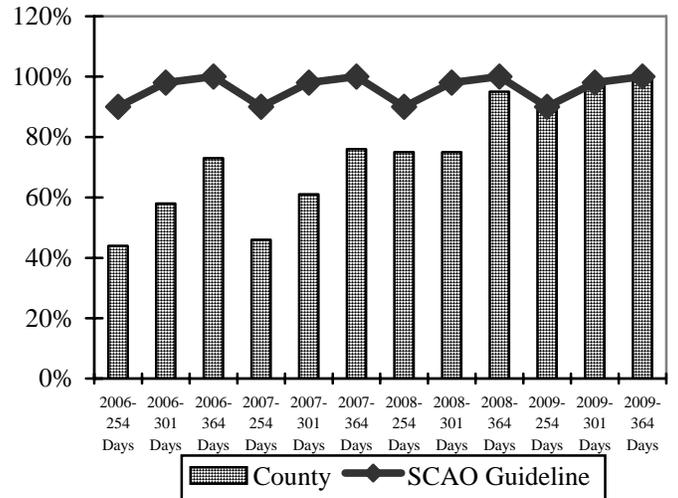
Measure: Utilizing the State Court Administrative Office's (SCAO) Case Age Summary Report, the Court will monitor the number of days from filing to disposition in order to achieve compliance with the SCAO guidelines.

Measures	2006	2007	2008 Estimated	2009 Projected
<i>Efficiency(per SCAO Guidelines):</i>				
<i>Criminal Proceedings:</i>				
90% of felony cases adjudicated within 91 days from bind over	69%	72%	90%	95%
98% of felony cases adjudicated within 154 days from bind over	87%	89%	98%	100%
100% of felony cases adjudicated within 301 days from bind over	98%	99%	100%	100%
<i>General Civil Proceedings:</i>				
75% of cases adjudicated within 364 days from filing	59%	66%	75%	75%
95% of cases adjudicated within 546 days from filing	74%	84%	95%	95%
100% of cases adjudicated within 728 days from filing	88%	90%	100%	100%
<i>Divorce Proceedings - Without minor children:</i>				
90% of cases adjudicated within 91 days from filing	28%	25%	75%	90%
98% of cases adjudicated within 273 days from filing	77%	82%	98%	98%
100% of cases adjudicated within 364 days from filing	89%	91%	100%	100%
<i>Divorce Proceedings - With minor children:</i>				
90% of cases adjudicated within 254 days from filing	44%	46%	75%	90%
98% of cases adjudicated within 301 days from filing	58%	61%	75%	98%
100% of cases adjudicated within 364 days from filing	73%	76%	95%	100%
<i>Appeals:</i>				
100% of appeals adjudicated within 182 days from filing from admin Agency	83%	100%	100%	100%
100% of appeals adjudicated within 182 days from filing extraordinary writ	74%	94%	100%	100%
<i>Custody Proceedings:</i>				
90% of cases adjudicated within 147 days from filing	84%	84%	90%	90%
100% of cases adjudicated within 238 days from filing	90%	92%	100%	100%

Circuit Division Divorce Proceedings (w/o children) - Actual vs. Guideline



Circuit Division Divorce Proceedings (w/ children) - Actual vs. Guideline



The graphs above highlight the significant progress made on the time to disposition of divorce proceedings. In 2006 and 2007, the County was far below the SCAO guideline, but 2008 and the projected 2009 figures show the County at or approaching the SCAO guideline.

Objective: Court Employee Satisfaction: The Trial Division employees will rate the quality of the work environment and relations between staff and management as satisfying through the utilization of a Court Employee Satisfaction Survey.

Committed and loyal employees have a direct impact on a court’s performance. This survey is a powerful tool in that it measures the opinion of staff in the areas of materials, motivation direction, sense of mission and commitment to do quality work, which translates into improved service to the public.

Measure: On a scale of 1 to 5, trial court employees (on average) will rate the Court at 3.5 or better in each category on the Court employee satisfaction survey (based on 22 survey questions).

Scale: 5 = strongly agree; 1 = strongly disagree

Measures	2006	2007	2008 Estimated	2009 Projected
<i>Outcome:</i>				
Overall job satisfaction	N/A	4.47	4.75	4.75
Employees understand what is expected of them	N/A	4.78	4.85	4.85
Employee’s assessment of the adequacy of resources necessary to perform their job	N/A	4.00	4.00	4.95
Employees have an opportunity to express their ideas	N/A	4.78	4.80	4.80
Employees are treated with respect at work	N/A	4.44	4.75	5.00
Employees are proud to work in the Trial Division	N/A	4.78	4.80	5.00
% of employees reporting they enjoy coming to work	N/A	4.67	4.75	4.75
% of employees reporting the court is respected in the community	N/A	4.33	4.50	4.75
% of employees reporting they are aware of the Court’s Strategic Plan	N/A	4.44	5.00	5.00
* N/A – information not available				

*Court employee surveys are not completed each year, the next survey is anticipated for 2008 in order to conduct the survey on opposite years of the County’s employee survey.

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Judge - Circuit Court	4.000	4.000	4.000	\$182,896
Trial Court Director	1.000	1.000	1.000	\$59,492
Senior Law Clerk	1.000	1.000	1.000	\$57,611
Deputy Assignment Clerk	4.750	4.750	4.750	\$162,783
Mediation Assign/Collections Clerk	1.000	1.000	1.000	\$41,031
Court Reporter	2.000	2.000	2.000	\$115,222
Law Clerk/Bailiff	1.000	1.000	1.000	\$44,083
	14.750	14.750	14.750	\$663,118

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue		\$704	\$1,209		
Charges for Services	\$136,444	\$164,065	\$159,591	\$181,100	\$175,100
Fines and Forfeitures	\$20,282	\$21,140	\$25,495	\$15,000	\$15,000
Other Revenue	\$23,185	\$27,980	\$22,953	\$31,000	\$37,500
Total Revenues	\$179,911	\$213,889	\$209,248	\$227,100	\$227,600
Expenditures					
Personnel Services	\$867,642	\$901,677	\$970,809	\$1,029,464	\$1,020,664
Supplies	\$44,232	\$57,126	\$38,748	\$42,870	\$33,750
Other Services & Charges	\$804,916	\$900,500	\$1,066,510	\$1,109,653	\$1,051,102
Capital Outlay					
Total Expenditures	\$1,716,790	\$1,859,303	\$2,076,067	\$2,181,987	\$2,105,516

Budget Highlights:

Although personnel services are decreasing with the 2009 budget, the staffing is staying the same. As part of the budget balancing strategy, reductions were made to several departments for anticipated vacancies and insurance opt-outs. The adjustments were based on historical activity.

Function Statement

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

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

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

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

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

Mission Statement

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

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

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

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

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Efficiency:</i>				
<i>% of surveyed court users rating the service of the District Court favorably</i>	N/A	N/A	N/A	60%
<i>Due to staffing demands, the survey is not planned for implementation until 2009.</i>				

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

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

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

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

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

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Efficiency:</i>				
<i>Case clearance rate (should be 100% or more)</i>	92%	92%	90%	89%
<i>% of cases where the time guideline is met for the case type</i>	89%	92%	90%	89%

Goal: Improve the collection of fines and costs.

Objective: Collect fines and costs in a prudent and effective manner.

Measure: % of cases that are 4 years old for which fines and costs have been collected will be at least 90%

Measures	2006	2007	2008 Estimated	2009 Projected
<i>Efficiency:</i>				
% of cases from 4 years ago where fines and costs have been collected	97.2% ⁽¹⁾	97.5% ⁽²⁾	98%	98%

⁽¹⁾2006 data begins from March 31, 2007

⁽²⁾2007 data begins from March 31, 2008

Goal : Improve employee satisfaction.

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

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

Measures	2006	2007	2008 Estimated	2009 Projected
<i>Efficiency:</i>				
% of employees satisfied with court employment	N/P	N/P	70%	80%
* N/P – information not provided by department				

Goal: Ensure probationer compliance of probation order.

Objective: Maintain a minimum 75% success rate for home checks. Success is when the defendant is home and the probation officer is able to speak with the probationer and/or perform a drug test of preliminary breath test for alcohol.

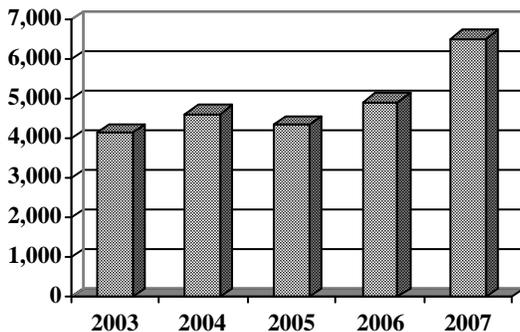
Measure: % of successful home checks will be 75% or better

Objective: Increase the number of drug tests and preliminary breath tests administered to probationers.

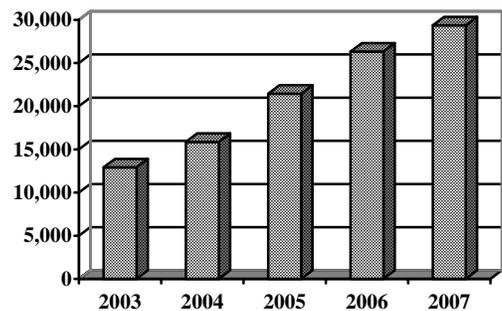
Measure: % increase in the number of drug tests administered to probationers during the course of a year.

Measures	2006	2007	2008 Estimated	2009 Projected
<i>Efficiency:</i>				
% of successful probationer home checks	N/A	79%	80%	82%
% increase in probationer drug tests & P.B.T.'s	22%	25%	5%	5%
* N/A – information not available				

District Court - General Civil Cases



District Court – Probation: In-Person Contacts with Probation Officers



The graphs above indicate increasing service demands on District Court staff. As a result, additional personnel have been allocated to the District Court.

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Judge - District Court	4.000	4.000	4.000	\$182,896
Court Administrator	1.000	1.000	1.000	\$82,401
Director of Probation Services	0.100	0.100	0.100	\$7,517
Assistant Director of Probation Services	0.750	0.750	0.750	\$46,029
Chief Deputy Court Clerk	3.000	3.000	3.000	\$156,162
Assignment Clerk	3.000	3.000	3.000	\$109,668
Collections/Administrative Assistant	1.000	1.000	1.000	\$40,615
Deputy Court Clerk II	9.000	9.000	9.000	\$334,276
Deputy Court Clerk I	10.750	10.750	13.500	\$394,869
Traffic Clerk	1.000	1.000	1.000	\$34,848
Court Recorder	4.000	4.000	4.000	\$157,910
Court Officer	0.875	0.875	0.875	\$32,940
Case Manager	1.000	1.000	1.000	\$34,848
Probation-Treatment Specialist	8.400	8.500	8.500	\$455,436
Probation Secretary	0.700	0.700	0.750	\$26,028
Probation Assistant	1.000	1.000	1.000	\$38,454
Bailiff	0.700	0.700	0.700	\$18,701
Magistrate	1.000	1.000	1.000	\$57,611
	51.275	51.375	54.175	\$2,211,209

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$51,589	\$54,003	\$74,964	\$89,328	\$75,000
Charges for Services	\$1,798,803	\$1,934,686	\$1,952,296	\$1,960,500	\$1,965,500
Fines and Forfeitures	\$1,043,487	\$1,020,473	\$982,059	\$933,000	\$940,000
Other Revenue	\$13,067	\$13,434	\$14,973	\$14,000	\$14,000
Total Revenues	\$2,906,946	\$3,022,596	\$3,024,292	\$2,996,828	\$2,994,500
Expenditures					
Personnel Services	\$2,669,284	\$2,880,600	\$3,026,582	\$3,155,251	\$3,340,632
Supplies	\$200,381	\$232,046	\$205,947	\$242,945	\$255,743
Other Services & Charges	\$1,573,653	\$1,838,189	\$2,212,078	\$2,560,857	\$2,441,622
Total Expenditures	\$4,443,318	\$4,950,835	\$5,444,607	\$5,959,053	\$6,037,997

Budget Highlights:

2009 Personnel Services reflects the addition of 2.8 full time equivalents in clerical support. 2009 Other Services and Charges are decreasing because the 2008 indirect cost charge reflects corrections associated with the new Holland District Court facility.

Resources

Personnel

No permanent personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$186,938	\$10,554	\$1,188	\$24,400	
Other Revenue		\$22,500		\$7,900	
Total Revenues	\$186,938	\$33,054	\$1,188	\$32,300	
Expenditures					
Personnel Services	\$141,274	\$2,703			
Supplies	\$19,413	\$1,991	\$49	\$7,000	
Other Services & Charges	\$30,141	\$37,470		\$27,280	
Capital Outlay					
Total Expenditures	\$190,828	\$42,164	\$49	\$34,280	

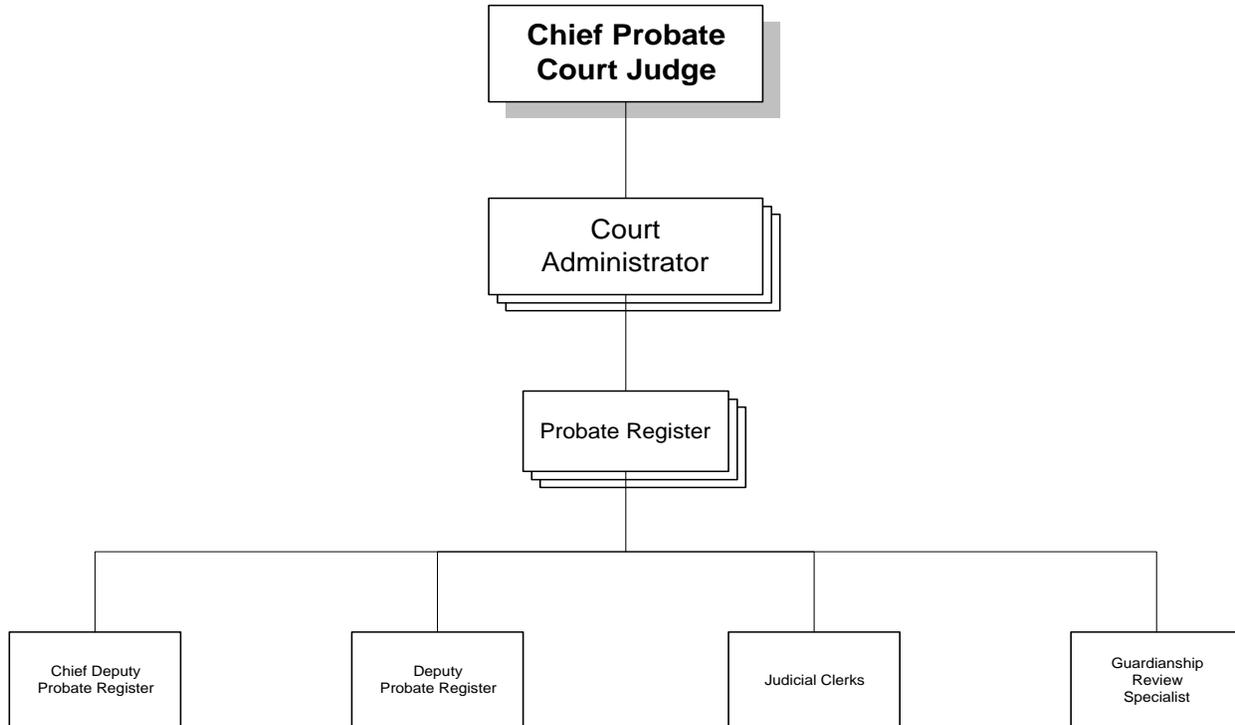
Budget Highlights:

The 2008 budget reflects a one-time grant from the State Judicial Institute for training. Prior years include various drug court grants which are now recorded in fund 2170.

Function Statement

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

OTTAWA COUNTY PROBATE COURT



Mission Statement

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

To assist in achieving the Mission of the Court, employees will use the “CourTools”, developed by the National Center for State Courts, which are used to measure success/progress. The Ottawa County Probate Court has adopted 5 of the 10 CourTools for measurement purposes. The tools under consideration for implementation are as follows:

CourTools – Trial Court Performance Measures

- Measure 1 – Access and Fairness
- Measure 2 – Clearance Rates
- Measure 3 – Time to Disposition
- Measure 6 – Reliability and Integrity of Case Files
- Measure 9 – Court Employee Satisfaction

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

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

To create a baseline, the Probate Court participated in a Circuit/Probate Court user's survey regarding their experience in the courthouse. Comparison of results by location, type of customer, and across courts can inform and improve court management practices. The first Court User Survey was completed in September, 2006 (using a different survey instrument). The survey questions were organized in 5 Court Performance Categories: Accessibility, Fairness, Timeliness, Effectiveness & Quality, and External Relations (attorneys only). The Probate Court was included in the "Fillmore Courthouse" responses. The strategic planning group (Team #3) will determine the frequency of the survey. It is anticipated a follow up survey will be conducted in 2009.

Measure: The average score each question of the court survey will be at least 3.5

Scale: 6 = strongly agree; 1 = strongly disagree

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Outcome:</i>				
<i>Accessibility:</i>				
All survey respondents	4.6	N/A	N/A	3.5
Court business users	4.8	N/A	N/A	3.5
Court hearing users	4.4	N/A	N/A	3.5
Attorneys	4.8	N/A	N/A	3.5
<i>Fairness:</i>				
All survey users	4.8	N/A	N/A	3.5
Court business users	4.9	N/A	N/A	3.5
Court hearing users	4.7	N/A	N/A	3.5
Attorneys	5.1	N/A	N/A	3.5
<i>Timeliness:</i>				
All survey users	4.5	N/A	N/A	3.5
Court business users	4.8	N/A	N/A	3.5
Court hearings users	4.1	N/A	N/A	3.5
Attorneys	4.6	N/A	N/A	3.5
<i>Outcome/Effectiveness/Quality:</i>				
All survey users	4.9	N/A	N/A	3.5
Court business users	5.1	N/A	N/A	3.5
Court hearing users	4.8	N/A	N/A	3.5
Attorneys	4.6	N/A	N/A	3.5
<i>Outcome/External Relations:</i>				
Attorneys	4.4	N/A	N/A	3.5
* N/A – information not available				

Objective: Clearance Rates: Maintain a reasonable caseload

Clearance rate measures whether the Court is keeping up with its incoming caseload. If cases are not disposed in a timely manner, a backlog of cases awaiting disposition will grow. Knowledge of clearance rates by case type can help a Court pinpoint emerging problems and indicate where improvements may be made. Clearance rate is defined as the number of cases closed divided by the number of cases opened in a year. As established by the National Center for State Courts, clearance rates should be maintained at a rate of 100% or higher.

Measure: Attain a clearance rate of 100%

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Outcome:</i>				
<i>Outcome/Clearance Rate:</i>				
+ <i>New Filings</i>	866	959	864	900
+ <i>Reopened Cases</i>	30	28	30	30
= <i>Total Incoming Cases</i>	896	987	894	930
<i>Divided by outgoing (closed) cases</i>	837	818*	840	850
= <i>Clearance Rate</i>	93%	83%	94%	92%
* <i>N/A – information not available</i>				

*2007 figure includes all case types closed including wills for safekeeping.

Objective: Time to Disposition: Cases will be processed in a timely manner

The time to disposition assesses the length of time it takes the Court to process cases. The Case Age Detail Report indicates the number of days from filing to disposition. By monitoring time to disposition, the Court can act on case delays and anticipate/prevent unnecessary negative experiences for litigants and attorneys.

- Measure:** 75% of Estate, Trust, Guardianship and Conservator proceedings will be adjudicated within 182 days
- Measure:** 90% of Estate, Trust, Guardianship and Conservator proceedings will be adjudicated within 273 days
- Measure:** 100% of Estate, Trust, Guardianship and Conservator proceedings will be adjudicated within 364 days
- Measure:** 90% of Mental Illness, Judicial Admission proceedings will be adjudicated within 14 days
- Measure:** 100% of Mental Illness, Judicial Admission proceedings will be adjudicated within 28 days
- Measure:** 75% of Civil proceedings will be adjudicated within 364 days
- Measure:** 95% of Civil proceedings will be adjudicated within 546 days
- Measure:** 100% of Civil proceedings will be adjudicated within 728 days
- Measure:** 100% of Miscellaneous proceedings will be adjudicated within 35 days

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Outcome/Annual Case Age Summary Report:</i>				
<i>Estate, Trust, Guardianship & Conservator Proc.</i>				
<i>75% of contested matters adjudicated within 182 days from filing</i>	75%	100%	75%	75%
<i>90% of contested matters adjudicated within 273 days from filing</i>	86%	100%	90%	90%
<i>100% of contested matters adjudicated within 364 days from filing</i>	86%	100%	100%	100%
<i>Mental Illness Proceedings, Judicial Admission Proceedings</i>				
<i>90% of petitions adjudicated within 14 days from filing</i>	99%	98%	90%	90%
<i>100% of petitions adjudicated within 28 days from filing</i>	100%	99%	100%	100%
<i>Civil Proceedings</i>				
<i>75% adjudicated within 364 days from filing</i>	67%	N/A	75%	75%
<i>95% adjudicated within 546 days from filing</i>	100%	100%	95%	95%
<i>100% adjudicated within 728 days from filing</i>	100%	100%	100%	100%
<i>Miscellaneous Proceedings</i>				
<i>100% of petitions adjudicated within 35 days from filing</i>	100%	86%	100%	100%

Objective: Measure 6 – Reliability and Integrity of Case Files: Case Documentation in the files will be reliable, complete and accessible

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

Considering the recent investment in imaging systems and staff training, we can use imaging to accomplish this measure. The immediate ability to retrieve documents on the AS-400 and e-mail them to clients, copy them for faxing, etc. is a

tremendous staff time-saver. We can take a sampling (25 to 50 files) and track how long it takes to retrieve documents from the system and review them for the standards listed below:

- Measure:** Each entry will have a document
- Measure:** Each document will have an entry
- Measure:** Each paper document matches the imaged document
- Measure:** Each file will be date stamped
- Measure:** Each file will have a hearing date stamp
- Measure:** 100% of files will found within 15 minutes

During 2007, Probate staff sampled 32 random files from active court dockets. The results for each measure are reported below.

Measures	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
Content Reliability:				
<i>Each entry has a document</i>	N/A	75%	80%	100%
<i>Each document has an entry</i>	N/A	78%	80%	100%
<i>Each paper document matches the imaged document</i>	N/A	75%	80%	100%
File Organization:				
<i>Date stamped</i>	N/A	41%	75%	100%
<i>Hearing recording stamp</i>	N/A	84%	85%	100%
<i>Efficiency/Outcome – Time Required to Locate Paper File:</i>				
<i>% of files found within 15 minutes</i>	N/A	100%	100%	100%

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

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

Measure: On a scale of 1 to 5, employees will core job satisfaction at 3.5 or higher

Scale: 5 = strongly agree; 1 = strongly disagree

Measures	2006	2007	2008 Estimated	2009 Projected
<i>Outcome:</i>				
Employee Job Satisfaction	N/A	3.5	3.5	N/A

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

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Judge - Probate Court	1.000	1.000	1.000	\$139,919
Probate Register	1.000	1.000	1.000	\$57,611
Chief Deputy Probate Register	1.000	1.000	1.000	\$41,111
Deputy Probate Register	1.000	1.000	1.000	\$36,641
Judicial Clerk I	2.000	2.000	2.000	\$56,404
	<u>6.000</u>	<u>6.000</u>	<u>6.000</u>	<u>\$331,686</u>

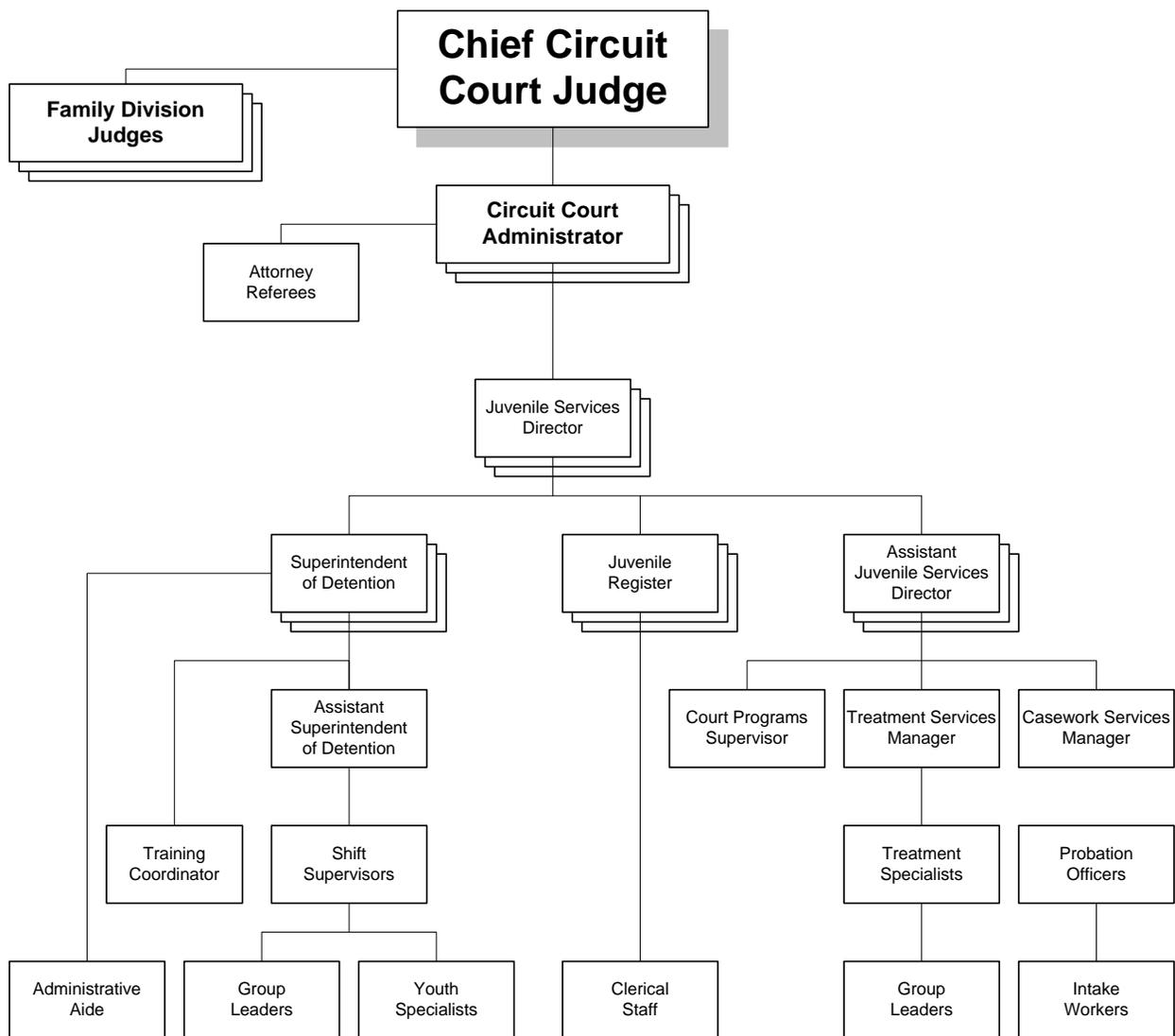
Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Charges for Services	\$50,089	\$48,566	\$54,919	\$50,000	\$50,000
Fines and Forfeitures	\$50			\$100	\$100
Other Revenue	\$14,390	\$13,897	\$14,286	\$12,500	\$12,700
Total Revenues	<u>\$64,529</u>	<u>\$62,463</u>	<u>\$69,205</u>	<u>\$62,600</u>	<u>\$62,800</u>
Expenditures					
Personnel Services	\$445,454	\$467,319	\$467,291	\$464,738	\$485,521
Supplies	\$26,941	\$27,601	\$15,845	\$22,394	\$25,875
Other Services & Charges	\$267,301	\$259,912	\$294,503	\$318,639	\$320,877
Total Expenditures	<u>\$739,696</u>	<u>\$754,832</u>	<u>\$777,639</u>	<u>\$805,771</u>	<u>\$832,273</u>

Function Statement

The function of the 20th Circuit Court, Family Division – Juvenile Services is to process cases in delinquency; neglect and abuse; and other legal matters mandated by statute. An additional function includes assisting families and juveniles in the prevention, remediation and treatment of delinquent behaviors while protecting public safety. The Judge of Probate also serves in the Circuit Court Family Division.

20th Judicial Circuit Court Family Division / Juvenile Services



Mission Statement

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

In measuring performance, Juvenile Services will utilize a selected number of the National Center for State Courts' (NCSC) "CourTools" for measurement purposes and achieving its Mission. The Tools under consideration for implementation are as follows:

- Measure 1 – Access and Fairness
- Measure 2 – Clearance Rates
- Measure 3 – Time to Disposition
- Measure 9 – Court Employee Satisfaction

Goal: To provide quality services and resources for all Court users through a fully-functional Court operation.

Objective: Access and Fairness: Enhance the accessibility and fairness of Juvenile Services.

To create a baseline, Juvenile Services and the Detention Center participated in a Circuit/Probate Court User Survey reflecting clients' experiences in the Court in September of 2006. The survey questions were organized in five (5) Court performance categories: Accessibility, Fairness, Timeliness, Effectiveness & Quality and External Relations (attorneys only). Comparison of results by location, type of customer and across Courts can inform and improve court management practices. Juvenile Services and the Detention Center were included in the "Fillmore Courthouse" responses.

Measure: The average score each question of the Court survey will be at least 3.5, which is the midpoint of the six (6) point scale (Scale: 6 = Strongly agree; 1 = strongly disagree)

<i>Year</i>	2006	2007 *	2008 Estimated	2009 Projected
<i>Outcome:</i>				
<i>Accessibility:</i>				
All survey respondents	4.6	N/A	N/A	3.5
Court business users	4.8	N/A	N/A	3.5
Court hearing users	4.4	N/A	N/A	3.5
Attorneys	4.8	N/A	N/A	3.5
<i>Fairness:</i>				
All survey respondents	4.8	N/A	N/A	3.5
Court business users	4.9	N/A	N/A	3.5
Court hearing users	4.7	N/A	N/A	3.5
Attorneys	5.1	N/A	N/A	3.5
<i>Timeliness:</i>				
All survey respondents	4.5	N/A	N/A	3.5
Court business users	4.8	N/A	N/A	3.5
Court hearing users	4.1	N/A	N/A	3.5
Attorneys	4.6	N/A	N/A	3.5
<i>Effectiveness/Quality:</i>				
All survey respondents	4.9	N/A	N/A	3.5
Court business users	5.1	N/A	N/A	3.5
Court hearing users	4.8	N/A	N/A	3.5
Attorneys	4.6	N/A	N/A	3.5
<i>External Relations:</i>				
Attorneys	4.4	N/A	N/A	3.5

* The next survey is planned for 2009.

Objective: Clearance Rates: Maintain a manageable caseload

Clearance rate measures whether the Court is keeping up with its incoming caseload. If cases are not disposed in a timely manner, a backlog of cases awaiting disposition will grow. Knowledge of clearance rates by case type can help a Court pinpoint emerging problems and indicate where improvements may be made. Clearance rate is defined as the number of cases closed divided by the number of cases opened in a year. As established by the National Center for State Courts, clearance rates should be maintained at a rate of 100% or higher.

Measure: The Court will monitor clearance rates and make accommodations to maintain compliance and clearance rate efficiency.

Year(s)	2006	2007	2008 Estimated	2009 Projected
<i>Efficiency:</i>				
+ <i>New Filings</i>	2,189	2,396	2,133	2,202
+ <i>Reopened Cases</i>	21	10	10	15
= <i>Total Incoming Cases</i>	2,210	2,406	2,143	2,212
<i>Divided by Outgoing (closed) Cases</i>	2,330	2,406	2,133	2,210
= <i>Clearance Rate</i>	105%	100%	100%	100%

Objective: Time to Disposition – Cases will be processed in a timely manner

The time to disposition assesses the length of time it takes the Court to process cases. By monitoring time to disposition, the Court can act on case delays, anticipate/prevent unnecessary negative experiences for litigants and attorneys, and hold juveniles accountable through a timely response to their behavior. The target measures are based on guidelines from the State Court Administrative Office for delinquency proceedings.

Measure: 90% of minors detained/court custody original petitions and complaints will be adjudicated and disposed of within 84 days from petition

Measure: 100% of minors detained/court custody original petitions and complaints will be adjudicated and disposed of within 98 days from petition

Measure: 75% of minors not detained/court custody original petitions and complaints will be adjudicated and disposed of within 119 days from petition

Measure: 90% of minors not detained/court custody original petitions and complaints will be adjudicated and disposed of within 182 days from petition

Measure: 100% of minors not detained/court custody original petitions and complaints will be adjudicated and disposed of within 210 days from petition

Measure: 100% of emancipations will be adjudicated and disposed of within 91 days of filing

	2006	2007	2008 Estimated	2009 Projected
<i>Efficiency:</i>				
Minor Detained/Court Custody – Original petitions/complaints				
<i>90% adjudicated and disposed w/in 84 days from petition authorization</i>	94%	95%	95%	95%
<i>100% adjudicated and disposed w/in 98 days from petition authorization</i>	95%	96%	96%	96%
Minor Not Detained/Court Custody – Original petitions/complaints				
<i>75% adjudicated and disposed w/in 119 days from petition authorization</i>	93%	89%	90%	92%
<i>90% adjudicated and disposed w/in 182 days from petition authorization</i>	97%	96%	96%	96%
<i>100% adjudicated and disposed w/in 210 days from petition authorization</i>	98%	97%	99%	99%
Misc. Family Proceedings - Emancipations				
<i>100% adjudicated and disposed w/in 91 days from filing</i>	60%	43%	60%	100%

Objective: Court employees will be satisfied with the work environment and relations with management

Committed and loyal employees have a direct impact on a court's performance. Juvenile Services and Detention Center employees will rate the quality of the work environment and relations between staff and management on a survey. This survey is a powerful tool in that it measures the opinion of staff in the areas of materials, motivation, direction, sense of mission and commitment to do quality work, which translates into improved service to the public.

Measure: On a scale of 1 to 5, trial court employees (on average) will rate the Court at 3.5 or better in each category on the Court employee satisfaction survey (based on 22 survey questions).

Scale: 5 = strongly agree; 1 = strongly disagree

Years	2006	2007	2008 Estimated	2009 Projected
<i>Outcome/Efficiency:</i>				
<i>Employees are satisfied overall with job</i>	N/A	3.5	3.5	N/A

* Court employee surveys are not completed each year. The next survey is anticipated for 2008 in order to conduct the survey on opposite years of the County's survey.

Resources					
Personnel	2007		2008	2009	2009
	# of Positions	# of Positions	# of Positions	# of Positions	Budgeted Salary
Circuit Court Administrator	1.000	1.000	1.000	1.000	\$106,547
Juvenile Services Director	1.000	1.000	1.000	1.000	\$91,707
Juvenile Court Referee	1.000	0.875	0.875	0.875	\$71,089
Asst Director - Juvenile Svcs	0.125	0.125	0.125	0.125	\$9,396
Judicial Clerk Juvenile	1.000	1.000	1.000	1.000	\$25,694
Juvenile Register	1.000	1.000	1.000	1.000	\$40,482
Reimbursement Specialist	1.000	1.000	1.000	1.000	\$31,346
	6.125	6.000	6.000	6.000	\$376,261
Funding	2005	2006	2007	2008 Current	2009
	Actual	Actual	Actual	Year	Adopted
				Estimated	by Board
Revenues					
Intergovernmental Revenue	\$93,705	\$78,592	\$78,597	\$78,616	\$104,121
Charges for Services	\$45,853	\$35,380	\$41,389	\$49,194	\$44,546
Other Revenue	\$15,216	\$18,497	\$3,000		
Total Revenues	\$154,774	\$132,469	\$122,986	\$127,810	\$148,667
Expenditures					
Personnel Services	\$699,425	\$498,956	\$528,253	\$505,601	\$550,115
Supplies	\$55,700	\$64,308	\$14,409	\$18,266	\$25,820
Other Services & Charges	\$505,002	\$391,847	\$351,853	\$367,671	\$361,317
Total Expenditures	\$1,260,127	\$955,111	\$894,515	\$891,538	\$937,252

Budget Highlights:

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

Function Statement

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

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$51,255	\$16,824	\$13,044	\$24,667	
Total Revenues	\$51,255	\$16,824	\$13,044	\$24,667	
Expenditures					
Personnel Services					
Supplies	\$3,828	\$781	\$844	\$1,000	
Other Services & Charges	\$52,288	\$17,906	\$13,652	\$26,408	
Capital Outlay					
Total Expenditures	\$56,116	\$18,687	\$14,496	\$27,408	

Budget Highlights:

Grant information was not available at budget time, so nothing has been included in the 2009 budget.

Function Statement

The Adult Probation department has two primary functions. First, Adult Probation completes pre-sentence investigations for the Circuit Court. These investigations are required by statutes and totaled 915 for 2007 at an average of 76 per month.. Second, Adult Probation supervises offenders who are placed on probation by the Circuit Court and those released on parole from prison. There are approximately 1,060 offenders on felony-level community supervision in Ottawa County. In addition to the traditional types of supervision, we have agents who supervise offenders on the electronic monitoring system and in the Adult Treatment Drug Court. Workload averages have remained relatively stable over the past few years.

The Adult Probation department has representatives in three locations: Grand Haven, Holland, and Hudsonville. The 24 employees in the Adult Probation department are employees of the Michigan Department of Corrections. Ottawa County provides office space, supplies, and other operating necessities.

Mission Statement

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

PROTECTION OF THE PUBLIC

Goal: Offenders to successfully discharge from probation supervision.

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

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

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

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

Measures	2006	2007	2008 Estimated	2009 Projected
<i>Efficiency:</i>				
<i>% of Offenders Successfully Discharged from Probation</i>	63%	65%	65%	65%
<i>% of offenders paid in full at discharge/revocation</i>	79%	74%	76%	76%

INVESTIGATIVE REPORTS

Goal: Providing courts with appropriate recommendations for sentencing.

Objective: Develop sentencing recommendations based on sentencing guidelines.

Measure: % of departures due to recommended sentencing guidelines.

Measure: Prison commitment rate.

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

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

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

Measures	2006	2007	2008 Estimated	2009 Projected
<i>Efficiency:</i>				
<i>% of departures completed.</i>	3%	3.5%	3%	3%
<i>% of reports submitted within three business days</i>	95%	96%	95%	95%
<i>Outcome:</i>				
<i>Prison commitment rate</i>	9.8%	9.9%	10%	10%

Fund: (1010) General Fund

Department: (1520) Adult Probation

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Expenditures	<hr/>				
Supplies	\$21,017	\$12,404	\$13,376	\$19,050	\$17,550
Other Services & Charges	\$81,610	\$108,458	\$102,226	\$100,229	\$54,964
Total Expenditures	<hr/> \$102,627	<hr/> \$120,862	<hr/> \$115,602	<hr/> \$119,279	<hr/> \$72,514

Fund: (1010) General Fund

Department: (1660) Family Counseling

Function Statement

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

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues	<hr/>				
Licenses and Permits	\$28,003	\$27,721	\$26,115	\$27,000	\$24,750
Total Revenues	<hr/> \$28,003	<hr/> \$27,721	<hr/> \$26,115	<hr/> \$27,000	<hr/> \$24,750
Expenditures	<hr/>				
Other Services & Charges	\$39,599	\$48,065	\$27,639	\$42,099	\$32,785
Total Expenditures	<hr/> \$39,599	<hr/> \$48,065	<hr/> \$27,639	<hr/> \$42,099	<hr/> \$32,785

Function Statement

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

Resources

Personnel

No personnel has been allocated to this department.

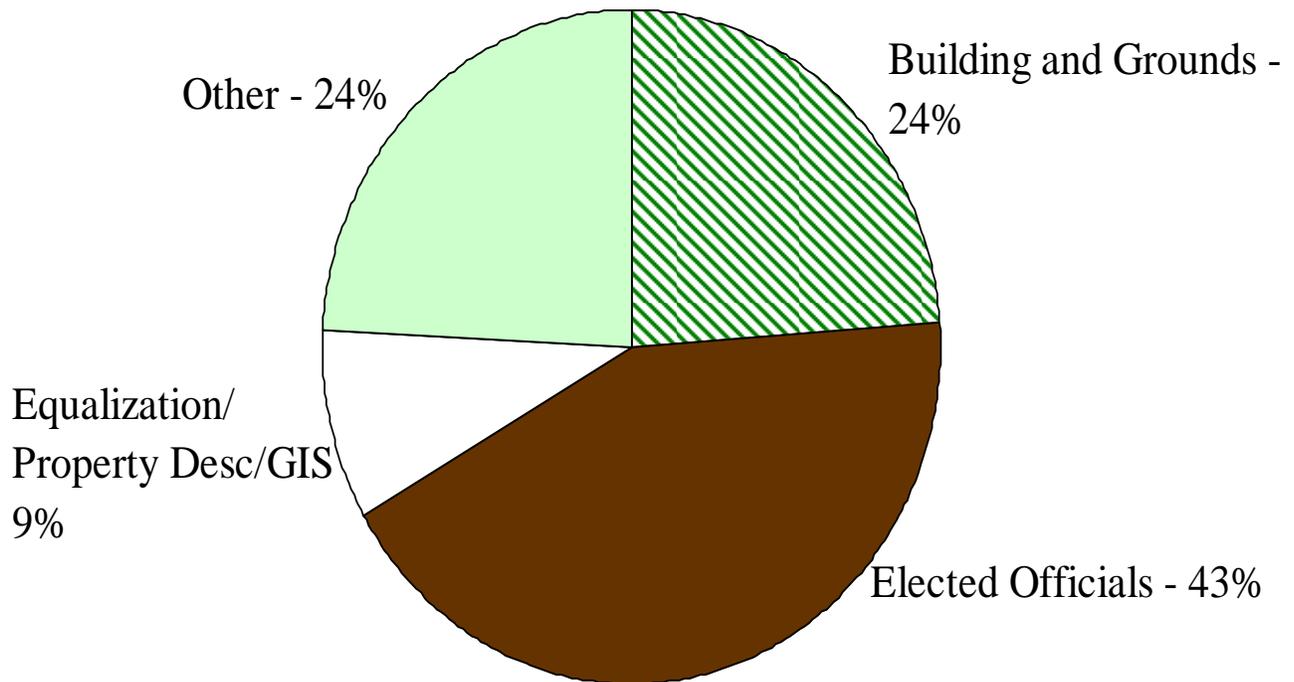
Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Expenditures					
Supplies	\$2,564	\$2,277	\$2,145	\$8,325	\$2,775
Other Services & Charges	\$3,012	\$2,046	\$1,867	\$2,650	\$2,850
Total Expenditures	\$5,576	\$4,323	\$4,012	\$10,975	\$5,625

Budget Highlights:

The 2008 budgt includes funds for printing new jury questionnaires.

2009 General Fund
General Government Expenditures
\$17,153,854



Function Statement

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

Mission Statement

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

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

Objective: Provide vote tabulating equipment in each precinct

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

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

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

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

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

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

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

Goal: Ensure capable, qualified election officials.

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

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

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

Objective: Inspectors follow voting procedures as reported on by clerks, canvass board and citizens

Objective: Ensure the accuracy of ballot information

Goal: Respond to requests from the public regarding election law

Objective: Customer ratings of satisfaction with information provided.

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

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

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

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

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

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>% of candidates receiving election and filing date information at least 10 days prior to the respective date</i>	98%	100%	100%	100%
<i>% campaign finance reports sent 10 days prior to due date</i>	100%	98%	95%	100%
<i>% of time the notice of election day is published in local papers at least 10 days prior to elections</i>	99%	100%	100%	100%
<i>Training sessions are offered to inspectors and other election officials (Yes/No)</i>	Yes-27	Yes – 20	Yes – 22	Yes – 10
<i>% of time candidate names are disseminated to clerks no more than 10 days after the filing deadline</i>	100%	100%	100%	100%
<i>Ballots provided to clerks at least 45 days prior to Federal and State elections and at least 20 days prior to local elections (Yes/No)</i>	Yes -75%	Yes	Yes	Yes
<i>Efficiency:</i>				
<i>Customer satisfaction with information provided per survey</i>	95%	98%	98%	98%
<i>% of requests responded to within five working days of receipt of request</i>	92%	93%	99%	99%
<i>Customer satisfaction with speed of service</i>	N/A	100%	100%	100%
<i>Customer satisfaction with Elections services</i>	N/A	100%	100%	100%

Resources

Personnel	Position Name	2007 # of	2008 # of	2009 # of	2009 Budgeted
		Positions	Positions	Positions	Salary
	Elections Coordinator	1.000	1.000	1.000	\$42,650
	Records Processing Clerk III	1.000	1.000	1.000	\$28,367
	Records Processing Clerk II	1.000	1.000	0.000	\$0
		3.000	3.000	2.000	\$71,017

Funding	2005	2006	2007	2008 Current	2009 Adopted
	Actual	Actual	Actual	Year Estimated	by Board
Revenues					
Charges for Services	\$6,158	\$10,800	\$15,478	\$28,000	\$12,800
Other Revenue	\$20,901	\$2,418	\$637	\$1,500	\$438
Total Revenues	\$27,059	\$13,218	\$16,115	\$29,500	\$13,238
Expenditures					
Personnel Services	\$52,950	\$136,383	\$146,282	\$122,319	\$114,870
Supplies	\$12,373	\$155,659	\$5,375	\$223,334	\$13,871
Other Services & Charges	\$14,395	\$33,466	\$8,937	\$54,160	\$25,482
Capital Outlay	\$0	\$0	\$0	\$25,868	\$12,934
Total Expenditures	\$79,718	\$325,508	\$160,594	\$425,681	\$167,157

Budget Highlights:

2008 is an election year for the County; consequently, expenditures for Supplies and Other Services & Charges show a large decrease in 2009. One Records Processing Clerk II position was reallocated to the Clerk's office based on usage.

Function Statement

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

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Other Revenue	\$1,355	\$245		\$1,150	\$100
Total Revenues	\$1,355	\$245		\$1,150	\$100
Expenditures					
Personnel Services					
Supplies					
Other Services & Charges	\$1,361	\$4,164		\$4,212	\$1,191
Total Expenditures	\$1,361	\$4,164		\$4,212	\$1,191

Budget Highlights:

2008 is an election year, so expenditures are higher.

Function Statement

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

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

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

Mission Statement

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

AUDIT/BUDGET

Goal: Continue to improve the County's financial stability and maintain financial integrity by adhering to standards and practices set by Generally Accepted Accounting Principals (GAAP), the Governmental Accounting Standards Board (GASB), the Financial Accounting Standards Board (FASB), and the Government Finance Officers Association (GFOA).

Objective: Complete the Comprehensive Annual Financial Report by June 15 of each year.

Measure: Completed report by deadline.

Objective: Complete the single audit by July 31 of each year.

Measure: Completed report by deadline.

Objective: File the State of Michigan F-65 Report by June 30 of each year.

Measure: Completed report by deadline.

Objective: Present the Budget to the Board of Commissioners for approval in October of each year.

Measure: Completed by deadline.

 **Objective:** Strive to maintain or improve the County's current bond ratings with credit agencies.

Measure: Bond rating maintained or improved.

Objective: Provide accurate and timely information to Administrative staff, the Board, and other decision makers regarding the financial status of the County

Measure: Adjusting for variances caused by new grants received during the year, revenues and expenditures in the General Fund will be within 5 percent of the adopted budget

Measure: Audit adjustments generated by the external auditors will not exceed 5 per year

Measure: Complete general ledger month end close within three working days

Objective: Assure financial integrity and provide proper stewardship of County funds

Measure: Receive zero audit comments from external auditors

Measure: No grant expenditures will be disallowed

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>Complete the CAFR by June 15 of each year</i>	Yes	Yes	Yes	Yes
<i>Complete the single audit by July 31 of each year</i>	Yes	Yes	Yes	Yes
<i>Complete the F-65 Report by June 30 of each year</i>	Yes	Yes	Yes	Yes
<i>Present the Budget by October of each year</i>	10/9/07	10/14/08	10/14/08	10/14/08
<i>Outcome/Efficiency:</i>				
<i>Bond rating maintained or improved</i>	Maintained	Maintained	Maintained	Maintained
<i>Variance between adopted budget and actual revenues (adjusting for grants)</i>	1.8%	1.4%	1.4%	1.4%
<i>Variance between adopted budget and actual expenditures (adjusting for grants)</i>	6.7%	1.4%	1.4%	1.4%
<i># of audit adjustments</i>	5	3	3	3
<i>% of time general ledger monthly close is within 3 working days</i>	100%	100%	100%	100%
<i># of audit comments from auditors</i>	1	3	1	1
<i>\$ of disallowed costs from grants</i>	\$0	\$0	\$0	\$0

PAYROLL

Goal: Prepare and report bi-weekly payrolls in accordance with federal and state statutes, County policies, and collective bargaining unit agreements.

Objective: Issue payroll checks bi-weekly and error free.

Measure: % of checks issued without error.

Objective: Prepare and report tax deposits bi-weekly and error free.

Measure: Completed by deadline with no IRS notices

Objective: Prepare and report wage and tax reports quarterly and error free.

Measure: Completed by deadline with no IRS notices

Objective: Provide W-2 forms to employees by January 31 and to the IRS and State by February 28.

Measure: Completed by deadline.

Measure	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i># of checks/direct deposits issued</i>	28,381	28,351	28,351	28,351
<i>Provide W-2 forms to employees, IRS, & State by deadline (met/not met)</i>	Met	Met	Met	Met
<i>Efficiency:</i>				
<i>% of payroll checks issued w/o error</i>	99.99%	99.99%	99.99%	99.99%
<i>% of bi-weekly tax deposits w/o error</i>	100%	100%	100%	100%
<i>% of quarterly wage and tax reports w/o error</i>	100%	100%	100%	100%

ACCOUNTS PAYABLE

Goal: Process accounts payable disbursements to meet the financial obligations of the County according to IRS guidelines and County policies.

Objective: Pay all invoices within three weeks of receipt and 99.0% error free

Measure: % of checks issued without error

Measure: Complaints regarding timeliness of payments will be less than 30 per year

Objective: Provide 1099 forms to vendors by January 31 and submit to the IRS, State, and cities by February 28

Measure: Deadline met

Measure: % of 1099 forms sent without error

Measure	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
# of invoices processed	36,436	48,994	48,994	48,994
# of 1099 forms produced	1,058	1,100	1,100	1,100
# of 1099 B forms issued	19	11	11	11
Provide 1099 forms to vendors, IRS, State, and cities by deadline(met/not met)	Met	Met	Met	Met
<i>Efficiency:</i>				
% of checks issued w/o error	99.9%	99.8%	99.8%	99.8%
% of 1099 forms issued without error	98.8%	99.8%	99.8%	99.8%
# voided checks due to A/P error	36	50	50	50
# of complaints regarding timeliness	24	24	24	24

ACCOUNTS RECEIVABLE

Goal: Prepare invoices for all accounts receivable to facilitate prompt reimbursement.

Objective: Invoice 100% of billable services within 15 days of the end of the billing cycle.

Measure: % of invoices produced by the end of the billing cycle.

Objective: Report 100% of eligible expenditures for grant funding reimbursement by the due date of each grant contract.

Measure: % of grants reported by the due date.

Measure: Average outstanding grant dollars at year end will be no more than 15% of applicable revenue

Measure	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
Number of invoices processed	10,799	11,100	11,100	11,100
Number of grant reports and cash requests produced	1,555	1,500	1,500	1,500
<i>Outcome/Efficiency:</i>				
% of billable services invoiced w/ in 15 days	97%	98%	98%	98%
% of grant reports processed by due date	93%	94%	94%	94%
% of Intergovernmental revenue outstanding at year end	8.1%	11%	< 15%	< 15%

Resources				
Personnel	2007	2008	2009	2009
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary
Fiscal Services Director	0.500	0.500	0.500	\$53,274
Budget/Audit Manager	0.600	0.600	0.600	\$41,142
Senior Accountant	0.800	0.800	0.800	\$50,041
Financial Analyst	0.000	0.500	0.500	\$25,748
Risk Management/Accountant	0.000	0.000	0.250	\$11,710
Accountant II	3.900	3.900	3.900	\$199,907
Administrative Assistant	0.000	0.750	0.750	\$35,613
Payroll Specialist	1.000	1.000	1.000	\$47,483
Account Clerk II	2.500	3.500	3.500	\$117,870
Accountant I	0.500	0.500	0.500	\$23,742
Account Clerk I	2.000	1.000	1.000	\$34,564
Records Processing Clerk III	0.000	1.000	1.000	\$30,472
	11.800	14.050	14.300	\$671,566

Funding

	2005	2006	2007	2008	2009
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$16,000	\$20,400	\$22,400	\$21,600	\$21,600
Charges for Services	\$2,421,778	\$3,151,241	\$3,842,500	\$4,164,359	\$3,829,004
Other Revenue	\$2,685	\$9,286	\$9,073	\$8,501	\$5,670
Total Revenues	\$2,440,463	\$3,180,927	\$3,873,973	\$4,194,460	\$3,856,274
Expenditures					
Personnel Services	\$619,190	\$708,209	\$780,119	\$953,570	\$1,018,629
Supplies	\$58,030	\$49,955	\$48,084	\$61,191	\$61,451
Other Services & Charges	\$127,682	\$127,152	\$137,739	\$170,498	\$221,742
Capital Outlay					
Total Expenditures	\$804,902	\$885,316	\$965,942	\$1,185,259	\$1,301,822

Budget Highlights:

Revenue from the Indirect Administrative cost study are recorded in this department under Charges for Services. Amounts can vary depending on the total cost allocated and the distribution of those costs determined by the study. 2009 Other Services & Charges includes \$45,000 for a user fee study.

Function Statement

The office of Corporate Counsel represents the County, its Board of Commissioners, and constituent departments and agencies in all legal matters. The office is responsible for preparing formal and informal legal opinions, drafting and reviewing contracts, policies, and resolutions, and representing the County in civil litigation and proceedings. Establishment of the office of Corporate Counsel is authorized by MCLA 49.71; MSA 5.824

Mission Statement

To provide continuous quality legal services to all departments and elected officials of Ottawa County government.

Goal: Respond to ever growing demand for legal services

Objective: Shorten response time on requests for legal services.

Measure: Institute tracking system to record receipt and response dates for requests for legal services

Goal: Revisions of Board Policies and Procedures

Objective One: Finish revisions written Board Policies and Procedures during budget year

Measure : Completion by December 31, 2008

Goal: Assure Freedom of Information Act (FOIA) Compliance

Objective: Provide Freedom of Information Act Training for County Departments

Measure: Provide FOIA training by December 31, 2009

Goal: Assure Health Insurance Portability and Accountability (HIPAA) Compliance

Objective: Provide HIPAA Compliance training for all affected departments

Measure: Provide HIPAA training by December 31, 2009

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>Institute computerized tracking system to record receipt and response dates for requests for legal services</i>	N/A	N/A	Implement	Complete
<i>Completion of revisions to written board policies</i>	N/A	N/A	Completed	Ongoing
<i>Provide Freedom of Information Act training for County Departments</i>	N/A	2	Completed	Ongoing
<i>Provide HIPAA Compliance training for all affected departments</i>	N/A	2	Completed	Ongoing

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Corporate Counsel	0.950	0.950	0.950	\$101,219
Administrative Secretary	0.625	0.625	0.625	\$27,072
	1.575	1.575	1.575	\$128,291

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Expenditures					
Personnel Services	\$158,292	\$161,261	\$168,453	\$177,462	\$180,902
Supplies	\$11,237	\$8,980	\$8,410	\$8,625	\$8,425
Other Services & Charges	\$10,438	\$15,247	\$16,721	\$25,300	\$22,121
Total Expenditures	\$179,967	\$185,488	\$193,584	\$211,387	\$211,448

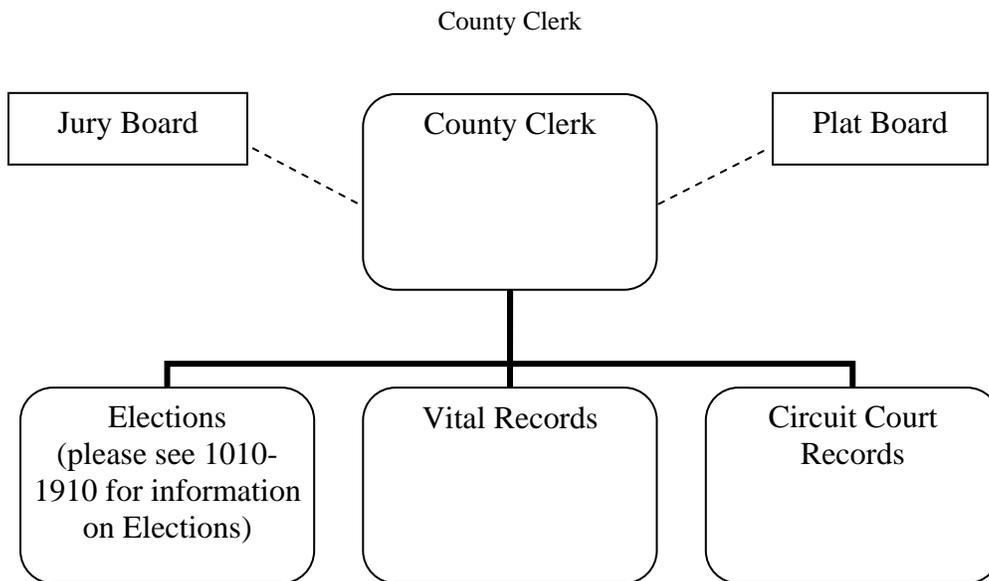
Function Statement

The office of the County Clerk is one of the major service offices in the County. It is responsible for maintaining vital records such as births, deaths, marriages, concealed weapons (CCW's), assumed names and plats as well as providing access to those records by the general public. We issue a large number of passports every year and provide services to the public. By maintaining satellite offices in the Holland and Hudsonville areas, we are able to provide these services more conveniently for the public.

Along with the vital records, records of the proceedings of the Board of Commissioners and their committees are kept. We also maintain the proceedings of the Plat Board, Concealed Weapons Board, Elections Commission, Canvass Board, and many other County committees.

The County Clerk's office is also responsible for the oversight of all elections held in the County, for development and printing of ballots, and the ordering of all election supplies for all State and Federal elections. The County Clerk's office is also responsible for running all school board and special elections as mandated under the Election Consolidation Act of 2003. The office is also responsible for training election workers for those elections and for the dissemination of campaign finance information as well as filing all local campaign finance committees and their reports. After every election, the County Clerk's office also reviews all election returns and assists the Board of Canvassers in finalization of the election results.

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



Mission Statement

To serve the public in an accurate, efficient, and effective manner and to follow the Michigan Constitutional Statutes and other directives along with pertinent Federal laws and regulations.

VITAL RECORDS

Goal: Ensure the integrity of marriage, birth and death records.

Objective: Process records accurately.

Measure: No more than .5% returned from the State for correction.

Objective: Process in a timely fashion.

Measure: Meet State and Federal mandated filing requirements 100% of the time. (Birth, death and marriage certificates must be filed with Lansing by the 4th of each month).

Objective: Distribute accurate information (e.g. copies of certificate).

Measure: No more than 1% returned from customers because of mistakes.

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Efficiency:</i>				
<i>% of marriage, birth and death records returned from State for correction</i>	2%	1%	.5%	.5%
<i>% of time marriage, birth and death records meet State and Federal filing requirements</i>	97%	98%	100%	100%
<i>% of marriage, birth and death records returned by customers for correction</i>	2%	3%	1%	1%

Goal: Ensure the integrity of other vital records including business registrations, concealed weapons permits, military discharges, notary public commissioners, corporate agreements, traffic signs, missing persons, and county contract.

Objective: Process records accurately.

Measure: No more than 0% discovered to have errors.

Objective: Process records timely.

Measure: No more than 0% returned from State for correction (CCW's and Notaries).

Objective: Distribute accurate information.

Measure: No more than 0% of copies sent out returned because of mistakes.

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Efficiency:</i>				
<i>% of other vital records with errors</i>	.5%	.5%	0%	0%
<i>% of time CCW's and notaries are returned from State for correction</i>	0%	0%	0%	0%
<i>% of other vital records returned by customers for correction</i>	.5%	5%	0%	0%

Goal: Provide high quality customer service.

Objective: Staff is friendly to customers.

Measure: % of "poor" and "fair" ratings in this category on customer satisfaction cards will be no more than 0% (*This study will again be done in 2009.)

Objective: Staff responds to customer needs accurately.

Measure: % of "poor" and "fair" ratings in this category on customer satisfaction cards will be no more than 0% (*This study will again be done in 2009.)

Measure: % of staff cross-trained in two or more areas.

Objective: Respond timely to requests for forms, procedures, information to Federal, State and County Offices.

Measure: Process all requests within 3 business days.

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Efficiency:</i>				
<i>% of customer satisfaction cards rating the friendliness of staff as "poor" or "fair"</i>	0%	.5%	0%	0%
<i>% of customer satisfaction cards rating the responsiveness of staff as "poor" or "fair"</i>	0%	.5%	0%	0%
<i>% of staff cross trained in two or more areas</i>	100%	90%	100%	100%
<i>% of requests processed within 3 business days</i>	80%	60%	100%	100%

Goal: To follow Federal and State statutes and guidelines regarding the security of all vital records and the protection of specific information on those records from unauthorized public access.

Objective: The new Fillmore office meets all Federal and State guidelines for security of vital records, as well as our satellite offices in Holland and Hudsonville.

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>Records meet State and Federal guidelines for security (Yes/No)</i>	Yes- existing bldg.	Yes	Yes	Yes-new courthouse

CIRCUIT COURT RECORDS

Goal: To follow Federal and State statutes and guidelines regarding the security of all public records and the protection of specific information on those records from unauthorized public access.

Objective: The new building meets all Federal and State guidelines.

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>Records meet State and Federal guidelines for security (Yes/No)</i>	Yes- existing bldg.	Yes	Yes	Yes-new courthouse

Goal: Eliminate use of paper in Circuit Court Records and develop the utilization of electronic processes for storage and dissemination of records.

Objective: Continue with the implementation of the digitized imaging system.

Measure: Establish procedures for staff processing of digital records

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>Establish procedures for staff processing of digitized records (Yes/No)</i>	N/A	N/A	N/A	Yes

Goal: Continue to make Circuit Court Records services more readily available on-line as well as at all County Clerk locations.

Objective: To focus on quality service to our customers and the citizens of Ottawa County.

Measure: Accepting court payments at all our locations.

Measure: # of Circuit Court records services available on-line

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>Court payments accepted at all locations (Yes/No)</i>	N/A	N/A	N/A	Yes
<i># of online services available</i>	N/A	N/A	6	10

Goal: Ensure the integrity of all files for the Circuit Court by recording all hearings and pleadings, attesting and certifying court orders, and preparing commitments to jail and prison.

Objective: Process records accurately and timely.

Measure: No more than 5% discovered to have errors.

Objective: Distribute accurate information.

Measure: No more than 5% of copies sent out returned because of mistakes.

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Efficiency:</i>				
<i>% of Circuit Court records with errors</i>	15%	10%	5%	0%
<i>% of copies of Circuit Court records returned due to error</i>	20%	10%	5%	0%

Goal: Provide high quality customer service.

Objective: Staff is friendly to customers.

Measure: Number of "poor" and "fair" ratings in this category on customer satisfaction cards will be no more than 0%.
(*This study will again be done in 2009.)

Objective: Staff responds to customer needs accurately.

Measure: Number of "poor" and "fair" ratings in this category on customer satisfaction cards will be no more than 0%.
(*This study will again be done in 2009.)

Measure: % of staff cross-trained in two or more areas.

Objective: Respond timely to requests for forms, procedures, information to Federal, State and County Offices.

Measure: Process all requests within 2 business days.

Measures	2006	2007	2008 Estimated	2009 Projected
<i>Efficiency:</i>				
% of customer satisfaction cards rating the friendliness of staff as "poor" or "fair"	NA	5%	0%	0%
% of customer satisfaction cards rating the responsiveness of staff as "poor" or "fair"	NA	6.5%	0%	0%
% of staff cross trained	75%	80%	100%	100%
% of requests processed within 2 business days	65%	75%	100%	100%

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
County Clerk	1.000	1.000	1.000	\$78,640
Chief Deputy County Clerk	1.000	1.000	1.000	\$59,627
Assistant Chief Deputy County Clerk	1.000	1.000	1.000	\$48,608
Vital Records Supervisor	1.000	1.000	1.000	\$43,315
Case Records Specialist	1.000	1.000	1.000	\$41,031
Account Clerk I	0.000	1.000	1.000	\$30,826
Case Records Processor I	0.000	8.000	8.000	\$231,257
Case Records Processor II	0.000	3.000	3.000	\$116,357
Vital Records Clerk	0.000	0.000	5.000	\$110,538
Records Processing Clerk I	4.000	1.000	1.000	\$25,205
Records Processing Clerk II	8.600	2.600	0.000	\$0
Records Processing Clerk III	3.000	1.000	0.000	\$0
Records Processing Clerk IV	1.000	0.000	0.000	\$0
	21.600	21.600	23.000	\$785,404

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Licenses and Permits	\$31,354	\$24,657	\$21,545	\$25,000	\$25,000
Charges for Services	\$528,826	\$570,402	\$615,111	\$573,000	\$565,000
Other Revenue	\$1,966	\$15,239	\$21,107	\$7,000	\$6,500
Total Revenues	\$562,146	\$610,298	\$657,763	\$605,000	\$596,500
Expenditures					
Personnel Services	\$969,084	\$950,844	\$1,041,715	\$1,160,569	\$1,246,475
Supplies	\$73,993	\$107,223	\$84,374	\$86,583	\$126,420
Other Services & Charges	\$162,035	\$221,863	\$204,303	\$288,726	\$304,722
Total Expenditures	\$1,205,112	\$1,279,930	\$1,330,392	\$1,535,878	\$1,677,617

Function Statement

The Administrator is responsible for the execution of policies and procedures as directed by the Board of Commissioners and the supervision of all non-elected Department Heads.

The Administrator is responsible for the day-to-day administration of the County.

The Administrator supervises the operation and performance of all County departments and heads of departments except elected officials and their officers; and, appoints and removes all heads of departments other than elected officials and certain positions with approval of the Board of Commissioners.

In addition, the Administrator coordinates the various activities of the County and unifies the management of its affairs, attends and/or has Department Heads attend all regularly scheduled Board of Commissioners meetings, supervises the preparation and filing of all reports required of the County by law.

Lastly, the Administrator is responsible for the future direction of the County by developing a continuing strategic plan for the County and presenting it to the Board of Commissioners for approval.

Department Goals and Objectives
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Goal: Strategic Planning, Organizational Development, and Business Service Improvement

-  **Objective:** Implement 2009 Strategic Plan (update objectives in Strategic Plan)
- Objective:** Lead 2009 Business Plan development
- Objective:** Complete Public Utilities Department Study
- Objective:** Conclude and present the Clerk-Register Combination Study
-  **Objective:** Continue the development and use of an outcome-based performance measurement system to justify and measure the impact of new personnel, significant operating and capital and equipment budget requests so that it would become a more meaningful and important part of the annual budget process
- Objective:** Review phone system performance
- Objective:** Improve team use and sophistication (Six Sigma)
- Objective:** Evaluate selected administrative policies and procedures including identification and codification of unwritten policies and procedures
-  **Objective:** Continue implementation of *miOttawa.org* interactive website
- Objective:** Expand annual performance review to Parks Director, Health Officer, and Community Mental Health Director

 **Goal: Maintain and Improve County Financial Health**

- Objective:** Maintain or improve bond ratings
- Objective:** Develop plan to address revenue cuts and reduced tax growth
- Objective:** Fund financing tools to the extent possible
- Objective:** Develop financial forecasts
- Objective:** Complete Board ranking of mandated and discretionary spending priorities
- Objective:** Develop and hold public forum for budget process

 **Goal: Continue and Improve Communication Plan**

- Objective:** Continual improvement of communication at all levels including the Board of Commissioners, citizens, employees, department heads, elected officials, and judiciary, Road Commission, local units of government, and other County stakeholders
- Objective:** Develop critical communicator network through Administrator's Digest and other means
- Objective:** Continue to improve Lansing-based activity with Michigan Association of Counties (MAC), lobbyist, and Ottawa County legislative delegation
- Objective:** Continue to improve media relations

Objective: Implement improved grass roots legislative communication on state and federal issues

Objective: Continue local unit newsletter and semi-annual local unit quadrant meetings

Objective: Evaluate possibility of a County Administrator's blog

Objective: Continue bi-monthly and quarterly department director meetings, monthly meetings with elected officials, and quarterly meetings with Road Commission officials

 **Goal: Improve Relations with County Employees**

Objective: Continue and enhance brown-bag lunches

Objective: Continue Labor-Management Cooperation Committee meetings to enhance communication and cooperation between management and employees

Objective: Continue overseeing the production of the Ottawa County employee newsletter, *County Connections*, by an employee-established editorial board

Objective: Complete third employee survey

Accomplishments

- Implemented the Ottawa County Public Housing Commission
- Completed Prosecutor's Office Study
- Completed hiring process of Assistant County Administrator
- Conducted Labor-Management Cooperation Committee meetings to improve communication and cooperation between management and employees
- Continued evaluation of issues raised in Group T Focus Groups
- Continued construction of new courthouse in Grand Haven and Fillmore Street Administration Complex Expansion
- Bond ratings from Fitch Ratings, Standard & Poors & Moody's maintained
- Successful implementation of five-year budget deficit plan (in three years)
- Worked with Fiscal Services on implementation of the new performance measurement system
- Completed initial three rankings of discretionary services
- Held 3rd Water Quality Forum to present relevant research to the community
- Continued work with Governmental Consultant Services, Inc. (GCSI) and legislators on bills and issues of concern
- Participated in West Michigan Strategic Alliance meetings
- Several new programs launched on miOttawa.org
- Continued quarterly department director meetings, monthly meetings with elected officials, quarterly meetings with Road Commission officials, quarterly quadrant meetings with local unit officials, and brown bag lunches with employees at different County facilities
- Presented 4th State of the County Address and 4th Countywide Annual Report
- Financing Tools fully funded except for Stabilization Fund
- Continued review and update of all County policies 90% completed
- Work team appointed and work began on Public Utility Department study
- Mandated services analyzed for Board ranking
- Worked with District Court on SCAO study issues



Denotes Strategic Plan directive

Resources

Personnel

<u>Position Name</u>	<u>2007 # of Positions</u>	<u>2008 # of Positions</u>	<u>2009 # of Positions</u>	<u>2009 Budgeted Salary</u>
Administrator	0.840	0.840	0.840	\$120,446
Assistant County Administrator	1.000	1.000	1.000	\$90,328
Financial Analyst	0.000	0.500	0.500	\$25,748
Administrative Assistant	1.000	1.000	1.000	\$47,284
	<u>2.840</u>	<u>3.340</u>	<u>3.340</u>	<u>\$283,806</u>

Funding

	<u>2005 Actual</u>	<u>2006 Actual</u>	<u>2007 Actual</u>	<u>2008 Current Year Estimated</u>	<u>2009 Adopted by Board</u>
Expenditures					
Personnel Services	\$279,143	\$284,640	\$342,869	\$375,930	\$409,211
Supplies	\$7,346	\$16,092	\$10,600	\$20,175	\$22,290
Other Services & Charges	\$41,323	\$51,137	\$46,192	\$45,651	\$48,657
Capital Outlay					
Total Expenditures	<u>\$327,812</u>	<u>\$351,869</u>	<u>\$399,661</u>	<u>\$441,756</u>	<u>\$480,158</u>

Function Statement

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

The department maintains the parcel and related layers in the County Geographic Information System (GIS), including changes in property (splits, combinations, plats), and keeping the legal descriptions, owner names and addresses, and current values updated. Maintains through hand entry and data importing, local unit assessment roll data for all 23 local units. Data is used by county departments, local units and the public through the county website. The department also gives out property information to the public by phone.

Mission Statement

To assist the County Board of Commissioners by examining the assessment rolls of the 23 townships and cities and ascertain whether the real and personal property in the townships or cities have been equally and uniformly assessed at 50% of true cash value; to oversee the apportionment process; and to update and maintain property data in the County GIS and the BS&A Assessing system in order to provide information to county departments, local units and the public.

Goal: To examine the assessment rolls of the 23 townships and cities and ascertain whether the real and personal property has been equally and uniformly assessed.

Objective: To complete 100% of the appraisal studies required each year to determine the true cash value of all real property classes (except those done by sales study) for all 23 local units of government by Dec 1 for their review.

Measure: % of the appraisal studies completed by December 1

Objective: To complete 100% of the two year sales studies required each year to determine the true cash value of the all real property class (except those done by appraisal study) in all units of government by August 15 for their review.

Measure: % of the sales studies completed for local review by August 15

Objective: To complete Personal Property audits in each of the 23 local units of Government to determine the true cash value of personal property in each local unit by December 15 for their review.

Measure: % of Personal Property studies completed by December 15

Objective: To complete the 4018's, Analysis for Equalized Value, for each unit, and send them to the Michigan State Tax Commission by December 31 with all local units being in agreement as to the True Cash Value for all classes in their unit.

Measure: % of Local units sent to State Tax Commission by December 31.

Objective: To audit the completed Assessment Rolls of the 23 local units to ascertain if they have been equally and uniformly assessed at true cash value and present to Commissioners at April session.

Measure: Presentation of audit of completed assessment rolls to the Board of Commissioners by the second Board meeting in April

Measure	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i># of Appraisals completed for studies</i>	1,392	1,355	1,300	1,300
<i>Equalization Report completed for Commissioners second board meeting in April (Yes/No)</i>	Yes	Yes	Yes	Yes
<i>Efficiency:</i>				
<i>% of real property appraisal studies completed by December 1</i>	100%	100%	100%	100%
<i>% of sales studies completed for local review by August 15</i>	100%	100%	100%	100%
<i>% of personal property studies completed by December 15</i>	100%	100%	100%	100%
<i>% of local unit 4018 forms sent to State Tax Commission by December 31</i>	100%	100%	100%	100%

Goal: Prepare documents recorded in the Register of Deeds Office for further processing in the Assessing System and viewing on the County’s web site.

Objective: Read recorded documents and determine correct parcel number or numbers and if it is a split by either mapping out the description or comparing it to a tax description.

Measure: # of recorded documents received from the Register of deeds Office processed

Objective: In a timely fashion, process export from Register of Deeds system for each local unit and pass on the completed project for further processing.

Measure: Establish base line for time needed to process Register of Deeds export

Objective: Import majority of deeds into the Equalizer system and have imported data available on the County web site soon after completion of Register of Deeds recording process.

Measure: Establish base line for time needed to process deeds

Measure	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i># of recorded documents processed</i>	11,856	12,224	11,000	11,500
<i>Establish base line for time needed to process export of deeds (Yes/No)</i>	N/A	No	Yes	Yes
<i>Establish base line for time needed to import deeds (Yes/No)</i>	N/A	No	Yes	Yes

Goal: To provide assistance to all local assessing officers in the performance of their duties.

Objective: To provide other assistance to local assessors as requested.

Measure: At least 85% of assessors surveyed feel the Equalization Department met their needs

Measure	2006	2007	2008 Estimated	2009 Projected
<i>Efficiency:</i>				
<i>% of local assessors who felt County Equalization department met their needs</i>	85%	90%	85%	85%

Goal: To perform administrative and other related functions as required by the County board of Commissioners, and State statutes.

Objective: To perform an annual audit of the Principal Residence Exemption.

Measure: % of units with Principal Residence Exemptions audited

Measure: Number of denials issued

Measure: % of Principal Residence Exemptions denied that were uncontested or upheld upon appeal

Objective: Represent the County in the tax appeal process.

Measure: 100 % of 115 separate Equalization studies will be completed without appeal

Measure: 90% of the time, the Michigan Tax Tribunal (MTT) will side with the County in P.R.E. tax appeals

Measure: Measurable cost to County for principal residence exemptions will not exceed \$1,000

Measure: No more than 10 % of personal property audits will be appealed to STC/MTT from filing of 211.154 petitions to change personal property assessments

Measure: 90% of time, the STC/MTT will side with the County in personal property tax appeals

Measure: Measurable cost to County will not exceed \$3,000 (does not include full tribunal appeals)

Objective: To perform all duties related to annual apportionment report.

Measure: Audit tax requests from all taxing entities prior to levy dates

Measure: The apportionment report will be presented to the Board of Commissioners no later than their second meeting in October

Measure	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
# of Principal Res. Exemptions denied	82	86	80	80
Audit tax requests from taxing entities(Yes/No)	Yes	Yes	Yes	Yes
Provide Apportionment Report to Board of Commissioners in October (Yes/No)	Yes	Yes	Yes	Yes
<i>Efficiency:</i>				
% of 115 separate Equalization studies completed without appeal	100%	100%	100%	100%
% of units with Principal Residence Exemptions audited	100%	100%	100%	100%
% of Principal Residence Exemptions denied that were uncontested or upheld upon appeal	100%	100%	90%	90%
% of time MTT sides with County on P.R.E. appeals	100%	100%	90%	90%
Cost to County for P.R.E. appeals	\$980	\$900	\$900	\$900
% of personal property audit appeals – 211.154 petitions	1%	0%	1%	1%
% of time MTT/STC sides with County on 211.154 tax appeals	97%	N/A	90%	90%
Cost to County for appeals – 211.154 tax appeals	\$2,379	N/A	\$500	\$500

Goal: Maintain the integrity of Ottawa County property parcel GIS data and tax descriptions by ensuring that they reflect current property boundaries, subdivisions, condominiums, right of ways, etc.

Objective: Assign new parcel numbers, entering same into both the County BS&A system and the split history system by the first Monday in March for splits/combinations requested by local assessors prior to February 1.

Measure: % of split/combination requests by local assessors completed prior to first Monday in March

Objective: New parcels will be digitally mapped for the current year assessment roll by the first Monday in April.

Measure: % of new parcels digitally mapped by first Monday in April

Objective: Tax descriptions for new parcels will be created and entered into the BS&A Assessing system for the current year assessment roll by the first Monday in April.

Measure: % of new tax descriptions completed by first Monday in April

Objective: Return requested splits/combinations to local unit assessor within an average of two weeks with the new parcel numbers, maps showing the new boundaries and the new descriptions.

Measure: % of requests for splits/combinations returned within an average of two weeks

Measure	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
# of parcels numbered and processed prior to 1 st Monday in March	3,217	2,314	1,848	1,900
<i>Efficiency:</i>				
% of parcels numbered and processed prior to 1 st Monday in March	100%	100%	100%	100%
% of parcels digitally mapped prior to 1 st Monday in April	100%	100%	100%	100%
% of new tax descriptions completed by 1st Monday in April	100%	100%	100%	100%
% of requests for boundary changes returned within average of two weeks	100%	100%	100%	100%

Goal: Maintain comprehensive, county wide property records with current data as provided by the local units for various County departments use and to be available on the County's web site to the general public.

Objective: Process name and address updates from local units, and encourage updates monthly.

Measure: % of units with either an update sent or contact with the assessor monthly.

Objective: Import data into the county assessing system within one week of receiving data.

Measure: % of import data that is processed within one week of receiving.

Measure	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
% of units with either an export sent or contact with the assessor monthly	N/A	100%	100%	100%
<i>Efficiency:</i>				
% of import data processed within one week of receiving	N/A	75%	93%	100%

Resources

Personnel Position Name	2007	2008	2009	2009
	# of Positions	# of Positions	# of Positions	Budgeted Salary
Equalization Director	1.000	1.000	1.000	\$90,328
Deputy Equalization Director	1.000	1.000	1.000	\$68,570
Personal Property Auditor	1.000	1.000	1.000	\$53,833
Appraiser III	3.000	3.000	2.000	\$80,670
Appraiser II	1.000	0.000	1.000	\$41,365
Appraiser I	0.000	1.000	1.000	\$41,031
Property Description Coordinator	1.000	1.000	1.000	\$52,053
Description & Mapping Specialist	2.500	2.000	2.000	\$82,062
Records Processing Clerk IV	0.000	1.000	1.000	\$36,641
Records Processing Clerk II	4.000	2.500	2.500	\$76,343
	14.500	13.500	13.500	\$622,896

Funding	2005	2006	2007	2008 Current	2009
	Actual	Actual	Actual	Year Estimated	Adopted by Board
Revenues					
Charges for Services	\$136	\$140	\$64	\$200	\$100
Total Revenues	\$136	\$140	\$64	\$200	\$100
Expenditures					
Personnel Services	\$558,484	\$535,991	\$566,386	\$876,663	\$892,239
Supplies	\$38,757	\$10,186	\$8,935	\$31,147	\$22,967
Other Services & Charges	\$64,701	\$68,111	\$72,244	\$112,118	\$115,086
Total Expenditures	\$661,942	\$614,288	\$647,565	\$1,019,928	\$1,030,292

Function Statement

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

Among the diverse responsibilities are recruitment, selection, interviews (exit interviews), promotion, training, contract negotiations, contract administration, grievance resolution, disciplinary process, employee compensation, administration of benefits, and employee wellness activities. In addition the department oversees the creation and administration of the Unclassified and Group T Benefit Manuals.

The department is responsible for the negotiating with and contracting with health care providers, including health and prescription coverage, vision, and dental.

The department creates and enforces County policies and procedures approved by the Board for the administration of Human Resource functions.

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

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

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

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

Mission Statement

Provide employment related programs and services to County departments, employees and citizens that help enable the provision of quality services to the public through a diverse and qualified workforce.

RECRUITMENT

Goal: Assist departments to recruit, hire and retain a qualified, ethnically diverse workforce in an efficient manner.

Objective: Attract qualified, diverse internal and external candidates for County employment and promotion through up-to-date advertising methods.

Measure: # of employment applications received in response to posted positions

Objective: Assist departments in selecting qualified applicants for open positions in a timely manner through effective applicant screening, testing and interviewing.

Measure: 100% of departments will receive screened applicant pool within four weeks of posting vacant position

Measure: The average number of interviews per open position will be less than 4

Measure: The employee turnover rate will be less than 10%

Objective: Educate Department Heads and Elected Officials and other hiring managers with regard to their responsibilities in hiring a diverse workforce.

Measure: Diversity Training will be offered by the County on a bi-annual basis.

Measure: # of discrimination claims filed will be less than 0?

Measures	2006	2007	2008 Estimated	2009 Projected
Output:				
# of employment applications received/processed	3,375	3,379	3,377	3,377
# of positions filled	192	171	181	181
# of new hires	141	143	142	142
# of diversity trainings offered	0	0	2	2
Personnel policies are in compliance with the law and EEOC guidelines (Yes/No)	Yes	Yes	Yes	Yes
Efficiency:				
Average # of interviews per posted position	2.26	2.77	2.52	2.52
% of time departments received screened applicant pool within four weeks	100%	100%	100%	100%
Outcome				
Turnover ratio less than 10%	6.88%	8.22%	7.55%	7.55%
# of discrimination claims filed	0	0	0	0

EMPLOYEE RETENTION

Goal: Provide compensation that will allow the County to retain quality employees

Objective: Conduct a compensation study on a regular basis that ensures compensation is competitive with the local labor market and identified comparable counties

Measure: Ottawa County employee turnover ratio will be less than 10%

Goal: To provide employee benefit programs designed to attract and retain high quality employees in a manner that meets legal compliance, and ensure employees are aware of the benefits available to them.



Objective: Provide and administer a quality array of benefits to employees at a fair and reasonable cost to the County and employees.

Measure: % of employees who report satisfaction with the health plan will be more than 75%

Objective: Effectively communicate/educate employees about their benefits, and promote benefits that may have a significant impact on employees at a low cost to the County

Measure: 30% of permanent employees will participate in the County's flexible spending (Section 125) plan

Measure: Representatives of the County's Deferred Compensation program will provide onsite visitation no less than twice per year

Measure: 50% of permanent employees will participate in the County's Deferred Compensation plan

Measure: The % of employees utilizing no cost counseling services to employees through the Employee Assistance Center will approximate the national average of 5%

Measure: The County will maintain the employee recognition program

Measures	2006	2007	2008 Estimated	2009 Projected
Output:				
# of employees	954	1,169	1,169	1,167
% of employees participating in flexible spending	33.5%	38%	35.75%	35.75%
% of employees participating in deferred compensation	57.5%	54%	55.75%	55.75%
# of visits from Deferred Compensation Program representatives	4	4	2	2
Employee Recognition Program maintained (Yes/No)	Yes	Yes	Yes	Yes
Outcome				
Employment turnover ratio	6.88%	8.22%	7.55%	7.55%
% of employees satisfied with benefit package	N/A	73%	89%	73%
% of employees utilizing no cost counseling	5.2%	5.3%	5.25%	5.25%
* The next employee survey will be done in 2009				

TRAINING AND DEVELOPMENT

Goal: Provides professional development and continuous learning opportunities for all Ottawa County employees.

Objective: The County will provide leadership development.

Measure: The GOLD Standard Leadership Training program will be offered to employees at least two times per year.

Objective: The County will provide general employee training opportunities.

Measure: Number of training opportunities offered to employee will be an average of thirty (30).

Measure: The County will offer tuition reimbursement for eligible course work

Measure: The % of employees who report satisfaction with the training opportunities offered by the County will be more than 85%

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
# employee training opportunities offered by H/R	6	15	30	30
Tuition Reimbursement program offered (Yes/No)	Yes	Yes	Yes	Yes
<i>Outcome</i>				
% of employee fairly well satisfied or better with training opportunities offered	N/A	N/A	75%	85%
* The next employee survey will be done in 2009				

RECORDKEEPING/LEGAL COMPLIANCE

Goal: Provide and maintain an efficient employee recordkeeping system that is in compliance with applicable laws.

Objective: Collect, protect the privacy of, maintain and retain employment records (electronic and hard copy) for all active and terminated employees and maintain 100% compliance with State and Federal laws, local affiliations, and accreditations.

Measure: 100% of personnel files will be in compliance with guidelines and pass employee, employer, or third party review of personnel files.

Measure: 100% of accreditation audits will be passed (4 per year – Detention, CMH, Riverview, Brown)

Objective: Assure compliance with applicable employment laws and control costs associated with these laws

Measure: 100 % of leaves of absence will be processed in compliance with the Family and Medical Leave Act (FMLA)

Measure: 100% of worker's compensation (W/C) claims will be processed in compliance with worker compensation laws.

Measure: % of worker's compensation claims resulting in lost time will be less than 20%

Objective: The County will contest unemployment claims it believes are ineligible

Measure: % of contested unemployment claims settled in favor of the County will be at least 50%

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Efficiency:</i>				
% of personnel files in compliance with guidelines	100%	100%	100%	100%
% of accreditation audits passed (4)	100%	100%	100%	100%
% of FMLA/Worker's Compensation leaves in compliance with regulations	100%	100%	100%	100%
% of unemployment claims contested	15.3%	5%	10.15%	10.15%
<i>Outcome</i>				
% of W/C claims with lost time	15.8%	11.5%	13.65%	13.65%
% of contested unemployment claims settled in favor of the County	N/A	50%	50%	50%

LABOR RELATIONS

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

Objective: Negotiate fair, timely, and affordable collective bargaining agreements on behalf of the County Board of Commissioners with all existing labor unions.



Measure: New collective bargaining agreements will be successfully negotiated on behalf of the Board of Commissioners within in four (4) months of the expiration of the existing contract

Measure: 100% of the collectively bargained contracts are within the economic parameters established by the Board of Commissioners

Objective: Provide support and enforcement of all existing collective bargaining agreements, County policies and employee benefit manuals in a timely fashion.

Measure: Human Resources will respond to grievances forwarded to them within the time frames specified in employment contracts 100% of the time

Measure: % of written grievances resolved prior to arbitration will be at least 80%

Objective: Respond to complaints filed with the Human Resources department within the guidelines established by the Problem Solving Policy.

Measure: Human Resources will respond to complaints forwarded to them within the time frames specified by the Problem Resolution Policy 100% of the time

Objective: Provide answers to contract interpretation questions in a timely fashion.

Measure: Questions on contract interpretation are answered within 2 business days

Objective: Counsel department managers on employee discipline matters to promote fair treatment and compliance with employment laws.

Measure: The number of wrongful termination cases lost by the County will be 0

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i># of bargaining units</i>	8	8	8	8
<i>Efficiency:</i>				
<i>% of collective bargaining agreements negotiated within 4 months of expiration</i>	100%	N/A	62.5%	37.5%
<i>% of collective bargaining agreements negotiated within Board's economic parameters</i>	100%	N/A	N/A	100%
<i>% of time grievances are responded to within contractually specified time frame</i>	100%	100%	100%	100%
<i>% of time complaints are responded to within time frames established by the Problem Resolution Policy</i>	100%	100%	100%	100%
<i>% of time contract interpretation questions are answered within 2 business days</i>	100%	100%	100%	100%
<i>Outcome</i>				
<i>% of written grievances resolved before arbitration</i>	87.5%	N/A	87.5%	87.5%
<i># of wrongful termination cases lost</i>	0	0	0	0



Denotes Strategic Plan directive

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Human Resources Director	0.750	0.600	0.600	\$54,197
Employment & Labor Relations Manager	0.400	0.400	0.400	\$25,659
Personnel Benefits Specialist	0.100	0.100	0.100	\$5,206
Trainer	0.500	0.500	0.500	\$24,511
Administrative Secretary II	1.000	1.000	1.000	\$42,688
Interviewer	1.000	1.000	1.000	\$47,258
Administrative Clerk	1.000	1.000	1.000	\$39,513
	4.750	4.600	4.600	\$239,032

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Expenditures					
Personnel Services	\$313,368	\$316,865	\$304,018	\$338,940	\$346,847
Supplies	\$22,273	\$17,453	\$19,304	\$21,758	\$36,137
Other Services & Charges	\$238,179	\$151,652	\$158,170	\$269,396	\$278,509
Total Expenditures	\$573,820	\$485,970	\$481,492	\$630,094	\$661,493

Budget Highlights:

Bargaining unit contracts expire 12/31/2008. The 2008 budget includes funds for compensation studies and additional legal counsel in connection with negotiations. The 2009 budget includes \$50,500 for a new training initiative for all County employees.

Function Statement

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

The Prosecuting Attorney is an elected constitutional officer whose duties and powers are prescribed by the legislature. The Prosecuting Attorney is charged with the fair and impartial administration of justice. The Prosecuting Attorney acts as the chief administrator of criminal justice for the County and establishes departmental policies and procedures. The Prosecuting Attorney and staff provide legal advice and representation on behalf of the People of the State of Michigan at all stages of prosecution, from the initial investigation through trial and appeal. The Prosecuting Attorney and staff similarly provide advice and representation in Family Court abuse and neglect, delinquency, and mental commitment proceedings.

Mission Statement

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

CRIMINAL DIVISION

Goal: Deliver the highest quality legal services on behalf of the People of the State of Michigan despite significant growth in caseloads in some areas.

Objective: Increase the amount and quality of training and education in prosecution skills.

Objective: Retain experienced career prosecutors.

Goal: Provide leadership, along with other criminal justice system leaders, in devising and implementing strategies to reduce crime and victimization and thereby improve the quality of life in our community.

Objective: Participate with community organizations, local law enforcement, and service providers in collaborative efforts to address issues effecting crime and victimization.

Goal: Maintain a high conviction rate and rigid plea negotiation standards.

Objective: Maintain a staffing level which affords Assistant Prosecutors adequate case preparation.

Objective: Increase the annual number of felony and misdemeanor cases with a "quality plea" disposition. A quality plea being an admission of guilt to the highest charge (based on penalty).

Measure: Track felony dispositions and establish baseline measure

Measure: Track misdemeanor dispositions and establish baseline measure

Goal: Solve high visibility crimes which remain open investigations.

Objective: Maintain an adequate staff level to enable the assignment of Assistant Prosecutors to the Cold Case Teams formed in Ottawa County.

Goal: Review and respond to requests for warrants within 48 hours of receipt.

Objective: Establish a tracking method for recording review and processing time for warrant requests.

Measure: To be established after baseline data gathered.

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i># of felony cases filed</i>	1,366	1,382	1,451	1,524
<i># of misdemeanor cases filed</i>	8,740	7,827	8,218	8,629
<i>Track felony dispositions and establish baseline measure (Yes/No)</i>	TBD ^{*1}	TBD ^{*1}	TBD ^{*1}	Yes
<i>Track misdemeanor dispositions and establish baseline measure. (Yes/No)</i>	No	TBD ^{*1}	TBD ^{*1}	Yes
<i>Establish a method to track warrant request processing time and establish a baseline measure (Yes/No)</i>	No	TBD ^{*2}	TBD ^{*2}	Yes
<i>Outcome/Efficiency:</i>				
<i>% of felony cases with plea to highest charge</i>	61%	56.5%	65%	65%
<i>% of misdemeanor cases with plea to highest charge</i>	No	No	Yes	Yes
<i>% of Warrant requests processed within 48 hours</i>	No	TBD ^{*2}	TBD ^{*2}	TBD ^{*2}
<p>TBD: To be determined based on the baseline measures established in 2007</p> <p>*1) Using the Smeadlink database staff are recording felony and misdemeanor case dispositions levels, however report generation needs software vendor customization to allow date range queries in order to generate report data. We are also waiting for a software version upgrade to be installed in 2008 which may increase end user configurability of reporting components.</p> <p>*2) Department went live in December of 2007 with an Onbase workflow for electronic warrant request submissions by the Ottawa County Sheriff's Department. Our goals are to 1) work with I.T. to generate a report analyzing processing time and 2) bring other Law Enforcement agencies onboard with electronic warrant submissions in 2008 and 2009.</p>				

CHILD SUPPORT DIVISION

Goal: Maintain an 80% rate or higher performance level on child support cases obtaining an order of support

Objective: Establish a policy and procedure for closing cases on the State Michigan Child Support Enforcement System (MiCSES) where it has been determined a respondent is not the biological father of the child

Measure: Monitor support order performance level

Goal: Maintain an 90% or higher performance level on paternity establishment

Objective: Review quarterly to determine current performance level

Measure: Monitor paternity establishment performance level

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i># of Paternity Cases Filed</i>	188	208	219	230
<i># of Non-Support Cases Filed</i>	364	412	433	455
<i>Efficiency:</i>				
<i>Support order performance level</i>	83.5%	83.9%	80%	80%
<i>Paternity establishment level</i>	99.1%	97.4%	90%	90%

Resources

Personnel	2007	2008	2009	2009
Position Name	# of	# of	# of	Budgeted
	Positions	Positions	Positions	Salary
Prosecuting Attorney	1.000	1.000	1.000	\$126,052
Division Chief	3.000	3.000	5.000	\$472,119
Chief Prosecuting Attorney	1.000	1.000	1.000	\$106,547
Assistant Prosecuting Attorney III	7.000	7.000	6.000	\$530,848
Office Administrator	1.000	1.000	1.000	\$59,627
Senior Secretary	8.500	8.500	0.000	\$0
Records Processing Clerk II	1.000	1.000	1.000	\$28,660
Legal Assistant I	0.000	0.000	1.000	\$36,641
Legal Assistant II	0.000	0.000	5.500	\$169,309
Legal Assistant III	0.000	0.000	2.000	\$82,062
Child Support Specialist	1.600	1.600	1.600	\$75,973
Domestic Violence Intervention Officer	2.000	1.000	1.000	\$46,189
Assistant Prosecuting Attorney I	1.000	1.000	1.000	\$68,570
Assistant Prosecuting Attorney II	1.000	1.000	0.000	\$0
	<u>28.100</u>	<u>27.100</u>	<u>27.100</u>	<u>\$1,802,597</u>

Funding

	2005	2006	2007	2008	2009
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$107,617	\$133,973	\$121,385	\$127,068	\$156,154
Charges for Services	\$21,403	\$23,732	\$24,454	\$22,454	\$21,800
Other Revenue	\$7,298	\$9,388	\$19,042	\$20,210	\$19,042
Total Revenues	<u>\$136,318</u>	<u>\$167,093</u>	<u>\$164,881</u>	<u>\$169,732</u>	<u>\$196,996</u>
Expenditures					
Personnel Services	\$2,145,564	\$2,273,178	\$2,399,636	\$2,531,813	\$2,573,934
Supplies	\$79,537	\$99,463	\$107,143	\$109,847	\$108,818
Other Services & Charges	\$447,606	\$519,056	\$525,390	\$620,791	\$582,928
Capital Outlay					
Total Expenditures	<u>\$2,672,707</u>	<u>\$2,891,697</u>	<u>\$3,032,169</u>	<u>\$3,262,451</u>	<u>\$3,265,680</u>

Budget Highlights:

The 2009 Other Services & Charges budget reflects the move of the Children's Assessment Center contract for child abuse investigations to the Sheriff's department.

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Administrative Services Director	0.540	0.000	0.000	\$0
Administrative Secretary II	0.750	0.000	0.000	\$0
Records Processing Clerk II	1.000	0.000	0.000	\$0
	2.290	0.000	0.000	\$0

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Charges for Services	\$10,925	\$10,836	\$10,740		
Total Revenues	\$10,925	\$10,836	\$10,740		
Expenditures					
Personnel Services	\$139,895	\$143,819	\$121,945		
Supplies	\$18,274	\$5,169	\$5,755		
Other Services & Charges	\$20,631	\$25,975	\$22,632		
Total Expenditures	\$178,800	\$174,963	\$150,332		

Budget Highlights:

During 2007, this department was combined with the Fiscal Services department as part of an administrative reorganization.

Function Statement

The Register of Deeds Office records, maintains and makes public land records for all real estate located in Ottawa County. Creditors, purchasers and others with an interest in the property can locate these instruments and notices concerning ownership of, and encumbrances against, real property.

The recording process includes the following activities:

- Determining if an instrument is acceptable for recordation
- Tax certification
- Mailing back unrecorded, incomplete documents
- Collection of recording fees
- Collection of State and County real estate tax
- Date and time stamping
- Liber and page numbering
- Imaging
- Computer data entry, including indexing and verification of indexing processes
- Archiving the documents in microfilm
- Certifying the day (this is an audit to confirm the # of documents we said we received is the same # scanned and indexed.)
- Returning the document to the sender
- Customer Service on data retrieval

Recorded information is retrievable on computer terminals in the Register of Deeds office and via the internet by referencing the grantor, grantee, property description, or any partial entry combinations thereof.

Mission Statement

To put into public record all land related documents to safeguard ownership and monetary obligations.

Goal: To provide timely recording of documents, as mandated by various statutes (over 180). The goal is to record 100% of all recordable documents each day.

Objective: Provide education training for all staff to increase the efficiency of the workflow.

Measure: The Register of Deeds and Chief Deputy will receive training on state statutes, legislation and office standardization. Minimum 38 hours per year, per person. We will have new software in 2009 which will increase all staff hours of training.

Measure: Team leaders will receive training on state statutes, organizational skills, dealing with employees and motivational, team building techniques for team building. Minimum 12 hours per year, per person

Measure: Line staff will receive training on office morale, productivity and skill improvements. Minimum 6 hours customer service training per year, per person.

Objective: Offer training to title companies & banks on how to prepare recordable documents.

Measure: Conduct at least 2 training programs per year

Measure: Provide at least 10 training offers per year

Measure: At least 50% of training participants will report they are better able to prepare recordable documents after training session

Objective: Educate & encourage companies to electronically file documents.

Measure: Maintain or increase the # of companies e-filing

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Input/Output:</i>				
<i># of hours of Training, Register of Deeds/Chief Deputy</i>	72	74	75	100
<i># of hours of Training, Team Leaders</i>	6	8	8	80
<i># of hours of Training, Line Staff</i>	10	12	28	280
<i># of training programs conducted</i>	1	0	0	1
<i># of training offers sent out</i>	1	0	0	1
<i>Outcome/Efficiency:</i>				
<i>% of recordable documents, recorded each day</i>	98	98	98	98
<i>% of training participants better able to prepare recordable documents after training</i>	N/A	N/A	N/A	3
<i># of companies e-filing</i>	24	30	35	38

Goal: Provide a quality index system for all documents with easy access and retrieval of documents on the internet and in our office, as mandated by State law.

Objective: Provide an accurate index of recordable documents in searchable fields. Errors in indexing would be 5% or less.

Measure: % of errors when indexing documents

Objective: Make document copies available to the public, provide copies to the public, and provide for examination & inspection of records by the public, as mandated.

Objective: Survey our users bi-annually to assure we are providing quality service on the internet and in our office.

Measure: % of complaints from users will be less than 5%. In 2009 we expect to update or change our software which will increase complaints temporarily.

Measure: At least 50 surveys will be distributed each year. In 2009 we expect to update or change our software therefore should conduct a study before the change and after the change.

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>Number of surveys distributed bi-annually</i>	0	0	25	50
<i>Outcome/Efficiency:</i>				
<i>% of errors indexing documents</i>	N/A	N/A	N/A	3%
<i>Percent of complaints from users*</i>	5%	N/A	5%	10%
<i>* Complaints are expected to temporarily increase during new software implementation</i>				

Goal: Make all useable records (deeds, miscellaneous, etc.) electronic for use by staff, in the vault and on the internet as mandated by State law.

Objective: Staff will back index deed books back to 1942. Merge images with the index for full display when searching in the office, vault or online.

Objective: Contract services to convert paper deed books into electronic format for use in the office.

Objective: Contract services to convert paper miscellaneous books into electronic format for use in the office.

Objective: Contract services to back index liber & page of deed books from 1941 back to 1836. Merge image with liber & page index for quick reference in the database for vault or internet use. More indexes can be added, for enhanced searching, once the record has been initially preserved as an image and quick reference.

Objective: Contract services to back index liber & page of miscellaneous books from 1968 back to 1836. Merge image with liber & page index for quick reference in the database for vault or internet use. More indexes can be added, for enhanced searching, once the record has been initially preserved as an image and quick reference. Quality check all imaged documents to insure readability. Have vendor rework bad images until they are acceptable quality for readability.

Measure: % completion of above projects/number of documents back indexed

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>Staff indexing of Deed Books to 1942 (number of documents indexed)</i>	18,465	4,897	7,500	4,500
<i>Contract indexing of Deed Books to 1836</i>	0%	0%	0%	100%
<i>Convert paper deed books to electronic DVD (% converted)</i>	0%	88%	12%	N/A*
<i>Convert miscellaneous books to electronic DVD (% converted)</i>	0%	88%	12%	N/A*
<i>Back index liber & page of deed books from 1941 back to 1836 (% converted)</i>	0%	0%	100%	N/A*
<i>* Project completion anticipated in 2008.</i>				

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Register of Deeds	1.000	1.000	1.000	\$77,946
Chief Deputy Register of Deeds	1.000	1.000	1.000	\$59,627
Records Processing Clerk II	7.000	7.000	7.000	\$196,577
Records Processing Clerk III	0.000	0.000	0.000	\$0
Records Processing Clerk IV	2.000	2.000	2.000	\$73,282
	11.000	11.000	11.000	\$407,432

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Charges for Services	\$2,729,411	\$2,386,475	\$2,108,231	\$1,970,000	\$1,980,000
Total Revenues	\$2,729,411	\$2,386,475	\$2,108,231	\$1,970,000	\$1,980,000
Expenditures					
Personnel Services	\$553,876	\$582,089	\$594,712	\$643,691	\$643,339
Supplies	\$30,796	\$25,334	\$26,473	\$35,064	\$32,900
Other Services & Charges	\$84,469	\$74,860	\$52,800	\$79,316	\$53,815
Capital Outlay					
Total Expenditures	\$669,141	\$682,283	\$673,985	\$758,071	\$730,054

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Equalization Director	0.100	0.000	0.000	\$0
Property Description Coordinator	1.000	0.000	0.000	\$0
Description & Mapping Specialist	2.500	0.000	0.000	\$0
Records Processing Clerk II	2.000	0.000	0.000	\$0
Records Processing Clerk I	0.000	0.000	0.000	\$0
	5.600	0.000	0.000	\$0

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Charges for Services	\$8,724	\$122	\$84		
Total Revenues	\$8,724	\$122	\$84		
Expenditures					
Personnel Services	\$287,909	\$289,890	\$262,846		
Supplies	\$7,839	\$15,506	\$4,647		
Other Services & Charges	\$27,658	\$25,544	\$31,401		
Capital Outlay					
Total Expenditures	\$323,406	\$330,940	\$298,894		

Budget Highlights:

Effective with the 2008 budget, this department is combined with Equalization (1010-2250).

Function Statement

The Department oversees the remonumentation and setting of Global Positioning System (GPS) coordinates of property-controlling, government corners pursuant to Act 345 of 1990 and the County Remonumentation Plan.

Mission Statement

Facilitate the Remonumentation and GPS coordinates of all County corners by December 31, 2011

Goal: Oversee the County Remonumentation Plan for public land survey corners pursuant to Act 345 of 1990

Objective: Check 145 corners (per year) for damage and to verify they remain as originally established as a part of the Maintenance Phase of the Remonumentation Program

Measure: 100% of 145 corners verified per year (maintenance phase will not begin until 2011)

Objective: Establish GPS coordinates on 1,166 of the 2,876 Remonumentation Corners in Ottawa County

Measure: Number of corners with three-dimensional coordinates determined

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>100% of 145 corners verified (Yes/No)</i>	N/A	N/A	N/A	N/A
<i># of corners with three-dimensional coordinates determined</i>	0	544	1,166	1,166

Resources

Personnel <u>Position Name</u>	2007 # of	2008 # of	2009 # of	2009 Budgeted
	Positions	Positions	Positions	Salary
Planner/Grants Director	0.050	0.050	0.050	\$4,120
Remonumentation Representative	0.000	0.000	0.500	\$40,800
	0.050	0.050	0.550	\$44,920

Funding

	2005	2006	2007	2008 Current	2009
	Actual	Actual	Actual	Year	Adopted
				Estimated	by Board
Revenues					
Intergovernmental Revenue	\$213,869	\$84,196	\$159,038	\$120,000	\$120,000
Total Revenues	\$213,869	\$84,196	\$159,038	\$120,000	\$120,000
Expenditures					
Personnel Services	\$5,165	\$4,934	\$5,387	\$22,941	\$59,447
Supplies	\$81	\$1,032	\$696	\$1,648	\$1,486
Other Services & Charges	\$125,784	\$9,397	\$255,068	\$792,253	\$816,742
Capital Outlay	\$141,820	\$0	\$0	\$0	\$0
Total Expenditures	\$272,850	\$15,363	\$261,151	\$816,842	\$877,675

Budget Highlights:

Due to a disagreement with the State of Michigan, a contract for survey and remonumentation services was not signed until the last quarter of 2006. Consequently, 2006 expenditures are low. This dispute has been resolved, and the County anticipates accelerating the setting of the geographic positioning coordinates in 2008 and 2009. A previously contractual employee was temporarily hired in 2008 to finish the remonumentation project.

Function Statement

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

Resources

Personnel

No permanent personnel has been allocated to this department.

Funding

	2005	2006	2007	2008	2009
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Expenditures					
Personnel Services	\$3,304	\$3,214	\$1,693	\$793	\$3,963
Supplies					
Other Services & Charges					
Total Expenditures	<u>\$3,304</u>	<u>\$3,214</u>	<u>\$1,693</u>	<u>\$793</u>	<u>\$3,963</u>

Function Statement

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

Mission Statement

Develop and implement systems to invest and protect cash assets of the county; to protect the rights of property owners; and to provide accurate information relative to the treasurer's operation on a timely basis.

CUSTODIAN OF COUNTY FUNDS

Goal: To ensure safety and liquidity of public funds

Objective: Diversify investments

Measure: % of investments in compliance with Investment Policy

Objective: Ladder investments to meet cash flow needs with a maximum duration of three years

Measure: Portfolio weighted average maturity as of December 31

Measure: # of months the portfolio exceeded maturity policy

Objective: Evaluate creditworthiness of financial institutions holding county funds in deposit form

Measure: # of annual evaluations of financial institutions

Measure: # of mid year evaluations of financial institutions

Objective: Protect invested principal

Measure: Invested principal lost during the year

Measure: % of negotiable investments held in third-party safekeeping

Goal: To maximize return on investment

Objective: Investments General Pool to be in fixed income instruments at competitive rates

Measure: Average monthly balance – Pooled Funds

Measure: Ottawa County fixed income total rate of return – Pooled Funds

Measure: Consumer Price Index (CPI) (for benchmark)

Measure: Lehman 1-3 year Government & Lehman 3 month Treasury (Blend)

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>% of investments in compliance with Investment Policy</i>	100%	100%	100%	100%
<i># of annual evaluations of financial institutions</i>	20	21	21	21
<i># of mid year evaluations of financial institutions</i>	17	16	16	16
<i>% of negotiable investments held in third-party safekeeping</i>	100%	100%	100%	100%
<i>Average monthly balance – Pooled Fund (in millions)</i>	\$109	\$111	\$105	\$105
<i>Efficiency:</i>				
<i>Portfolio weighted average maturity at December 31</i>	1.3 years	1.2 years	1.1 years	1.2 years

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Outcome:</i>				
<i>Invested principal lost during the year</i>	\$0	\$0	\$0	\$0
<i>Ottawa County fixed income total rate of return – Pooled Funds</i>	4.37%	6.1%	3.6%	3.2%
<i>Outcome Benchmarks::</i>				
<i>Consumer Price Index (CPI)</i>	1.98%	2.8%	3.1%	3.4%
<i>Lehman 1-3 year Government & Lehman 3 month Treasury (Blend)</i>	3.68%	4.95%	3.5%	3.0%

PROPERTY TAX FORFEITURE AND FORECLOSURE

Goal: Provide persons with property, interest information and assistance to keep their property from forfeiture and foreclosure

Objective: Reduce total number of delinquent taxes outstanding

Measure: # of properties returned delinquent

Measure: # of 1st class notices mailed

Measure: # of properties delinquent on February 28/29

Objective: Send two certified notices before foreclosure

Measure: # of certified notices mailed

Measure: % of properties forfeited

Objective: Make personal contact with occupied residential and business property owners, within the last 90 days before foreclosure

Measure: # of properties in forfeiture 90 days before foreclosure

Measure: % of property owners with delinquent properties contacted within 90 days of foreclosure

Measure: % of properties foreclosed of those properties previously forfeited

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Outcome:</i>				
<i># of properties returned delinquent</i>	6,349	7,043	7,179	7,700
<i># of 1st class notices mailed</i>	10,000	18,530	20,000	25,000
<i># of properties delinquent on Feb 28/29</i>	559	797	1,221	1,500
<i># of certified notices mailed</i>	2,200	2,969	3,300	3,500
<i>% of properties forfeited</i>	6.7%	11%	12%	13%
<i># of properties delinquent 90 days before foreclosure</i>	115	187	200	240
<i>Efficiency:</i>				
<i>% of persons contacted within 90 days of foreclosure</i>	50%	95%	95%	95%
<i>% of properties foreclosed of properties forfeited</i>	2.5%	2%	3%	3%

ADMINISTRATIVE

Goal: To provide service to the public in a cost-effective manner

Objective: To increase the number of electronic transactions from manual transactions

Measure: % of tax searches processed on the Internet

Measure: % of dog licenses processed on the Internet

Objective: Provide staff education to increase service opportunities

Measure: % of staff who have received a maximum 2 hours of external training with in the past year

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>% of staff who have received 2 hrs of external training/year</i>	75%	56%	89%	90%
<i>Efficiency:</i>				
<i>% of tax searches processed on the Internet</i>	77%	81%	83%	85%
<i>% of dog license renewals processed on the Internet</i>	0%	5.5%	13%	20%

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
County Treasurer	0.950	0.950	0.950	\$83,257
Chief Deputy Treasurer	1.000	1.000	1.000	\$57,130
Deputy Treasurer	1.000	1.000	1.000	\$52,053
Cashier Supervisor	1.000	1.000	1.000	\$47,483
Delinquent Property Tax Specialist	1.000	1.000	1.000	\$41,031
Account Technician	1.000	1.000	1.000	\$38,193
Records Processing Clerk II	2.000	2.000	2.000	\$62,882
Records Processing Clerk IV	1.000	1.000	1.500	\$53,168
	8.950	8.950	9.450	\$435,197

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Taxes	\$29,244,839	\$33,308,125	\$34,819,949	\$35,962,093	\$37,069,377
Licenses and Permits	\$156,879	\$157,903	\$153,517	\$153,025	\$151,925
Intergovernmental Revenue	\$1,733,047	\$1,685,393	\$1,638,036	\$1,573,492	\$1,575,544
Charges for Services	\$19,663	\$24,292	\$205,012	\$110,754	\$110,754
Fines and Forfeitures	\$6,130	\$6,079	\$5,072	\$5,000	\$6,000
Interest and Rents	\$1,817,092	\$1,594,213	\$1,948,903	\$1,375,000	\$850,000
Other Revenue	(\$815,296)	\$265,698	\$170,929	\$224,550	\$227,550
Total Revenues	\$32,162,354	\$37,041,703	\$38,941,418	\$39,403,914	\$39,991,150
Expenditures					
Personnel Services	\$509,995	\$558,554	\$578,180	\$600,449	\$645,009
Supplies	\$57,502	\$50,304	\$41,507	\$75,808	\$61,687
Other Services & Charges	\$145,177	\$145,037	\$138,407	\$173,811	\$171,469
Total Expenditures	\$712,674	\$753,895	\$758,094	\$850,068	\$878,165

Budget Highlights:

The 2009 tax revenue budget represents 3.6000 mills (the approved levy) out of the estimated 4.2650 mills allowable for 2009. This rate is identical to the 2008 levy. Interest and Rents are down because the County is using \$20 million of cash for building projects.

Function Statement

The basic function of Ottawa County Michigan State University Extension (MSUE) is to disseminate and encourage the application of research-generated knowledge and leadership techniques to individuals, families, youth, and communities. Extension responds to local needs through a unique partnership of County, State, and Federal resources. Information is extended to all Ottawa County residents through MSU's non-formal education system, which assists people to make better decisions about issues that affect their lives.

Ottawa County MSU Extension offers educational programs in the following general program areas:

The **Agriculture Program** uses research-based information to help retain competitiveness and profitability for the varied agricultural industries of Ottawa County.

The **Natural Resources Program** provides information about management and conservation of our County's economically valuable resources. Technical information is provided to decision-makers to help them form and implement sound public policies for land, forest, water, and wildlife issues. Through **Sea Grant**, research is brought to bear on Great Lakes issues.

The **Horticulture Program** offers information and assistance to commercial horticulture industries; fruit, vegetable, greenhouse and nursery producers, enabling them to efficiently grow and market quality products and services. The Horticulture Program provides homeowners scientific information to properly manage their home environments. The **Master Gardener Program** provides in-depth horticultural knowledge, and through volunteer service, extends this information throughout the community.

The **Children, Youth, and Family Program** offers families valuable, timely and practical research-based information to help them manage their resources to meet needs for food, clothing, shelter, money management, energy, parenting, health, and human development. Through our **Family Nutrition Program** (FNP), nutrition is taught to food stamp recipients. FNP works with low-income families referred to us by local agencies, to become more efficient and effective users of resources in planning and preparing meals.

The **4-H Youth Development Program** helps young people become self-directing, productive and contributing members of society through hands-on learning experiences, which help them to develop their potential. Children can become involved in 4-H by joining volunteer driven 4-H clubs, school enrichment programs and special interest groups. 4-H serves urban, suburban, and rural youth. The **Journey 4-H Youth Mentoring** program is a collaborative effort between MSU Extension and Ottawa County Family Court/Juvenile Services, was inaugurated in 1995. This youth mentoring initiative focuses on high-risk youth, with priority given to those involved in the court system. The program recruits, selects and intensively trains volunteer mentors. These volunteers then work one-on-one with a youth. The program aims to reduce the frequency and severity of delinquent behavior.

The **Community and Economic Development Program** enhances human and economic well-being and quality of life by providing educational and technical assistance to business, government, and community organizations.

Mission Statement

Helping the citizens of Ottawa County improve their lives through an educational process that applies knowledge to critical needs and opportunities

JOURNEY 4-H YOUTH MENTORING

Goal: Youth are exposed to dangerous life styles and need healthy families that exhibit positive role-models and life experiences which will lead to success. Ottawa/MSUE will increase access to and involvement of youth and families in available reinforcing programs.

Objective: Provide a mentoring program to serve the Ottawa County Family Court Juvenile Services division.

Measure: % of mentoring clients who do not commit offenses while in the mentoring program

Measure: % of mentoring clients who have reduced the frequency and severity of offenses while in the mentoring program. (70 % each year projected; 78% in 2007)

Objective: Provide technical assistance and training to staff, volunteers and communities who provide programming to at-risk youth and families.

Measure: # new mentors will be trained each year.

Measure: #of community mentoring programs provided training and support. (project 10 each year; 16 in 2007)

Objective: Expand youth mentoring through collaboration with the Ottawa County Mentoring Collaborative.

Measure: # of mentors recruited for partner agencies (project 100 in 2008, 120 in 2009)

Objective: Maintain or expand involvement in 4-H youth programs.

Measure: At least 6,000 Ottawa County youth between the ages of 5 and 18 involved in 4-H

Measures	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
# of new Journey mentors trained	32	13	15	25
#of community mentoring programs provided training and support.	N/A	17	10	10
# of Ottawa County youth between the ages of 5 and 18 involved in 4-H	6,837	6,137*	6,200	6,200
<i>Efficiency:</i>				
# of mentors recruited for partner agencies	N/A	231	100	120
<i>Outcome:</i>				
% of mentoring clients who do not commit offenses while in the mentoring	N/A	53%	50%	50%
% of mentoring clients who have reduced the frequency and severity of offenses while in the mentoring program.	N/A	78%	70%	70%
% of mentoring clients in program more than three months who reduced frequency of offences	N/A	84%	70%	70%

***This year was the first year of a participation fee. The drop indicates those that have not paid the participation fee to be members of 4-H. It has been determined that the difference between the 2006 and 2007 number is representative of those that were previously on the 4-H members list but did not participate in any 4-H activities.**

Agricultural & Natural Resources Business Management and Economic Viability

Goal: Ensure Ottawa County maintains and enhances its diverse economy by increasing awareness and providing opportunities for the agriculture industry to create new products and/or reach new markets.

Objective: Identify critical issues and offer educational programs essential to the continued growth and profitability of agriculture.

Measure: # of Ottawa County farms/Producers reached through MSUE programs.

Objective: Assist the Agricultural & Natural Resources industry in the development and education of marketing opportunities.

Measure: # of farms/producers consulted on Business Management, Enterprises, Marketing through one-on-one consultation and educational programs.

Goal: Provide youth and adults with opportunities for agricultural career exploration and development of skills that result in job preparedness as well as enhanced employability

Objective: Conduct an Integrative Pest Management (IPM) Scout training course for our blueberry growers and Hispanic workforce.

Measure: % of IPM training participants who establish competence as blueberry insect scouts

Objective: Introduce young children to the importance of the Food and Fiber industry through the "Ag in the Classroom" school program.

Measure: # of "Ag in the Classroom" programs provided annually

Measure: # of students contacted through the "Ag in the Classroom" program annually

Goal: The cost of energy greatly impacts the cost of agricultural production. Through research, education and demonstration projects promote the use of conservation and alternative sources of energy including anaerobic digestion, wind energy, gasification and direct combustion of biomass.

Objective: Communicate to the Agricultural and Natural Resources industry the opportunities available for energy conservation, energy efficiency, and alternative energy production and usage.

Measure: # contacts made through educational programs and energy audits.

Objective: Agriculture will utilize alternative forms of energy to fuel agricultural production and generate renewable energy for other uses.

Measure: # of farms incorporating alternative energy production

Measure: Establishment of a regional anaerobic digestion facility (planned for 2009)

Measure: 3-year average of those passing the pesticide training program exam.

Measures	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
# of farms/Producers served	850	1,012	850	875
# of farms/producers consulted on Business Management, Enterprises, Marketing through one-on-one consultation and educational programs.	N/A	48	70	70
# of "Ag in the Classroom" programs provided annually	N/A	155	100	100
# of students contacted through the "Ag in the Classroom" program annually	N/A	3,768	2,400	2,400
# contacts made through educational programs and energy audits	N/A	82	75	80
# of agricultural energy audits conducted	0	1	1	2
<i>Efficiency:</i>				
% of IPM participants who demonstrate competency	73%	84%	70%	70%
Average blueberry pesticide savings per acre	\$60	\$110	\$25	\$25
<i>Outcome:</i>				
of IPM training participants who establish competence as blueberry insect scouts	N/A	15	10	12
# of farms incorporating alternative energy production	0	N/A	3	1
# of new/expanded Value Added enterprises	1	N/A	1	1

WATER QUALITY

Goal: Increase the capability of Ottawa County landowners to minimize their impact on water quality.

Objective: Provide assistance to farmers to minimize the environmental impact of manure application and maximize the nutrient value of manure generated on their farms.

Measure: # of contacts made through programs and consultations

Objective: Provide assistance to residential property owners on the proper application of fertilizers to turf and other plant materials.

Measure: # of homeowner submitted soil tests

Measure: # of pounds of zero phosphorus fertilizer purchased by Ottawa County home owners based on survey (baseline to be determined in 2007).

Objective: Enhance awareness and reduce conflict between agriculture and residents by educating decision makers and citizens about the environmental stewardship role of agriculture.

Measure: Decrease in the number of Michigan Department of Agriculture/Michigan Department of Environmental Quality agriculture-related water quality complaints

Measures	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
# of producers contacted through programs and consultations	N/A	110	85	85
# of producers who implement new practices	N/A	3	5	5
# of homeowner submitted soil tests	117	91	60	60
# MDEQ/MDA complaints (decrease)	3	1	2	2

Children Youth and Families

Goal: Promote the positive growth and development of people across the life cycle by providing educational programs that target issues related to children, adults and seniors: i.e. parenting education, financial management, general nutrition education, etc.

Objective: Through youth, parenting and senior education programs, provide research based information on topics such as discipline, nutrition, budgeting and human development.

Measure: # of youth, parents and seniors who attend educational programs

Measure: # of youth, parents and seniors who report learning new information after an educational program

Measure: # of youth, parents and seniors who report an intended behavioral change, based upon increased knowledge from educational program

Objective: Through the Family Nutrition Program (FNP), promote positive nutrition and food security with income eligible youth, parents and seniors through general nutrition education that includes food safety and meal planning.

Measure: # of participants in the FNP who complete an educational series

Measure: # of participants who report improved food and nutrition skills

Objective: Through Project FRESH and Senior Project FRESH, promote the utilization of locally grown produce.

Measure: # of WIC clientele and seniors that participate in the program

Measure: % of coupons redeemed by WIC clientele and seniors

Goal: Provide public education on topics that effect people across the lifespan.

Objective: Provide research based education to a diverse audience through mass media efforts that include: newsletters (distributed by mail and email), radio and television programs, on-line resources and press releases.

Measure: # of human development/life skills inquiries received by constituents that require researched responses

Measure: # of the population reached through print and electronic mass media outlets

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i># of referrals to the FNP program</i>	55	19**	40	60
<i># of WIC clientele completing Project Fresh training</i>	190	123	150	150*
<i># of senior citizens reached</i>	264	359	386	386*
<i># of adults/seniors who participate in educational programs</i>	1273	926	1,000	1,300
<i># of youth who participate in educational programs</i>	709	9	70	100
<i># of human development/life skills inquiries received by constituents.</i>	199	226	256	286
<i># of the population reached through print & electronic mass media outlets</i>	105,548	95,120	107,259	100,000
<i>Outcome:</i>				
<i>% of participants reporting improved food and nutrition skills (four behaviors)</i>	30%	52%	40%	45%
<i>% of children, adults and seniors surveyed who report increased knowledge and or intended behavior change</i>	N/A	74%	78%	82%
<i>% of food coupons redeemed by senior citizens</i>	77.84%	82.87%	85%	88%

Depends upon funding

**The program was without a Program Associate from 05/07 – 09/07 and 11-16-07 -12-31-07

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Records Processing Clerk II	3.300	3.300	2.700	\$88,117
Records Processing Clerk III	1.000	1.000	1.000	\$34,564
Account Clerk II	0.625	0.625	0.625	\$22,901
	4.925	4.925	4.325	\$145,582

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue					
Charges for Services	\$5,321	\$4,254	\$2,667	\$4,000	\$2,800
Other Revenue	\$48,737	\$47,593	\$52,668	\$53,796	\$30,914
Total Revenues	\$54,058	\$51,847	\$55,335	\$57,796	\$33,714
Expenditures					
Personnel Services	\$198,175	\$216,370	\$233,031	\$241,643	\$217,532
Supplies	\$39,318	\$32,490	\$33,290	\$41,800	\$39,075
Other Services & Charges	\$252,781	\$264,984	\$266,741	\$286,815	\$332,234
Capital Outlay					
Total Expenditures	\$490,274	\$513,844	\$533,062	\$570,258	\$588,841

Budget Highlights:

Due to decreases in grant funding, a .6 full time equivalent clerical position will be eliminated in 2009.

Function Statement

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

Mission Statement

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

DATA MANAGEMENT

Goal: Continue stewardship and quality assurance and quality control of GIS data

Objective: Provide data that will increase efficiencies for consumer's daily job functions

Measure: Evolving spatial data will be checked for updates biannually

Measure: All requests for layer additions to the Spatial Database (SDE) will be provided within the promised time frame

Objective: GIS data will be available to users on demand

Measure: % of time servers will be accessible to users

Objective: Increase accuracy of data

Measure: % error in sample areas of GIS data layers

Objective: Provide staff with training and/or conferences to improve knowledge

Measure: # of hours GIS Staff trained

<i>Measures</i>	2006	2007	2008 Estimated	2009 Budget
<i>Output:</i>				
<i># of layers of GIS data available</i>	100	657	700	700
<i>Evolving layers requiring continuous maintenance checked biannually</i>	Yes	Yes	Yes	Yes
<i># of hours GIS staff trained</i>	220	132	200	200
<i>Outcome/Efficiency:</i>				
<i>% error in sample areas of GIS data</i>	N/A	N/A	5%	5%
<i>% of SDE layer request completed within promised time frame</i>	100%	100%	100%	100%
<i>% of time servers are available to users</i>	N/A	99.95%	99.5%	99.5%

GIS INTEGRATION

Goal: Integrate GIS services into the workflow of County departments and partner organizations as recommended by "best practices" in order to improve efficiency, enhance decision-making capabilities, and provide a valuable service

Objective: Establish partnership with agencies and non-participating local units of government

Measure: GIS will establish one new partnership in 2009.

Objective: Increase data and services used by County departments for projects and daily tasks

Measure: % increase in data, services and map request for County departments

Measure: % increase of data, services and maps used by local units for daily tasks and projects

Objective: Increase competency of GIS users through internal GIS trainings

Measure: of internal GIS users that attended training

Objective: Increase efficiency and enhance decision making capability of departments and partner organizations

Measure: # of departments that have taken ownership of GIS data and integrated data into their daily work process to increase job efficiency.

Measure: Custom web applications will be created for Departments, County Agencies or Local Units to increase efficiencies in daily workflow.

Measures	2006	2007	2008 Estimated	2009 Projected
Output:				
# of new partners	1	1	1	1
% increase of data, service and map requests from County departments	N/A	163%	10%	+15%
% increase of data, service and map requests from local units	N/A	-54%*	+10%	+10%
% increase in internal training participants	N/A	86.6%	+10%	+10%
% of County Departments with custom GIS internet applications	100%	100%	98%	98%
Outcome:				
# of County Departments taking stewardship of data relevant to their daily work flow.	2	2	2	2
* 2007 are lower due to a change in the way the requests are counted				

ACCESS TO GIS DATA AND SERVICES

Goal: Enhance value as a public service through web applications that are user friendly and provide utility

Objective: Increase use of GIS web site and web services

Measure: % increase of annual visits to web site

Measure: % increase of average daily unique visitors

Measure: % increase of average pages viewed per visit

Goal: Earn revenue by offering cost-effective products and services

Objective: Re-evaluate/adjust product and service pricing schedule to maximize revenue

Measure: % increase of revenue generated from data and services

Measure: % increase of revenue generated from partner annual maintenance fees

Goal: Deliver data and maps to customers in a timely fashion

Objective: Complete requests for available in a maximum of two days

Measure: % of ticket requests completed within two days

Measures	2006	2007	2008 Estimated	2009 Projected
Output:				
% increase in annual visits to website	55,200 visits	+76%	+5%	+5%
% increase in average daily unique visitors	96 visits	+17.7%	+5%	+5%
% increase in average # of pages viewed per visit	26 visits	+30.7%	+5%	+5%
% increase in revenue from annual maintenance fees *	+39%	+10%	+14%	+10%
% increase in revenue from GIS data and Services/*	-5%	-2.6%	+5%	+5%
Efficiency:				
% of requests completed within 2 days	100%	100%	98%	98%
*Information may appear inconsistent with general ledger totals because the prior year revenue includes the charges for the initial sign up to the system which are much higher than annual maintenance charges.				

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
GIS Director	1.000	1.000	1.000	\$75,168
GIS Technician	2.000	2.000	2.000	\$87,766
GIS Programmer/Technician	1.000	1.000	1.000	\$44,031
Programmer/Analyst	1.000	1.000	1.000	\$60,084
	5.000	5.000	5.000	\$267,049

Funding

2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
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Revenues

Charges for Services	\$158,655	\$89,665	\$92,517	\$95,000	\$90,300
Other Revenue				\$23,700	
Total Revenues	\$158,655	\$89,665	\$92,517	\$118,700	\$90,300

Expenditures

Personnel Services	\$305,815	\$337,179	\$353,523	\$388,049	\$397,233
Supplies	\$26,171	\$24,747	\$13,371	\$22,594	\$29,061
Other Services & Charges	\$110,775	\$59,796	\$61,973	\$202,920	\$76,742
Capital Outlay					
Total Expenditures	\$442,761	\$421,722	\$428,867	\$613,563	\$503,036

Budget Highlights:

2008 Other Services and Charges reflect a new aerial photography project for which the County is receiving partial outside funding (reflected in Other Revenue).

Function Statement

The Ottawa County Building Authority was established by the Ottawa County Board of Commissioners in August 1984 pursuant to Public Act 31 of 1948. The three-member Authority, appointed for three-year terms by the Commissioners, are selected from the general public (Ottawa County only) based on their expertise in bonding, construction, and operation of capital improvements.

The Authority functions according to established by-laws and their Articles of Incorporation to complete and manage specific projects as requested by resolution of the Ottawa County Board of Commissioners.

The Authority has been assigned the following projects since inception:

Project	Funding Level	Financing
• Health Department and Human Services Administration	\$2,390,000	Local Funds (1989)
• Coopersville Human Services	\$ 651,000	Local Funds (1989)
• Life Consultation Center for Community Mental Health	\$1,400,000	20-Year Bond Issue (1985) (1)
• Ottawa County Central Dispatch Authority	\$4,420,000	20-Year Bond Issue (1990) (1) (3)
• Probate Court, Juvenile Services/Detention And Adult Barracks Facility	\$6,000,000	19-Year Bond Issue (1992) (2)
• Fillmore Street Sheriff Administration, Jail Expansion, and Administrative Annex	\$15,800,000	20-Year Bond Issue (1997) (3) Grant Funding
• Addition to the Fillmore Street Jail	\$7,500,000	20-Year Bond Issue (1997) (3)
• Holland District Court	\$8,000,000	20-Year Bond Issue (2005)
• Grand Haven/West Olive	\$30,000,000	20-Year Bond Issue (2007)

(1) In the fall of 1993, these two issues were refunded, saving the County approximately \$344,000.

(2) In August of 1997, this issue was refunded, saving the County approximately \$260,000.

(3) In August of 2005, these issues were refunded, saving the County approximately \$553,000.

This budget covers expenditures associated with the administration of the Building Authority such as per diem fees and mileage for Board members.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Expenditures					
Supplies	\$473			\$185	\$185
Other Services & Charges	\$2,570	\$1,738	\$1,641	\$3,282	\$3,282
Total Expenditures	\$3,043	\$1,738	\$1,641	\$3,467	\$3,467

Function Statement

The Ottawa County Facilities Maintenance Department is responsible for maintaining and protecting County-wide assets including all facilities, grounds, and related equipment. In addition, the department assures we operate in compliance with all federal, state, and local building codes. The Facilities Maintenance Department takes pride in maintaining a safe, clean, and comfortable environment for all employees, clients, and visitors.

Mission Statement

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

Goal: Perform preventative maintenance

Objective: Perform daily inspection of all County facilities and related systems

Measure: % of work days when all required inspections were made

Objective: Check climate control system no less than two times a day

Measure: # of times significant deficiencies require a dispatch of personnel to correct

Measure: % of work days when climate controls were checked twice

Objective: Follow Federal, State, and Local codes with no violations

Measure: # of building code violations

Measure: # of reported accidents in buildings or on grounds

Goal: Provide a timely response to identified building issues

Objective: Complete 95% of work orders in scheduled time

Measure: % of work orders not completed on schedule

Objective: When preventative maintenance is not able to correct problems before they occur, outside contractors will correct the problem promptly

Measure: # of significant deficiencies requiring more than four (4) hours to correct

Measure: # of hours of building "down" time

Goal: Maintain and operate buildings in a cost efficient manner

Objective: The maintenance and operation cost per square foot will not increase more than the consumer price index for fuel and utilities

Measure: Target average maintenance and operation cost per square foot for 2008 for all County facilities is less than \$6.50 per square foot

Measure	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
Total Square Footage – all buildings*	562,500	562,500	600,982	632,982
# work orders processed	38,000	41,775	46,000	50,000
% of work days that all daily inspections were made	N/A	97%	98%	98%
# of times significant deficiencies require dispatch of personnel to correct Climate Control	N/A	112	115	110
% of work days when climate controls were checked twice	N/A	100%	100%	100%
<i>Efficiency:</i>				
% of work orders completed on schedule	N/A	96.87%	97%	98%
# of significant deficiencies requiring more than four (4) hours to correct	N/A	16	15	15
Average maintenance cost per square foot	\$5.94	\$5.78	\$5.81	\$6.47

Fund: (1010) General

Department (2651-2668): Facilities Maintenance

Measure	2006	2007	2008 Estimated	2009 Projected
% increase in cost/sq ft - County	(2.0)%	(2.7)%	0.5%	11.4%
CPI for Fuel and Utilities	8.8%	3.0%	N/A	N/A
<i>Outcome:</i>				
# of building code violations	N/A	0	0	0
# of reported accidents in buildings or on grounds	N/A	9	8	8
# of hours of building "down" time	N/A	4	0	0
<i>* Does not reflect the Fillmore addition currently under construction</i>				

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Facilities Maintenance Director	0.000	1.000	1.000	\$82,405
Facilities Maintenance Superintendent	1.000	0.000	0.000	\$0
Building & Grounds Supervisor	1.000	1.000	1.000	\$57,065
Custodial/Maintenance Supervisor	1.000	1.000	1.000	\$47,491
Administrative Services Director	0.310	0.000	0.000	\$0
Custodian II	5.000	5.000	5.000	\$144,764
Maintenance Worker	10.000	11.000	11.000	\$405,214
Housekeeper	5.250	5.250	5.250	\$131,036
Secretary	1.000	1.000	1.000	\$34,571
Records Processing Clerk I	0.600	0.600	0.600	\$14,513
	25.160	25.850	25.850	\$917,059

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Charges for Services					
Rents	\$2,397,103	\$2,511,754	\$2,610,933	\$2,851,159	\$2,873,024
Other Revenue	\$7,512	\$5,771	\$4,499	\$6,000	\$150
Total Revenues	\$2,404,615	\$2,517,525	\$2,615,432	\$2,857,159	\$2,873,174
Expenditures					
Personnel Services	\$1,129,849	\$1,226,904	\$1,321,330	\$1,387,126	\$1,432,401
Supplies	\$174,975	\$182,108	\$176,519	\$195,100	\$214,605
Other Services & Charges	\$1,850,081	\$1,933,688	\$1,995,485	\$2,317,766	\$2,452,189
Capital Outlay				\$75,000	
Total Expenditures	\$3,154,905	\$3,342,700	\$3,493,334	\$3,974,992	\$4,099,195

Budget Highlights:

The 2008 estimate reflects a partial year of anticipated increases in expenditures for the West Olive expansion. 2009 reflects a full year of the West Olive expansion and a partial year of the new Grand Haven facility.

Function Statement

The Drain Commissioner provides direction to private land owners and units of government through organization of projects as petitioned or as maintained, to insure proper storm water drainage. Funding is arranged for all projects through drain assessments as warranted. The office keeps records and accounts for all legally established County drains. Storm water management guidelines are provided for land development with the County. The Drain Commissioner oversees storm water quality, in particular, as it relates to the Soil Erosion and Sedimentation Control Act, P.A. 347 and Phase II of the Federal Clean Water Act.

Mission Statement

Minimize damage caused by flooding through proper stormwater management for the citizens of Ottawa County and protect surface waters through the development review process, soil erosion control and water quality educational programs.

Drain Code Administration

Goal: Provide leadership in stormwater management and facilitate establishment and maintenance of County Drains to provide, drainage, flood prevention and stream protection to urban and agricultural lands

Objective: Respond to petition requests to create or maintain drains within 5 days of request

Measure: % of petitions prepared within 5 days of request

Objective: Hold public hearing within 90 days of receipt of petition

Measure: % of public hearings held within 90 days of receipt of petition

Objective: Prepare plans and bid documents within 180 days of determination of necessity

Measure: % of plans & bid documents completed within 180 days of determination of necessity for petition

Objective: Respond to drainage complaints/maintenance requests within 48 hours

Measure: % of drainage complaints responded to within 48 hours of receipt of complaint

Objective: Resolve drainage complaints within 30 days which are Drain Commissioner responsibility

Measure: % of complaints resolved within 30 days of receipt of complaint

Objective: Secure 100% of financing necessary for drain projects before project begins.

Measure: % of projects where financing was secured prior to commencement of project

Objective: Provide research and general drainage information to citizens of Ottawa County

Measure: % of citizen requests that are provided assistance

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Outcome/Efficiency:</i>				
<i>% of petition requests completed within 5 days</i>	100%	100%	100%	100%
<i>% of public hearings held within 90 days of receipt of petition</i>	50%	50%	75%	100%
<i>% of plans & bid documents completed within 180 days of determination of necessity for petition</i>	100%	100%	100%	100%
<i>% of drainage complaints responded to within 48 hours of receipt of complaint</i>	90%	90%	100%	100%
<i>% of drainage complaints under Drain Commissioner jurisdiction requiring maintenance that are resolved within 30 days</i>	85%	75%	90%	100%
<i>% of drain projects where financing was secured prior to commencement of project</i>	100%	100%	100%	100%
<i>% of citizen requests that are provided assistance</i>	100%	100%	100%	100%

Development Review

Michigan Subdivision Control Act (Act 591, PA of 1996)

Goal: Review and approve stormwater management systems within all plats

Objective: Issue preliminary site plan approval within 30 days of receipt of application, plans and fee

Measure: % of preliminary plat site plans approved within 30 days of receipt of required information

Objective: Issue construction plan approval within 30 days of receipt of construction plans and fee

Measure: % of plat construction plans approved with 30 days of receipt of required information

Objective Three: Issue final site plan approval within 10 days of receipt of required documentation

Measure: % of plat mylars signed (given final approval) within 10 days of receipt of required documentation

Goal: Provide a legal mechanism for platted developments to allow for future maintenance of the drainage infrastructure

Objective: Establish stormwater infrastructure within all new plats as a County Drain

Measure: % of County Drains established in new plats

Goal: Require design criteria in the Drain Commissioners Stormwater Control Policy to reduce the probability of flooding of both the property within a development and adjacent to a development.

Objective: Review and/or update the Drain Commissioner’s Stormwater Control Policy annually

Measure: Completion of review and/or update

Mobile Home Commission Act 96 of 1987 as Amended

Goal: Review and approve stormwater management systems within all mobile home parks

Objective: Issue drainage approval within 30 days of receipt of application, plans and fee

Measure: % of Mobile Home Park site plans approved within 30 days of receipt of required information

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>Completion of annual review and/or update of Stormwater Control Policy (Yes/No)</i>	Yes	No	Yes	Yes
<i>Outcome/Efficiency:</i>				
<i>% of plat preliminary site plans approved within 30 days of receipt of required information</i>	100%	100%	100%	100%
<i>% of plat construction plans approved within 30 days of receipt of required information</i>	100%	100%	100%	100%
<i>% of Plats given final approval within 10 days of receipt of required documentation</i>	100%	100%	100%	100%
<i>% of drains established in plats reviewed and approved by the Drain Commissioner</i>	100%	100%	100%	100%
<i>% of Mobile Home Park site plans approved within 30 days of receipt of required information</i>	N/A	N/A	100%	100%

Inland Lake Level Act – Part 307, PA 451 of 1994**Goal:** Facilitate establishment of Inland Lake Levels**Objective:** Provide information and petition forms within 5 days of request to establish a lake level**Measure:** % of petition forms distributed within 5 days of request**Objective:** Review petitions received for accuracy and compliance within 30 days of receipt**Measure:** % of petitions reviewed within 30 days of receipt**Objective:** Formally submit completed petitions to Circuit Court to establish a lake level**Measure:** % of petitions submitted to Circuit Court**Goal:** Ensure all legally established Inland lake Levels are functioning as designed to maintain proper water level**Objective:** Respond to complaints/maintenance requests within 48 hours**Measure:** % of complaints/maintenance requests responded to within 48 hours of receipt**Objective:** Conduct inspections and complete reports of said inspections for all established lake levels every three years**Measure:** % of inspections made and reports completed as required

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Outcome/Efficiency:</i>				
<i>% of petition forms distributed within 5 days of request</i>	N/A	N/A	100%	100%
<i>% of petitions reviewed with 30 days of receipt</i>	N/A	N/A	100%	100%
<i>% of completed petitions submitted to Circuit Court to establish a lake level</i>	N/A	N/A	100%	100%
<i>% of complaints/maintenance requests that were responded to within 48 hours of receipt</i>	100%	100%	100%	100%
<i>% of inspections made and reports completed every three years for all legally established lake levels (due in 2007)</i>	N/A	100%	N/A	N/A

Soil Erosion & Sedimentation Control**Goal:** Effectively prevent erosion and control sedimentation resulting from construction related activities to improve and protect the quality of the surface waters of the State**Objective:** Review permit application & plan submitted and make initial site inspection within 30 days of submittal**Measure:** % of applications and plans reviewed within 30 days**Measure:** % of initial site inspections made within 30 days**Objective:** Issue permits for all earth changing activities within 500 feet of a lake, stream or County Drain or that disturb one or more acres within 2 days of completion of the plan review and site inspection**Measure:** % of permits issued within 2 days of plan review and site inspection**Objection:** Inspect all permitted sites during construction on a regular basis to ensure permit compliance. The number of inspections needed depends on the potential for erosion on that particular site.**Measure:** % of site inspections made (based on erosion potential)**Objective:** Follow thru on all areas of non-compliance to minimize erosion and off-site sedimentation within 24 hours of inspection**Measure:** % of violations that receive follow up within 24 hours of inspection/discovery**Objective:** Review and/or update the County Soil Erosion & Sedimentation Control Ordinance annually**Measure:** Completion of review and/or update

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>Completion of annual review and/or update of the County Ordinance(Yes/No)</i>	Yes	No	Yes	Yes
<i>Outcome/Efficiency:</i>				
<i>% of permit applications & plans reviewed and site inspections made within 30 days of submittal</i>	100%	100%	100%	100%
<i>% of permits issued within 2 days of completion of plan review & site inspection</i>	100%	100%	100%	100%
<i>% of permitted sites inspected on a regular basis (based on erosion potential)</i>	70%	90%	100%	100%
<i>% of violations that received follow up within 24 hours of inspection/discovery</i>	90%	100%	100%	100%

Federal Clean Water Act, Phase II Stormwater Regulations

Goal: Develop and implement a program through a cooperative, coordinated effort that will aid in the improvement of our surface water quality and will create public awareness of the effects of stormwater pollution on the surface waters of the State.

Objective: Obtain Certificate of Coverage (every five (5) years) as required by law to discharge stormwater from County Drains to waters of the State

Measure: Receipt of Certificate of Coverage

Objective: Update Illicit Discharge & Elimination Plan (IDEP) annually for both the Macatawa Watershed and the Lower Grand River Watershed

Measure: Completion of Illicit Discharge & Elimination plan update for the Macatawa Watershed and Lower Grand River Watershed

Objective: Perform re-inspection of all stormwater outfalls as identified in the IDEP to determine if there are pollutants being discharged from County Drains into waters of the State as required every 5 years

Measure: % of required outfalls meeting inspection requirements

Measure: % of outfalls requiring a second inspection be made due to **suspicion** of an illicit discharge

Objective: Eliminate 100% of illicit stormwater connections within 2 years of discovery

Measure: % of illicit connections eliminated within 2 years of discovery

Objective: Update Public Education Plan (PEP) every 5 years to ensure that it reaches diverse audiences to gain community support by educating the public about the importance of water quality initiatives and the resulting benefits to the community in the Macatawa Watershed and the Lower Grand River Watershed

Measure: Update of PEP for the Macatawa Watershed and Lower Grand River Watershed within required time frame

Objective: Update StormWater Pollution Prevention Initiative (SWPPI) every 5 years to enforce a comprehensive stormwater management program for post-construction controls in areas of new development and significant redevelopment and assess progress made in stormwater pollution prevention in the Macatawa Watershed and the Lower Grand River Watershed

Measure: Update of the SWPPI for the Macatawa Watershed and the Lower Grand River Watershed within required time frame

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>Valid Certificate of Coverage in effect from MDEQ (Yes/No)</i>	Yes	Yes	Yes	Yes
<i>Update of IDEP (due in 2008)</i>	N/A	Yes	N/A	N/A
<i>Update of PEP (due in 2008)</i>	N/A	Yes	N/A	N/A
<i>Update of SWPPI (due in 2008)</i>	N/A	Yes	N/A	N/A
<i>Outcome/Efficiency:</i>				
<i>% of stormwater outfalls inspected that required a 2nd inspection due to discovery of an illicit discharge</i>	Less than 1%	Less than 1%	Less than 1%	Less than 1%
<i>% of illicit connections eliminated within 2 years of discovery</i>	100%	100%	100%	100%

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Drain Commissioner	1.000	1.000	1.000	\$76,859
Deputy Drain Commissioner	1.000	1.000	1.000	\$59,627
Soil Erosion Control Agent	1.000	1.000	1.000	\$37,698
Soil Erosion Control Inspector	1.000	1.000	1.000	\$35,892
Records Processing Clerk II	1.000	1.000	1.000	\$32,636
Development Coordinator	1.000	1.000	1.000	\$36,641
Construction Inspector	1.000	1.000	1.000	\$43,942
	7.000	7.000	7.000	\$323,295

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Licenses	\$83,592	\$79,070	\$60,586	\$64,000	\$50,000
Intergovernmental Revenue	\$129,556	\$120,444			
Charges for Services	\$12,050	\$7,300	\$4,150	\$5,000	\$5,000
Other Revenue					
Total Revenues	\$225,198	\$206,814	\$64,736	\$69,000	\$55,000
Expenditures					
Personnel Services	\$386,358	\$429,604	\$443,906	\$492,087	\$497,683
Supplies	\$16,908	\$13,161	\$17,502	\$16,475	\$14,260
Other Services & Charges	\$223,932	\$226,171	\$106,467	\$124,023	\$127,891
Total Expenditures	\$627,198	\$668,936	\$567,875	\$632,585	\$639,834

Budget Highlights:

2006 reflects the completion of a \$250,000 FEMA to update floodplain elevations for incorporation into the Digital Flood Insurance Rate map.

Function Statement

The Ottawa Soil and Water Conservation District is a locally controlled resource management agency, created by concerned landowners, and administered by a publicly elected Board of Directors. The District provides local coordination for many State and Federal land and water management programs, and works with local governmental units to positively influence private land management decisions. Assistance and education is offered to landowners, educators, businesses, and organized groups in wise management of their natural resources.

Department Goals and Objectives
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Goal: Expand the effectiveness of the District

Goal: Promote the use of positive land use management practices

Goal: Facilitate the protection of ground and surface water quality

Resources

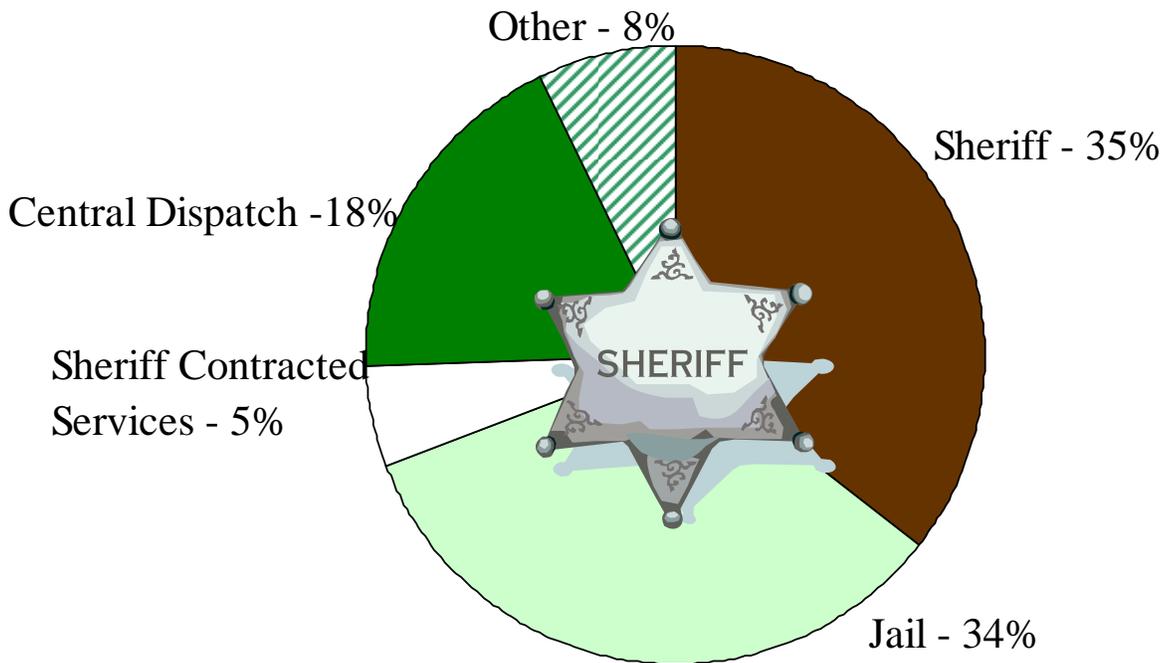
Personnel

No personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Expenditures					
Other Services & Charges	\$19,539	\$23,290	\$20,609	\$32,766	\$32,766
Total Expenditures	\$19,539	\$23,290	\$20,609	\$32,766	\$32,766

2009 General Fund Public Safety Expenditures \$23,949,288



Function Statement

Administrative Division

The function of the Administrative Division is to set objectives for the department; make plans; develop procedures; organize and reorganize; provide for staffing and equipping the department; adopt rules and regulations for the administration; discipline; equipment and uniforms of the members and officers of the department; affixing powers and duties, prescribing penalties for violations of any such rules and regulations, and providing for enforcement thereof, inspect and recommend promotion of personnel; coordinate efforts and relationships; establish policies; report on departmental activities and/or accomplishments; maintain good public and official relations; present the department budget; provide general administration to the department; and to provide adequate training of department personnel.

In addition to our main office in West Olive, our Law Enforcement Division Operations and Services operates out of small satellite offices in Grand Haven, Holland, Spring Lake and Marne to more efficiently service those areas of the County.

Various indicators are used to discern the effectiveness of department programs. It is important to note that the Sheriff's department does not control these indicators, but rather has an influence on them. Consequently, these measures do not tell whether or not the Sheriff's department is doing a good job, but will indicate if programs additions or changes are necessary.

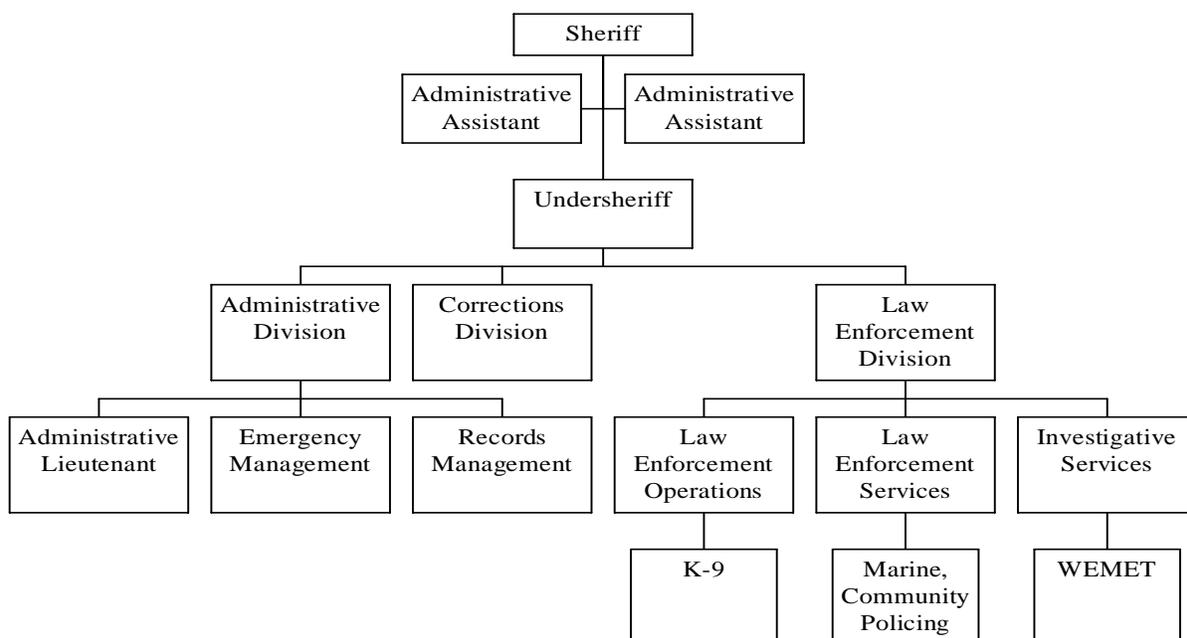
Records Unit

The function of the Records Unit is to maintain a centralization of records; to provide timely, accurate, and complete information to administrative and operational components of the department and provide maintenance of warrants; to document all civil process and subpoenas and expedite the timely service of said documents within the time prescribed by law.

Investigative Unit

The function of the Investigative Unit is to coordinate criminal investigations and investigate as necessary all criminal offenses and situations which may become criminal in nature for the purpose of apprehending, interrogating and prosecuting offenders, and recovering stolen property; interrogate arrested persons referred by Uniformed Services or Operations; investigate or arrest persons wanted for criminal offenses by other jurisdictions, and maintain investigative liaisons with other police agencies; to supply information necessary for effective operations on matters of inter-divisional interest; coordinate incoming extraditions.

Ottawa County Sheriff's Department



Mission Statement

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

ADMINISTRATIVE DIVISION

Goal: To provide programs and services that minimize crime in order to assure a high quality of life for the citizens of Ottawa County.

Objective: Violent (Index) crimes will be below 18 per 1,000 residents

Objective: Non violent (Non-Index) crimes will be below 70 per 1,000 residents

Objective: At least 80% of citizens will feel safe in their neighborhood

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Outcome</i>				
<i>Violent crimes per 1,000 residents</i>	14.4	14.5	<15	<16
<i>Non-violent crimes per 1,000 residents</i>	70.7	63.6	<65	<65
<i>% of residents who feel safe in their neighborhood*</i>	N/A	N/A	99%	N/A
* Citizen surveys are completed every two years.				

RECORDS DIVISION

Goal: To provide quality records management services for the criminal justice system and residents of Ottawa County.

Objective: Enter warrants in the Michigan Law Enforcement Information Network (LEIN) within 1 day of receipt

Objective: Enter personal protection orders (PPO) in the Michigan Law Enforcement Information Network (LEIN) within 1 day of receipt

Objective: Provide police reports within 2 days of request

Objective: Transcribe officer reports within 2 days of receipt

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i># of documents transcribed</i>	15,563	16,048	16,292	16,540
<i># of original and supplemental reports</i>	20,309	19,181	19,374	19,770
<i>Outcome/Efficiency:</i>				
<i>% of time warrants are entered in to the LEIN within 1 day of receipt</i>	90%	95%	95%	96%
<i>% of time PPOs are entered in to the LEIN within 1 days of receipt</i>	94%	95%	97%	98%
<i>% of time police reports are provided within 2 days of request</i>	90%	92%	95%	96%
<i>% of time officer reports are transcribed within 2 days of receipt</i>	80%	83%	85%	87%

INVESTIGATIVE DIVISION

Goal: To provide closure to citizens of Ottawa County who have been the victims of crime and hold offenders accountable for their actions.

Objective: To attain a clearance rate on violent (Index) crimes of no less than 90%

Measure: % of violent crimes cleared

Objective: To attain a clearance rate on non-violent (Non-Index) crimes of no less than 90%

Measure: % of non-violent crimes cleared

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i># of cases assigned</i>	1,684	1,968	1,986	2,016
<i># of criminal arrests</i>	321	345	355	467
<i>Efficiency:</i>				
<i># cases per detective</i>	140	164	166	168
<i>Outcome:</i>				
<i>% of violent crimes cleared</i>	92%	91%	91.5%	92%
<i>% of non-violent crimes cleared</i>	93%	95%	94%	95%

PATROL DIVISION

Goal: To enhance public safety through the use of road patrol officers to deter and respond timely to traffic violations and crashes

Objective: Minimize traffic crashes

Measure: The number of traffic crashes per 1,000 citizens will be below 50

Measure: The number of fatal traffic crashes per 1,000 citizens will be below .12

Measure: The number of alcohol related crashes per 1,000 citizens will be below 2

Objective: To provide timely assistance to citizen calls for service

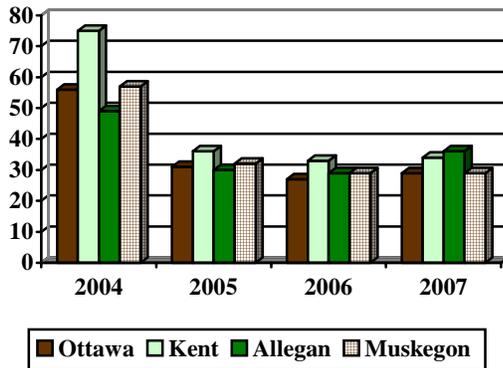
Measure: The average County-wide response time for calls will be less than 10 minutes

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i># of calls for service</i>	73,523	76,175	76,944	77,721
<i># of traffic accidents investigated</i>	5,468	5,864	5,666	5,694
<i>Efficiency:</i>				
<i># citizens per deputy</i>	2,970	2,970	2,975	2,980
<i>Outcome:</i>				
<i># of traffic crashes per 1,000 citizens *</i>	21	22	23	24
<i># of fatal traffic crashes per 1,000 citizens *</i>	.10	.07	.08	.09
<i># of alcohol related crashes per 1,000 citizens *</i>	1.17	.98	1.01	1.02
<i>Average # of minutes to respond to call</i>	6.8	6.9	7.0	7.1

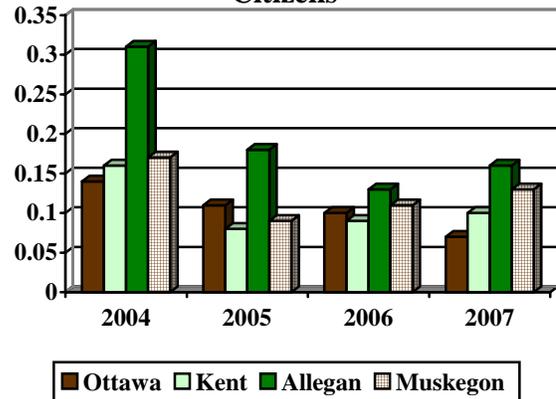
* Figures represent the total crashes for the entire County, whether reported by the Ottawa County Sheriff's Department or the police department of a city within Ottawa County.

<i>Outcome Benchmarks:</i>	2004	2005	2006	2007
<i># of traffic crashes per 1,000 citizens - Ottawa</i>	56	31	27	29
<i># of traffic crashes per 1,000 citizens - Kent</i>	75	36	32	34
<i># of traffic crashes per 1,000 citizens - Allegan</i>	49	30	29	36
<i># of traffic crashes per 1,000 citizens - Muskegon</i>	56	32	29	29
<i># of fatal traffic crashes per 1,000 citizens - Ottawa</i>	.14	.11	.10	.07
<i># of fatal traffic crashes per 1,000 citizens - Kent</i>	.16	.08	.09	.10
<i># of fatal traffic crashes per 1,000 citizens - Allegan</i>	.31	.18	.13	.16
<i># of fatal traffic crashes per 1,000 citizens - Muskegon</i>	.17	.09	.11	.13
<i># of alcohol related crashes per 1,000 citizens - Ottawa</i>	2.0	1.24	1.17	1.11
<i># of alcohol related crashes per 1,000 citizens - Kent</i>	2.93	1.73	1.57	1.55
<i># of alcohol related crashes per 1,000 citizens - Allegan</i>	2.21	1.54	1.47	1.52
<i># of alcohol related crashes per 1,000 citizens - Muskegon</i>	2.15	1.35	1.34	1.33

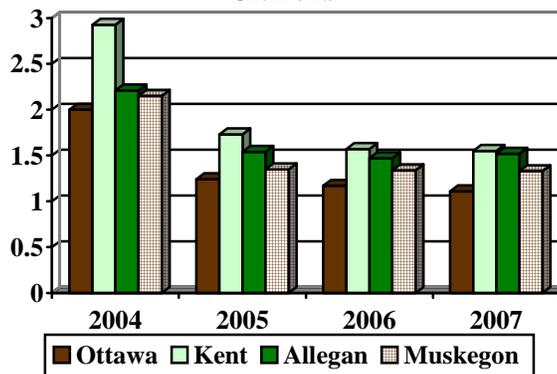
Traffic Crashes per 1,000 Citizens



Fatal Traffic Crashes per 1,000 Citizens



Alcohol Related Crashes per 1,000 Citizens



The graphs above show that crash rates in Ottawa County compare favorably with adjacent counties.

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Sheriff	1.000	1.000	1.000	\$108,844
Undersheriff	1.000	1.000	1.000	\$90,328
Administrative Management Director	0.000	0.000	0.000	\$0
Records Management Director	1.000	1.000	1.000	\$62,551
Sergeant	8.950	8.950	10.250	\$650,506
Lieutenant	4.000	4.000	3.700	\$269,412
Evidence Technician	1.000	1.000	1.000	\$57,327
Road Patrol Deputy	29.000	29.000	29.000	\$1,620,988
Detective	12.000	12.000	13.000	\$785,816
Administrative Secretary II	2.000	2.000	2.000	\$94,966
Clerk Typist II/Matron	9.000	9.000	10.000	\$324,745
	68.950	68.950	71.950	\$4,065,483

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue		\$6,908			
Charges for Services	\$171,104	\$161,800	\$186,857	\$178,045	\$167,500
Other Revenue	\$31,965	\$8,869	\$8,647	\$10,000	\$10,000
Total Revenues	\$203,069	\$177,577	\$195,504	\$188,045	\$177,500
Expenditures					
Personnel Services	\$5,241,439	\$5,621,560	\$5,941,132	\$6,183,566	\$6,656,031
Supplies	\$241,478	\$300,896	\$249,019	\$265,000	\$378,414
Other Services & Charges	\$1,005,223	\$1,138,419	\$1,236,098	\$1,390,181	\$1,450,691
Capital Outlay					
Total Expenditures	\$6,488,140	\$7,060,875	\$7,426,249	\$7,838,747	\$8,485,136

Budget Highlights:

3 new positions are included in the 2009 budget.

Function Statement

The West Michigan Enforcement Team (WEMET) consists of five deputies and one sergeant assigned to the WEMET Multi-Jurisdictional Drug Enforcement Team (coordinated by the Michigan State Police) to enhance drug enforcement activities.

Mission Statement

Enhance drug enforcement efforts and reduce drug related incidents in the county.

Goal: County law enforcement will be proactive in its efforts to curtail the use and trafficking of illegal drugs.

Objective: Reduce the incidence of drug activity in Ottawa County.

Measure: # of drug related complaints will be less than 1.3 per 1,000 residents

Measure: # of drug related deaths will be less than .05 per 1,000 residents

Objective: Identify deterrents to the threat of methamphetamine production in Ottawa County.

Measure: # of methamphetamine related incidents will be no more than .03 per 1,000 residents

Objective: Provide drug education in the schools to reduce juvenile use of drugs.

Measure: # of juvenile arrests for drug and narcotic violations will be no more than .6 per 1,000 residents

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i># of Arrests</i>	194	182	188	191
<i># of Narcotic Presentations</i>	21	20	24	22
<i># of Vehicle Seizures</i>	17	10	13	15
<i>Outcome:</i>				
<i># of drug related public complaints per 1,000 residents</i>	1.04	1.01	1.03	1.05
<i># of drug related deaths per 1,000 residents</i>	.02	.02	.02	.03
<i># of methamphetamine related incidents per 1,000</i>	<.02	<.03	<.05	<.07
<i># of juvenile arrests for drug/narcotics violations</i>	.50	.60	.65	.68

Resources

Personnel		2007 # of	2008 # of	2009 # of	2009 Budgeted
	Position Name	Positions	Positions	Positions	Salary
	Sergeant	1.000	1.000	1.000	\$64,620
	Road Patrol Deputy	5.000	5.000	5.000	\$286,015
		6.000	6.000	6.000	\$350,635

Funding	2005	2006	2007	2008	2009
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$3,895	\$25,854	\$19,924	\$10,000	\$20,000
Other Revenue				\$350	\$350
Total Revenues	\$3,895	\$25,854	\$19,924	\$10,350	\$20,350
Expenditures					
Personnel Services	\$462,648	\$498,136	\$531,510	\$533,556	\$545,380
Supplies	\$5,888	\$5,927	\$9,207	\$6,100	\$5,850
Other Services & Charges	\$50,821	\$53,671	\$68,762	\$58,070	\$58,397
Total Expenditures	\$519,357	\$557,734	\$609,479	\$597,726	\$609,627

Fund: (1010) General Fund

Departments: (3110-3113 and 3130-3180) Community Policing Contracts

Function Statement

This schedule reports the activity in six departments in the General Fund: 3110 - COPS -Georgetown/Jamestown, 3112 - COPS - Allendale/Jenison, 3113 - COPS - Holland/West Ottawa, 3130 - Zoning Enforcement, 3170 - Blendon/Tallmadge/Holland/Zeeland (CITE), and 3180 - COPS - West Ottawa. Each of these departments records a contractual arrangement between the Sheriff's department and a municipality for community policing services.

Several municipalities contract with the Sheriff's Department to provide Community Policing Services. The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole.

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Road Patrol Deputy	8.000	2.000	2.000	\$114,332

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$602,329	\$612,655	\$386,245	\$107,110	\$113,773
Other			\$952		
Total Revenues	\$602,329	\$612,655	\$387,197	\$107,110	\$113,773
Expenditures					
Personnel Services	\$575,490	\$599,848	\$396,137	\$163,512	\$172,874
Supplies	\$7,338	\$5,845	\$13,726	\$2,063	\$2,425
Other Services & Charges	\$81,206	\$70,667	\$48,913	\$17,352	\$18,347
Capital Outlay					
Total Expenditures	\$664,034	\$676,360	\$458,776	\$182,927	\$193,646

Budget Highlights:

During 2007 and continuing in 2008, certain contractual programs were consolidated with others to streamline accounting and billing. These programs were moved to fund 2610- Sheriff Contracts.

Fund: (1010) General Fund

Department: (3119) City of Coopersville

The City of Coopersville contracts with the Sheriff's Department to provide Community Policing Services. The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole.

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Sergeant	1.000	1.000	1.000	\$64,620
Road Patrol Deputy	4.000	4.000	4.000	\$219,023
	5.000	5.000	5.000	\$283,643

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$453,510	\$469,681	\$482,754	\$473,252	\$487,871
Total Revenues	\$453,510	\$469,681	\$482,754	\$473,252	\$487,871
Expenditures					
Personnel Services	\$401,307	\$412,431	\$428,763	\$416,566	\$431,445
Supplies	\$4,032	\$5,240	\$1,523	\$9,620	\$8,150
Other Services & Charges	\$48,172	\$52,009	\$52,469	\$47,066	\$48,276
Total Expenditures	\$453,511	\$469,680	\$482,755	\$473,252	\$487,871

Fund: (1010) General Fund

Department: (3120) City of Hudsonville

The City of Hudsonville contracts with the Sheriff's Department to provide Community Policing Services. The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole.

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Sergeant	1.000	1.000	1.000	\$64,620
Road Patrol Deputy	5.000	5.000	5.000	\$277,355
	6.000	6.000	6.000	\$341,975

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue		\$248,238	\$453,020	\$582,402	\$592,738
Other Revenue			\$1,036		
Total Revenues		\$248,238	\$454,056	\$582,402	\$592,738
Expenditures					
Personnel Services		\$199,497	\$405,627	\$484,169	\$527,576
Supplies		\$26,243	\$5,948	\$12,838	\$6,100
Other Services & Charges		\$22,498	\$42,482	\$58,323	\$59,062
Total Expenditures		\$248,238	\$454,057	\$555,330	\$592,738

Budget Highlights:

During 2006, the County finalized an agreement with the City of Hudsonville to provide policing services. 2007 and beyond reflect full year activity.

Function Statement

Public Act 302 of 1982 enables law enforcement agencies to receive 60% of funds generated by certified, full-time, Road Patrol Officers. Training provides and strengthens the opportunity for Officers to gain more expertise in all areas of law enforcement.

Mission Statement

To maintain and improve the expertise of Ottawa County officers.

Goal: Provide quality training to all department law enforcement officers.

Objective: New deputies will receive a nine week training program administered by the Road Patrol Field Training Program

Measure: 100% of new deputies will complete the ten-week training program

Objective: Officers will receive adequate training to achieve/maintain certification and expertise.

Measure: 100% of County deputies will be certified officers

Measure: 90% of all officers will receive 40+ hours of training per year

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i># of hours of training provided</i>	931	950	953	956
<i>% of officers receiving 40 hours of training per year</i>	85%	88%	89%	90%
<i>% of new deputies completing training course before deployment</i>	100%	100%	100%	100%
<i>% of deputies certified</i>	100%	100%	100%	100%
<i>Efficiency:</i>				
<i>Average Cost per officer for training sessions</i>	\$110	\$115	\$116	\$118

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005	2006	2007	2008	2009
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$15,309	\$27,169	\$29,882	\$27,500	\$30,000
Total Revenues	\$15,309	\$27,169	\$29,882	\$27,500	\$30,000
Expenditures					
Other Services & Charges	\$15,309	\$27,169	\$29,882	\$27,500	\$30,000
Capital Outlay					
Total Expenditures	\$15,309	\$27,169	\$29,882	\$27,500	\$30,000

Function Statement

This department records the tax revenue collected for the Ottawa County Central Dispatch Authority (OCCDA), a component unit of the County, and the lease payments to cover the principal and interest payments on the bond issue for the E-911 Central Dispatch system.
The last payment on the issue will be in the year 2009.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Taxes	\$3,613,436	\$3,787,704	\$4,020,342	\$4,231,750	\$4,396,371
Total Revenues	<u>\$3,613,436</u>	<u>\$3,787,704</u>	<u>\$4,020,342</u>	<u>\$4,231,750</u>	<u>\$4,396,371</u>
Expenditures					
Other Services & Charges	\$3,611,058	\$3,776,967	\$4,027,964	\$4,253,466	\$4,394,321
Total Expenditures	<u>\$3,611,058</u>	<u>\$3,776,967</u>	<u>\$4,027,964</u>	<u>\$4,253,466</u>	<u>\$4,394,321</u>

Budget Highlights:

The tax levy for the 2009 tax revenue is set at .4407 mills which is identical to the prior year levy.

Function Statement

The function of the Marine Patrol is to enforce State/local ordinances; perform miscellaneous services related to public health and safety; receive and process complaints; arrest offenders; prepare reports and testify in court; investigate water accidents; maintain records and logs of activity; cooperate with the United States Coast Guard, Michigan Department of Natural Resources, and other law enforcement agencies as necessary for the preservation of law and order; furnish assistance and provide control at special events; provide emergency medical aid; assist in the recovery of bodies; assist in the recovery of submerged property.

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

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

Mission Statement

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

Goal: Provide Marine Safety to the citizens and visitors of Ottawa County through education and enforcement.

Objective: Provide boater safety classes and seize media opportunities to educate citizens about marine safety

Measure: # of complaints per 1,000 residents will be less than 2

Measure: # of accidents will be less than 28

Measure: # of drownings will be less than 10

Objective: Maintain the Dive Team for needed responses in Ottawa County.

Measure: # of dive calls

Measure: 80% of dive team members will have received training within the last 12 months

Measure: The average number of minutes to respond to a dive call will be less than 10 minutes

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i># of contacts</i>	3,696	4,427	4,464	4,503
<i># of tickets</i>	244	311	325	346
<i># of persons certified in boat safety</i>	490	690	696	704
<i># of Dive Calls</i>	23	14	18	20
<i>% of dive team member trained in last 12 months</i>	100%	100%	100%	100%
<i>Outcome:</i>				
<i># of public complaints per 1,000 residents</i>	1.03	1.98	2.00	2.02
<i># of accidents</i>	19	10	15	18
<i># of drownings</i>	2	2	4	4
<i>Average # of minutes to respond to call</i>	9.6	9.1	9.3	9.6

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Sergeant	0.750	0.750	0.750	\$48,465

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$74,978	\$85,747	\$97,691	\$108,875	\$126,679
Charges for Services	\$272	\$92	\$70		
Other Revenue					
Total Revenues	\$75,250	\$85,839	\$97,761	\$108,875	\$126,679
Expenditures					
Personnel Services	\$144,691	\$150,360	\$160,263	\$150,964	\$149,713
Supplies	\$6,001	\$13,731	\$13,375	\$30,632	\$26,385
Other Services & Charges	\$43,136	\$52,726	\$55,249	\$68,941	\$84,143
Capital Outlay		\$11,238	\$14,805		
Total Expenditures	\$193,828	\$228,055	\$243,692	\$250,537	\$260,241

Budget Highlights:

In 2006 and 2007, State funds were provided for boating equipment.

Function Statement

The function of the Sheriff's Correctional Facilities is to provide safe, secure, and clean housing for all inmates within; to insure adequate medical treatment, counseling, guidance, and educational programs; to provide rehabilitative programs to include: Alcoholics Anonymous, Narcotics Anonymous, Sentence Work Abatement Program, and the Work Release Program. Additionally, this division provides court security for all courts and judges in the County as well as transports inmates to and from all courts, prisons, and any other facility as directed by the courts, documenting such movements.

Mission Statement

Protect the public from offenders that pose a danger and provide a safe and humane environment for individuals in custody

DETAINMENT

Goal: Maintain a secure and healthy correctional facility for inmates, staff and the community

Objective: Injuries and illness will be minimized

Measure: # of jail incidents per average daily population will be no more than 3

Objective: The jail will be maintained in accordance with standards set by the American Corrections Association (ACA)

Measure: % compliance with ACA standards

Goal: Citizens will be safe from inmates

Objective: Provide adequate supervision of inmates to reduce risk of escape

Measure: Incidence of escape or attempted escape from the jail will be zero

Goal: Continue to provide support to the inmate population

Objective: Provide volunteer services designed to equip inmates with the skills necessary to improve financial organization, job interview techniques, and basic health education

Measure: # of inmates attending programs

Measure: # of programs offered

Objective: Provide religious services to interested inmates

Measure: # of inmates attending services

Objective: Provide educational opportunities to inmates in the form of general equivalency programs

Measure: # of inmates receiving GED certificates

Objective: Continue to provide training opportunities to reduce liability and increase staff professionalism and skills

Measure: 90% of corrections officers will have had 40 hours of training in the last 12 months

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>Average daily jail population</i>	365	419	422	426
<i>% compliance with ACA standards</i>	100%	100%	100%	100%
<i># inmate support programs offered</i>	5	5	7	9
<i>Average # of inmates attending support programs</i>	150	162	165	169
<i>Average # of inmates attending religious services</i>	1,157	1,101	1,100	1,120
<i>% of corrections officers who have received 40 hours of training within the last 12 months</i>	97.6%	95.9%	97%	97.7%
<i>Efficiency:</i>				
<i>Cost per day/inmate</i>	\$53	\$49	\$51	\$52
<i>Outcome:</i>				
<i># of incidents per average daily population</i>	5	4.8	5	5.2
<i># inmates receiving GED certificates</i>	147	141	145	145
<i># of inmate escapes/attempted escapes during incarceration and transport</i>	0	0	0	0

TRANSPORT**Goal:** Improve the efficiency and effectiveness of the correctional operation**Objective:** Use video arraignment technology to limit the number of transports for court arraignments**Measure:** Physical transports for arraignments will be less than 10,000 per year**Goal:** Citizens will be safe from inmates during transport to Court proceedings**Objective:** Provide adequate supervision of inmates during transport to reduce risk of escape**Measure:** Incidence of escape or attempted escape during transport will be zero

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Efficiency:</i>				
<i># of inmates physically transported to court</i>	8,997	8,891	8,989	8,992
<i>Outcome:</i>				
<i># of inmate escapes/attempted escapes during incarceration and transport</i>	0	0	0	0

COURT HOUSE SECURITY**Goal:** Provide building security at county courthouses**Objective:** Screen members of the public for weapons/contraband at the entrance to all facilities**Measure:** There will be zero incidences of contraband items found/used in the court room**Objective:** Respond to court panic alarms and respond to medical calls within the facility in a timely fashion**Measure:** Court panic alarms and medical calls will be responded to within 2 minutes

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i># of contraband items found/confiscated by court security staff *</i>	2,322	475	500	525
<i># of court panic/medical emergency alarms responded to by court security staff</i>	49	25	37	39
<i>Outcome:</i>				
<i>% of court panic alarms and medical emergencies responded to within 2 minutes</i>	100%	100%	100%	100%

* The number of contraband items found has fallen since security check points have been established and additional signage outside the court buildings has been added.

Fund: (1010) General Fund

Department: (3510) Jail, (3540) Local Corrections Academy Grant, (3550) Excelling in the Correctional Environment Grant

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Lieutenant/Jail Administrator	1.000	1.000	1.000	\$67,879
Sergeant	6.000	6.000	6.000	\$360,030
Corrections Officer	51.000	50.000	51.000	\$2,276,215
Transportation Officer	14.000	15.000	14.000	\$670,756
Clerk Typist II/Matron	5.000	5.000	5.000	\$163,856
	77.000	77.000	77.000	\$3,538,736

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$45,870		\$150,495	\$30,274	
Charges for Services	\$623,258	\$614,541	\$630,401	\$629,924	\$709,694
Other Revenue	\$10,785	\$13,777	\$8,867	\$15,226	\$11,500
Total Revenues	\$679,913	\$628,318	\$789,763	\$675,424	\$721,194
Expenditures					
Personnel Services	\$4,520,077	\$4,831,317	\$5,160,316	\$5,438,463	\$5,504,887
Supplies	\$688,472	\$806,534	\$861,919	\$857,700	\$903,010
Other Services & Charges	\$1,427,314	\$1,453,255	\$1,541,461	\$1,589,844	\$1,644,475
Capital Outlay					
Total Expenditures	\$6,635,863	\$7,091,106	\$7,563,696	\$7,886,007	\$8,052,372

Function Statement

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

Mission Statement

Enhance public safety and promote domestic preparedness through a comprehensive emergency management program that will adequately mitigate, prepare for, respond appropriately to and quickly recover from natural, technological, and terrorist-related emergencies

Goal: Provide sustained activities to eliminate or reduce the long-term risk of property damage and loss of life from hazards and their effects

Objective: Identify locations for temporary shelters

Measure: % of County having an identified emergency shelter

Objective: Minimize the occurrence of local emergency declarations

Measure: # of declared emergencies

Measure: # of declared disasters

Goal: Establish authority and responsibility for emergency actions and provide resources to support them

Objective: Through the Local Emergency Planning Committee, develop and maintain emergency response plans for each type of emergency

Measure: Emergency response plans will be written and reviewed regularly

Objective: Communication and activity between response team members will be coordinated through a central location

Measure: The Emergency Operations Center will remain properly equipped to coordinate interagency response

Goal: A response team will be available to respond to emergencies

Objective: The Technical Response team (TRT) and Hazardous Materials (HAZMAT) team are adequately trained for a variety of emergencies

Measure: 100% of TRT/HAZMAT members are trained to respond to a variety of emergencies

Objective: Training exercises will be conducted to identify deficiencies and test the community's ability to respond to an emergency

Measure: # of training exercises conducted

Goal: Response to an emergency will be prompt

Objective: An emergency declaration will be requested within 24 hours of the causal event

Measure: Time between emergency occurrence and formal declaration

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>Local emergency response plans are established and up to date (Yes/No)</i>	Yes	Yes	Yes	Yes
<i>Emergency Operations Center equipped to handle interagency coordination in the event of an emergency (Yes/No)</i>	Yes	Yes	Yes	Yes
<i># of training exercises conducted</i>	4	4	5	6

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Outcome:</i>				
<i>% of County with an identified emergency shelter</i>	100%	100%	100%	100%
<i># of emergencies declared</i>	0	0	0	0
<i># of disasters declared</i>	0	0	0	0
<i>% of Technical Response team members trained to Medical 1st Responder level and 5 different rescue emergencies</i>	100%	100%	100%	100%
<i>% of Hazardous Material team members trained to HAZAMAT Advanced Technician Level</i>	100%	100%	100%	100%
<i>Average time (in hours) between emergency occurrence and formal declaration.</i>	24	24	24	24

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Director of Emergency Management	1.000	1.000	1.000	\$68,570
L.E.P.L. Coordinator	0.600	0.600	0.600	\$22,916
Records Processing Clerk II	0.500	0.500	0.500	\$15,786
	2.100	2.100	2.100	\$107,272

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$30,172	\$39,741	\$38,661	\$30,000	\$30,000
Charges for Services	\$33				
Other Revenue					
Total Revenues	<u>\$30,205</u>	<u>\$39,741</u>	<u>\$38,661</u>	<u>\$30,000</u>	<u>\$30,000</u>
Expenditures					
Personnel Services	\$126,552	\$138,168	\$140,332	\$151,331	\$155,293
Supplies	\$12,912	\$6,505	\$11,574	\$8,150	\$12,711
Other Services & Charges	\$70,971	\$76,168	\$146,655	\$166,838	\$140,995
Capital Outlay					
Total Expenditures	<u>\$210,435</u>	<u>\$220,841</u>	<u>\$298,561</u>	<u>\$326,319</u>	<u>\$308,999</u>

Function Statement

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

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
LEPC Coordinator	0.400	0.400	0.400	\$15,277

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$17,283	\$33,771	\$20,544	\$36,697	\$42,489
Other Revenue	\$9,099	\$350	\$18,771		
Total Revenues	\$26,382	\$34,121	\$39,315	\$36,697	\$42,489
Expenditures					
Personnel Services	\$16,442	\$20,303	\$21,666	\$23,333	\$23,677
Supplies	\$13,384	\$8,725	\$15,470	\$14,926	\$17,750
Other Services & Charges	\$16,499	\$34,727	\$20,377	\$35,042	\$43,550
Total Expenditures	\$46,325	\$63,755	\$57,513	\$73,301	\$84,977

Function Statement

In the aftermath of the 9/11 tragedy, the President created the Department of Homeland Security to address terrorism threats within the country. The department provides grant dollars to local governments to help them address potential weaknesses in security specific to their region.

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Solution Area Planner	1.000	0.000	0.730	\$41,822

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,314,968	\$17,677	\$59,033	\$74,203	\$60,000
Other Revenue					
Total Revenues	\$1,314,968	\$17,677	\$59,033	\$74,203	\$60,000
Expenditures					
Personnel Services	\$68,793	(\$183)	\$57,782	\$72,203	\$58,306
Supplies	\$851,344	\$39,074			\$200
Other Services & Charges	\$119,253	\$147	\$1,251	\$2,000	\$1,073
Capital Outlay	\$281,106				
Total Expenditures	\$1,320,496	\$39,038	\$59,033	\$74,203	\$59,579

Budget Highlights:

The 2005 amount represents the equipment portion of the Homeland Security Grant.

Function Statement

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

Mission Statement

Enhance public health and safety by responding to animal-related complaints and addressing the stray animal population

Goal: Educate the public regarding animal control issues and licensing requirements

Objective: Provide educational program to school children through the Be Aware, Kind & Responsible (BARK) program

Measure: # of children educated

Objective: Use media outlets and the annual dog census to promote the licensing of all dogs (in Michigan, dogs must be up-to-date on rabies vaccinations to be licensed)

Measure: # of dogs licensed

Goal: Ensure humane treatment of animals in Ottawa County of Ottawa

Objective: Animal Control officers will respond to animal cruelty complaints within 12 hours

Goal: Address public health concerns related to stray animals

Objective: The County will capture stray animals and transport them to the Harbor Shores Humane Society

Measure: # of stray animal bites will be less than 1 person per 1,000 residents

Measure: Reported incidence of rabies will be zero

Objective: The County will respond promptly to vicious animal complaints

Measure: Vicious animal complaints will be responded to within 10 minutes of receipt

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i># of Animals Retrieved</i>	1,612	1,879	1,897	1,917
<i># of students educated by BARK program</i>	2,940	2,891	2,920	2,949
<i># of licensed dogs</i>	20,115	19,530	20,557	21,193
<i>Efficiency:</i>				
<i>*Average # of hours before responding to animal cruelty complaints</i>	<1	<1	<1	<1
<i>*Average # of minutes before responding to vicious animal call</i>	<10	<8.5	<8.9	<9
<i>Outcome:</i>				
<i># of dog bites per 1,000 residents</i>	.62	1.40	1.43	1.45
<i># of reported cases of rabies</i>	0	0	0	0
<i># of animal cruelty complaints</i>	90	83	86	89

* Time depends if Animal Control is on or off duty. During off duty time the road patrol will respond to these calls.

Fund: (1010) General Fund

Department: (4300) Animal Control

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Animal Control Officer	3.000	3.000	3.000	\$120,924

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
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Expenditures

Personnel Services	\$147,296	\$125,965	\$165,078	\$178,616	\$185,819
Supplies	\$4,819	\$3,799	\$497	\$25,540	\$3,975
Other Services & Charges	\$196,514	\$198,096	\$216,294	\$176,890	\$199,987
Capital Outlay					
Total Expenditures	\$348,629	\$327,860	\$381,869	\$381,046	\$389,781



**2008 General Fund Budget
Public Works Expenditures \$124,050**



Function Statement

This department records the County's share of drain assessments as determined by the Drain Commissioner's office. The amount can vary significantly by year.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005	2006	2007	2008	2009
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Expenditures					
Other Services & Charges	\$15,816	\$59,187	\$219,386	\$253,300	\$124,050
Total Expenditures	\$15,816	\$59,187	\$219,386	\$253,300	\$124,050

Budget Highlights:

The County share of drain assessments varies by year depending on the number and scope of projects.

Function Statement

This department records the County's share of the Ottawa County Road Commission's Board of Commissioners salary.

Resources

Personnel

No personnel has been allocated to this department.

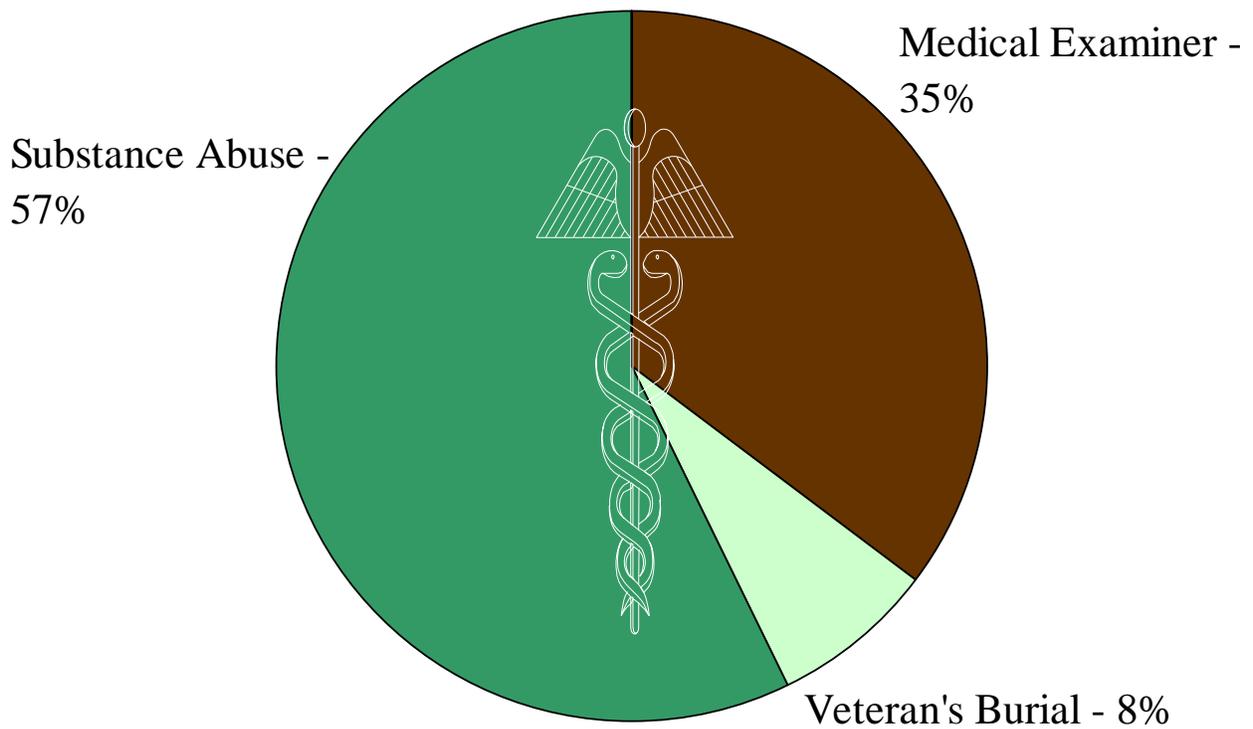
Funding

	2005	2006	2007	2008	2009
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Expenditures					
Other Services & Charges	\$12,250				
Total Expenditures	\$12,250				

Budget Highlights:

Beginning in 2006, the County no longer funds a portion of the Board of the Ottawa County Road Commission's salary.

2009 General Fund Health and Welfare Expenditures \$735,349



Function Statement

Public Act 2 of 1986 states that at least 50% of the State Convention Facility Tax revenue shall be used for substance abuse programs within the county from which the proceeds originated. It further states that these funds shall be distributed to the coordinating agency designated for that county pursuant to Section 6226 of Act No. 368 of the Public Health Code of 1978. For Ottawa County, that coordinating agency is Lakeshore Coordinating Council (LCC). The Council employs the following organizations to meet the substance abuse needs for Ottawa County:

Ottawa Alcoholic Rehabilitation, Inc. (OAR)	Ottawa County Family Independence Agency
Child and Family Services of West Michigan (CFSM)	Salvation Army
Crossroads Family Center/Catholic Social Services (Juvenile Detention)	

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$729,581	\$790,813	\$880,280	\$880,280	\$978,603
Total Revenues	\$729,581	\$790,813	\$880,280	\$880,280	\$978,603
Expenditures					
Personnel Services					
Supplies					
Other Services & Charges	\$259,190	\$285,593	\$414,801	\$440,140	\$421,302
Total Expenditures	\$259,190	\$285,593	\$414,801	\$440,140	\$421,302

Budget Highlights:

Although expenditures in total are not increasing, more of them are being charged through this department beginning in 2007.

Function Statement

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

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Record Processing Clk III	0.000	0.000	0.200	\$6,879

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Charges for Services	\$1,595	\$2,234	\$9,653	\$8,000	\$8,500
Total Revenues	\$1,595	\$2,234	\$9,653	\$8,000	\$8,500

Expenditures

Personnel Services	\$4,709	\$3,895	\$30,862	\$37,077	\$33,880
Supplies	\$210	\$731	\$129	\$750	\$750
Other Services & Charges	\$237,506	\$240,893	\$211,957	\$229,935	\$224,417
Total Expenditures	\$242,425	\$245,519	\$242,948	\$267,762	\$259,047

Budget Highlights:

The County began billing for cremation permits in 2007.

Function Statement

The Soldiers and Sailors Relief Commission receives burial claims from funeral directors and determines eligibility for the \$300 county burial allowance. Eligibility is determined by the time and length of service during an armed conflict, honorable discharge, and length of residency in Ottawa County. The commission also sees that government headstone markers are ordered and placed if desired by the veteran's spouse or family and that installation and financial restitution be made for the services rendered.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005	2006	2007	2008	2009
	Actual	Actual	Actual	Current Year	Adopted
				Estimated	by Board
Expenditures					
Other Services & Charges	\$53,100	\$69,355	\$49,050	\$67,000	\$55,000
Total Expenditures	\$53,100	\$69,355	\$49,050	\$67,000	\$55,000

Function Statement

The Veteran's Affairs Committee, formerly the Soldiers and Sailors Relief Commission, consists of three to five members appointed by the Board of Commissioners of Ottawa County. This department records administrative department records administrative expenditures of the commission such as mileage and per diem costs.

Resources

Personnel

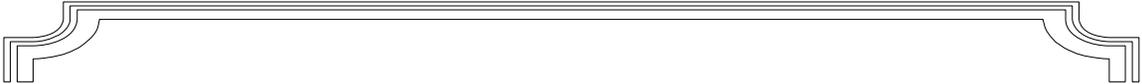
No personnel has been allocated to this department.

Funding

	2005	2006	2007	2008	2009
	Actual	Actual	Actual	Current Year	Adopted
				Estimated	by Board
Expenditures					
Supplies					
Other Services & Charges	\$58	\$1,724	\$49,050		
Total Expenditures	\$58	\$1,724	\$49,050		

Budget Highlights:

This department has been combined with the claims of the Veterans Affairs Committee reported in Special Revenue fund 2930 - Soldier's & Sailors Relief.



2009 General Fund Budget
Community & Economic Development
Expenditures \$673,050

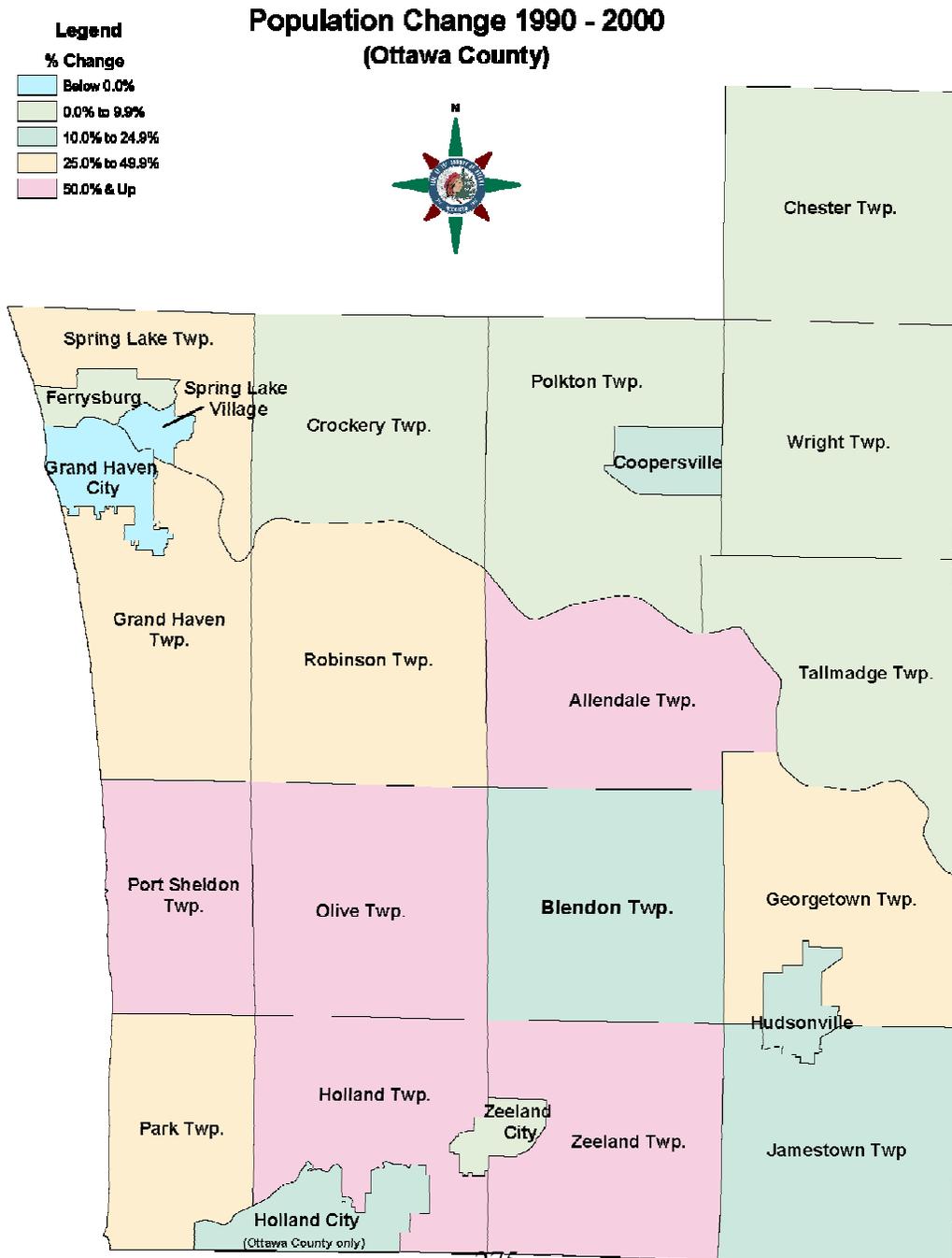


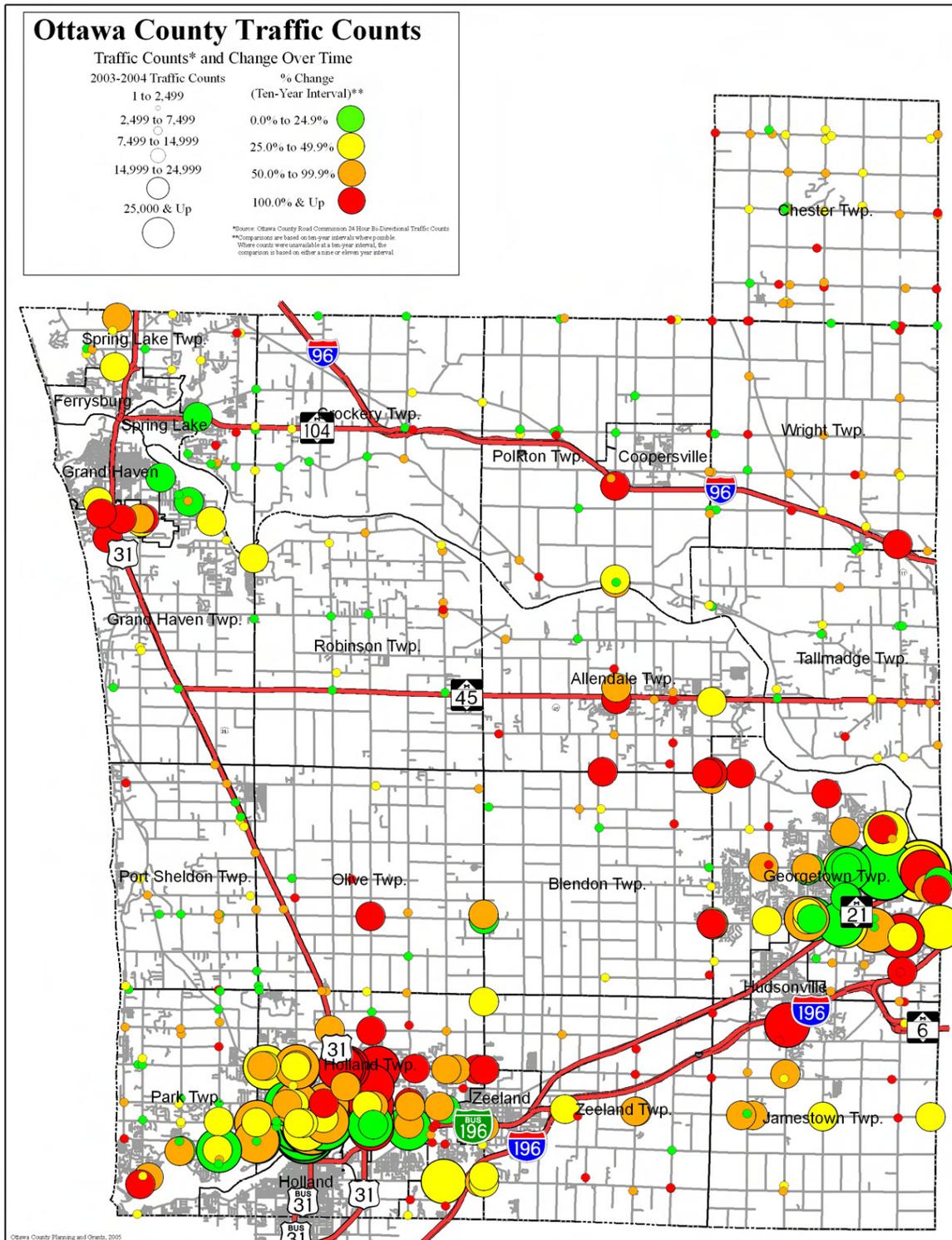
Function Statement

The Department conducts strategic planning for county programs. The strategic planning provides a basis from which to conduct outcome-based performance evaluations. The Department also collects, publishes, and disseminates a variety of facts and data pertaining to Ottawa County. The Department administers grants, conducts legislative analysis, and provides professional level administrative support for miscellaneous county initiatives. Last, the Department oversees the Survey and Remonumentation program and acts as the staff liaison to the Ottawa County Planning Committee.

Mission Statement

Provide planning tools that are utilized by local officials to maintain and improve the quality-of-life for citizens in Ottawa County.





The images above highlight the large amount of growth the County has experienced. Consequently, it is imperative that growth is properly managed in order to avoid problems such as the lack of green space and traffic congestion. The Planning and Grants Department exists in part to assist municipalities in properly planning for growth.

LAND USE PLANNING

Goal: Increase the level of planning expertise among planners**Objective:** Enhance planner skills in basic and advanced planning techniques**Measure:** At least 7 trainings will be provided to planning officials throughout Ottawa County (2 fall, 2 winter, 3 spring/summer)**Measure:** At least 88% of planning commissions will be represented at each Excellence Through Training program**Measure:** At least 88% of attendee survey results will show that participants are provided with practical skills and knowledge**Objective:** Provide research and technical assistance to customers**Measure:** At least 88% of requests fulfilled for data and research assistance

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>At least 7 trainings will be provided to planning officials throughout Ottawa County (2 fall, 2 winter, 3 spring/summer)</i>	3	6	8	7
<i>At least 88% of planning commissions will be represented at each Excellence Through Training program</i>	N/A	25%	54%	88%
<i>At least 88% of attendee survey results will show that participants are provided with practical skills and knowledge</i>	79%	80%	88%	88%
<i>At least 88% of requests fulfilled for data and research assistance</i>	N/A	N/A	N/A	88%

Goal: Create land use planning initiatives to preserve rural character and enhance urban vitality**Objective:** Provide solutions to address challenging, community planning issues**Objective:** Assist with multi-jurisdictional planning projects**Measure:** At least 48 hours of strategic planning**Measure:** At least 3 land use projects promoted at any given time**Measure:** At least 88% of communities referencing County Development Plan/Projects in Master Plan**Measure:** 100% of requests for multi-jurisdictional planning assistance where direct assistance is provided

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>At least 48 hours of strategic planning (2 hrs x 2 meetings x 12 months)</i>	6	6	6	48
<i>At least 3 land use projects promoted at any given time</i>	8	7	7	3
<i>100% of requests for multi-jurisdictional planning assistance where direct assistance is provided</i>	100%	100%	100%	100%
<i>Outcome:</i>				
<i>At least 88% of communities referencing County Development Plan/Projects in Master Plan</i>	10%	15%	20%	88%

Goal: Develop local unit of government buy-in for land use planning initiatives**Objective:** Develop close, working relationships with local units of government**Measure:** At least 72 office visits per year**Measure:** At least 48 telephone contacts per year**Measure:** At least 88% of staff planners attend On-Staff Planners Meetings**Objective:** Become knowledgeable in all aspects of department planning projects**Measure:** Customer survey results will rate the knowledge level of county planners as 4 or higher on a scale of 1 - 5**Objective:** Provide excellent customer service/satisfaction**Measure:** Customer survey results will rate the usefulness, thoroughness, and overall quality of county planner's work as 4 or higher on a scale of 1 - 5**Measure:** Customer survey results will rate their interaction with county planners as courteous, respectful, and friendly as 4 or higher on a scale of 1 - 5**Measure:** 100% of data and information that is provided in requested time frame

Outcome Measures for Objectives 1-3:

Measure: At least 88% of local units participating in each county land-use project

Measure: At least 88% of local units adopting part or all of county model ordinances

Measure: At least 88% of communities submitting master plan amendments or rezoning requests which are consistent with adjoining local units of government and the County Development Plan

Overall Outcomes:

Measure: Linear miles of regional pathways constructed

Measure: Linear feet of transportation corridors with access management & building setback overlay districts

Measure: Number of build-out analyses completed

Measures	2006	2007	2008 Estimated	2009 Projected
Output:				
At least 72 office visits per year (24 supervisors/managers, 48 on-staff planners)	N/A	N/A	N/A	72
At least 48 telephone contacts per year (48 PC Chairs)	8	8	8	48
At least 88% of staff planners attend On-Staff Planners Meetings	N/A	N/A	N/A	88%
Efficiency:				
Customer survey results will rate the knowledge level of county planners as 4 or higher on a scale of 1 - 5	N/A	N/A	N/A	≥4
Customer survey results will rate the usefulness, thoroughness, and overall quality of county planner's work as 4 or higher on a scale of 1 - 5	N/A	N/A	N/A	≥4
Customer survey results will rate their interaction with county planners as courteous, respectful, and friendly as 4 or higher on a scale of 1 - 5	N/A	N/A	N/A	≥4
100% of data and information that is provided in requested time frame	50%	50%	60%	100%
Outcome:				
At least 88% of local units participating in each county land use project	N/A	N/A	N/A	88%
At least 88% of local units adopting part or all of county model ordinances	N/A	N/A	N/A	88%
At least 88% of communities submitting master plan amendments or rezoning requests which are consistent with adjoining local units of government and the County Development Plan	N/A	N/A	N/A	88%
Linear miles of regional pathways constructed	N/A	N/A	N/A	2
Linear feet of transportation corridors with access management & building setback overlay districts	N/A	N/A	N/A	36,400
Number of build-out analyses completed	N/A	N/A	2	3

STRATEGIC PLANNING AND PROGRAM EVALUATIONS

Goal: Ensure program administrators understand the process, procedures, and components that are required to conduct statistical, outcome-based evaluations of county programs

Objective: Develop an Administrative Policy for the evaluation of new county programs

Measure: Administrative Policy for New County Programs developed

Objective: Develop an Evaluation Agreement to provide written verification of the output and outcome-based measures that will be used to assess program performance and effectiveness

Measure: Program Evaluation Agreement developed/signed by program administrators/department heads, Planning Department, and County Administrator

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>Administrative Policy for New County Programs developed</i>	No	No	No	Yes
<i>Program Evaluation Agreement developed/signed by program administrators/department heads, Planning Department, and County Administrator</i>	No	No	No	Yes

Goal: Evaluate County programs for administrative efficiency and cost-effectiveness

Objective: Complete a strategic plan for each county program that is subject to an evaluation as defined by the Administrative Policy for New County Programs

Measure: Complete at least 3 Strategic Plans for County programs

Measure: 100% of all County programs subject to an evaluation as defined by the Administrative Policy for New County Programs will have Strategic Plans completed

Objective: Complete evaluation reports for the County Board, County, Administration, and program administrators

Measure: Complete at least 3 evaluation reports

Measure: 100% of evaluation reports completed by the target date

Measure: 100% of evaluation reports supported by the County Board

Measure: \$ savings as a result of improving, modifying, or discontinuing cost-ineffective and/or inefficient programming

Measure: \$ verified as cost-effective expenditures

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>Complete at least 3 Strategic Plans for County programs</i>	N/A	2	3	3
<i>Complete at least 3 evaluation reports for County Board, County Administration, and program administrators</i>	N/A	3	3	3
<i>Efficiency:</i>				
<i>100% of County programs subject to an evaluation as defined by the Administrative Policy for New County Programs have a Strategic Plan completed</i>	N/A	N/A	N/A	100%
<i>100% of evaluation reports are completed for County Board, County Administration, and program administrators by target date</i>	N/A	100%	100%	100%
<i>Outcome:</i>				
<i>100% of evaluation reports are supported by the County Board</i>	N/A	100%	100%	100%
<i>\$ savings as a result of improving, modifying, or discontinuing cost-ineffective and/or inefficient programming</i>	N/A	\$687,600	\$831,000	N/A
<i>\$ verified as cost-effective expenditures</i>	N/A	N/A	\$4,917,000	N/A

Goal: Evaluate other programs operated by outside agencies that impact County operations (as resources permit)

Objective: Complete a strategic plan for each outside agency program that impacts County operations

Measure: At least 1 Strategic Plan completed

Objective: Obtain a signed Evaluation Agreement from the administrator of each outside agency program being evaluated

Measure: 100% of Evaluation Agreements signed by the administrators of outside agency programs being evaluated

Objective: Complete evaluation reports for outside agency programs

Measure: At least 1 evaluation report completed

Measure: 100% of evaluation reports completed by target date

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>At least 1 strategic plan completed for outside agencies</i>	N/A	N/A	N/A	1
<i>At least 1 evaluation report completed for outside agencies</i>	N/A	N/A	N/A	1
<i>100% of outside agency program administrators signed an Evaluation Agreement</i>	N/A	N/A	N/A	100%
<i>Efficiency:</i>				
<i>100% of outside agency programs that impact county operations had a strategic plan completed</i>	N/A	N/A	N/A	100%
<i>100% of evaluation reports completed for those outside agency programs by target date</i>	N/A	N/A	N/A	100%
<i>Outcome:</i>				
See preceding table for outcome measures applicable to these functions				

ADMINISTRATIVE

Goal: Provide statistical data that can be used by departments, agencies, local leaders, and citizens to assess quality-of-life in the County and to complete grant applications

Objective: Complete and/or update one Databook every year

Measure: A Databook will be completed and/or updated annually

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>Update/Complete one Databook (Yes/No)</i>	No	No	Yes	Yes

Goal: Ensure grant funding is utilized whenever possible and ensure that grant applications adhere to administrative rule for grants

Objective: Process all County grant applications in a timely fashion

Measure: 100% of County grant applications are completely processed within 10 business days of receiving a completed application

Measure: Dollar value of all grants processed

Objective: Research grant funding requests will be responded to in a timely and accurate fashion

Measure: 100% of grant research requests will be completed within 14 days

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>Dollar value of all grants processed</i>	\$5.6 million	\$6.0 million	\$6.2 million	\$6.4 million
<i>Efficiency:</i>				
<i>100% of county grant applications are completely processed within 10 business days of receiving a completed application</i>	90%	75%	100%	100%
<i>100% of grant research requests will be completed within 14 days</i>	80%	80%	100%	100%

Goal: Provide departments, agencies, and local units of government with assistance for all requests relating to basic/applied research and technical report compilation

Objective: Provide research assistance and administrative requests in a timely fashion

Measure: 100% of major projects/initiatives for which research/administration support is requested are completed by deadline requested by constituent

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Efficiency:</i>				
<i>100% of major projects/initiatives for which research/administration support is requested is completed by deadline requested by constituent</i>	100%	100%	100%	100%

Goal: Conduct legislative analysis on legislation which impacts the County budgetary authority, administrative authority, revenue sharing, or court functions**Objective:** Ensure all legislation impacting Ottawa County that were identified by the Lobbyist/Department prior to a legislative vote have successful outcomes**Measure:** 80% of bills reviewed with a potential impact to Ottawa County had successful outcomes

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Outcome:</i>				
80% of bills reviewed with a potential impact to Ottawa County had successful outcomes *	85%	40%	80%	80%
*Successful outcome is defined as bills opposed by the County are kept from becoming law, and bills supported by the County are passed into law				

Resources

Personnel Position Name	2007	2008	2009	2009
	# of Positions	# of Positions	# of Positions	Budgeted Salary
Planning & Grants Director	0.950	0.950	0.950	\$78,280
Planning & Grants Specialist	2.000	2.000	2.000	\$88,917
Management Planning Analyst	1.000	1.000	1.000	\$62,551
Program & Research Analyst	1.000	1.000	1.000	\$48,652
Transportation Planner	1.000	1.000	1.000	\$48,565
Senior Secretary	1.000	1.000	1.000	\$31,927
	6.950	6.950	6.950	\$358,892

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Other Revenue	\$3,396	\$10,691	\$6,902	\$7,424	
	\$3,396	\$10,691	\$6,902	\$7,424	

Expenditures

Personnel Services	\$390,414	\$410,391	\$438,814	\$507,113	\$525,260
Supplies	\$16,438	\$22,411	\$11,479	\$19,310	\$14,560
Other Services & Charges	\$129,449	\$131,495	\$121,856	\$120,776	\$122,132
Total Expenditures	\$536,301	\$564,297	\$572,149	\$647,199	\$661,952

Function Statement

During 2004, the County began working with area farmers and the Road Commission to form a road salt management plan with the goal of reducing salt application in environmentally sensitive areas. According to farmers, the road salt is causing extensive damage to blueberry bushes close to roads that receive significant salt application.

Resources

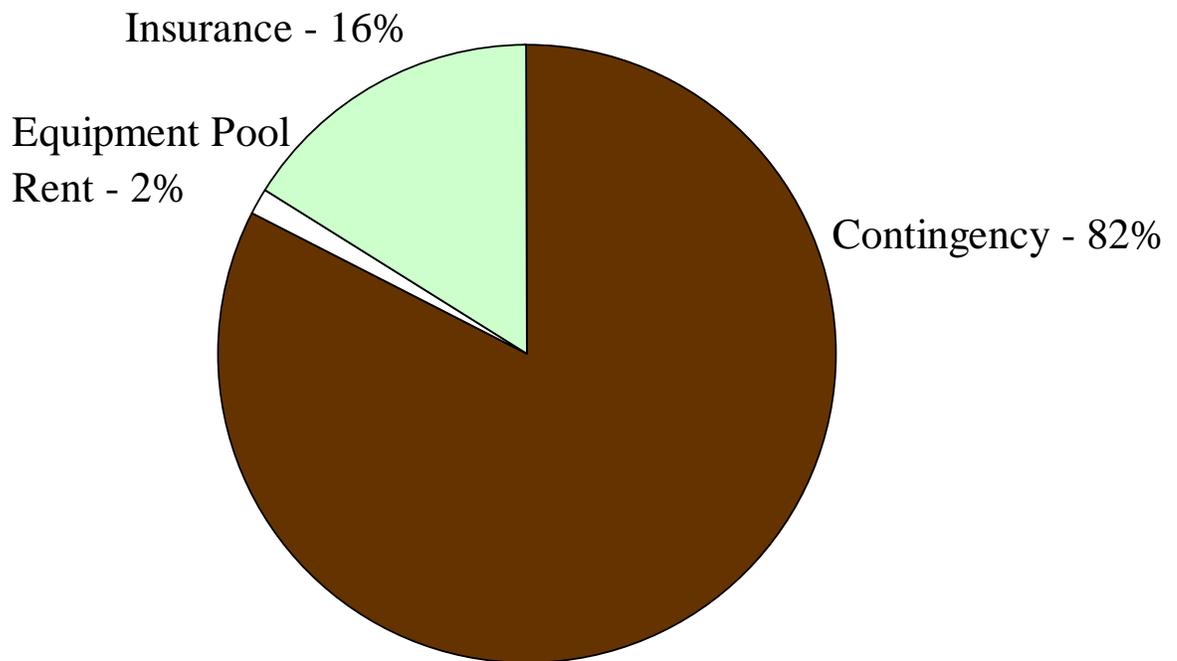
Personnel

No personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$35,202	\$14,764			
Other Revenue					
Total Revenues	\$35,202	\$14,764			
Expenditures					
Personnel Services					
Supplies					
Other Services & Charges	\$5,099	\$1,885	\$1,160	\$11,098	\$11,098
Total Expenditures	\$5,099	\$1,885	\$1,160	\$11,098	\$11,098

2009 General Fund Other Expenditures \$895,286



Function Statement

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

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Expenditures					
Personnel Services		\$7,100		\$57,300	
Other Services & Charges	\$119,565	\$156,542	\$147,251	\$140,000	\$143,395
Total Expenditures	\$119,565	\$163,642	\$147,251	\$197,300	\$143,395

Function Statement

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

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005	2006	2007	2008	2009
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Expenditures					
Debt Service					\$738,211
Total Expenditures					\$738,211

Budget Highlights:

The 2009 budget amount is in compliance with the County's financial policy, approved by the Board in 1995, that recommends annual contingency amounts of 1 to 2% of the General Fund's actual expenditures for the most recently completed audit. The 2009 amount also includes \$150,000 to cover salary adjustments that may result from the wage and classification study currently underway.

Function Statement

The Equipment Pool budget in the General Fund was established to provide funds for equipment rental not budgeted, purchased from the Equipment Pool fund (6641) after the budget process, or for costs in excess of the planned amount.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005	2006	2007	2008	2009
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Expenditures					
Other Services & Charges					\$13,680
Total Expenditures					\$13,680

Budget Highlights:

Prior year actual totals as well as the current year estimate for this department are generally zero. As funds are needed, the budget is moved to the receiving department.

Function Statement

This budget records the transfers in that the General Fund receives. The majority of the transfer comes from the Revenue Sharing Reserve Fund.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005	2006	2007	2008	2009
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Other Financing Sources	\$6,323,127	\$4,239,536	\$4,425,399	\$4,510,800	\$5,132,000
Total Revenues	<u>\$6,323,127</u>	<u>\$4,239,536</u>	<u>\$4,425,399</u>	<u>\$4,510,800</u>	<u>\$5,132,000</u>

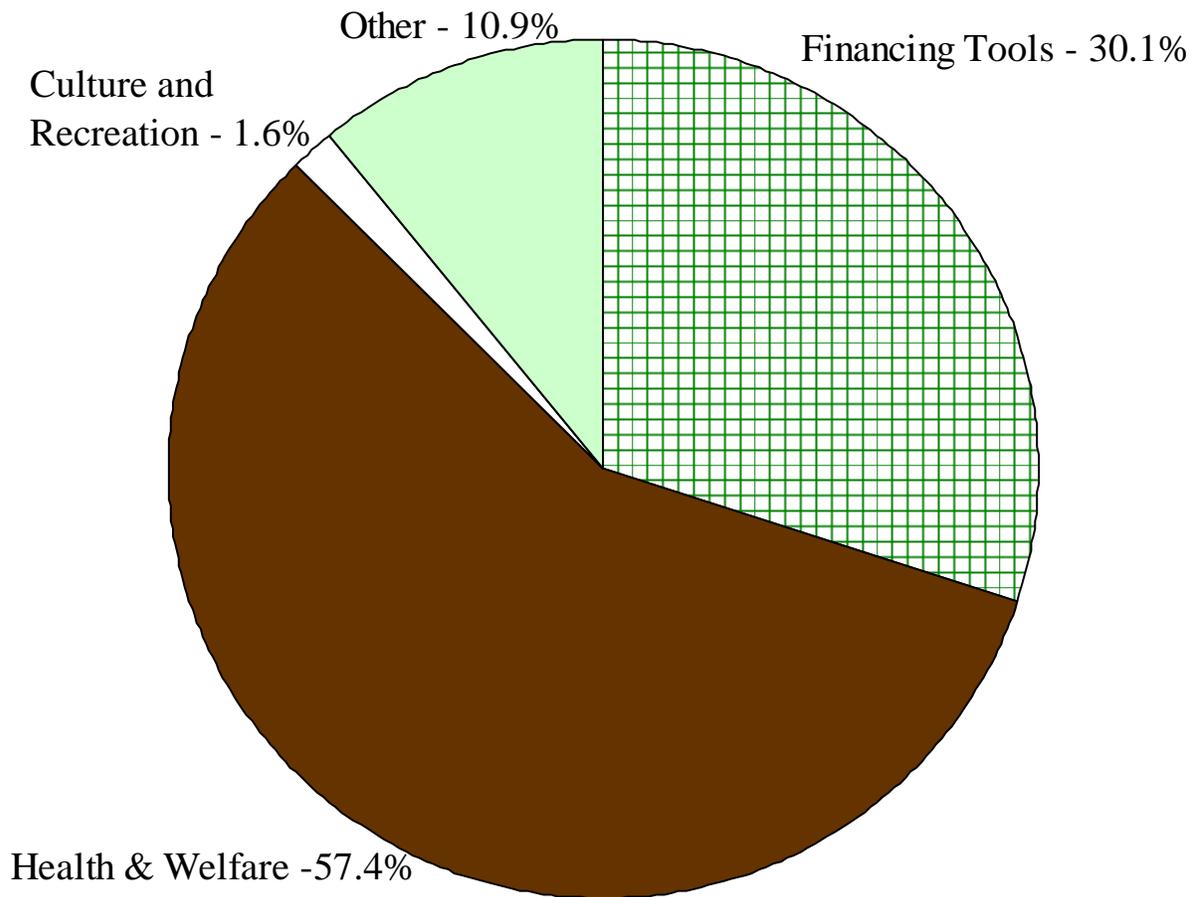
Budget Highlights:

The 2006 budget suspended the transfer from the Insurance Authority and eliminated the transfer from the Delinquent Tax Revolving Fund. Consequently, the only transfer from 2007 - 2008 is from the Revenue Sharing Reserve Fund. The 2009 budget includes a one-time transfer of \$500,000 from the Compensated Absences Fund. Please see the transmittal letter for more details.

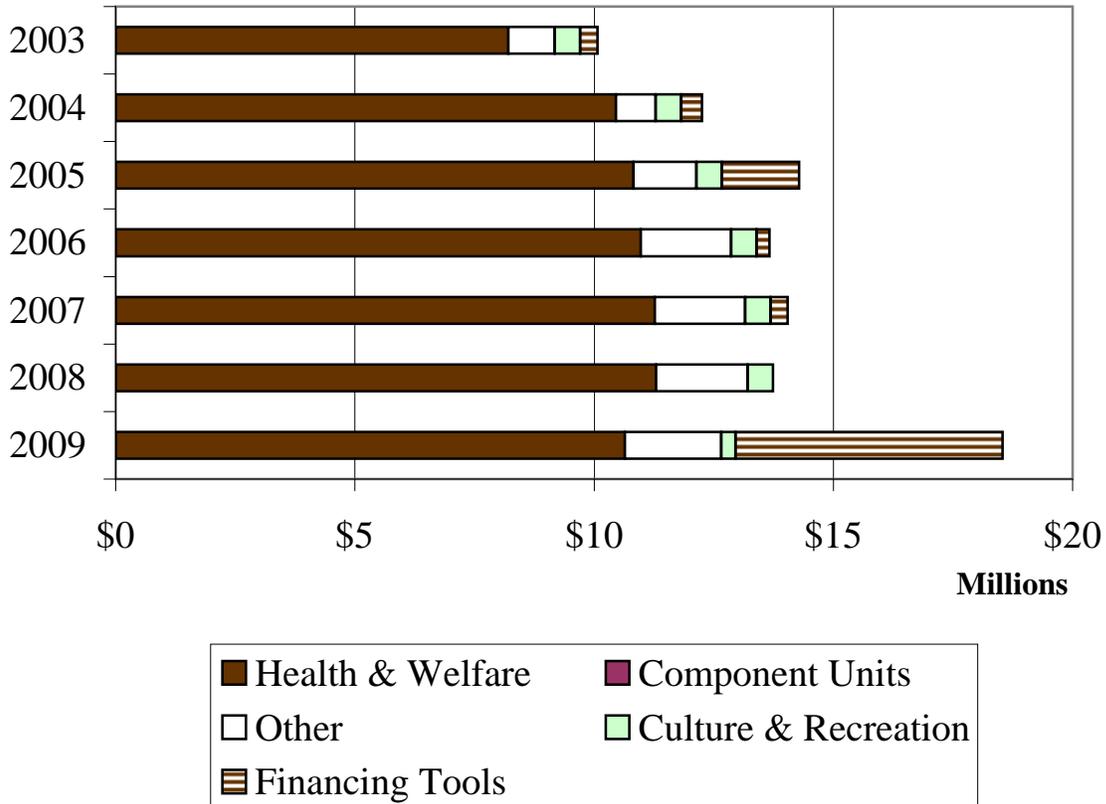
Fund: (1010) General Fund

Department: (9650) Operating Transfers Out - Internal

This budget records the operating transfers out to other funds and component units within the County. The amounts can vary significantly by year due to year end allocations to the County's various financing tools. The pie chart below shows the expenditure type of the transfers included in the 2009 budget:



County of Ottawa Operating Transfers Out 2003 - 2009



The above graph illustrates that the majority of the Operating Transfers are for Health & Welfare expenditures. Transfers to Component Units dropped to zero in 2002 to reflect the the implementation of GASB Statement No. 34. The 2009 amount for Financing Tools represents the \$5,585,000 being transferred for the building project.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Expenditures					
Parks and Recreation	\$530,000	\$530,000	\$530,000	\$530,000	\$298,370
Friend of the Court	\$560,328	\$597,039	\$597,039	\$784,367	\$774,609
9/30 Judicial Grants		\$33,641	\$33,641	\$55,580	\$51,730
Health	\$5,516,930	\$5,506,398	\$5,506,398	\$6,099,424	\$5,695,257
Cigarette Tax	\$140,207	\$132,469	\$132,469	\$84,709	\$71,895
Mental Health	\$476,500	\$476,500	\$476,500	\$583,631	\$563,108
Planning Commission	\$29,267	\$31,782	\$31,782	\$55,237	\$53,182
Register of Deeds Technology	\$31,033				
Stabilization	\$1,616,118	\$268,790	\$268,790		
Prosecuting Attny Grants	\$25,849	\$38,223	\$38,223	\$66,044	\$70,453
Sheriff Grant Programs	\$14,520	\$1,994	\$1,994	\$15,678	\$40,917
O/T - Cops Universal	\$199,520	\$205,093	\$205,093	\$254,188	\$243,206
Sheriff Road Patrol	\$4,058	\$23,603	\$23,603	\$103,848	\$99,991
Law Library	\$26,500	\$33,125	\$33,125	\$28,500	\$26,500
Grant Pass Thru	\$20,051	\$22,670	\$22,670	\$31,209	\$32,283
Community Corrections	\$409,352	\$458,726	\$458,726	\$522,785	\$621,441
Community Action Agency	\$29,000	\$29,000	\$29,000	\$29,000	
Family Independence Agency	\$702,578	\$731,564	\$731,564	\$278,862	\$217,612
Child Care	\$3,846,024	\$3,974,892	\$3,974,892	\$4,158,115	\$4,051,841
Child Care-FIA	\$20,000	\$26,500	\$26,500	\$21,125	\$2,500
Soldiers & Sailors Relief	\$90,000	\$100,719	\$100,719	\$42,140	\$42,140
OCBA - Grand Haven/West Olive					\$5,585,000
Information Technology		\$444,571	\$444,571		
Total Expenditures	\$14,287,835	\$13,667,299	\$13,667,299	\$13,744,442	\$18,542,035

COUNTY OF OTTAWA
SPECIAL REVENUE FUNDS

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

MAJOR FUNDS:

Parks and Recreation Fund (2081) - This Fund was established for the development, maintenance and operation of the Ottawa County parks. Funding is provided from General Fund appropriations, State grants and user charges. A Millage of .33 mills was re-approved by the County electorate during 2006 for ten years and expires in 2016.

Health Fund (2210) - This Fund is used to account for monies received from Federal, State and local grants and County appropriations. These monies are utilized in providing a variety of health-related services to County residents.

Mental Health Fund (2220) - This Fund is used to account for monies to provide mental health services within the County. Monies are provided by Federal, State and County appropriations, contributions and charges for services.

Public Improvement Fund (2450) - This Fund is used to account for earmarked revenues set aside for public improvements. Funding is provided from General Fund appropriations and building rentals.

Revenue Sharing Reserve Fund (2855) - This Fund is used to account for additional tax revenue received as a result of the acceleration of the millage levy from December to July. An operating transfer of the amount the County would have received in State Revenue Sharing had it not been discontinued is transferred to the General Fund every year until the fund is depleted.

NONMAJOR FUNDS:

Friend of the Court Fund (2160) - This Fund accounts for the operations of the Friend of the Court including the Co-op Reimbursement Grant, Medical Support Enforcement Grant, and the 3% Friend of the Court incentive payments established under Act 297 of 1982, Section 2530.

9/30 Judicial Grants (2170) - This Fund accounts for miscellaneous grant revenue received from the State and other agencies for judicial programs.

COUNTY OF OTTAWA

SPECIAL REVENUE FUNDS (CONTINUED)

Solid Waste Clean-Up Fund (2271) - This Fund was established to account for monies received from settlement of a claim. The monies are to be used exclusively for the clean-up of the Southwest Ottawa Landfill.

Landfill Tipping Fees Fund (2272) - This Fund was established to account for the County's share of the tipping fee surcharge of Ottawa County Farms landfill starting in 1991 in accordance with an agreement between Ottawa County, Sunset Waste System, Inc., and the Township of Polkton. The monies are to be used for implementation of the Solid Waste Management Plan.

Transportation System Fund (2320) - This Fund is used to account for a grant from the Michigan Department of Transportation to provide public transportation in concentrated areas for persons who are handicapped or who are sixty-five years of age or older.

Planning Commission Fund (2420) - This Fund was established by the County Board under MCLA 125. A planning commission was created to prepare and oversee a County Development Plan relative to the economic, social and physical development of the County.

Infrastructure Fund (2444) - This fund was established by the County Board to provide financial assistance to local units of government for water, sewer, road and bridge projects that are especially unique, non-routine, and out-of-the ordinary.

Homestead Property Tax (2550) – This fund was established as a result of the passage of Public Act 105 of 2003 which provides for the denial of homestead status by local governments, counties and/or State of Michigan. The County's share of interest on tax revenue collected under this statute is to be used solely for the administration of this program, and any unused funds remaining after a period of three years will lapse to the county general fund (MCL 211.7cc, as amended).

Register of Deeds Technology Fund (2560) – This Fund was established under Public Act 698 of 2002 to account for newly authorized additional recording fees effective March 31, 2003. The revenue collected is to be spent on technology upgrades.

Stabilization Fund (2570) - This Fund was established to assure the continued solid financial condition of the County in case of an emergency.

Prosecuting Attorney Grants Fund (2601) - This Fund is used to account for monies granted to the County by the State for prosecution against drug offenders.

COUNTY OF OTTAWA

SPECIAL REVENUE FUNDS (CONTINUED)

Sheriff 9/30 Grant Programs Fund (2609) - This Fund accounts for miscellaneous grant revenue received by the Sheriff's department from the State for special purpose programs.

Sheriff Contracts (2610) - This Fund account for various contracts the County has with municipalities who contract with the County to improve the long-term ability of local law enforcement agencies public safety through innovative crime prevention, including community policing.

Emergency Medical Technician ("EMT") Holland-Park Township Fund (2640) - This Fund is used to account for monies received under contractual agreements with Holland and Park Townships. The County agrees to provide police protection and emergency medical services to the Township on a cost-reimbursement basis. Effective with the 2007 budget, this fund has been combined with other Holland-Park Township programs in fund 2610, Sheriff Contracts.

Emergency Medical Technician ("EMT") Georgetown Township Fund (2650) - This Fund is used to account for monies received under contractual agreement with Georgetown Township. The County agrees to provide police protection and emergency medical services to the Township on a cost-reimbursement basis. Effective with the 2008 budget, this fund has been combined with other Georgetown Township programs in fund 2610, Sheriff Contracts.

Sheriff Road Patrol Fund (2661) - This Fund accounts for monies granted to the County by the State for the purpose of providing additional police supervision of traffic safety and additional patrol of the roads and parks as described in Public Act 416 of 1978.

Law Library Fund (2690) - This Fund is used to account for monies received from the Library Penal Fine Fund in accordance with Public Act 18 of 1982 and appropriations from the County for the purpose of maintaining the County's law library.

Workforce Investment Act Funds (2740, 2741, 2742, 2743, 2744, 2748 and 2749) - These Funds are used to account for Federal funds that are received by the County under the Workforce Investment Act. These Funds are targeted for training and employment programs for the under employed and economically disadvantaged citizens.

Grant Programs - Pass Thru Fund (2750) - This Fund is used to account for monies received from State and Federal grants which are passed on to outside agencies through contractual agreements to carry out the grants intended purpose.

Emergency Feeding Fund (2800) - This Fund is used to account for monies received from the State for the purpose of distributing surplus food to the impoverished residents of the County.

COUNTY OF OTTAWA

SPECIAL REVENUE FUNDS (CONTINUED)

Federal Emergency Management Agency Fund (2810) - This Fund is used to account for monies received through the Emergency Food and Shelter National Board program for utility payments to prevent utility disconnection or heating source loss in households that have exhausted all other resources and do not qualify for other Community Action emergency funds.

Community Corrections Fund (2850) - This Fund is used to account for State monies and fees received to enhance the delivery of adult probation services in the County.

Community Action Agency Fund (2870) - This Fund is used to account for monies received from the State to be applied to various community programs for the impoverished residents of the County.

Weatherization Fund (2890) - This Fund is used to account for monies received through a State grant which aids in weatherizing homes of the disadvantaged, the elderly and people in the poverty zone.

Department of Human Services Fund (2900) - This Fund is used primarily to account for monies from State and local funding sources and to assist with the welfare program which offers aid to disadvantaged individuals of Ottawa County.

Child Care Funds (2920 and 2921) - These Funds are used to account for foster child care in the County. This encompasses the Ottawa County Detention Center, which is a facility that houses juveniles on a short-term basis. The primary funding comes from the State and a County appropriation which is used to aid children who require placement outside of their home.

Soldiers' and Sailors' Relief Fund (2930) - This Fund is used to account for monies earmarked for indigent veterans and is mandated by State Law.

Veterans Trust Fund (2940) - This fund was established under Section 35.607 of the Compiled laws of 1970. It is used to account for monies received by the State and distributed to needy veterans.

Compensated Absences Fund (2980) - This Fund is used to account for future payments of accumulated sick pay of County employees under the sick days/short and long-term disability plan. This fund is also used to accrue vacation pay.

COUNTY OF OTTAWA
2009 BUDGET SUMMARY
SPECIAL REVENUE FUNDS

FUND NUMBER	FUND NAME	2008	2009	2009	2009
		PROJECTED FUND BALANCE	REVENUE/ OPERATING TRANSFERS	EXPENDITURES/ OPERATING TRANSFERS	PROJECTED FUND BALANCE
2081	Parks and Recreation	\$4,467,114	\$4,057,014	\$3,674,731	\$4,849,397
2160	Friend of the Court	197,904	2,880,451	3,078,355	
2170	9/30 Judicial Grants		646,804	646,804	
2210	Health	547,255	11,048,286	11,243,286	352,255
2220	Mental Health	389,158	31,661,038	31,661,038	389,158
2271	Solid Waste Clean-Up	3,604,411	140,585	298,000	3,446,996
2272	Landfill Tipping Fees	965,005	417,130	452,652	929,483
2320	Transportation System	25,787	157,569	157,569	25,787
2420	Planning Commission	198,664	61,712	95,712	164,664
2444	Infrastructure	2,590,819	98,044	125,000	2,563,863
2450	Public Improvement	2,969,609	723,255	977,875	2,714,989
2550	Homestead Property Tax	136,632	13,600	545	149,687
2560	Register of Deeds Technology	466,900	254,674	561,343	160,231
2570	Stabilization	8,232,069			8,232,069
2601	Prosecuting Attorney Grants	25,092	211,213	211,213	25,092
2609	Sheriff Grant Programs		157,931	157,931	
2610	Sheriff Contracts	500	4,550,425	4,550,425	500
2661	Sheriff Road Patrol		332,645	332,645	
2690	Law Library	57,179	33,000	33,000	57,179
2740	Workforce Investment Act (WIA)- Administration	948	207,611	207,611	948
2741	WIA - Youth		906,457	906,457	
2742	WIA - Adult	511	587,927	587,927	511
2743	WIA - 6/30 Grant Programs	125,956	2,095,571	2,095,571	125,956
2744	WIA - 12/31 Grant Programs	14,040	277,670	277,670	14,040
2748	WIA - 9/30 Grant Programs	4,846	814,112	814,112	4,846
2749	WIA - 3/31 Grant Programs		17,500	17,500	
2750	Grant Programs - Pass Thru		96,836	96,836	
2800	Emergency Feeding	24,858	173,000	173,000	24,858
2850	Community Corrections Program	170,496	1,057,431	1,057,431	170,496
2855	Revenue Sharing Reserve Fund	9,600,491	129,181	4,632,000	5,097,672
2870	Community Action Agency	114,046	542,888	542,888	114,046
2890	Weatherization	168	263,551	263,551	168
2900	Department of Human Services	323,522	440,312	440,312	323,522
2920	Child Care - Circuit Court	1,214,234	8,540,663	8,540,663	1,214,234
2921	Child Care-Social Services	73,786	5,000	5,000	73,786
2930	Soldiers & Sailors Relief		42,140	42,140	
2940	Veterans Trust	426	14,404	14,404	426
2980	Compensated Absences	4,216,677	214,000	538,038	3,892,639
TOTAL SPECIAL REVENUE FUNDS		<u>\$40,759,103</u>	<u>\$73,871,630</u>	<u>\$79,511,235</u>	<u>\$35,119,498</u>

Fund: (2081) Parks and Recreation

Function Statement

The Parks and Recreation Commission oversees acquisition, development, operation and maintenance of fifteen County Parks, several undeveloped park properties, and thirteen Open Space Lands totaling 5,116 acres. The Commission also oversees management of the Musketawa Trail under an agreement with the Michigan Department of Natural Resources. The Commission is continually evaluating long-term park and open space needs and seeking to add lands and facilities to keep pace with population growth and the needs of the public.

Additional services provided by the Parks and Recreation Commission include the sponsorship of outdoor education programs throughout the park system and offering facility reservations at picnic buildings, shelters and other facilities designed for group outings.

Mission Statement

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

Goal: Preserve and manage park and open space lands which protect and enhance significant landscapes and natural communities to benefit both people and wildlife.

Objective: Identify high quality natural resource features in Ottawa County and seek to preserve key parcels and interconnected natural lands through the establishment of new parks and open spaces.

Objective: Provide a high level of stewardship for natural lands.

Objective: Advocate for improved water quality levels for all regional waterways and water bodies.

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i># of acres of park and open space land acquired</i>	135	123	300	200
<i># feet of Lake Michigan frontage acquired</i>	0	0	538	0
<i># feet of river front land acquired</i>	5,605	3,381	6,000	4,000
<i># acres of land restored</i>	45	43	42	30
<i>Annual assessment of invasive species in park system.</i>	N/A	Yes	Yes	Yes

Goal: Provide high quality natural resource based recreation opportunities for residents and visitors of all levels of ability.

Objective: Provide a wide range of resource-based recreation opportunities and facilities to meet identified needs in the long-range parks and open space plan.

Objective: Identify areas within Ottawa County not adequately served by county park lands and facilities and expand recreation opportunities in these areas where natural resource features suitable for county park development are available.

Objective: Maintain high standards for maintenance and operation of all park and open space lands and facilities.

Objective: Provide lands and facilities which are accessible to individuals of all levels of ability (comply with the Americans with Disabilities Act).

The image that follows shows all County parks and County recreational opportunities available to the citizens of Ottawa County.

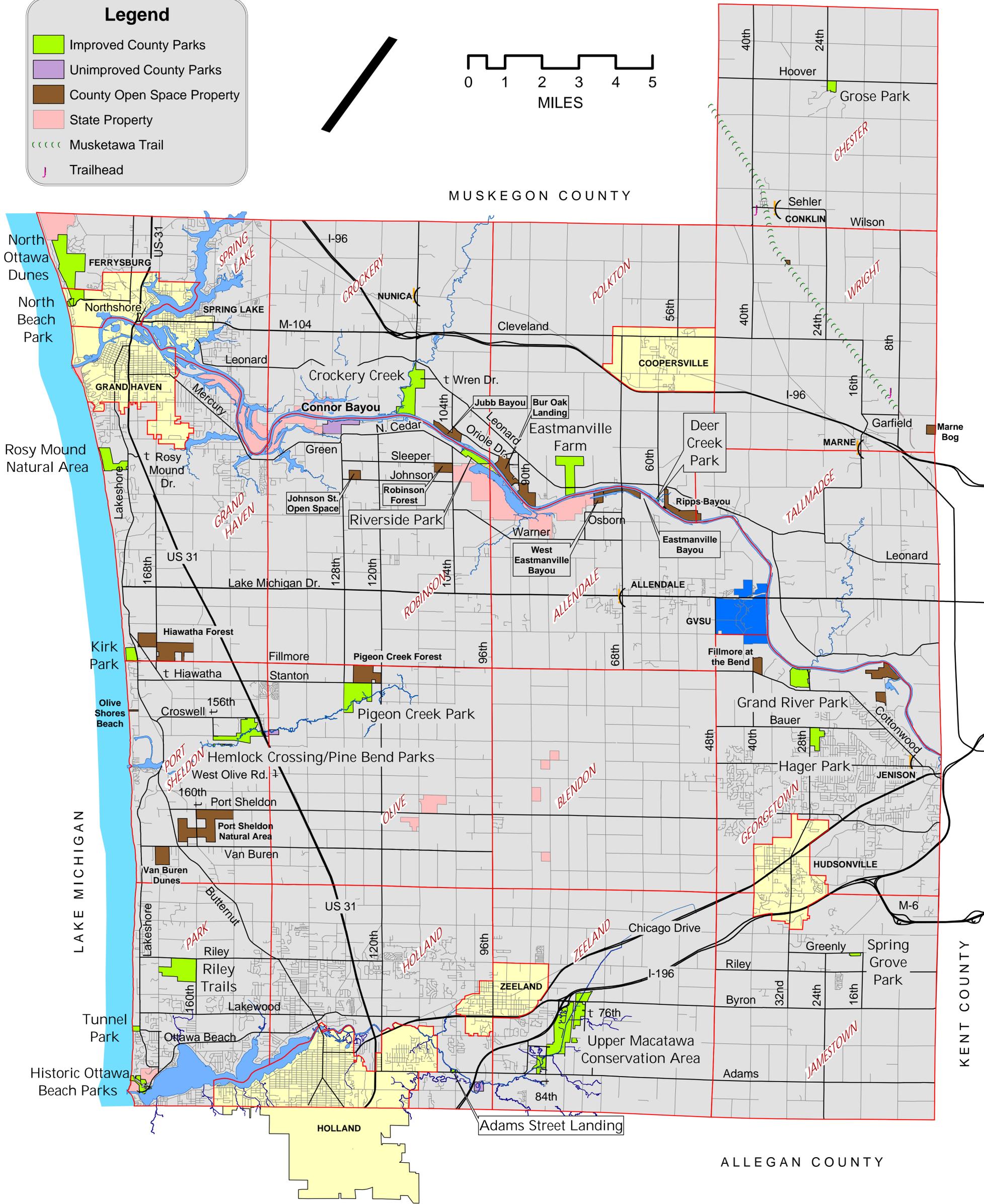
OTTAWA COUNTY PARK PROPERTIES



Ottawa County Parks & Recreation Commission

Legend

- Improved County Parks
- Unimproved County Parks
- County Open Space Property
- State Property
- Musketawa Trail
- Trailhead



Fund: (2081) Parks and Recreation

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>Number of summer visitors to Lakeshore parks</i>	150,000	157,238	160,000	163,000
<i>Number of people served through park reservations</i>	48,700	57,401	58,500	59,700
<i>Number of park reservations</i>	704	820	830	850
<i>Analysis of "comment cards" received plus other formal compliments and complaints.</i>	50% positive 18% negative 32% suggestions	65% positive 20% negative 15% suggestions	70% positive 17% negative 13% suggestions	70% positive 15% negative 15% suggestions
<i>Park User survey completed (undertaken every 5 years).</i>	N/A	Yes	N/A	N/A
<i>% of County Residents satisfied with park facilities and opportunities. (per last survey)</i>	N/A	95%	N/A	N/A
<i>Reservation group survey (annually)</i>	N/A	N/A	Yes	Yes
<i>% of parks in compliance with ADA</i>	75%	80%	85%	85%

Goal: Promote understanding and appreciation of the natural and cultural history of Ottawa County and awareness of Commission operated facilities, programs and services.

Objective: Provide a wide range of educational programs and special events for people of all ages and abilities.

Objective: Provide interpretive facilities for both natural and cultural history at park lands and open spaces.

Objective: Promote good stewardship of county park lands and open spaces.

Objective: Promote awareness and use of park and open space system and programs through ongoing public relations campaign.

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i># of participants in programs.</i>	1,610	1,500	1,600	1,800
<i># of programs offered.</i>	70	60	70	85
<i>Satisfaction level of participants in programs measured by program user survey.</i>	N/A	In progress	N/A	N/A
<i># of brochures distributed.</i>	14,000	14,000	15,000	16,000
<i># newsletters distributed (per mailing)</i>	3,086	3,152	3,200	3,250
<i># of website hits (parks page views)</i>	168,810	165,217	168,000	170,000

Goal: Develop and maintain a solid, diversified financial base for both short and long-term development, expansion and maintenance of the park system.

Objective: Maximize grant funds to help accomplish the Parks Commission's mission.

Objective: Implement user fees where appropriate and consistent with Parks Commission policies.

Objective: Maximize donations to assist in achieving identified goals.

Objective: Develop partnerships which help achieve identified goals.

Objective: Maintain efficient, cost effective system of maintenance and operations for the county park and open space system.

Objective: Sustain dedicated millage to assist with acquisition, development, and operation of the park system.

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>Park entrance fees collected.</i>	\$199,730	\$203,252	\$230,000	\$233,000
<i>Reservation fees collected (dollars)</i>	\$50,992	\$76,869	\$79,000	\$80,000
<i>Number of grant applications submitted</i>	3	4	4	4
<i>Grant funds received (dollars)</i>	\$194,997	\$598,370	\$2,384,370	\$396,500
<i>Use of special low cost labor sources (i.e. hours used)</i>	13,117	11,910	13,000	14,000
<i>Donations received (dollars).</i>	\$639,740	\$193,223	\$581,000	\$2,000
<i>Voter support of millage (% of yes votes)</i>	67%	N/A	N/A	N/A

Fund: 2081 Parks and Recreation

Resources					
Personnel	2007	2008	2009	2009	
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary	
Director of Parks & Recreation	1.000	1.000	1.000	\$82,400	
Coordinator of Park Planning & Development	1.000	1.000	1.000	\$62,551	
Parks Planner	1.000	1.000	1.000	\$50,633	
Parks Manager	1.000	1.000	1.000	\$47,987	
Naturalist	1.000	1.000	1.000	\$50,633	
Park Operations Superintendent	1.000	1.000	1.000	\$62,551	
Park Supervisor	5.000	5.000	5.000	\$233,328	
Administrative Clerk	1.000	1.000	1.000	\$39,513	
Senior Secretary	1.000	1.000	1.000	\$36,641	
Coord of Interp & Info Services	0.000	0.000	1.000	\$71,660	
Parks Maintenance Worker	0.000	0.000	1.000	\$48,001	
	13.000	13.000	15.000	\$785,898	
Funding	2005	2006	2007	2008	2009
	Actual	Actual	Actual	Current Year	Adopted
				Estimated	by Board
Revenues					
Taxes	\$2,610,437	\$2,720,185	\$2,887,799	\$3,052,370	\$3,155,677
Intergovernmental Revenue	\$5,952,143	\$210,522	\$697,785	\$2,028,564	\$36,505
Charges for Services	\$252,634	\$251,008	\$515,619	\$368,400	\$410,200
Interest	\$165,891	\$285,583	\$463,134	\$266,220	\$113,762
Rents	\$45,908	\$21,584	\$39,588	\$60,835	\$38,500
Other Revenue	\$756,552	\$506,806	\$198,504	\$618,136	\$4,000
Other Financing Sources	\$530,000	\$530,000	\$530,000	\$530,000	\$298,370
Total Revenues	\$10,313,565	\$4,525,688	\$5,332,429	\$6,924,525	\$4,057,014
Expenditures					
Personnel Services	\$936,611	\$1,058,957	\$1,164,382	\$1,282,009	\$1,513,681
Supplies	\$129,045	\$154,747	\$151,555	\$154,350	\$184,860
Other Services & Charges	\$360,569	\$346,619	\$426,240	\$563,789	\$537,290
Capital Outlay	\$10,200,741	\$1,949,691	\$2,607,050	\$8,096,583	\$1,438,900
Debt Service	\$81,508	\$81,508	\$81,508	\$31,509	
Total Expenditures	\$11,708,474	\$3,591,522	\$4,430,735	\$10,128,240	\$3,674,731

Budget Highlights:

Intergovernmental Revenue fluctuates based on the capital grant opportunities of the State of Michigan. The 2008 intergovernmental revenue budget reflects a \$2 million grant from the Michigan Natural Resources Trust Fund for the Olive Shores property. Other Revenue in 2008 reflects donations for the new nature center which is not anticipated to carry over into 2009. Capital outlay fluctuates with the land purchases and park improvement projects planned. The 2008 budget includes \$4.3 million for the Olive Shores property acquisition and \$1.5 million for the construction of a nature center.

Fund: (2160) Friend of the Court

Function Statement

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

Mission Statement

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

Goal: Comply with all federal and state regulations regarding the collection and distribution of child support.

Objective: Respond to all (MiSDU) and client inquiries regarding case specific issues

Measure: Decrease in formal grievances filed by FOC clients regarding office employees or operations

Measure: Department of Human Services – Office of Child Support audits of FOC files and Michigan Child Support Enforcement System (MiCSES) show compliance with State and Federal regulations

Objective: Continue to train staff on MiCSES automated functions and accomplish state required system clean up

Measure: Increase in child support collections

Measure: Increase in IV-D caseload percentage

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>Child Support collections (in millions) per DHS report</i>	\$33.9	N/A	\$31.0	\$31.1
<i>% of DHS-Office of Child Support audits that show compliance with Federal and State child support regulations</i>	100%	100%	100%	100%
<i>IV-D Caseload Percentage:</i>	98.08 %	98.87%	98.80%	98.80%
<i>Outcome/Efficiency:</i>				
<i>Formal grievances filed regarding office employees or operations</i>	30	13	13	13

Goal: Continue to utilize bench warrant officer to improve office’s effectiveness in collecting support

Objective: Effectively utilize bench warrant officer to coordinate arrests of individuals with civil warrants for non-payment of child support

Measure: Increase in the number of bench warrants resolved

Objective: Reduce the rate of increase of total arrears, including cases qualifying for felony warrants, through cooperation with the Prosecutor’s Office

Measure: Increase in child support collections on felony warrant cases

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i># of bench warrants resolved</i>	2,075	1,977	2,000	2,000
<i>Child support collections on felony warrant cases</i>	\$37,500	\$16,500	\$40,000	\$42,000

Goal: Effectively enforce support/parenting time court orders

Objective: Maintain historical percentage of enforcement actions relative to caseload

Measure: Maintain or increase show cause motions filed for enforcement purposes

Measure: Increase in child support collections

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i># of child support show cause enforcement motions filed</i>	8,189	7,187	7,500	7,500
<i># of parenting time show cause enforcement motions filed</i>	108	119	100	100
<i>Outcome/Efficiency:</i>				
<i>% increase in current support collection (performance factor for incentives)</i>	71.15%	71.30%	71.4%	71.5%

Fund: (2160) Friend of the Court

Goal: Improve items measured as performance criteria to earn federal incentive dollars

Objective: Decrease outstanding arrears through effective use of bench warrant officer and by closing appropriate cases

Measure: Increase collection on child support arrears

Measure: Actively close cases meeting closure criteria

Objective: Achieve full compliance with statutory requirements regarding reviews of child support orders

Measure: Number of review/modifications completed

Objective: Increase support order establishment through coordination with Prosecuting Attorney's office and the Department of Human Services (DHS)

Measure: Increase support order establishment percentage with regard to performance incentive factors

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i># of cases closed in accordance with case closure criteria</i>	1,759	1,309	1,000	1,000
<i># of Review / Modifications completed</i>	290	1,983	1,800	1,800
<i>Outcome/Efficiency:</i>				
<i>% increase on child support collections on arrears (performance factor for incentives)</i>	71.15%	72.06%	72.1%	72.2%
<i>% increase in Support order establishment (performance factor for incentives)</i>	83.51%	83.89%	83.9%	84%

Goal: Comply with all federal and state regulations regarding medical support enforcement

Objective: Ensure that FOC clients comply with orders requiring health insurance coverage for their children

Measure: Number of non-compliance notices / show cause hearings generated

Objective: Maintain or increase historical percentage of medical support ordered through FOC enforcement activity

Measure: Number of national medical support notices (NMSN) sent

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i># of non-compliance notices/ show cause hearings</i>	N/A	536	540	540
<i># of NMSN notices sent</i>	N/A	8,006	6,600	7,000

Goal: Ensure that custody assessments are completed within 56 days of the date they are ordered by the court

Objective: Comply with Michigan Court Rules requirements regarding completion of custody assessments

Measure: % of assessments timely completed

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Outcome/Efficiency:</i>				
<i>% of custody assessments completed timely</i>	99.0%	98.06%	99.0%	99.0%

Goal: Efficient and timely administration of justice.

Objective: Ensure that domestic relations hearings are set for Referee hearing within 2 weeks of the date a motion is filed.

Measure: Length of time a party must wait for a Referee hearing following the filing of a motion

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Outcome/Efficiency:</i>				
<i>Number of weeks a party must wait for a Referee Hearing</i>	2.5 -3.5 weeks	3.5 – 4.5 weeks	2 weeks	2 weeks

Fund: (2160) Friend of the Court

Resources				
Personnel	2007	2008	2009	2009
Position Name	# of	# of	# of	Budgeted
	Positions	Positions	Positions	Salary
Friend of the Court	1.000	1.000	1.000	\$98,533
Assistant FOC - Operations	1.000	1.000	1.000	\$67,605
Accounting Manager	1.000	1.000	1.000	\$67,605
Investigators	10.000	12.000	11.000	\$534,971
Family Services Coordinator	2.000	1.000	1.000	\$53,934
Data Processing Specialist	4.000	4.000	4.000	\$135,976
Senior Data Processing Specialist	1.000	1.000	1.000	\$46,635
Location Specialist	1.000	1.000	1.000	\$37,122
Custody Field Investigators	2.000	2.000	2.000	\$107,868
Judicial Clerk II	3.000	3.000	3.000	\$111,239
FOC Accountant	3.000	3.000	3.000	\$109,838
Referee	1.000	1.125	1.125	\$90,004
Judicial Clerk I	4.000	3.000	4.000	\$112,335
Deputy/Road Patrol	1.000	1.000	1.000	\$56,923
Third Party Liability Specialist	1.000	0.000	1.000	\$47,057
	36.000	35.125	36.125	\$1,677,645

Funding	2005	2006	2007	2008	2009
	Actual	Actual	Actual	Current Year	Adopted
				Estimated	by Board
Revenues					
Intergovernmental Revenue	\$1,673,931	\$1,796,519	\$2,057,326	\$1,959,366	\$1,865,042
Charges for Services	\$203,689	\$245,204	\$240,468	\$243,800	\$240,800
Other Financing Sources	\$560,328	\$597,039	\$722,861	\$784,367	\$774,609
Total Revenues	\$2,437,948	\$2,638,762	\$3,020,655	\$2,987,533	\$2,880,451
Expenditures					
Personnel Services	\$2,014,449	\$2,128,069	\$2,295,452	\$2,372,466	\$2,487,779
Supplies	\$70,283	\$76,884	\$60,600	\$67,339	\$66,194
Other Services & Charges	\$353,216	\$433,808	\$489,086	\$525,343	\$524,382
Total Expenditures	\$2,437,948	\$2,638,761	\$2,845,138	\$2,965,148	\$3,078,355

Budget Highlights:

The 2008 decrease in Intergovernmental Revenue was lessened in part by the additional incentive revenue received from the State in 2008 per the new funding formula. Additionally, the 2008 incentive helped to fund operating costs in 2009.

Fund: 2170 9/30 Judicial Grants

Function Statement

This Fund accounts for miscellaneous grant revenue received from the State and other agencies for judicial programs, primarily drug court programs.

Resources

Personnel

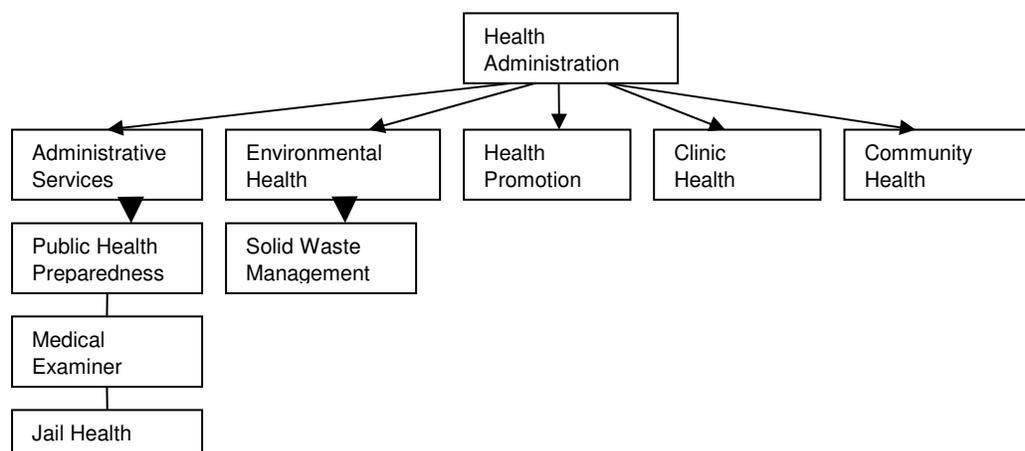
Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Drug Court Coordinator	1.000	1.000	1.000	\$55,750
Caseworker	1.000	0.844	1.000	\$41,177
Probation Treatment Specialist	1.000	1.000	1.000	\$54,478
Administrative Aide	0.500	0.500	1.000	\$34,410
Case Manager	0.000	0.000	1.000	\$41,820
Case Manager/Surveillance	0.000	0.000	1.000	\$44,185
	3.500	3.344	6.000	\$271,820

Funding

Budget Summary	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue		\$173,609	\$266,186	\$404,298	\$595,074
Charges for Services					
Interest					
Other Financing Sources		\$33,641	\$32,389	\$55,580	\$51,730
Total Revenues		\$207,250	\$298,575	\$459,878	\$646,804
Expenditures					
Personnel Services		\$179,788	\$254,326	\$329,409	\$434,655
Supplies		\$15,692	\$34,658	\$50,370	\$76,233
Other Services & Charges		\$11,771	\$9,593	\$86,299	\$135,916
Capital Outlay					
Total Expenditures		\$207,251	\$298,577	\$466,078	\$646,804

Public Health (2210) Fund Summary

The Ottawa County Health Department provides environmental health services, client health services in both a clinic setting and the field, public health preparedness, and health education services. Services supervised by Health administration but not accounted for in fund 2210 include Landfill Tipping fees (solid waste planning - fund 2272) and Substance Abuse which is recorded in the General Fund (1010-6300).



Budget Summary - Fund 2210

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Licenses & Permits	\$446,122	\$385,459	\$362,473	\$410,890	\$441,890
Intergovernmental Revenue	\$2,982,673	\$3,247,491	\$4,349,298	\$4,063,322	\$3,746,492
Charges for Services	\$871,643	\$833,085	\$791,491	\$829,859	\$913,012
Interest & Rents	\$750				
Other Revenue	\$155,441	\$181,925	\$213,200	\$212,093	\$166,926
Other Financing Sources	\$5,645,922	\$5,646,605	\$5,926,606	\$6,207,668	\$5,779,966
Total Revenues	\$10,102,551	\$10,294,565	\$11,643,068	\$11,723,832	\$11,048,286
Expenditures					
Personnel Services	\$6,114,817	\$6,012,194	\$6,374,870	\$6,645,758	\$6,693,952
Supplies	\$757,769	\$1,313,321	\$1,861,917	\$1,957,243	\$1,792,635
Other Services & Charges	\$2,635,540	\$2,788,217	\$2,972,677	\$3,097,869	\$2,756,699
Capital Outlay	\$26,653	\$119,118		\$282,664	
Other Financing Uses				\$1,300,000	
Total Expenditures	\$9,534,779	\$10,232,850	\$11,209,464	\$13,283,534	\$11,243,286

Budget Highlights

The Health Department's revenue from both the State of Michigan as well as the General Fund have been decreased. A reduction from the General Fund in the amount of \$195,000 includes anticipated vacancies throughout the year amounting to \$75,000, as well as a savings of \$120,000 based on historical estimates of employees opting not to take the County provided health insurance. Other reductions include building rent and a twenty percent reduction in conferences and travel. The 2009 Budget includes a reduction of 6.9 full-time employees as well as the elimination of services provided by the Coopersville office, with the exception of home-based services and immunizations. The Epidemiologist position and associated expenses have been eliminated as has the Fluoride mouth rinse program for school age children. The Substance Abuse Prevention and County Health Assessment programs have also been reduced to balance the 2009 Budget.

Function Statement

The epidemiology division of the Ottawa County Health Department is responsible for defining the causes and distribution of diseases within Ottawa County. This division's activities are directed towards strengthening disease surveillance practices (that enhance disease identification, prevention and control), monitoring the community health status, and providing Ottawa County health data to health providers and the community.

Mission Statement

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

Goal: Determine the current health status of Ottawa County residents.

Objective: Collect and analyze Ottawa County data on the 10 leading causes of mortality (national)

Measure: Data collected on 100% of the 10 leading causes of mortality

Objective: Coordinate, analyze and report the Youth Assessment survey

Measure: Youth Assessment survey report complete

Objective: Coordinate, analyze and report the Behavioral Risk Factor Survey (BFRS)

Measure: BFRS report complete

Objective: Coordinate, analyze and develop the report for collected Body Mass Index (BMI) data

Measure: BMI report complete

Objective: Develop a project work plan for the Community Health Profile (to be published in 2009)

Measure: Work plan complete

Objective: Develop process for updating data for the Community Health Profile (to be published in 2009)

Measure: Process complete

Goal: Integrate and enhance existing disease surveillance systems in Ottawa County to detect, monitor, evaluate and report public health threats.

Objective: Promote and evaluate the use of the Michigan Disease Surveillance System (MDSS) by Ottawa County medical providers as a mechanism for disease reporting by March 2008

Measure: Evaluate the number of medical providers using the MDSS system

Measure: Develop plan to increase the use of the MDSS

Objective: Develop plan to promote and evaluate the use of the state influenza sentinel provider program by Ottawa County medical providers

Measure: Plan/study complete

Objective: Collaborate with Medical Director and applicable Department programs in the analysis and modeling of disease and public health threats

Measure: # of program partnerships established

Measure: % of Department programs utilizing epidemiological service

Goal: To improve communication of Ottawa County health data to the human services community for planning and promoting health in the community.

Objective: To use and maintain appropriate statistical analysis technology and methods to interpret and communicate data through October 2008

Measure: Maintain appropriate epidemiological/statistical modeling software

Measure: Review epidemiological data collection sites daily

Measure: Identify local surges in communicable disease within three days

Objective: Provide 100% accessibility of all current Ottawa County health data reports to the human services community and the public

Measure: % of all current year health data reports posted on the website

Objective: Advise health department staff of emerging public health issues

Measure: Develop a communication mechanism to distribute information internally

Objective: Provide analytical and data support to managers and supervisors for program development, integration and quality improvement

Measure: % of all current year health data reports provided to health department managers and supervisors

Measure: Assist with development of department, and program goals and objectives

Objective: Assist in the development of quarterly data watch reports

Measure: Four data watch reports completed

Measure: # Data Watch reports distributed

Objective: Survey recipients of Data Watch for feedback regarding quality and quantity of materials

Measure: Survey tool developed

Measure: % reporting positive response

Objective: Provide data analysis and planning support for Ottawa County Human Services Coordinating Council (OCHSCC),
Access to Healthcare Committee

Measure: Report of area health trends related to healthcare access

Measure: Provide research data to committee as requested

Measures:	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
# of Ottawa County health data reports completed and posted on the website (current year)	0	57	20	20
# of health data reports sent to the human services community	3 (estimate)	2	4	4
# of Youth Assessment survey report complete-(biannual)	N/A	1	N/A	1
# of Behavioral Risk Factor report complete-(every 5 yrs)	N/A	1	N/A	N/A
# of BMI data report complete-(biannual)	N/A	1	N/A	1
# Quarterly Data Watch Reports distributed	350	350	350	350
# of HD program partnerships	N/A	6	6	0
# of monthly health data reports posted to website	10	12	12	12
<i>Efficiency:</i>				
% Review epi data daily/report monthly	100%	100%	100%	100%
% complete monthly report posted to website	83.3%	100%	100%	100%
% data reports on website	N/A	75%	75%	75%
% health reports provided to HD staff	N/A	75%	75%	75%
% Data Watch reports completed quarterly	25%	75%	100%	100%
<i>Outcome:</i>				
% of all surges in the incidence of CD identified within 3 days	100%	100%	100%	100%
% HD programs utilizing epi services	N/A	N/A	75%	75%
% reporting positive response re: Data Watch	N/A	N/A	N/A	N/A

Resources				
Personnel	2007	2008	2009	2009
Position Name	# of	# of	# of	Budgeted
	Positions	Positions	Positions	Salary
Health Officer/ Administrator	1.000	1.000	1.000	\$104,247
Epidemiologist *	1.000	1.000	1.000	\$0
Assistant Health Administrator	1.000	1.000	1.000	\$71,173
Marketing Specialist	1.000	1.000	1.000	\$57,046
Administrative Secretary	1.000	1.000	1.000	\$41,297
Senior Accountant	0.500	0.500	1.000	\$62,247
Accountant I	1.000	1.000	1.000	\$47,251
Programmer/ Analyst	1.000	1.000	1.000	\$56,640
PC Support Specialist	1.000	1.000	1.000	\$47,251
Records Processing Clerk III	1.300	1.300	0.800	\$27,516
Medical Director	1.000	1.000	1.000	\$142,290
Account Clerk I	1.000	1.000	1.000	\$34,394
	11.800	11.800	11.800	\$691,352

*Position is not funded for 2009, but may be reinstated if future resources allow.

Funding

	2005	2006	2007	2008	2009
	Actual	Actual	Actual	Current Year	Adopted
				Estimated	by Board
Revenues					
Intergovernmental Revenue	\$1,104,846	\$1,052,394	\$1,123,626	\$1,123,626	\$1,123,626
Charges for Services	\$1,485	\$518	\$222	\$150	\$240
Interest & Rents	\$750				
Other Revenue		\$100	\$838	\$6,674	
Other Financing Sources	\$5,605,612	\$5,602,790	\$5,885,209	\$6,173,842	\$5,753,494
Total Revenues	\$6,712,693	\$6,655,802	\$7,009,895	\$7,304,292	\$6,877,360

Expenditures

Personnel Services	\$923,170	\$807,123	\$887,009	\$991,064	\$998,127
Supplies	\$34,367	\$27,439	\$24,823	\$26,986	\$20,572
Other Services & Charges	\$895,636	\$899,089	\$890,485	\$959,703	\$968,571
Capital Outlay		\$119,118		\$282,664	
Other Financing Uses				\$1,300,000	
Total Expenditures	\$1,853,173	\$1,852,769	\$1,802,317	\$3,560,417	\$1,987,270

Budget Highlights

In 2008 the County transferred \$1,300,000 to pay for building construction costs for Grand Haven and West Olive. Also in 2008 the Health department purchased new software as listed in capital outlay.

Function Statement

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

Mission Statement

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

Goal: Enhance and maintain preparedness capacity to respond to public health emergencies

Objective: By February 28, 2009, update the Emergency Response Plan (ERP) to result in a 1% grade increase given by MDCH-OPHP based on thorough review of mandated plan and required objectives.

Measure: % given to the ERP by MDCH – OPHP (projected to be received by July 2009)

Objective: By February 28, 2009 update the SNS Plan (Mass Prophylaxis Plan) of the ERP to result in a 1% grade increase given by MDCH- OPHP based on thorough review of mandated plan and required objectives.

Measure: % given to the SNS Plan by MDCH – OPHP (project to be received by July 2009)

Objective: Increase participation in community preparedness by assisting medical partners in the development of plans, procedures, and protocols in regard to surge capacity, mass prophylaxis, and PH emergency planning

Measure: # of community outreach (surge capacity, mass prophylaxis) meetings held

Measure: % of positive participation in community outreach planning (surge capacity, mass prophylaxis)

Objective: Public Health Preparedness program will complete bi-annually mandated reports (Feb. and Aug.) for the Ottawa County Health Department ERP

Measure: % of completed reports submitted to MDCH bi-annually

Objective: Establish a Medical Reserve Corps in Ottawa County to enhance the community's existing healthcare, public health, and emergency response personnel needed to provide medical care and services during a public health emergency.

Measure: Maintain and Update plans for the MRC

Objective: Develop and maintain a detailed Continuity of Operations Plan (COOP) for the Ottawa County Health Department

Measure: Complete the work plan by July 2009

Objective: Assist in the development of a County Government COOP plan

Measure: First draft work plan complete by July 2009

Goal: Identify urgent health care needs for populations of Long Term Care Nursing Facilities in Ottawa County

Objective: Develop an assessment tool to assist in the recognition of urgent health care needs during an emergency

Measure: Completion of assessment tool by July 30, 2009

Objective: Meet with each long term care nursing facility to determine urgent health care needs during emergencies

Measure: % of long term care nursing facilities that have met with OCHD-PHP

Objective: Collaborate with Emergency Management Division and applicable emergency response programs in the assessment of urgent health care needs of long term care facilities

Measure: # of program partnerships established

Objective: Educate and survey long term care facilities for interest in Push out Drug Partner Plan

Measure: # of interested long term care facilities

Goal: Improve timeliness and accuracy of communication regarding the threat of public health emergencies

Objective: Implement bi-annual testing mechanisms (Feb. and Aug.) for communication technologies regarding emergency response

Measure: # of tests completed for each communication technology device (aka: HAN, 800 MHz)

Measure: % of response rate achieved on technology testing

Objective: Establish Public Information Officer (PIO) communication workgroup with community partners regarding methods for communication during a crisis situation.

Measure: # of PIO communication meetings held

Measure: % of workgroup members that attend PIO communication workgroup meetings

Objective: By February 28, 2009 update the Crisis Emergency Risk Communication (CERC) section of the ERP to result in maintaining a grade of 100% given by MDCH- OPHP

Measure: % given to the CERC Section of ERP by MDCH – OPHP (projected to be received by June 2009)

Goal: Educate and exercise response to Public Health Emergencies

Objective: Facilitate the development of exercises with state, local, and regional partners to test jurisdictional support and response to Public Health Emergencies

Measure: % of people whose knowledge is increased through the participation in OCHD facilitated exercises

Measure: Evaluation of OCHD facilitated exercises

Measure: Completion of state mandated reports and corrective action plans (OCHD facilitated)

Objective: Develop and implement an online training utilizing the Lotus Notes system (Front Page)

Measure: Implementation of an online training plan

Measure: # of trainings established online for Public Health Preparedness

Measure: # of people trained online

Objective: Facilitate the development of trainings to increase the knowledge of internal and external stakeholders on OCHD emergency policies and procedures

Measure: # of trainings offered to internal and external stakeholders

Measure: # of people trained

Measure: % of internal and external stakeholders whose knowledge increased through training on public health preparedness

Objective: Develop and Implement a Medical Reserve Corps training to increase awareness and participation in the newly established Ottawa County Medical Reserve Corps (MRC)

Measure: # of trainings held in regard to the Medical Reserve Corps

Measure: % of people whose knowledge is increased through the participation in Medical Reserve Corps trainings

Measure: # of registered members in the Ottawa County MRC/MI Volunteer Registry

Measure: # of events/fairs attended to distribute marketing tools in regard to Medical Reserve Corps

Objective: Participate in local, regional, and state exercises to test Ottawa County response to emergencies

Measure: # of exercises participated in by the EPC and CERC positions

Measure: Completion of federal and state mandated reports and corrective action plans in regard to external exercises participated in

Goal: Assist in the maintenance of Pandemic Influenza planning in Ottawa County

Objective: Maintain/Increase community partnerships in regard to the Pandemic Influenza coalition and workgroups

Measure: # of meetings held by each workgroup in regard to Pandemic Influenza Planning

Measure: % of participating community members that attend the Pandemic Influenza meetings

Objective: Increase community awareness on the threat of a pandemic and the preventative strategies

Measure: # of website hits on the Influenza webpage at www.miOttawa.org

Measure: # of events/fairs attended to distribute marketing tools in regard to Pandemic Influenza planning

Objective: Education of community partners and Ottawa county residents regarding Pandemic Influenza

Measure: # presentations held (Pandemic Influenza Presentations)

Measures:	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
# of community outreach (surge capacity, mass prophylaxis) meetings held	4	6	10	10
# of tests completed for each communication technology device (aka: HAN, 800 MHZ)	1 per quarter per technology device	1 per quarter per device 1 weekly – 800 MHz	bi-annually per device 1 weekly – 800 MHz	bi-annually per device 1 weekly – 800 MHz
% Completion of state mandated reports and corrective action	100%	100%	100%	100%
# of staff trained online	N/A	5	5	10
# of trainings offered to internal and external stakeholders	6	5	10	5
# of trainings held in regard to the Medical Reserve Corps(dependant on recruitment #s)	N/A	N/A	Developing a Plan	2
# of exercises participated in by the EPC and CERC positions	5	6	5	5
#Completion of Federal and State mandated reports and corrective action plans in regard to exercises participated in (external)	2	2	2	2
# of meetings held by each workgroup in regard to Pandemic Influenza Planning	9	12	10	10
# of events/fairs attended to distribute marketing tools in regard to Pandemic Influenza planning	20	10	12	10
# presentations held (Pandemic Influenza Presentations)	20	9	6	6

Measures:	2006	2007	2008 Estimated	2009 Projected
# of PIO communication meetings held	N/A	4	4	4
% of HD COOP plan complete	N/A	N/A	50	100%
% Completion of long term care facility assessment tool	N/A	N/A	N/A	100%
Efficiency:				
% of positive participation in community outreach planning (surge capacity, mass prophylaxis)	N/A	50%	65%	75%
% of response rate achieved on technology testing	85%	85%	90%	95%
% of members that attend PIO communication workgroup meetings	N/A	85%	90%	95%
% given to the CERC Section of ERP by MDCH – OPHP (projected to be received by June 2008)	97%	100%	100%	100%
Evaluation of OCHD facilitated exercise (jurisdictional support)	N/A	5	5	5
% of invited community members that participate in Pandemic Influenza meetings	75%	75%	75%	75%
Average # of community members that participate in each PI meeting.	NA	NA	5	7
% of completed reports submitted to MDCH each quarter	100%	100%	100%	100%
Outcome:				
% of people whose knowledge is increased through the participation in OCHD facilitate exercises	N/A	95%	95%	95%
% of people whose knowledge is increased through training on public health preparedness (internal and external stakeholders)	50%	100%	100%	100%
% of people whose knowledge is increased through the participation in Medical Reserve Corps trainings	N/A	Developing Plan	In Progress	75%
# of registered members in the Ottawa County MRC/MI Volunteer Registry	N/A	Developing Plan	In Progress	25
# of program partnerships established for planning with long term care	N/A	N/A	N/A	10
# of long term care facilities interested in being a Push Partner	N/A	N/A	N/A	20%
% given to the ERP by MDCH – OPHP (projected to be received by June 2008)	72%	98%	99%	100%
% given to the SNS Plan by MDCH – OPHP (project to be received by June 2008)	96%	92%	94%	95%
NOTE: The above percentages may increase and decrease depending on the newly established guidance each year from MDCH – OPHP and the CDC, as well as established guidelines.				

Resources					
Personnel					
Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary	
PH Preparedness Coordinator	1.000	1.000	1.000	\$56,780	
Prog. Coord-Crisis Communication	1.000	1.000	1.000	\$53,569	
	2.000	2.000	2.000	\$110,349	
Funding					
	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$259,271	\$285,931	\$306,388	\$286,354	\$181,882
Charges for Services					
Interest & Rents					
Other Revenue				\$5,000	
Total Revenues	\$259,271	\$285,931	\$306,388	\$291,354	\$181,882
Expenditures					
Personnel Services	\$128,563	\$134,519	\$160,862	\$153,187	\$159,950
Supplies	\$39,897	\$31,217	\$25,942	\$25,542	\$3,364
Other Services & Charges	\$40,438	\$95,971	\$72,535	\$60,235	\$17,922
Capital Outlay	\$26,653				
Total Expenditures	\$235,551	\$261,707	\$259,339	\$238,964	\$181,236

Function Statement

Programs and services of the Environmental Health Division (EH) are all aimed at protecting resident and visitor's health through control and prevention of environmental conditions that may endanger human health and safety. We are the defense system and response team. Our business as environmental health professionals is to identify, respond and prevent, or eliminate factors that create risk to human health by taking appropriate action based on professional judgment and accepted standards/methods. Environmental Health Specialists routinely inspect restaurants, school kitchens, vending locations, and temporary food service establishments for proper food storage, preparation, and handling to protect the public from food-borne illnesses. Public and private water supplies are regulated, evaluated, and sampled to eliminate the risks of water-borne disease and toxic exposure. Through soil evaluations, issuance of permits and inspections of new on-site sewage disposal systems, the EH Specialists protect against illness and health hazards. The safety and sanitation of public swimming pools, spas, and bathing beaches are maintained through inspections and testing of water quality. Potential homebuyers are provided with results of water quality and condition of sewage disposal systems through a unique real estate evaluation program. EH Specialists also inspect and evaluate mobile home parks, campgrounds, child care centers, adult and child foster homes, marinas, schools, new sub-divisions, and general nuisance complaints as well as provide educational and consultative services for the public.

Mission Statement

Environmental Health Services protect public health by assuring risks from exposure to environmental hazards are minimized through prevention, identification, and response. Hazards such as unsafe food, contaminated drinking water, polluted surface water, and hazardous materials seriously threaten the health of Ottawa County residents and visitors. It is the mission of the Environmental Health Services team to address those threats by providing State and locally mandated programs in an efficient and effective manner.

ENVIRONMENTAL HEALTH – ON-SITE

Goal: Protect the safety of on-site drinking water supplies

Objective: Continue to operate private and non-community public water supply protection programs in accordance with State of Michigan and Ottawa County requirements

Measure: Michigan Department of Environmental Quality water supply program evaluations

Measure: # of groundwater water supply systems inspected prior to real estate transfers

Objective: Continue to monitor and map areas of impaired groundwater quality and quantity

Measure: Areas of impaired groundwater quality and quantity identified and mapped

Goal: Ensure the safe disposal of sewage from homes and businesses served by on-site wastewater disposal systems

Objective: Continue to meet or exceed the State of Michigan's minimum program requirements for residential and commercial on-site wastewater disposal

Measure: 100 % compliance with State of Michigan's program requirements

Measure: # of wastewater disposal systems inspected prior to real estate transfer

Measure: # of complaints received and resolved regarding illegal wastewater disposal

Measure: # of new and repair wastewater disposal systems permits issued

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

Objective: Collect water samples at public beaches on a weekly schedule between Memorial Day and Labor Day and issue "No Swim" advisories as needed

Measure: # of water samples collected and tested

Measure: # of times advisories were issued when E. coli levels exceeded acceptable limits.

Measure: # of times advisories were issued due to sewage overflows.

Objective: Provide swimming pool program in accordance with State Law.

Measure: 100 % of public swimming pools will be inspected annually

Measure: # of closing/correction orders issued to public swimming pools

Goal: Prevent exposure to health hazards in various shelter environments

Objective: Maintain inspection schedule for all permanent and temporary campgrounds, and issue correction orders as needed

Measure: 100% of permanent and temporary campgrounds will be inspected annually.

Measure: # of correction orders for permanent and temporary campgrounds

Objective: Increase testing for residential radon and lead levels

Measure: # of homes investigated for lead

Measure: # of homes tested for radon

Goal: Assess the unmet Environmental Health needs of Ottawa County

Objective: Conduct the Protocol for Assessing Community Excellence in Environmental Health

Measure: Completion of assessment and report

Performance Measures:	2006	2007	2008 Estimated	2009 Projected
Output:				
<i># of Sewage Disposal System Permits issued for new construction</i>	291	234	275	200
<i># of Sewage Disposal System Permits issued for repair/replacements at existing homes</i>	196	229	200	275
<i># of Vacant Property Evaluations completed for future development</i>	268	129	275	129
<i># of New and Replacement Well Permits issued</i>	429	320	425	375
<i># of Wastewater Disposal Systems inspected prior to real estate transfers</i>	883	728	880	850
<i># of Groundwater Supply Systems (wells) inspected prior to real estate transfers</i>	465	453	460	460
<i># of regulated Type II Water Supplies monitored</i>	223	219	225	220
<i># of Public Swimming Pools licensed and inspected</i>	129	136	135	140
<i># of Public Beaches sampled weekly during the Summer</i>	17	17	17	17
<i># of Campgrounds licensed and inspected</i>	23	22	23	23
<i># of homes tested for Radon</i>	263	459	400	400
<i># of Lead Poisoning investigations</i>	5	1	5	5
<i># of Animal specimens submitted for Rabies Testing</i>	17	39	35	35
<i># of Septage Hauling Vehicles inspected</i>	15	17	17	17
Efficiency:				
<i>% of Water and Wastewater Permits issued in accordance with County and State requirements</i>	100%	100%	100%	100%
<i>% of Type II facilities, Swimming Pools, Beaches, Campgrounds, and Septage Hauling Trucks inspected in accordance with State Requirements</i>	100%	100%	100%	100%
<i>% of Lead Investigations conducted by certified personnel</i>	100%	100%	100%	100%
<i>% of Customers reporting satisfactory experience with Environmental Health Services</i>	N/A	N/A	90%	90%
Outcome:				
<i># of new Gallons of Wastewater properly handled and disposed of in an environmentally safe system</i>	47,796,750	38,434,500	45,168,750	32,850,000
<i># of Gallons of Wastewater from existing failing systems which were corrected</i>	32,193,000	37,613,250	32,850,000	45,168,750
<i># of New Home Owners provided with information about and/or protection from faulty septic systems</i>	883	728	880	880
<i># of New Home Owners provided with information about and/or protection from unsafe water supplies</i>	465	453	460	460
<i># of Homes and Businesses provided with safe drinking water</i>	652	543	650	600
<i># of Reported Injuries or Fatalities at licensed pools or campgrounds resulting from non-compliant Environmental Health factors</i>	0	0	0	0
<i># of times public was protected from contaminated swimming water at public beaches</i>	13	6	14	10
<i># of Children protected from further adverse effects of lead poisoning</i>	5	1	10	5

ENVIRONMENTAL HEALTH – FOOD SERVICE SANITATION

Goal: Reduce the risk of food borne illnesses in food service establishments

Objective: Continue to meet or exceed the State of Michigan's minimum program requirements for a local health department food service sanitation program

Measure: 100 % of State of Michigan's minimum program requirements will be met for food sanitation.

Objective: Partner with food service establishments with persistent or emerging problems to offer solutions by way of risk control plans and standard operating procedures

Measure: Risk factors for foodborne illness will be reduced

Goal: Improve the level of food safety knowledge among the food service community

Objective: Provide monthly "Leading the Way to Food Safety" training sessions for food service employees

Measure: 90 % of session participants will report improved understanding of food sanitation on their program evaluations

Objective: Produce and distribute semi-annual "FOOD WRAP" newsletter

Measure: # of FOOD WRAP newsletters distributed

Objective: Create/refine an interactive basic food service sanitation training module on the County website

Measure: # of hits to food service training module

Performance Measures:	2006	2007	2008 Estimated	2009 Projected
Output:				
<i># of Fixed Food Establishment Inspections</i>	1,121	1,123	1,125	1,125
<i># of Vending Machine and STFU Inspections</i>	105	92	92	92
<i># of Temporary Food Establishment Inspections</i>	235	222	220	220
<i># of Re-inspections Conducted</i>	709	556	550	550
<i># of Plans Reviewed</i>	43	32	30	30
<i># of Complaints Investigated</i>	61	58	55	55
<i># of Foodborne Illness Investigations</i>	15	28	20	20
<i># of Enforcement Actions Taken</i>	119	134	120	120
<i># of Foodservice Employees Attending "Leading the Way to Food Safety" training</i>	593	393	350	350
<i># of School Concession Personnel Attending Person In Charge Training</i>	51	55	55	55
<i># of FOOD WRAP letters produced</i>	2	1	2	2
<i># of FOOD WRAP letters distributed</i>	1,100	639	1,200	1,200
Efficiency:				
<i>% of Facilities receiving required inspections</i>	99%	100%	100%	100%
<i>% of Facilities receiving re-inspections</i>	63%	49%	50%	50%
<i>% of Michigan Program Requirements met</i>	100%	100%	100%	100%
<i>% increase in attendance of our free training seminars for food service workers</i>	54%	-30%	50%	50%
<i># of attendees for free training seminars for food service workers</i>	695	448	495	450
<i>% change in Enforcement Actions</i>	59%	12%	36%	10%
Outcome:				
<i>% decrease in Overall Critical Violations</i>	9%	.2%	9.4%	5%
<i>Decrease in # of confirmed Foodborne Illness Outbreaks</i>	2	1	1	0
<i># of confirmed foodborne illness outbreaks</i>	1	1	0	0
<i>% of satisfied FOOD WRAP readers</i>	N/A	N/A	100%	100%
<i>% of food training participants successfully passing the test.</i>	91%	90%	95%	90%

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Records Processing Clerk II	2.800	2.800	2.600	\$79,607
Records Processing Clerk III	0.500	0.500	0.000	\$0
Environmental Health Manager	0.780	0.780	0.780	\$55,179
Team Supervisor/UO	2.000	2.000	2.000	\$124,490
Senior Environmental Health Specialist	9.000	9.600	9.600	\$474,698
	<u>15.080</u>	<u>15.680</u>	<u>14.980</u>	<u>\$733,974</u>

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Licenses and Permits	\$446,122	\$385,459	\$362,473	\$410,890	\$441,890
Intergovernmental Revenue	\$104,724	\$88,581	\$73,091	\$85,430	\$79,200
Charges for Services	\$162,128	\$150,223	\$117,870	\$143,710	\$143,910
Other Revenue	\$15,829	\$15,325	\$38,205	\$37,300	\$40,560
Total Revenues	<u>\$728,803</u>	<u>\$639,588</u>	<u>\$591,639</u>	<u>\$677,330</u>	<u>\$705,560</u>

Expenditures

Personnel Services	\$892,460	\$843,947	\$936,365	\$1,060,106	\$1,077,739
Supplies	\$42,035	\$29,212	\$30,335	\$36,300	\$29,264
Other Services & Charges	\$186,592	\$188,862	\$183,225	\$198,020	\$161,945
Capital Outlay					
Total Expenditures	<u>\$1,121,087</u>	<u>\$1,062,021</u>	<u>\$1,149,925</u>	<u>\$1,294,426</u>	<u>\$1,268,948</u>

Function Statement

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

Mission Statement

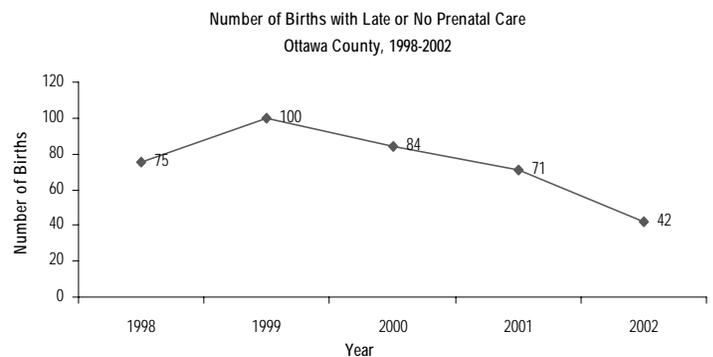
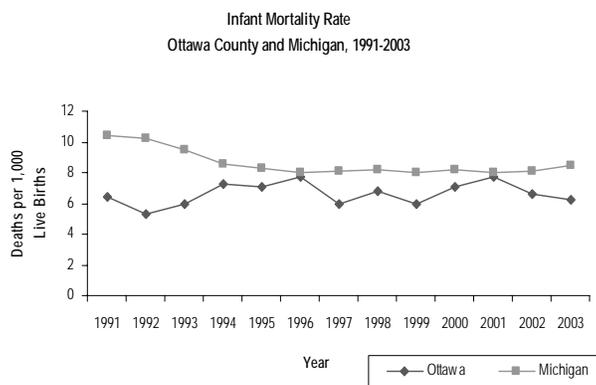
The mission of Community Health Services is to provide quality support, education, and prevention programs to families, children and pregnant women in Ottawa County.

GUIDING RESEARCH

There is extensive data to support the benefits of home-visitation programs for pregnant and parenting women. Research shows that women visited by nurses have fewer subsequent pregnancies and births, longer intervals between births of the first and second children, longer relationships with current partners, and, since the previous follow-up evaluation at 4.5 years, fewer months of using welfare and food stamps. Nurse-visited children are more likely to have been enrolled in formal out-of-home care between 2 and 4.5 years of age. Children visited by nurses demonstrate higher intellectual functioning and receptive vocabulary scores and fewer behavior problems in the borderline or clinical range. Nurse-visited children born to mothers with low levels of psychological resources have higher arithmetic achievement test scores and express less aggression and incoherence.

COMMUNITY HEALTH – MATERNAL HEALTH (MHP) AND INFANT HEALTH (IHP) PROGRAM (MIHP) AND FAMILY SERVICES

The Community Health Profile of 2006 indicated positive trends both in the infant mortality rate as well as prenatal care. Ottawa County's infant mortality rate is lower than the State as a whole, and more mothers are receiving prenatal care. The Community Health division is striving to maintain or improve these outcomes. Criteria for participation in the program require at least one risk factor that may pose a problem to delivering a healthy full-term baby.



Note: Family Service clients receive the same services as Maternal Infant Health Program (MIHP) clients. Only the payment mechanism is different. Therefore, MIHP goals and measures combine both Family Services and MIHP together.

Goal: To reduce incidence of infant mortality and morbidity

Objective: The MIHP program will promote regularly scheduled prenatal care for maternal clients one month from enrollment through the duration of the pregnancy and the IHP program will promote regularly scheduled infant medical care for MIHP infants one month from enrollment through the duration of the program

Measure: total numbers participating in Maternal Services and Infant Services

Measure: 100% of MHP participants will receive regularly scheduled prenatal care

Measure: 100% of IHP participants will receive regularly scheduled infant medical care

Measure: The infant mortality rate of MIHP clients (infant deaths/live births multiplied by 1,000) will be less than 8

Measure: The MIHP infant mortality rate will be equal to or less than the County's infant mortality rate (infant deaths/live births multiplied by 1,000)

Objective: Participants in the MIHP program who smoke will abstain from smoking around the infant

Measure: 50% of smokers will abstain from smoking around infant for duration of their MIHP involvement

Objective: Participants in the MIHP program with domestic violence (DV) issues will receive counseling or be referred to program within one month of staff awareness of the DV issue

Measure: 100% of MIHP participants with DV issues will be referred for DV counseling

Objective: MIHP participants will exhibit positive interaction with their baby during the duration of the program

Measure: 50% of participants will exhibit positive interaction with baby

Objective: Participants in the MIHP program will abstain from alcohol and drug use for the term of their pregnancy

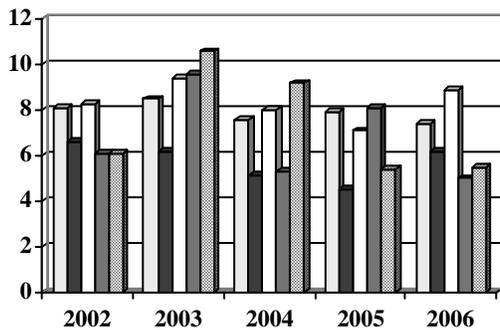
Measure: 50% of participants will abstain from substance use

Objective: Participants in the MIHP program with alcohol/drug abuse issues will be referred to a substance abuse program within one month of staff awareness of this issue

Measure: 100% of participants with substance abuse issues will be referred to substance abuse program within one month of staff awareness of the issue

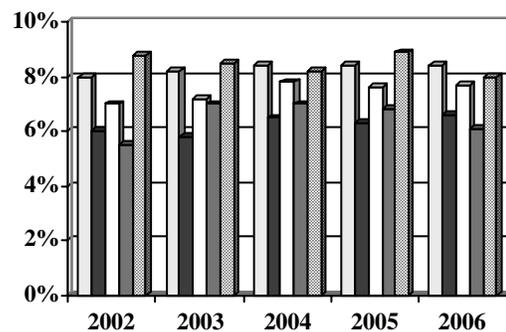
Measures:	2006	2007	2008 estimated	2009 projected
Output:				
<i># of MHP visits provided</i>	1,222	1,206	1,100	1,100
<i># of IHP visits provided</i>	2,368	2,055	2,000	2,000
<i># of Family Service visits</i>	361	829	700	700
Efficiency:				
<i>% of MHP clients receiving regularly scheduled prenatal care</i>	98%	99%	99%	99%
<i>% of IHP clients receiving regularly scheduled infant medical care</i>	95%	99%	99%	99%
<i>% of MIHP clients identified as substance abusers who abstain from substance abuse during pregnancy</i>	50%	60%	65%	65%
<i>% of MIHP clients with identified substance abuse issues referred to substance abuse program within 1 month of enrollment</i>	50%	90%	90%	90%
<i>% of MIHP clients identified as smokers who abstain from smoking during pregnancy</i>	50%	80%	80%	80%
<i>% of MIHP clients identified as smokers abstaining from smoking around infant</i>	89%	80%	85%	85%
<i>% of MIHP clients with domestic violence issue who receive referral for counseling</i>	70%	88%	88%	88%
Outcome:				
<i>% of MIHP clients who exhibit positive interaction with baby</i>	89%	94%	94%	94%
<i>Infant mortality rate of MIHP clients</i>	<8	<8%	<8%	<8%
<i>% of newborns with a low birth weight</i>	<8%	<8%	<8%	<8%

Infant Mortality Rate



□ State ■ Ottawa □ Kent ■ Allegan ■ Muskegon

% of Newborns with Low Birth Weight



□ State ■ Ottawa □ Kent ■ Allegan ■ Muskegon

The preceding outcome benchmark graphs show that Ottawa County's birth statistics are in line with our neighboring counties and are significantly better than the State as a whole.

COMMUNITY HEALTH – CHILDHOOD OBESITY INITIATIVE – FIT FOR A KID – A Program under MIHP

GUIDING RESEARCH

The threat of obesity is greater than ever for US children and adolescents. Despite the recognition of the severe health and psychosocial damage done by childhood obesity, it remains low on the public agenda of important issues facing policy makers. Perhaps this is because the most serious health effects of obesity in today's children will not be seen for several decades. Action must be taken now to stem the epidemic of childhood obesity.

The Childhood Obesity initiative "Fit For a Kid" is a partnership activity between Community Health and Health Promotions. The goal of the initiative is to decrease childhood obesity and overweight. Objectives focus on gathering Body Mass Index (BMI) data from Ottawa County elementary students, providing education to parents and physicians and implementing targeted interventions to select groups.

Goal: Assess BMI status of children in Ottawa County

Objective: By September 30, 2013, the Obesity Task Force will coordinate screening of 1,000 third grade students in Ottawa County.

Measure: # of children screened.

Goal: Increase Ottawa County residents access to resources that promote healthy eating and physical activity in children.

Objective: By September 30, 2009, the Obesity Task Force will provide educational resources to 100% of OC pediatric and family practice physicians.

Measure: % of physicians who receive educational resources.

Objective: By September 30, 2008, the Obesity Task Force will provide educational information to 100% of OC parents whose children participate in the BMI screening.

Measure: % of parents who received educational information.

Objective: By September 30, 2009, the Obesity Task Force will expand the educational website to promote health eating and physical activity (via existing county web site) to OC parents.

Measure: # of "hits" to website.

Goal: Implement parent programs to address childhood overweight and obesity.

Objective: By September 30, 2009, the Maternal and Infant Health Program will implement a home based intervention program to 20% of eligible program participants.

Measure: Implementation of a home based intervention plan.

Objective: By September 30, 2009, Health Promotion will implement a pilot program for community intervention.

Measure: Implementation of a community intervention plan.

Measures:	2006	2007	2008 estimated	2009 projected
<i>Output:</i>				
<i># of children screened for BMI</i>	2,678	1000	1000	NA
<i>% of MIHP clients implementing a home-based intervention plan</i>	N/A	N/A	100%	100%
<i>Efficiency:</i>				
<i>% of physicians receiving info</i>	N/A	N/A	98%	98%
<i>% of parents whose children are screened receiving info</i>	N/A	100%	100%	100%

COMMUNITY HEALTH – CHILDRENS SPECIAL HEALTH CARE SERVICES (CSHCS)

GUIDING PRINCIPALS

Federal Maternal and Child Health Bureau 2010 goals are expected of all programs for children and youth with special health care needs across the country. Those goals are as follows:

1. Families of children with special health care needs will partner in decision making at all levels and will be satisfied with the services they receive.

2. All children with special health care needs will receive coordinated, ongoing, comprehensive care within a medical home.
3. All families of children with special health care needs will have adequate private and/or public insurance to pay for the services they need.
4. All children will be screened early and continuously for special health care needs.
5. Community-based service systems will be organized so families can use them easily.
6. All youth with special health care needs will receive the services necessary to make transitions to all aspects of adult life, including adult health care, work and independence.

Goal: Improve access to medical care for children with special health care needs who are enrolled in CSHCS

Objective: Promote CSHCS by providing program representation and advocacy to potential enrollees

Measure: # of new enrollments will increase

Objective: Eligible children with possible CSHCS qualifying conditions will be referred for diagnostic evaluation

Measure: # of suspected eligible children will be referred for diagnostic evaluation

Measure: % of those referred for diagnostic who are enrolled in program

Objective: Provide case management and /or care coordination for enrollees who require additional assistance

Measure: At least 2% of qualified enrollees will receive case management and/or care coordination

Measures:	2006	2007	2008 estimated	2009 projected
Output:				
<i># of new CSHCS enrollees</i>	150	193	100	150
Efficiency:				
<i># of suspected eligible children referred to diagnostic evaluation</i>	108	125	115	115
<i>% of CSHCS enrollees receiving case management and/or care coordination</i>	43%	54%	47%	50%
Outcome:				
<i>% of enrollees who feel CSHCS has increased access to healthcare</i>	N/A	97%	98%	98%

COMMUNITY HEALTH – EARLY ON

There is substantial research showing the benefits of early identification and interventions for children with suspended developmental disabilities. With as many as one in eight children having mental retardation and/or a developmental disability (Glascoe 1997), it is vital that delays and disabilities are identified as early as possible so these children receive the benefits of early detection and intervention.

Goal: Link children at risk for developmental disabilities to Early On services

Objective: Assess all referrals for possible developmental delays

Measure: 100% of referrals will be assessed for developmental delays within 3 weeks of first contact

Objective: Enroll children identified as at risk for developmental disabilities into the Early On program

Measure: 100% of children identified as at risk for developmental disabilities will be enrolled into the program

Objective: Refer enrollees found to have growth and development delays to appropriate services within 4 weeks of enrollment

Measure: 100% of enrollees will be referred to appropriate services within 4 weeks of enrollment

Measure: % referred receiving service

Measures:	2006	2007	2008 estimated	2009 projected
Output:				
<i># of Early On enrollees</i>	118	120	110	110
Efficiency:				
<i>% of children identified as at risk for developmental disabilities enrolled</i>	100%	100%	100%	100%
<i>% of referrals assessed within 3 weeks of first contact</i>	N/A	N/A	90%	90%

Measures:	2006	2007	2008 estimated	2009 projected
<i>% of Early On enrollees referred to appropriate services within 4 weeks of enrollment</i>	100%	100%	100%	100%
Outcome:				
<i>% of referrals that receive services</i>	N/A	100%	100%	100%

COMMUNITY HEALTH – VISION AND HEARING

Both vision and hearing are focus areas of Healthy People 2010, a broad-based collaborative effort among government, private, public, and nonprofit organizations, has set national disease prevention and health promotion objectives to be achieved by the end of this decade. The effort has two overarching goals: to increase the quality and length of healthy life and to eliminate health disparities.

Goal: Provide early identification of visual impairment in children 17 years and younger and refer as necessary for further assessment

Objective: Screen preschoolers, school aged children and special education children for visual impairments by October 1

Measure: 90% of Ottawa County children from preschool age to age 17 will be screened

Objective: Screen early childhood (under 3 yrs) children for visual impairments by October 1

Measure: 90% of eligible early childhood children will be screened

Objective: Refer children identified as having possible visual impairments for further medical treatment by October 1

Measure: 100% of identified children will be referred

Objective: Children who are referred will receive medical follow-up

Measure: 80% of referred children will receive medical follow-up

Goal: Increase identification of hearing loss or impairment in children and adolescents under age 17 years

Objective: Screen preschoolers, school aged children and special education children for hearing impairments by October 1

Measure: 90% of Ottawa County children from preschool age to age 17 will be screened

Objective: Screen early childhood (under 3 yrs) children for hearing impairments by October 1

Measure: 90% of eligible early childhood children will be screened

Objective: Refer children identified as having possible hearing impairments for further medical treatment by October 1

Measure: 100% of identified children will be referred

Objective: Children who are referred will receive medical follow-up

Measure: 80% of referred children will receive medical follow-up

Objective: Children who require prescriptive devices will receive devices.

Measure: 100% of children requiring prescriptive devices will receive them.

Measures:	2006	2007	2008 estimated	2009 projected
Output:				
<i># of children vision screened</i>	18,587	17,885	18,950	18,120
<i># of children vision referral</i>	1,227	1,087	1,150	1,110
<i># of children hearing screened</i>	14,931	14,517	14,750	13,970
<i># of children hearing referral</i>	410	383	450	400
Efficiency:				
<i>% of eligible children screened for vision and hearing impairments</i>	90%	90 %	90 %	90%
<i>% of children identified referred to appropriate services</i>	100%	100%	100%	100%
Outcome:				
<i>% of children receiving medical follow up</i>	N/A	97.4%	97.3%	97.3%
<i>% of referrals prescribed assistive devices</i>	N/A	98.1%	98%	98%

COMMUNITY HEALTH – PRENATAL CARE (PNC) and ENROLLMENT

There is significant research to support the importance of prenatal care. Prenatal care is associated with significant reductions in the number of infants delivered preterm or with low birth weight.

MiChild and MOMS are insurance programs offered through the Michigan Department of Community Health and Medicaid, respectively. MiChild is a health insurance program that is intended for uninsured children of Michigan's working families. MiChild services are provided by HMOs and other health care plans throughout Michigan. The Maternity Outpatient Medical Services (MOMS) program covers outpatient pregnancy-related services during the prenatal and postpartum period for eligible beneficiaries, as well as inpatient delivery-related services. Enrollment into either program helps facilitate early and on-going prenatal care.

Goal: Ensure that pregnant women receive prenatal care within the first trimester and at regular intervals during their pregnancy

Objective: Assist low income pregnant women in applying for Medicaid/MOMS programs

Measure: 100% of eligible clients will be assisted

Measure: # of clients assisted

Objective: Assist families in applying for health insurance coverage

Measure: 350 new families will be assisted in applying for health insurance coverage each year

Measure: % receiving health insurance

Objective: Assist families in acquiring a prenatal care medical provider

Measure: # of consultations

Measure: Assist 35 families in finding prenatal care medical providers

Measures:	2006	2007	2008 estimated	2009 projected
Output:				
<i># of new families assisted in finding prenatal care medical providers</i>	30	35	35	35
<i># of new families assisted in applying for health insurance coverage</i>	350	420	450	450
Efficiency:				
<i>% of eligible clients assisted in applying for Medicaid/MOMS programs</i>	100%	100%	100%	100%
<i>% of clients receiving appointment within one week</i>	N/A	97%	98%	98%
Outcome:				
<i>% of clients assisted that receive health care coverage</i>	N/A	90%	92%	92%

COMMUNITY SERVICES – CHILDREN'S ADVOCACY CENTER PARTNERSHIP

Community Services and Clinical Services work together to provide the Children's Advocacy Center (CAC) with approximately eight nursing days per month to assess, treat and investigate instances of child abuse in our community. The CAC is a child-focused, community-oriented, facility-based program in which representatives from many disciplines partner to discuss and make decisions about investigation, treatment and prosecution of child abuse cases. They also work to prevent further victimization of children.

Goal: Provide community outreach services to help reduce the instance and impact of child abuse within our community.

Objective: Provide the Children's Advocacy Center (CAC) with assistance to assess, treat and investigate instances of child abuse in our community.

Measure: # of nursing days provided per month (average)

Measure: % of requested assessments completed

Measures:	2006	2007	2008 estimated	2009 projected
Output:				
<i># days per month (average) provided</i>	N/A	6	6	6
Output:				
<i>% of requested assessments completed for CAC</i>	N/A	98%	98%	98%

Resources				
Personnel				
Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Records Processing Clerk III	2.450	2.700	2.000	\$67,105
Records Processing Clerk II	0.750	0.500	0.500	\$16,238
Health Technician	3.200	3.200	3.200	\$116,676
Community Health Nurse I	8.600	8.100	6.900	\$370,967
CSHCS Program Representative *	1.000	1.000	1.000	\$36,461
Community Health Services Manager	1.000	1.000	1.000	\$74,800
Registered Dietician	1.000	0.500	0.500	\$22,296
Scoliosis Screening & Hearing	1.000	1.000	1.000	\$36,461
Team Supervisor	2.000	2.000	2.000	\$124,491
Public Health Social Worker	4.200	3.200	2.400	\$120,924
	25.200	23.200	20.500	\$986,419

* Childrens Special Health Care Service Program Representative

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$573,027	\$503,726	\$518,316	\$508,112	\$505,577
Charges for Services	\$175,761	\$193,370	\$164,340	\$159,874	\$190,715
Other Revenue	\$9,103	\$10,571	\$12,390	\$14,913	\$4,070
Other Financing Sources	\$40,310	\$43,815	\$41,397	\$33,826	\$26,472
Total Revenues	\$798,201	\$751,482	\$736,443	\$716,725	\$726,834
Expenditures					
Personnel Services	\$1,720,248	\$1,615,969	\$1,612,091	\$1,556,986	\$1,467,915
Supplies	\$165,057	\$150,744	\$145,029	\$152,377	\$136,140
Other Services & Charges	\$830,582	\$913,483	\$1,016,217	\$1,073,254	\$1,047,193
Capital Outlay					
Total Expenditures	\$2,715,887	\$2,680,196	\$2,773,337	\$2,782,617	\$2,651,248

Function Statement

Clinic Services are provided out of homes, schools, clinics and community locations. Programs included are: Communicable Disease, investigation and follow-up; Tuberculosis Program, evaluation, treatment, and education; Sexually Transmitted Disease (STD) Clinics, confidential testing, treatment and education on STDs and anonymous counseling and testing for HIV/AIDS; Immunization Services, vaccine administration, monitoring, and distribution; Travel Clinic, information for travel and immunizations; Family Planning Program, medical exams, pregnancy testing/counseling, prescription birth control, and education.

Mission Statement

Provide family planning, communicable disease and immunization services to underserved populations to reduce unplanned pregnancies and the occurrence and spread of communicable diseases in the County.

CLINICAL SERVICES - FAMILY PLANNING/STD

Offering affordable and confidential Family Planning services, especially to teens, is one of the ways the OCHD makes an impact on teen pregnancy.

Goal: Assure access to high quality clinical family planning services

Objective: Provide a comprehensive system of family planning services that includes education, prevention, contraception and treatment

Measure: 100% of Family Planning clients will be offered the Title X required services

Measure: 100% of Family Planning clients will be evaluated based on income according to a sliding fee schedule to improve affordability of Family Planning services

Goal: Reduce unintended pregnancy in Ottawa County

Objective: Maintain Family Planning enrollment of highest risk populations

Measure: 30% of the enrollees in the Family Planning Program will be teens

Measure: The number of clients utilizing Family Planning services between 19 and 44 years of age and at or below 185% of the poverty level will increase by 10%

Goal: Reduce Sexually Transmitted Infections (STI)

Objective: Educate all family planning and STD clients on the risk factors affecting STIs including domestic violence, sexual coercion, drugs and alcohol

Measure: % of OCHD STD clients who have Chlamydia

Measure: 100% of clients who tested positive for Chlamydia will be offered partner notification, education and treatment

Performance Measures:	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
# of Family Planning Clients	4,458	3,816	4,000	4,000
% of clients evaluated for sliding scale fee reductions	100%	100%	100%	100%
% of Chlamydia clients offered partner notification and treatment	100%	100%	100%	100%
# of STD Clients served	2,283	2,125	2,150	2,150
<i>Efficiency:</i>				
Networks will be utilized for each client to identify insurance	N/A	100%	100%	100%
# of applications submitted and evaluated for Plan First!	845	985	850	850
% of Title X requirements met by offering Contraceptive Methods, STI and Treatment, Health History and Exam, Teen Services w/ parental involvement, and Coercion Assessment	N/A	100%	100%	100%
% of teen enrollment (ages 19 and under) participating in the Family Planning program	32%	25%	28%	30%
# of Family Planning clients that are uninsured	2,953	3,208	3,300	3,300
# of Family Planning clients served at or below 200% poverty level	3,973	3,394	3,400	3,400
# of Family Planning medical exams (Dr/NP)	2,078	2,073	2,000	2,025
<i>Outcome:</i>				
% of Family Planning clients chose a contraceptive method who are not planning a pregnancy	N/A	100%	100%	100%
% of positive cases of Chlamydia	10%	9%	9%	9%

CLINICAL SERVICES – IMMUNIZATION/COMMUNICABLE DISEASE (CD) /TUBERCULOSIS (TB)

Goal: To protect the community against vaccine preventable disease

Objective: 90% Children 19-35 months old will be fully immunized

Measure: 90% of 19-35 months old clients of the Health Department will be fully immunized per the Michigan Care Improvement Registry (MCIR)

Objective: Provide education and support regarding immunization to health care providers as requested

Measure: Provide information as requested (brochure, data, direct training) to 100% of those requesting support.

Objective: To provide education and support to school/daycare/preschool personnel to assure that children enrolled in these programs will have consistently high rates of immunization

Measure: Daycare/preschools will report that $\geq 90\%$ of students are fully immunized per the MCIR/SIRS October report

Measure: School districts will report that $\geq 95\%$ of children are fully immunized per the MCIR/SIRS February report

Objective: To increase the percentage of fully immunized 19-35 month olds and 12-13 year olds in Ottawa County by providing immunization education to provider offices staff

Measure: 83% of 19-35 month olds in Ottawa County will be fully immunized per the MCIR

Measure: 60% of 11-12 year olds in Ottawa County will be fully immunized per the MCIR

Goal: To minimize the spread of communicable disease

Objective: Reported CD cases will be investigated to confirm the diagnosis

Measure: # of reported cases of pertussis will be less than 10

Measure: 100% of reported CD cases will be completed and filed with MDSS within 30 days

Measure: 100% of reported CD cases will be data entered into the MDSS within 1 business day

Measure: 100% of reported active TB cases will be investigated and diagnosed

Objective: Confirmed cases will receive prevention, education and treatment

Measure: 100% of confirmed CD/TB cases will receive prevention, education and treatment

Objective: 100% of reported “close contacts” will receive surveillance, education and treatment if necessary

Measure: 100% close contacts receive surveillance, education and treatment

Goal: To protect the traveling community against vaccine preventable disease and travel-related health risks

Objective: To provide vaccines and itinerary specific education to people traveling to developing countries for business, vacation, mission work, etc.

Measure: 100% of traveling clients of the OCHD will be offered the appropriate vaccine(s) and education

Measure: 100% travel clients receive recommended vaccinations

<i>Output:</i>	2006	2007	2008 Estimated	2009 Projected
<i># of OCHD Travel Immunization clients</i>	1,880	2,022	2,150	2,200
<i>% of appointment reminder post cards and phone calls made by the Immunization Team</i>	100%	100%	100%	100%
<i>Educate providers on the MICR as requested</i>	100%	100%	100%	100%
<i># of VFC provider offices educated on MICR</i>	17	17	15	16
<i>Provide quarterly(4) private provider Immunization trainings/workshops</i>	4	4	4	4
<i>Provide school/daycare in-services</i>	100%	100%	100%	100%
<i># of school/daycare in-services provided</i>	2	2	2	2
<i># of monthly recall letters for 7-35 month old OCHD clients sent out</i>	244	220	200	200
<i># of annual recall letters for all Ottawa County 19-35 month olds sent out</i>	659	605	512	475
Efficiency:				
<i>% of reported active TB cases investigated and diagnosed</i>	100%	100%	100%	100%
<i>% confirmed CD/TB cases entered into MDSS within 1 day</i>	100%	100%	100%	100%
<i>% of Reported CD cases completed and filed with MDSS within 30 days</i>	N/A	100%	100%	100%
<i>% of 19-35 month olds in Ottawa County fully immunized</i>	77%	83%	83%	84%

Fund: (2210) Health

Clinic Services

<i>Efficiency:</i>	2006	2007	2008 Estimated	2009 Projected
<i>% of 19-35 month olds clients of the Health Department fully immunized</i>	89%	88%	88%	89%
<i>% of 13-15 year olds in Ottawa County fully immunized</i>	N/A	NA	41%	45%
<i>% of school age children fully immunized</i>	99%	99%	99%	99%
<i>% of daycare/preschool children fully immunized</i>	97%	97%	97%	97%
<i>% travel clients offered recommended vaccinations</i>	N/A	100%	100%	100%
<i>Outcome:</i>				
<i># of Tuberculosis cases</i>	6	3	4	4
<i># of reported cases of pertussis</i>	8	5	5	5
<i>% of private providers benefiting from the training and stating they would recommend it to others</i>	N/A	100%	100%	100%
<i>% of confirmed CD/TB cases receiving education and treatment</i>	100%	100%	100%	100%
<i>% close contacts receiving education and treatment</i>	100%	100%	100%	100%
<i>% of travel client survey results indicated the education they received was beneficial</i>	N/A	100%	100%	100%

Resources

Personnel	2007	2008	2009	2009	
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary	
Nurse Practitioner	0.500	0.700	1.200	\$80,375	
Administrative Assistant	0.000	0.000	1.000	\$39,727	
Team Supervisor	3.000	3.000	2.800	\$174,286	
Clinic Services Manager	1.000	1.000	1.000	\$70,148	
Records Processing Clerk II	13.250	13.250	11.500	\$355,555	
Community Health Nurse II	2.800	0.000	0.000	\$0	
Community Health Nurse I	10.100	12.800	12.100	\$640,735	
Health Technician	1.700	2.000	2.000	\$71,139	
Health Educator	0.500	0.000	0.000	\$0	
Licensed Practical Nurse	1.400	0.900	0.900	\$34,205	
	34.250	33.650	32.500	\$1,466,170	
Funding					
	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$752,498	\$1,108,091	\$2,042,509	\$1,816,426	\$1,711,481
Charges for Services	\$511,654	\$479,288	\$501,280	\$516,153	\$559,155
Other Revenue	\$75,996	\$62,532	\$25,925	\$21,206	\$20,600
Total Revenues	\$1,340,148	\$1,649,911	\$2,569,714	\$2,353,785	\$2,291,236
Expenditures					
Personnel Services	\$1,756,466	\$1,872,239	\$1,929,991	\$2,004,710	\$2,192,091
Supplies	\$369,591	\$925,962	\$1,523,825	\$1,587,409	\$1,497,749
Other Services & Charges	\$451,678	\$456,987	\$448,656	\$458,065	\$355,673
Total Expenditures	\$2,577,735	\$3,255,188	\$3,902,472	\$4,050,184	\$4,045,513

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

Mission Statement

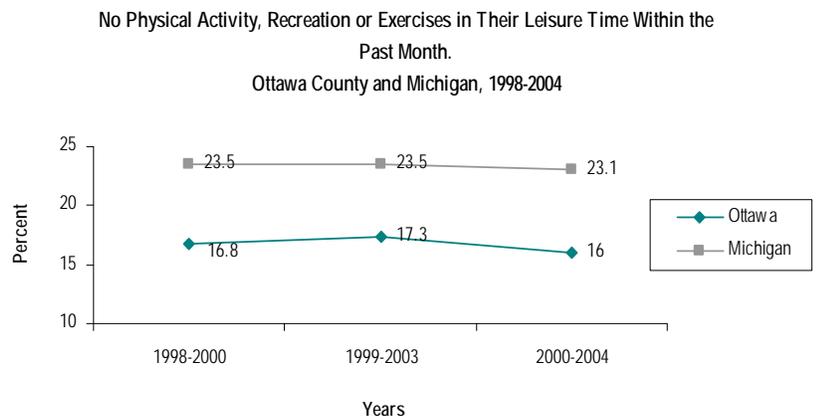
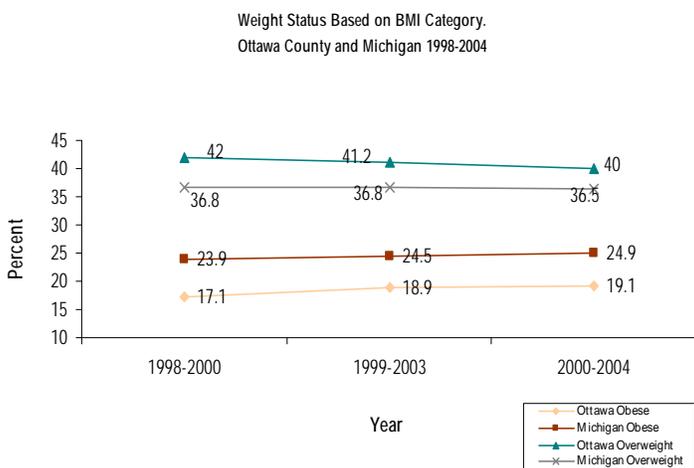
Health Promotion is committed to providing initiatives which create an environment that empowers Ottawa County residents to make healthy choices.

HEALTH PROMOTION-CHRONIC DISEASE PREVENTION PROGRAM

OTTAWA COUNTY COMMUNITY DATA

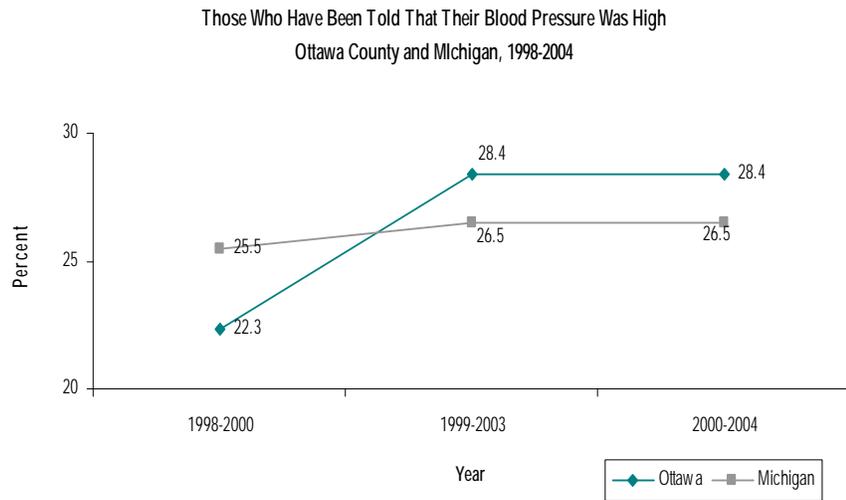
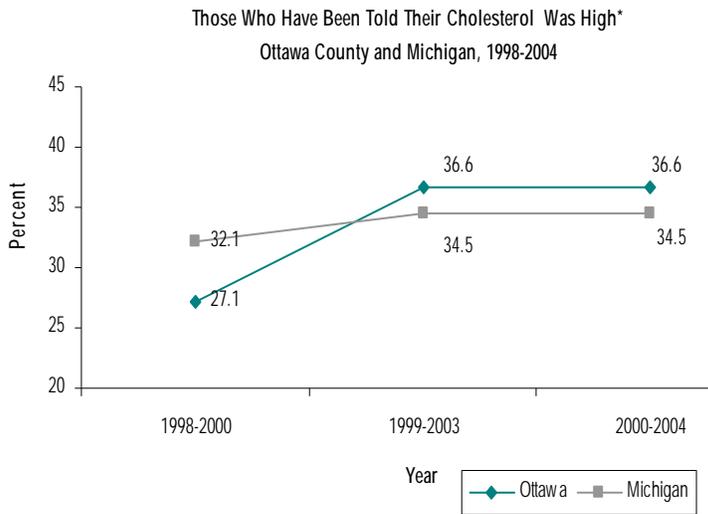
2005 OTTAWA COUNTY YOUTH ASSESSMENT SUVEY		
Risk Category	Behavior	% Agreement
Dietary Behavior	Ate less than 5 servings of fruits or vegetables per day	64.8%
	Drank soda 2 or more times on an average day	36.7%
Weight *	Were classified as overweight (self-reported)	81.5%
	Thought that they were overweight (self-reported)	26.4%
Physical Activity	Participated in vigorous physical activity for 20+ minutes on at least 3 of the past 7 days	71.2%
	Participated in moderate physical activity for 30+ minutes on at least 5 of the past 7 days	29.1%

The results from the Community Profile also identified the need for improvement in the areas of weight and physical activity.

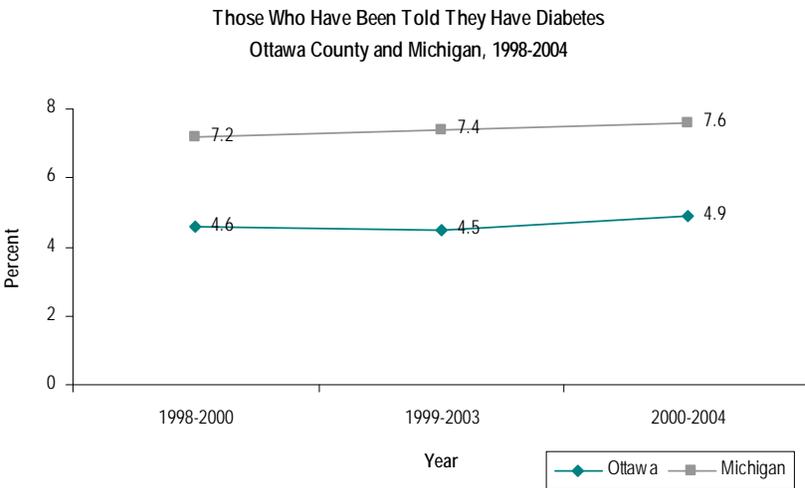


Although County residents are less likely to report no physical activity than the State as a whole, there is still room for significant improvement. 16% of County residents are estimated to get no physical exercise at all, and this is more likely in lower income residents.

Indicators for cardiovascular disease are also discouraging. Of the three main risk factors for cardiovascular disease - cholesterol, blood pressure, and diabetes - the rates in Ottawa County for high blood pressure and high cholesterol are above those of the State as a whole:



*Among respondents who reported having had their cholesterol checked.



Promoting regular physical activity and healthy eating and creating an environment that supports these behaviors are essential to addressing the problem.

While research to demonstrate the effectiveness of programs designed to increase access to healthier foods in communities is scant, there are early indications that these initiatives can produce positive outcomes.

Goal: Increase Ottawa County residents’ access to resources that promote healthy eating and physical activity.

Objective: By September 30, 2009, the wellness team will implement 100% of health promotion’s Fit for a Kid committee responsibilities.

Measure: % of responsibilities assigned to wellness that team carried out

Objective: By September 30, 2009, the wellness team will develop a community-based intervention to promote healthy eating and physical activity to families with young children in Ottawa County.

Measure: Community intervention pilot program developed

Objective: By September 30, 2009, the wellness team will implement a community-based intervention “pilot program” to promote healthy eating and physical activity to families with young children in Ottawa County.

Measure: Community intervention pilot program implemented

Objective: By September 30, 2009, the wellness team will develop a “Fit for a Kid” web page.

Measure: “Fit for a Kid” web page developed

Goal: Increase Ottawa County residents’ access to physical activity and healthy food choices.

Objective: By September 30, 2009, the wellness team will provide each Ottawa County Wellness Coalition Action Team (4 teams/quadrants) with \$1,000 seed money to implement an action item identified in community assessment results.

Measure: # of grants approved and distributed

Measure: # of action items implemented (goal of one per quadrant/ action team)

Objective: By September 30, 2009, the wellness team will assist in providing 2 initiatives to Ottawa County youth ages (6-18) to encourage physical activity and healthy eating.

Measure: # of initiatives implemented.

Measure: # of youth participating in initiatives promoting healthy eating and physical activity

Objective: By September 30, 2009, the wellness team will chair 12 Ottawa County Wellness Coalition meetings.

Measure: # of Coalition meetings chaired

Measure: A functional coalition

Objective: By September 30, 2009, the wellness team will chair two Ottawa County Wellness Coalition "Action Teams" meetings.

Measure: # of task force meetings chaired

Measure: # of functional action teams

Objective: By September 30, 2009, the wellness team will fulfill 100% of the Ottawa County Health Department's responsibilities in the Ottawa County Wellness Coalition strategic plan.

Measure: % OCHD responsibilities completed in the OCWC strategic plan

Objective: By September 30, 2009, the wellness team will create two GIS maps showing accessible healthy food options or physical activity for Ottawa County residents.

Measure: # of maps developed

Measure: # of action teams using maps to develop programs and strategies

Goal: To increase healthy environments in Ottawa County worksites.

Objective: By September 30, 2009, the wellness team will provide assistance to 5 businesses in Ottawa County in implementing their "Designing Healthy Environments at Work" action plans.

Measure: 5 businesses conducted DHEW assessment

Measure: 5 action plans implemented

Measure: % increase of policies and environmental changes implemented at worksites

Objective: By September 30, 2009, the wellness team will provide 250 resources to Ottawa County Worksites regarding healthy eating, physical activity and smoke-free environments.

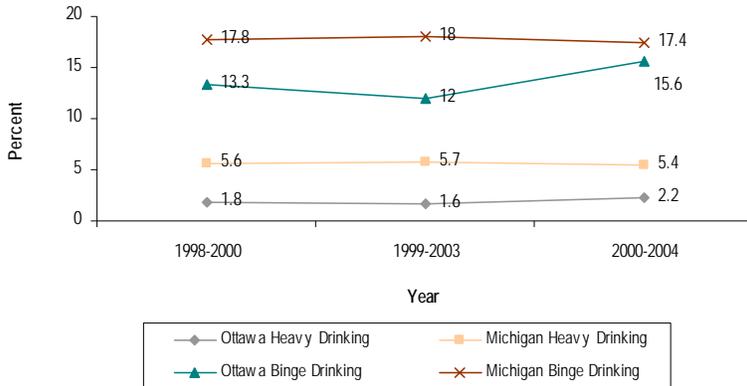
Measure: # of healthy worksite resources distributed

Performance Measures:	2006	2007	2008 Estimated	2009 Projected
Output:				
# of Fit for a Kid representatives	0	0	3	1
# community based initiative regarding healthy eating and physical activity for families of young children	0	0	0	1
Develop Fit for a Kid web page	0	0	0	Complete
# of action teams provided \$1,000 seed money	N/A	N/A	N/A	4
# of healthy eating and physical activity initiatives provided to youth	1	2	2	2
# of Coalition meetings chaired	12	12	12	12
# of Action Teams chaired for the Ottawa County Wellness Coalition	0	2	2	2
# of Ottawa County Wellness Coalition initiatives assisted	N/A	21	21	15
# of maps showing accessible healthy food options or physical activity options created	0	0	0	2
# of resources provided to worksites regarding healthy eating, physical activity and smoke-free environments.	N/A	250	250	250
Efficiency:				
% of Fit for a Kid responsibilities implemented per those developed	N/A	N/A	100%	100%
Outcome:				
# of DHEW action plans implemented	0	5	5	5
% of Action teams using maps to develop strategies	N/A	N/A	N/A	100%

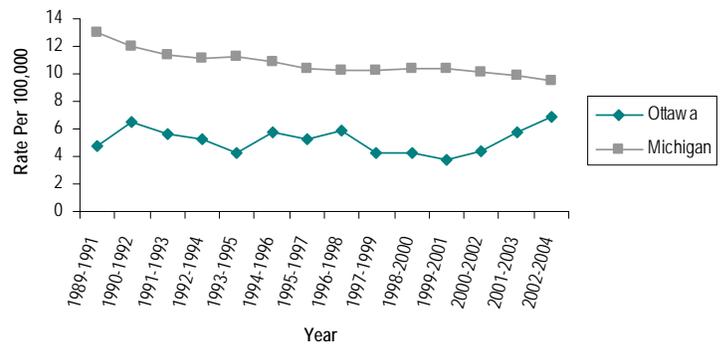
HEALTH PROMOTION-COMMUNITIES HELPING OTTAWA OBTAIN A SAFE (ALCOHOL) ENVIRONMENT (CHOOSE)

The results of the Community Health profile identified some disturbing trends in alcohol consumption in Ottawa County. While the state rate for reported binge drinking is decreasing slightly, there is a significant increase in binge drinking noted for Ottawa County residents. Not surprisingly, the liver disease death rate is also on the rise:

Heavy Drinking and Binge Drinking in the Past Month
Ottawa County and Michigan, 1998-2004



Liver Disease Age Adjusted Death Rates
Three Year Moving Averages
Ottawa County and Michigan, 1989-2004



Although it will take time to affect these measures, the programs and strategies listed below along with their intermediate outcome measures should result in improvement of the above problems in the long-run.

Research shows that multi-component interventions with community mobilization are effective in reducing alcohol impaired driving. The CHOOSE program is a multi-component, community based program that uses a set of environmental intervention including: community awareness, responsible beverage service, preventing underage alcohol access, enforcement and community mobilization.

Goal: Reduce alcohol related traffic crashes (auto, motorcycle, boat, ATV) by 2014.

Objective: By September 30, 2009, the substance abuse prevention staff will chair 2 Ottawa County CHOOSE coalition meetings.

Measure: # of CHOOSE coalition meetings chaired by SAP staff

Objective: By September 30, 2009, the substance abuse staff will chair 5 Drinking and Driving task force meetings.

Measure: # of Drinking and Driving task force meetings chaired by SAP staff

Objective: By September 30, 2009, the substance abuse staff will chair 5 Responsible Beverage Service task force meetings.

Measure: # of Responsible Beverage Service task force meetings chaired by SAP staff

Objective: By September 30, 2009, the substance abuse staff will chair 5 Youth Access task force meetings.

Measure: # of Youth Access task force meetings chaired by SAP staff

Objective: By September 30, 2010, the CHOOSE Drinking and Driving task force will increase the drinking and driving arrest rates in Ottawa County by 10%.

Measure: % increase in the reported # of arrests for OUIL, OWI, MIP, open receptacle by Local Police Dept.

Objective: By September 30, 2011, The CHOOSE Youth Access task force will decrease the % of minors who indicate parties as their number # 1 source for obtaining alcohol by 3% (43% to 40%)

Measure: % decrease of minors reporting parties as #1 source of alcohol by 2011

Objective: By September 30, 2009, the CHOOSE Responsible Beverage Service task force will increase by 5 (to 35) the number of on-site alcohol retail establishments in Ottawa County that have been TIPS trained.

Measure: # of on-site establishments that have been TIPS trained

Objective: By September 30, 2009, The CHOOSE Responsible Beverage Service task force will increase the number of on-site establishments with developed policies and procedures on correct serving practices from 10 to 20.

Measure: # of on-site establishments with serving practices policies and procedures

Objective: By September 30, 2009, The CHOOSE Responsible Beverage Services and Youth Access task forces will provide Responsible Beverage Service (RBS) trainings to 100% of off-site establishments requesting training.

Measure: % of off-site establishments requesting TIPS training that receive the training

Objective: By September 30, 2009, the CHOOSE Responsible Beverage Service and Youth Access task forces will provide RBS training to 100% of off-site alcohol establishments mandated to receive training.

Measure: % of off-site establishments mandated to receive TIPS training that receive the training

Objective: By September 30, 2009 The CHOOSE coalition will maintain compliance rates among OC alcohol retail establishments at 97%.

Measure: % compliance rate

Objective: By September 30, 2009, the CHOOSE Responsible Beverage Service task force will provide 3 concession trainings in Ottawa County.

Measure: # of concession trainings provided

Objective: By September 30, 2009, the substance abuse prevention (SAP) staff will chair 9 Regional LCC Collaborative Coalition meetings.

Measure: # of Regional LCC collaborative meetings chaired

Objective: By September 30, 2009, the SAP staff will chair 6 LCC Collaborative Coalition task force meetings.

Measure: # of LCC Collaborative Coalition task force meetings chaired

Objective: By September 30, 2009, the SAP staff will implement 100% of the OCHD's responsibilities of the LCC Collaborative Coalition strategic plan.

Measure: % of OCHD' responsibilities implemented for the LCC Collaborative Coalition strategic plan

Performance Measures:	2006	2007	2008 Estimated	2009 Projected
Output:				
<i># of sites for the Blood Alcohol Test (BAT) mobile</i>	0	4	4	4
<i># of media sources the "You Drink, You Drive, You Lose" is advertised</i>	0	5	5	5
<i>Implementation of the Mobile Eyes media campaign</i>	0	complete	complete	complete
<i># of locations for summer campaign advertising</i>	0	50	50	50
<i># of on-site TIPS trainings</i>	0	10	10	5
<i># of off site TIPS trainings</i>	0	5	5 establishments	100%
<i># of Safe Prom/Graduation packets delivered to hotels, alcohol/tobacco retailers, and limo services</i>		20 hotels 150 retailers 3 limo services	20 hotels 150 retailers 3 limo services	20 hotels 150 retailers 3 limo services
<i># of avenues used to market Fast 50</i>	0	4	4	4
<i>% of managers/servers of on-site alcohol establishments that have received TIPS training</i>	0	38%	38%	N/A
<i># of on-site alcohol retail establishments that have received TIPS training</i>	N/A	N/A	N/A	35
<i># of concession receiving TIPS training</i>	0	0	0	3
<i># of Regional LCC Collaborative Coalition meetings chaired</i>	0	0	0	9
<i># of regional LCC Collaborative coalition task force meetings chaired</i>	0	0	0	6
Efficiency:				
<i># of hours of visibility of the Blood Alcohol Test (BAT) mobile</i>	0	8	8	12
<i># of people who called the Mobile Eyes during the marketing time</i>	0	30	30	N/A
<i>% of positive TIPS training evaluations</i>	0	100%	100%	85%
<i>% positive evaluations of prom/graduation packet</i>	0	100%	100%	N/A
<i>% participants pass TIPS trainings</i>	0	100%	100%	85%
Outcome:				
<i>% increase in alcohol related arrests</i>	0	3%	3%	3%
<i># of establishments that Safe serving practice policies are adopted</i>	0	10	10	20
<i>% decrease of minors who indicate parties as their number 1 source of alcohol</i>	NA	3% (by 2011)	3% (by 2011)	3% (by 2011)
<i>% of OCHD responsibilities of the LCC</i>	0	0	0	100%

Performance Measures:	2006	2007	2008 Estimated	2009 Projected
<i>Collaborative coalition strategic plan implemented</i>				
<i>% increase in calls to law enforcement regarding alcohol related parties involving minors</i>	0	5%	5%	5%
<i>% compliance rate</i>	0	96%	97%	97%

HEALTH PROMOTION- SUBSTANCE ABUSE PREVENTION

Substance Abuse Prevention is being discontinued with the start of the 2009 budget. The following programs came under this heading: Strengthening Families Program (SFP), Project Towards No Drugs (Project TND), Students Against Destructive Decisions (SADD), and Peer Education Programs (PEP).

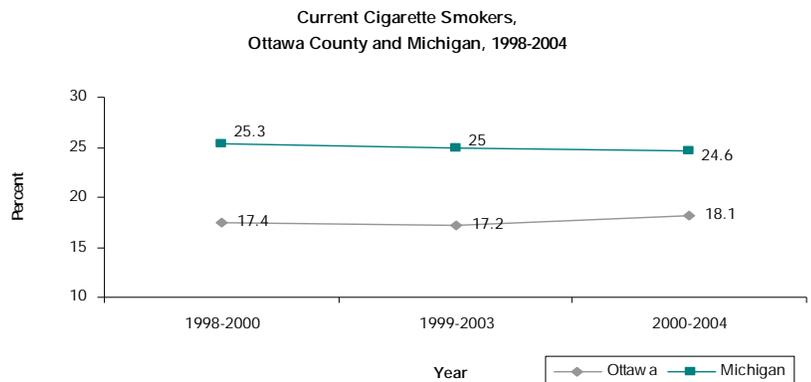
HEALTH PROMOTION-TOBACCO PREVENTION

The results of the Youth Assessment Survey below indicate that cigarettes are quite easy to access, and this results in Ottawa County youth experimenting with cigarettes at a young age.

2005 OTTAWA COUNTY YOUTH ASSESSMENT SURVEY		
Risk Category	Behavior	% Agreement
Tobacco Use	Ever smoked cigarettes	26.6%
	Reported age of onset of cigarette use before age 13	40.4%
	Felt it was very easy/sort of easy to access cigarettes	64.1%

Unfortunately, this early onset of tobacco use generally carries into young adulthood as indicated by the Community Health Survey:

In addition, although Ottawa County's percentage of cigarette smokers is lower than the State's, the rate has begun to increase. Consequently, it is important to develop programs that address it.



Based on research by the Task Force on Community Preventive Services (TFPCS), Ottawa County has adopted a three prong approach to address tobacco use.

1. Increasing the unit price for tobacco products, particularly through raising state and federal excise taxes
2. Developing extensive and extended mass media campaigns particularly when they are the centerpiece along with other strategies to decrease the effects of environmental tobacco smoke (ETS).
3. Developing laws and regulations to restrict or ban tobacco consumption in workplaces and general areas used by the public

Goal 1: Reduce the number of vendors in Ottawa County who sell tobacco to minors.

Objective: By June 30, 2009, conduct law enforcement compliance checks at 35% of the total identified retailers during the 1st, 2nd, and 3rd quarters of 2008/2009.

Measure: Increased # of retailers who did not sell tobacco to minors

Objective: By September 30, 2009, maintain law enforcement compliance checks with 15% of the retailers in any former target area(s) during each quarter of 2008/2009.

Measure: Increased # of retailers who did not sell tobacco to minors

Objective: By September 30, 2009, conduct law enforcement compliance checks at 100% of retailers in the target area(s) during the 4th quarter of 2008/2009.

Measure: Increased # of retailers who did not sell tobacco to minors

Objective: By September 30, 2009, tobacco prevention staff will conduct vendor education trainings each quarter with 100% of retailers who fail a compliance check.

Measure: Increased # of retailers who did not sell tobacco to minors

Objective: By September 30, 2009, tobacco prevention staff will complete a minimum of 14 vendor education trainings (10% of all County retailers).

Measure: Increased # of retailers who did not sell tobacco to minors

Objective: By September 30, 2009, tobacco prevention staff will implement 100% of changes and actions as defined by the Regional Collaborative Taskforce.

Measure: % OCHD responsibilities for the Regional Collaborative Taskforce completed

Goal: Reduce exposure to second-hand smoke in Ottawa County.

Objective: By September 30, 2009, tobacco prevention staff will respond to 100% of incoming complaints regarding noncompliance with the Ottawa County Indoor Air Regulation.

Measure: Increased compliance rates

Objective: By September 30, 2009, tobacco prevention staff will respond to 100% of requests for assistance with the Ottawa County Indoor Air Regulation and the implementation of smoke-free policy.

Measure: Increased compliance rates

Objective: By September 30, 2009, tobacco prevention staff will assist in the implementation of a smoke-free campus policy for all County properties.

Measure: Smoke-free campus policy implemented

Goal: Assist in the coordination of the implementation of the Smoke-Free Ottawa Coalition's strategic plan related to coalition building, advocacy, cessation and prevention.

Objective: By September 30, 2009, tobacco prevention staff will chair 12 Smoke Free Ottawa Coalition meetings.

Measure: # of Smoke Free Ottawa Coalition Meetings chaired

Objective: By September 30, 2009, tobacco prevention staff will assist in 100% of efforts to build Coalition membership.

Measure: A stronger coalition

Objective: By September 30, 2009, tobacco prevention staff will assist Smoke-Free Ottawa in developing and encouraging the implementation of smoke-free indoor air policies including state-wide and local policies.

Measure: Increased # of smoke-free indoor air policies

Objective: By September 30, 2009, tobacco prevention staff will assist Smoke-Free Ottawa in identifying, supporting, and promoting area tobacco treatment programs.

Measure: Updated list of tobacco prevention programs

Objective: By September 30, 2009, tobacco prevention staff will assist Smoke-Free Ottawa in identifying, developing, supporting, promoting and implementing youth tobacco prevention efforts.

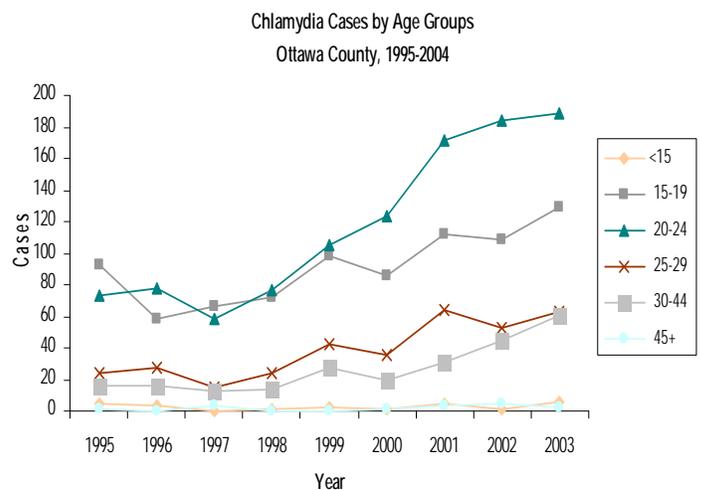
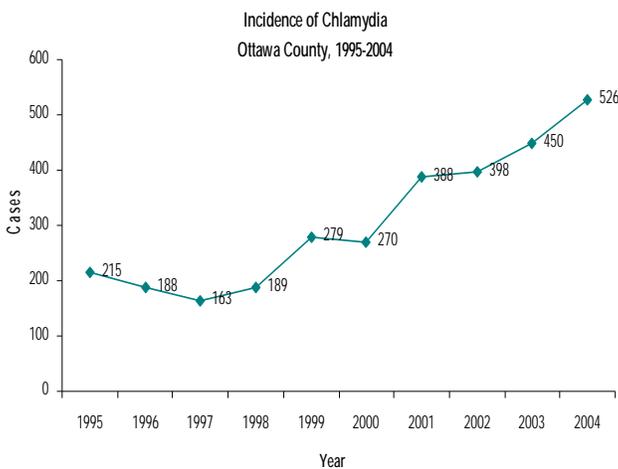
Measure: Updated list of youth tobacco prevention efforts

Performance Measures:	2006	2007	2008 Estimated	2009 Projected
Output:				
% of enforcement compliance checks during the 1 st , 2 nd and 3 rd quarters	N/A	65%	65%	35%
% of enforcement compliance checks during each quarter in the former target area(s).	N/A	N/A	N/A	15%
% of law enforcement tobacco compliance checks coordinated for the 4 th quarter.	N/A	100%	100%	100%
% of vendors that fail a compliance check and receive mandated education trainings	N/A	100%	100%	100%
# of vendor education trainings conducted	N/A	N/A	N/A	14
% complaints responded to	N/A	N/A	100%	100%
% of requests for assistance responded to	N/A	N/A	100%	100%
Smoke-free county campus policy developed	N/A	N/A	N/A	Complete
# of Smoke-Free Ottawa meetings chair	N/A	12	12	12
Efficiency:				
% of education packets distributed to non-compliant vendors within 1 month of receiving results from compliance check	N/A	100%	100%	100%

Performance Measures:	2006	2007	2008 Estimated	2009 Projected
100% of changes/ actions implemented as defined by the Regional Collaborative Taskforce	N/A	N/A	N/A	Complete
Assist in 100% of efforts to build Smoke-Free Ottawa coalition.	N/A	N/A	N/A	Complete
Assist in 100% of efforts to develop and encourage the implantation of smoke-free indoor air policies state wide and locally	N/A	N/A	N/A	Complete
Assist in 100% efforts to identify, support and promote area tobacco treatment programs	N/A	N/A	N/A	Complete
Assist in 100% of efforts to identify, support and promote youth tobacco prevention efforts.	N/A	N/A	N/A	Complete
Outcome:				
% establishments that did not sell tobacco to minors.	N/A	96%	97%	97%
% of changes/ actions implemented by vendors	N/A	100%	100%	100%
Implementation of Smoke Free Ottawa: A tobacco reduction coalition strategic plan	N/A	Complete	Complete	Complete

HEALTH PROMOTION-REPRODUCTIVE HEALTH

ased on the results of the Community Health Profile, Chlamydia is a growing problem in Ottawa County:



Goal: Increase the awareness of Ottawa County residents of the OCHD services that prevent unintended pregnancy and STDs.

Objective: By September 30, 2009 reproductive health will assist family planning staff in maintaining 30% teen enrollment (ages 19 and under) in the family planning program

Measure: % of teens enrolled in the family planning program

Objective: By September 30, 2009 reproductive health will assist the family planning staff in increasing the number of 19-44 year olds who are at or below 185% poverty level utilizing the family planning services by 10%

Measure: % increase of 19-44 year olds at or below 185% poverty level utilizing family planning services

Objective: By September 30, 2009 reproductive health will assist STI clinic staff in increasing the percentage of youth who use the STI clinic by 10% (based on baseline data)

Measure: % increase in youth utilizing STD services

Objective: By September 30, 2009, reproductive health staff will assist family planning and STD staff in the development of a reproductive health strategic plan.

Measure: A strategic plan is developed

Goal: Assist in the coordination of the implementation of the Ottawa County Youth Sexual Health Coalition (OCYSHC) strategic plan.

Objective: By September 30, 2009, the reproductive health staff will chair 12 OCYSH coalition meetings.

Measure: # of OCYSHC chaired by reproductive health staff

Objective: By September 30, 2009 reproductive health will implement 100% of the OCHD responsibilities of the OCYSH strategic plan.

Outcome: % of OCHD responsibilities implemented

Goal: Increase access to resources to the community regarding the consequences of sexual activity

Objective: By September 30, 2009 reproductive health staff will distribute 500 parent packets to parents in Ottawa County.

Measure: # of parent packets distributed

Objective: By September 30, 2010 reproductive health will implement one community base program in the Holland area.

Measure: # of community base programs implemented in the Holland area

Objective: By September 30, 2009 reproductive health will market the "Day To Prevent Teen Pregnancy" campaign events to Ottawa County youth.

Measure: # of campaign events marketed to Ottawa County youth

Objective: By September 30, 2009, the reproductive health staff will implement one Teen Pregnancy forum in Ottawa County.

Measure: Host one Teen Pregnancy forum

Objective: By September 30, 2009, 85% of students participating in the peer education program will be able to identify 2 skills to prevent consequences associated with risky sexual behavior.

Measure: % of participants identifying 2 skills to prevent consequences associated with risky sexual behavior

Goal: To reduce the risk of blood borne and tuberculosis exposure in Ottawa County employees.

Objective: By September 30, 2009, the reproductive health staff will train 100% of all new Ottawa County employees on the prevention of Blood borne exposure.

Measure: % of new employees trained on prevention of BBP exposure

Objective: By September 30, 2009, 100% of class "A" Ottawa County employees will complete Blood Borne Pathogen training.

Measure: % class "A" employees trained

Objective: By September 30, 2009, the reproductive health staff will assist the Safety and Security Committee in updating the OC Blood borne Pathogen Exposure Control Plan

Measure: Updated OC BBP Exposure Control Plan

Goal: To assist in implementing systems to effectively manage and improve the public health infrastructure.

Objective: By September 30, 2009, the reproductive health staff will act as presidents of the Great Lakes Chapter, Society for Public Health Education (GLC SOPHE).

Measure: OCHD reproductive health staff member is president of GLC SOPHE

Goal: To provide resources to Ottawa County residents on parenting issues.

Objective: By September 30, 2009, the reproductive health staff will chair 12 Challenge of Children (C of C) planning coalition Meetings.

Measure: # of Challenge of the Children planning coalition meetings chaired

Objective: By September 30, 2009, the reproductive health staff will chair 6 C of C program committee meetings.

Measure: # of Challenge of the Children program committee meetings chaired

Objective: By September 30, 2009, the reproductive health staff will implement 100% of the OCHD's responsibilities for the C of C conference.

Measure: % of OCHD's responsibilities implemented for Challenge of the Children conference

Performance Measures:	2006	2007	2008 Estimated	2009 Projected
Output:				
<i># of peer education presentations completed</i>	N/A	20	20	30
<i># of presentations to schools/JDC/Girls Group/Harbor House/Hope/ GVSU</i>	N/A	65	65	65
<i># of materials about STI/Family Planning services (brochure, cards, teen help card) distributed</i>	N/A	4,000	4,000	4,000
<i># of OCYSH Coalition steering committee meetings conducted</i>	N/A	6	6	12
<i># of OCYSH intervention sub-committee meetings (OCTPR)</i>	N/A	12	12	N/A
<i># of OCYSH prevention sub-committee meetings</i>	N/A	6	6	N/A

Performance Measures:	2006	2007	2008 Estimated	2009 Projected
<i># of "talk early talk often" parent workshops advertised and implemented</i>	N/A	2	2	N/A
<i># of research based service learning project implemented</i>	N/A	1	1	N/A
<i># of parent packs distributed</i>	N/A	200	200	500
<i># of Teen Forum workshops advertised and implemented</i>	N/A	2	2	2
<i>% of schools asked to participate in the teen pregnancy online survey</i>	N/A	100%	100%	100%
<i># of Challenge of Children meetings chaired</i>	N/A	12	12	12
<i># of Program Committee meetings for Challenge of Children chaired</i>	N/A	6	6	6
<i># of GLCSOPHE executive board Meetings conducted</i>	N/A	N/A	N/A	6
<i>Assist the Safety and Security committee in updating the Blood borne Pathogen Exposure Control plan</i>	N/A	Complete	Complete	Complete
Efficiency:				
<i>% of positive evaluations from peer educators</i>	N/A	100%	100%	85%
<i>% of positive evaluations of peer ed presentations from teachers</i>	N/A	85%	85%	85%
<i>% of positive evaluation of overall Challenge of Children conference</i>	N/A	N/A	N/A	80%
<i>% of Ottawa County "A" classified employees receiving blood borne pathogen training</i>	100%	100%	100%	100%
<i>Implementation of OCYSH committee initiatives</i>	N/A	Complete	Complete	Complete
<i>% of positive evaluations from "Talk Early, Talk Often" workshops</i>	N/A	100%	86%	N/A
<i>% of positive evaluations of parent packs</i>	N/A	90%	N/A	N/A
<i>% of positive evaluations of teen forum.</i>	N/A	90%	90%	90%
<i># of schools participating in the teen pregnancy survey</i>	N/A			
<i># of participants attending Challenge of Children</i>	N/A	900	900	900
Outcome:				
<i>% of students participating in peer ed presentation who are able to list 2 risks and consequences for engaging in risky sexual behavior</i>	N/A	100%	90%	90%
<i>% teen enrollment (ages 18 and under) in the family planning program</i>	N/A	30%	32%	30%
<i>% increase of 19-44 year olds who are at or below 185% poverty level utilizing the family planning services.</i>	N/A	10%	10%	10%
<i>Development of a health department reproductive health strategic plan</i>	N/A	N/A	N/A	Complete
<i>% increase in youth who use the STI clinic</i>	N/A	10%	10%	10%
<i>Increased access to resources about the consequences of risky sexual behavior for students and parents</i>	N/A	Complete	Complete	Complete
<i>% of participants planning to use the information gained from the Challenge of Children conference</i>	0	85%	85%	85%

HEALTH PROMOTION-ACCESS TO HEALTH CARE

Goal : Assist the Ottawa County Access to Healthcare Subcommittee in providing access to healthcare (medical, dental, and mental health) services to all Ottawa County residents.

Objective: By December 31, 2008 collect data to identify access to healthcare needs in Ottawa County.

Measure: Data on Access to health care needs

Objective: By December 31, 2008 formalize Access to Healthcare stakeholder group.

Measure: Subcommittee of stakeholders has been created

Objective: By June 30, 2009 research and identify evidence-based/best practices models in other communities.

Measure: Identified evidence-based, best practice model for Ottawa County

Objective: By September 30, 2009 assist Access to Healthcare stakeholder group in developing a strategic plan to increase access to healthcare in Ottawa County.

Measure: Strategic plan developed

Objective: By September 30, 2010 assist Access to Healthcare stakeholder group in implementing a strategic plan to increase access to healthcare in Ottawa County.

Measure: Strategic plan implemented

Objective: By September 30, 2009 assist Access to Healthcare stakeholder group in evaluating the strategic plan to increase access to healthcare in Ottawa County.

Measure: Plan evaluated and progress documented

Performance Measures:	2006	2007	2008 Estimated	2009 Projected
Output:				
Data collected to identify access to health care needs in OC	N/A	N/A	N/A	Complete
Formalize Access to Healthcare stakeholder group	N/A	N/A	N/A	Complete
Research best practice, evidence based model for access to health care	N/A	N/A	N/A	Complete
Identify best practice, evidence based model for access to health care	N/A	N/A	N/A	Complete
Assess financial feasibility of locally provided health coverage for low wage workers.	N/A	N/A	N/A	Complete
Access to Health Care strategic plan developed	N/A	N/A	N/A	Complete
Access to Health Care strategic plan implemented	N/A	N/A	N/A	Complete
Access to Health Care strategic plan evaluated	N/A	N/A	N/A	Complete
Efficiency:				
Collected all relevant data	N/A	N/A	N/A	Complete
Hold meetings / make contacts	N/A	N/A	N/A	Complete
Research models	N/A	N/A	N/A	Complete
Participation in development of strategic plan	N/A	N/A	N/A	Complete
Participation in evaluation of strategic plan	N/A	N/A	N/A	Complete
Outcome:				
Access to health care needs identified in OC	N/A	N/A	N/A	Complete
Access to Healthcare stakeholder group formed	N/A	N/A	N/A	Complete
Best practice model chosen for OC	N/A	N/A	N/A	Complete
Strategic plan to implement best practice model developed	N/A	N/A	N/A	Complete
Strategic plan to implement best practice model implemented	N/A	N/A	N/A	Complete
Strategic plan evaluated	N/A	N/A	N/A	Complete

HEALTH PROMOTION-DENTAL

Goal: Reduce dental disease among targeted at-risk populations in Ottawa County

Objective: By September 30, 2009 Dental team will have provided access to school-based Oral Health Prevention programs for over 6,000 at-risk children.

Measure: # of at risk kids with access to school-based Oral Health Prevention programs

Objective: By September 30, 2009 Dental team will have reduced dental disease by at least 25% for children who were provided Dental Services on “Miles of Smiles” Mobile Dental Unit.

Measure: % reduction of dental disease in children receiving services on “Miles of Smiles”

Objective: By September 30, 2009 75% of Ottawa County Elementary Schools and Head Start Centers will have been provided with Oral Health Education Program Information.

Measure: % elementary schools/head starts receiving program information

Objective: By September 30, 2009 Dental Team will have provided over 9,000 oral health education resources and materials to Ottawa County residents.

Measure: # of oral health education materials distributed

Objective: By September 30, 2009 Dental Program will have provided dental treatment referral services for 100% of inquiring Ottawa County residents.

Measure: % inquiries receiving referral services

Objective: By September 30, 2009 Dental Program will coordinate advocacy initiatives that will increase accessibility to Dental Services for Ottawa County Residents.

Measure: Coordinate advocacy initiatives

Performance Measures:	2006	2006/2007	2007/2008 Estimated	2008/2009 Projected
Output:				
<i># of MOD Needs assessments completed for children on Miles of Smiles Mobile Dental Unit.</i>	1,013	1,055	1,060	1,065
<i># of client encounters on Miles of Smiles mobile dental units for prevention and restorative services to dentally at-risk children</i>	1,974	1,896	1,900	1,925
<i># of diagnostic dental services units provided for at risk children provided on Miles of Smiles mobile dental unit</i>	2,399	2,180	2,190	2,200
<i># of restorative dental services units for at-risk children provided on Miles of Smiles mobile dental unit</i>	1,400	1,106	1,125	1,150
<i># of oral surgery service units for at-risk children provided on Miles of Smiles mobile dental unit</i>	180	141	145	150
<i># of preventive dental service units for at-risk children provided on Miles of Smiles mobile dental unit</i>	3,209	3,242	3,250	3,275
<i># of dentally at-risk elementary school children in Fluoride program</i>	4,697	4,740	4,750	4,750
<i># of second and sixth grade children with access to the school-based sealant program.</i>	0	142	1300	1350
<i># of at-risk children at child Development Services Head Start and Early Head Start with access to the Fluoride Varnish</i>	0	247	300	Fluoride Varnish Program to be provided by Intercare and West Michigan Pediatric Dentistry
<i># of oral health educational units for at-risk children on miles of smiles mobile dental unit provided</i>	1,057	1,040	1,045	1,050
<i># of teacher resources regarding Student Oral Health Kits in 75 schools</i>	165	167	167	170
<i># of Oral Health Education Program information sent to teachers</i>	n/a	537	537	540
<i># of Head Start curriculum resources coordinated with the Head Start Coordinator</i>	n/a	20	21	22
<i># of Oral Health resources provided to</i>	2,160	2,204	2,225	2,250

Performance Measures:	2006	2006/2007	2007/2008 Estimated	2008/2009 Projected
<i>preschoolers through the vision and hearing program</i>				
<i># of infant oral health care packets provided to maternal/infant health program and early on program participants</i>	2,125	2,015	2,025	2,050
<i># of oral health presentations in schools and community</i>	22	34	35	36
<i># of oral health resources distributed at OCHD health events</i>	5,142	5,341	5,350	5,375
<i>% of dental treatment requests managed by the Dental Services Referral Network</i>	100%	100%	100%	100%
<i>Advocacy initiatives that will increase accessibility to dental services for Ottawa County residents</i>	n/a	Adult Medicaid Dental Benefits Reinstated	MICChild Outreach	MICChild Outreach
Efficiency:				
<i>% positive evaluations from presentations</i>	n/a	n/a	90%	≥ 90%
<i>% positive teacher evaluations from Sealant Program</i>	n/a	n/a	90%	≥ 90%
<i>% Sealant retention</i>	n/a	96%	96%	≥ 90%
Outcome:				
<i>% reduction in dental disease in children who were provided Dental Services on "Miles of Smiles" Mobile Dental Unit.</i>	25.4%	32.3%	33%	34%
<i>% reduction in dental disease for Fluoride Program participants</i>	n/a	n/a	n/a	30 % National Statistic
<i>% reduction in dental disease on sealed molars (Sealant Program)</i>	n/a	n/a	n/a	74% (National statistic)

Resources				
Personnel				
Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Records Processing Clerk III	1.000	1.000	1.000	\$34,396
Records Processing Clerk II	0.650	0.650	0.000	\$0
Oral Health Supervisor	0.500	0.000	0.000	\$0
Registered Dietician	0.500	0.000	0.000	\$0
Health Educator	5.800	6.800	5.400	\$256,196
Team Supervisor	1.050	2.000	1.600	\$99,593
Health Promotion Manager	1.000	1.000	1.000	\$74,800
Health Promotion Supervisor	0.450	0.000	0.000	\$0
Dental Clinic Manager	0.800	0.800	0.800	\$37,645
Dental Hygienist	0.800	0.800	0.800	\$45,637
	12.550	13.050	10.600	\$548,267

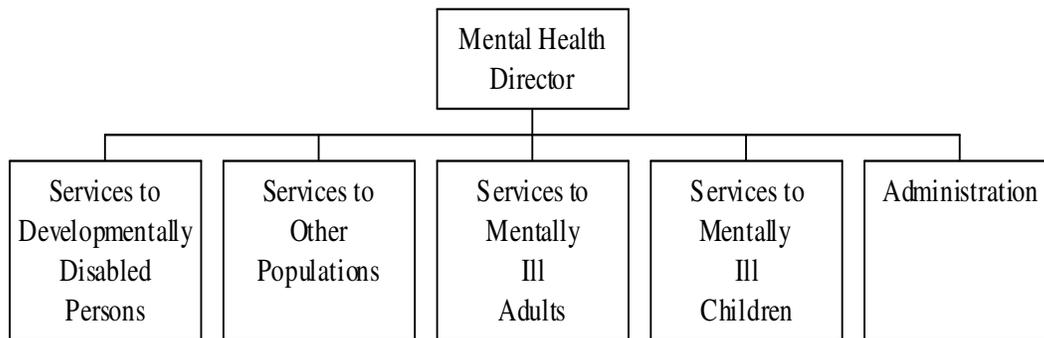
Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$188,307	\$208,768	\$285,368	\$243,374	\$144,726
Charges for Services	\$20,615	\$9,686	\$7,779	\$9,972	\$18,992
Interest & Rents					
Other Revenue	\$54,513	\$93,397	\$135,842	\$127,000	\$101,696
Total Revenues	\$263,435	\$311,851	\$428,989	\$380,346	\$265,414
Expenditures					
Personnel Services	\$693,910	\$738,397	\$848,552	\$879,705	\$798,130
Supplies	\$106,822	\$148,747	\$111,963	\$128,629	\$105,546
Other Services & Charges	\$230,614	\$233,825	\$361,559	\$348,592	\$205,395
Capital Outlay					
Total Expenditures	\$1,031,346	\$1,120,969	\$1,322,074	\$1,356,926	\$1,109,071

Mental Health (2220) Fund Summary

Function Statement

Ottawa County Community Mental Health (CMH) provides services to developmentally disabled children and adults, mentally ill children and adults, and select other populations. Below is a budget summary for the entire fund. Subsequent pages provide information for each of the populations served and CMH administration.



	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$27,089,930	\$28,033,325	\$29,886,036	\$30,334,728	\$30,166,910
Charges for Services	\$398,264	\$547,468	\$444,213	\$448,847	\$446,813
Rents	\$187,935	\$147,593	\$143,960	\$160,948	\$190,000
Interest	\$23,943	\$45,933	\$58,887	\$92,000	\$80,000
Other Revenue	\$65,816	\$72,863	\$303,652	\$326,822	\$214,207
Other Financing Sources	\$476,500	\$476,500	\$476,500	\$583,631	\$563,108
Total Revenues	\$28,242,388	\$29,323,682	\$31,313,248	\$31,946,976	\$31,661,038
Expenditures					
Personnel Services	\$11,066,578	\$11,049,670	\$11,485,217	\$12,329,831	\$12,261,588
Supplies	\$453,008	\$529,231	\$607,185	\$645,761	\$72,816
Other Services & Charges	\$16,706,281	\$18,162,179	\$19,223,755	\$18,971,384	\$18,816,179
Capital Outlay	\$50,000		-\$14,000		
Other Financing Uses					
Total Expenditures	\$28,275,867	\$29,741,080	\$31,302,157	\$31,946,976	\$31,150,583

Fund: (2220) Mental Health

The following indicators have been identified by the Michigan Department of Community Health and the Ottawa County CMH Board as critical indicators of performance for CMH of Ottawa County. These indicators represent agency-wide performance indicators.

Goal: Timeliness of inpatient screens assesses CMH’s ability to respond to persons in crisis who are at risk of inpatient hospitalization. Timely response is clinically necessary, but the careful management of inpatient admissions is vital for financial performance as well.

Objective: Screening will be complete within 3 hours of the crisis request.

Goal: Days between initial request and first face to face assessment is another access indicator that measures timely initiation into the CMH service network. This is a measure of the effectiveness of our system to get consumers into services without long delays.

Objective: 95% of consumers requesting service should receive their first service within 14 days of the request.

Goal: Days between the first assessment and ongoing services is a related measure that assures that consumers are not brought into services only to go on program waiting lists.

Objective: 95 % of consumers assessed will receive their next ongoing service within 14 days.

Goal: The indicator on recidivism measures the number of readmissions to inpatient hospitals within a 30 day period. This is a measure of the effectiveness of CMH’s follow-up after discharge, as well as the appropriateness of discharge planning for persons hospitalized.

Objective: No more than 15% of persons discharged will be readmitted within 30 days.

Goal: The indicator on continuity of care measures CMH response to consumers who are discharged from inpatient.

Objective: Persons discharged from hospitals should be seen for follow-up within 7 days. Ottawa is compared against the rest of the state on this measure, but there is no minimum standard.

Goal: Medicaid penetration rate compares the number of Medicaid covered consumers against the total Medicaid eligible population in the county.

Objective: Medicaid penetration rate will be increased or maintained compared to prior years.

Service Area	Actual 2006	Actual 2007	Estimated 2008	Budgeted 2009
Persons in Crisis will be screened within 3 hours of request (Standard: 95%)				
Children	96.8%	97%	95%	95%
Adult	95.7%	98%	95%	95%
Persons will receive their first face to face assessment within 14 days of the request for service.				
	97.5%	98%	95%	95%
Access – Timeliness Measure				
Persons will receive their first ongoing service within 14 days of the initial assessment (Standard: 95%)				
	96.5%	95%	95%	95%
Recidivism – Inpatient Care				
The percentage of persons readmitted to inpatient psychiatric units within 30 days of discharge will not be greater than 15%. (Standard 15%)				
Children	5.6%	5%	5%	15%
Adults	5.6%	8%	8%	15%
Continuity of Care – Follow Up to Inpatient				
Persons discharged from inpatient care will be seen for follow up care within 7 days.				
Children	92.3%	95%	95%	95%
Adults	98.4%	98%	95%	95%
Medicaid Population Served				
Number of Medicaid consumers served by CMH as a percentage of the total Medicaid eligible population in Ottawa County.				
	5.5-6.2%	5.2-6.2%	*9.6%	*9.6 %

Resources					
Personnel					
Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary	
Program Supervisor	1.000	1.000	1.000	\$70,318	
Program Coordinator-County	0.000	0.080	0.080	\$5,131	
Mental Health Clinician	2.000	3.000	3.000	\$132,760	
Occupational Therapist	1.000	1.000	1.000	\$46,010	
Speech Therapist	0.500	0.500	0.500	\$26,812	
Mental Health Nurse	0.750	1.500	1.500	\$71,044	
Team Supervisor - M Health	4.000	4.000	4.000	\$234,045	
Mental Health Clinician III	1.000	0.000	0.000	\$0	
Mental Health Specialist	21.700	21.700	21.700	\$956,267	
Mental Health Aide	36.000	41.000	41.000	\$1,218,508	
Recipient Right & Info Officer	0.320	0.320	0.320	\$18,724	
Mental Health Trainer	1.000	1.000	1.000	\$36,570	
Records Processing Clerk III	0.700	0.700	0.700	\$22,632	
	69.970	75.800	75.800	\$2,838,821	
Funding					
	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$16,960,879	\$17,863,811	\$18,845,226	\$18,922,454	\$18,882,639
Charges for Services	\$203,816	\$337,515	\$376,791	\$328,867	\$346,189
Rents	\$187,935	\$147,593	\$143,960	\$160,948	\$190,000
Other Revenue	\$53,956	\$46,781	\$53,883	\$39,545	\$36,900
Total Revenues	<u>\$17,406,586</u>	<u>\$18,395,700</u>	<u>\$19,419,860</u>	<u>\$19,451,814</u>	<u>\$19,455,728</u>
Expenditures					
Personnel Services	\$4,108,770	\$4,035,314	\$4,094,161	\$4,221,930	\$4,325,701
Supplies	\$40,750	\$45,213	\$48,144	\$63,453	\$103,449
Other Services & Charges	\$11,026,022	\$11,995,268	\$13,027,327	\$12,761,189	\$12,650,719
Capital Outlay					
Total Expenditures	<u>\$15,175,542</u>	<u>\$16,075,795</u>	<u>\$17,169,632</u>	<u>\$17,046,572</u>	<u>\$17,079,869</u>

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Program Coordinator	0.020	0.020	0.020	\$1,260
Mental Health Specialist	0.250	0.250	0.250	\$10,856
	0.270	0.270	0.270	\$12,116

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$361,673	\$355,566	\$301,869	\$351,947	\$350,572
Other Revenue		\$3,032	\$2,732	\$2,807	\$2,000
Total Revenues	\$361,673	\$358,598	\$304,601	\$354,754	\$352,572

Expenditures

Personnel Services	\$13,113	\$15,594	\$17,411	\$16,537	\$17,511
Supplies	\$6,193				
Other Services & Charges	\$257,330	\$262,380	\$269,692	\$312,942	\$312,942
Capital Outlay					
Total Expenditures	\$276,636	\$277,974	\$287,103	\$329,479	\$330,453

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Program Coordinator-County	3.100	2.770	2.770	\$177,670
Psychiatrist	1.000	1.000	1.000	\$193,120
Mental Health Clinician	19.000	18.000	18.000	\$884,645
Mental Health Nurse	4.500	4.500	4.500	\$204,776
Clinical Nurse	1.000	1.000	1.000	\$73,908
Records Processing Clerk I	0.000	1.000	1.000	\$29,282
Team Supervisor	6.000	6.000	6.000	\$332,952
Mental Health Specialist	21.350	21.150	21.150	\$899,500
Residential Worker	15.000	15.000	15.000	\$460,418
Medical Assistant	1.000	1.000	1.000	\$32,330
Nursing Supervisor	0.800	0.800	0.800	\$45,896
Accountant - MH	0.000	0.170	0.170	\$7,914
Account Clerk II	1.000	0.00	0.00	\$0.00
Account Clerk I	1.000	2.000	2.000	\$64,088
	74.750	74.390	74.390	\$3,406,499

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$9,235,886	\$9,812,112	\$10,359,115	\$10,492,010	\$10,356,030
Charges for Services	\$110,230	\$113,290	\$53,040	\$110,356	\$87,800
Rents					
Other Revenue	\$10,605	\$22,578	\$23,053	\$13,179	\$7,675
Total Revenues	\$9,356,721	\$9,947,980	\$10,435,208	\$10,615,545	\$10,451,505

Expenditures

Personnel Services	\$4,367,204	\$4,422,670	\$4,833,659	\$5,391,618	\$5,232,547
Supplies	\$225,886	\$341,543	\$438,011	\$492,237	\$402,367
Other Services & Charges	\$3,107,386	\$3,425,629	\$3,462,529	\$3,461,113	\$3,346,199
Total Expenditures	\$7,700,476	\$8,189,842	\$8,734,199	\$9,344,968	\$8,981,113

Budget Highlights:

Charges for Services and Other Revenues decreased due to fewer consumers with an Ability-to-pay fee structure. Other Services & Charges due to fewer consumers, fewer days of care, and lower rates.

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Program Coordinator	0.100	0.530	0.530	\$33,994
Mental Health Clinician	2.000	2.000	2.000	\$100,710
	2.100	2.530	2.530	\$134,704

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$514,906	\$518,420	\$572,594	\$560,015	\$569,367
Charges for Services	\$4,799	\$7,061	\$7,252	\$2,600	\$5,800
Rents					
Other Revenue				\$3,652	
Total Revenues	\$519,705	\$525,481	\$579,846	\$566,267	\$575,167

Expenditures

Personnel Services	\$149,594	\$140,417	\$159,215	\$194,939	\$193,053
Supplies	\$279		\$948	\$1,025	\$4,639
Other Services & Charges	\$287,687	\$298,966	\$332,212	\$293,916	\$286,574
Capital Outlay					
Total Expenditures	\$437,560	\$439,383	\$492,375	\$489,880	\$484,266

Resources				
Personnel				
Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Account Clerk I	3.000	2.250	2.875	\$89,336
Account Clerk II	2.500	2.250	1.625	\$53,492
Accountant I	1.000	1.000	1.000	\$42,004
Accountant - M.H. Billing	1.000	0.830	0.830	\$38,638
Administrative Assistant	1.375	1.250	1.000	\$41,475
Administrative Sec I	0.625	0.750	1.000	\$40,517
CMH Finance Director	1.000	1.000	1.000	\$62,972
Community. Dev. & Relations Coordinator	1.000	1.000	1.000	\$47,362
Compliance Manager	1.000	1.000	1.000	\$53,373
Contract Manager	1.000	1.000	1.000	\$50,355
Cost Analyst	1.000	1.000	1.000	\$47,362
Director of QI & Planning	1.000	1.000	1.000	\$64,140
Medical Records Assistant	1.000	1.000	1.000	\$38,380
Mental Health Director	1.000	1.000	1.000	\$124,034
Nursing Supervisor	0.200	0.200	0.200	\$11,475
Personnel Specialist	0.500	0.500	0.500	\$30,313
Program Coordinator- County	1.780	0.600	0.600	\$39,767
Program Director	1.000	1.000	1.000	\$82,956
Program Evaluator	1.000	1.000	1.000	\$44,234
Programmer/ Analyst	1.000	1.000	1.000	\$61,492
Quality Improvement/ Managed Care Asst	1.000	1.000	1.000	\$47,362
Quality Improvement Asst	1.000	1.000	1.000	\$33,704
Recipient Rights	0.680	0.680	0.680	\$39,788
Recipient Rights & Info Officer	1.000	1.000	1.000	\$48,690
Records Processing Clerk III	2.000	2.000	2.000	\$63,870
Records Processing Clerk II	12.250	11.250	11.250	\$326,468
Senior Accountant	0.500	0.500	0.000	\$0
	41.410	38.060	37.560	\$1,623,559

Resources					
Funding	2005	2006	2007	2008	2009
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$16,586	-\$516,584	-\$192,768	\$8,302	\$8,302
Charges for Services	\$79,419	\$89,605	\$7,130	\$7,024	\$7,024
Rents					
Interest	\$23,943	\$45,933	\$58,887	\$92,000	\$80,000
Other Revenue	\$1,255	\$472	\$223,984	\$267,639	\$167,632
Other Financing Sources	\$476,500	\$476,500	\$476,500	\$583,631	\$563,108
Total Revenues	\$597,703	\$95,926	\$573,733	\$958,596	\$826,066
Expenditures					
Personnel Services	\$2,427,897	\$2,435,675	\$2,380,771	\$2,504,807	\$2,492,776
Supplies	\$179,900	\$142,475	\$120,082	\$89,046	\$72,816
Other Services & Charges	\$2,027,856	\$2,179,936	\$2,131,995	\$2,142,224	\$2,219,745
Capital Outlay	\$50,000		-\$14,000		
Other Financing Uses					
Total Expenditures	\$4,685,653	\$4,758,086	\$4,618,848	\$4,736,077	\$4,785,337

Budget Highlights:

A decrease in requested Internal Service Fund (ISF) Abatement dollars decreased Other Revenue.

Fund: 2271 Solid Waste Clean-Up

Function Statement

The Solid Waste Clean-up fund is one of the County's "financing tools." The fund was established in 1990 to account for monies received from a \$1,100,000 settlement of the claim with Michigan Waste Systems, Inc. Interest income and General Fund appropriations (when available) in the fund allow for growth.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$278,468				
Interest	\$152,246	\$335,869	\$443,448	\$289,526	\$140,585
Other Revenue	\$4,585	\$5,803			
Other Financing Sources					
Total Revenues	\$435,299	\$341,672	\$443,448	\$289,526	\$140,585
Expenditures					
Other Services & Charges	\$117,060	\$131,613	\$130,388	\$187,000	\$198,000
Capital Outlay	\$106,650	\$149,106	\$178,968	\$1,997,257	\$100,000
Operating Transfers				\$2,500,000	
Total Expenditures	\$223,710	\$280,719	\$309,356	\$4,684,257	\$298,000

Budget Highlights:

The 2009 Interest revenue reduction reflects the decrease in cash for capital improvements and lower interest rates. 2008 capital expenditures include the new extraction well and treatment plant improvements. The transfer helped to fund the West Olive/ Grand Haven building project.

Function Statement

Environmental Health Services protect public health by assuring risks from exposure to environmental hazards are minimized through prevention, identification, and response. Hazards such as contaminated ground water, hazardous materials, and polluted surface water seriously threaten the health of Ottawa County residents and visitors. It is the mission of the Environmental Health – Waste Management Services team (WMS) to address those threats by providing household hazardous waste and pesticide disposal, mercury recovery, and recycling programs in an efficient and effective manner.

Mission Statement

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

- “Effective medical/environmental treatments for the adverse effects associated with chemical exposures are largely unknown, rendering primary prevention of exposure the most effect strategy for protecting children.” (Bellinger, 2007)
- “Chemicals, especially when mixed with everyday household trash, pose a wide range of health and physical hazards.” (Waste Age, July 2005)
- The U.S. loses \$8.7 billion annually due to the impact of mercury on children’s brain development. (Mt. Sinai School of Medicine, 2005)
- “Before they take their first breath, as many as 600,000 babies may suffer permanent brain damage from their mothers exposure to mercury pollution.” (Susan Marmagas, director of Physicians for Social Responsibility’s Environment and Health Program)
- “Studies suggest that chronic low-level exposure to OP (organophosphorus) pesticides may affect neurologic functioning, neurodevelopment, and growth in children.” (Environmental Health Perspectives, February 2003)
- One gallon of used motor oil can contaminate 1 million gallons of fresh water. (US Environmental Protection Agency)

Goal: Protect the public and the environment from the improper disposal of household hazardous materials by providing a household hazardous material recovery/disposal program

Objective: Sustain the availability for Ottawa County residents to dispose of their household hazardous materials in an environmentally responsible manner

Measure: Hazardous materials will be collected at every Ottawa County Resource Recovery Service Center

Measure: Increase the amount of solid hazardous waste collected and properly disposed to 50,000 pounds

Objective: Continue to provide a used motor oil collection program

Measure: Used motor oil recycling facilities will be available at every Ottawa County Resource Recovery Service Center

Measure: Collect at least 50,000 gallons of used motor oil per year

Goal: Prolong landfill lifespan and encourage environmental stewardship

Objective: Reduce the volume of recyclable material in the municipal waste stream by promoting an effective recycling program for all residents

Measure: % of County residents with access to recycling

Measure: % of residents with a Resource Recovery Service Center within 15 miles of home

Objective: Monitor landfill disposal volumes semi-annually to verify that the amount of waste generated is not increasing

Measure: # of tons of landfill disposal volumes will be less than 1.5 million tons annually (average) (as required by the Ottawa County Solid Waste Management Plan)

Performance Measures	2006	2007	2008 Estimated	2009 Projected
Output:				
# of Mercury Spill Response Calls	12	10	18	15
# of Recycling Memberships	217	384	400	500
Total Pounds of Pesticides Collected	12,237	9,930	16,000	16,000
Total Gallons of Liquid Hazardous Waste Collected	15,139	16,036	16,000	20,000
Total Pounds of Solid Hazardous Waste Collected	31,910	57,982	50,000	75,000

Performance Measures	2006	2007	2008 Estimated	2009 Projected
<i>Total Volume of Recyclables Collected</i>	103 tons	143 tons	150 tons	175 tons
Efficiency:				
<i>% of Households within 15 miles of an Ottawa County Resource Recovery Service Center (RRSC)</i>	75%	75%	100%	100%
<i>% of OC Used Motor Oil Collected by a RRSC</i>	12%	18%	20%	25%
<i>% Compliance with Solid Waste Management Plan</i>	100%	100%	100%	100%
<i>% of Customers who indicated that the quality of service received at a RRSC was satisfactory</i>	N/A	N/A	90%	92%
<i>% of Membership Applications processed w/in 1 month</i>	N/A	100%	100%	100%
Outcome:				
<i># of Households served by RRSC/Gallons of liquid Household Hazardous Waste diverted from landfill</i>	8,467/15,139	8,545/16,036	9,500/16,000	10,000/20,000
<i>Gallons of liquid household hazardous waste diverted from landfill per household served by RRSC</i>	1.79	1.88	1.68	2.00
<i># of Households served by RRSC/pounds of solid Household Hazardous Waste diverted from landfill</i>	8,467/31,910	8,545/57,982	9,500/50,000	10,000/75,000
<i>Pounds of solid household hazardous waste diverted from landfill per household served by RRSC</i>	3.77	6.79	5.26	7.5
<i># of Customers indicating satisfaction with WMS</i>	N/A	N/A	9,000	9,500
<i>% of customers indicating satisfaction with WMS</i>	N/A	N/A	95%	95%
<i># of New recycling members without access to curbside recycling</i>	N/A	N/A	10	20
<i>% of Customers who report having a "safer home" because of our program</i>	N/A	N/A	80%	85%
<i># Million tons disposed in Ottawa County Landfills</i>	1.0	1.1	<1.5	<1.5

Resources

Personnel	2007	2008	2009	2009
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary
Environmental Health Manager	0.220	0.220	0.220	\$15,844
Team Supervisor - Health	1.000	1.000	1.000	\$54,767
Sr Environmental Health Specialist	1.000	1.000	1.000	\$53,833
Recycle Center Attendant	2.000	2.000	2.000	\$57,299
Records Processing Clerk II	0.500	0.500	0.500	\$17,282
	4.720	4.720	4.720	\$199,025

Funding	2005	2006	2007	2008	2009
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board

Revenues

Charges for Services	\$434,964	\$434,626	\$390,402	\$375,000	\$390,000
Other Revenue	\$13,666	\$16,084	\$21,189	\$20,630	\$27,130
Total Revenues	\$448,630	\$450,710	\$411,591	\$395,630	\$417,130

Expenditures

Personnel Services	\$192,318	\$188,119	\$218,687	\$282,831	\$303,138
Supplies	\$8,319	\$13,282	\$28,598	\$15,236	\$9,600
Other Services & Charges	\$163,374	\$138,818	\$108,640	\$185,030	\$139,914
Capital Outlay	\$11,517	\$7,208	\$160,326	\$362	
Total Expenditures	\$375,528	\$347,427	\$516,251	\$483,459	\$452,652

Fund: 2320 Transportation System

Function Statement

The purpose of the Transportation System Fund is to ensure that MDOT dollars are provided to fund transportation services for Work First clients, as well as handicapped and senior citizens in rural areas of Ottawa County. The Planning and Grants Department administers the grant and subsequent contracts with two transportation providers (Georgetown Seniors and Pioneer Resources) to accomplish this objective.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$40,700	\$138,354	\$157,569	\$157,569	\$157,569
Other Financing Sources					
Total Revenues	\$40,700	\$138,354	\$157,569	\$157,569	\$157,569
Expenditures					
Supplies					
Other Services & Charges	\$40,700	\$138,354	\$157,569	\$157,569	\$157,569
Total Expenditures	\$40,700	\$138,354	\$157,569	\$157,569	\$157,569

Fund: 2420 Planning Commission

Function Statement

County Planning Commissions are directed by State Statute to establish county development plans that promote the health, safety, morals, order, convenience, prosperity and general welfare of county residents. Further, County Planning Commissions are given the authority to conduct studies, investigations and surveys related to the economic, social, environmental and physical development of the County.

The Planning Commission is also responsible for fulfilling the obligations of three other statutory mandates: The first is to review applications by farmers to include or remove their Ottawa County farmland from the State of Michigan's PA 116 Program (Act 116 of 1974 - Farmland and Open Space Preservation Act, as amended); the second is to review township zoning amendments (Act 184 of 1943 - Township Rural Zoning Act and Act 168 of 1959 - Township Planning Act, as amended); and the third is to review and provide a statement whether township or municipal master plans are consistent with the county plan and any adjoining city, village, township or regional master plans (Act 168 of 1959 - Township Planning Act, as amended and Act 285 of 1931 - Municipal Planning Act, as amended).

Goals and Objectives for the Planning Commission are reflected in the goals and objectives for the Planning and Grants Department, General Fund, Department 7211.

Resources

Personnel

No permanent personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue		\$5,697	\$3,703	\$7,100	\$8,500
Charges for Services					
Other Revenue			\$30	\$30	\$30
Other Financing Sources	\$29,267	\$31,782	\$48,995	\$55,237	\$53,182
Total Revenues	\$29,267	\$37,479	\$52,728	\$62,367	\$61,712
Expenditures					
Personnel Services	\$575	\$766	\$697	\$1,129	\$1,129
Supplies	\$7,362	\$4,366	\$3,912	\$7,498	\$7,635
Other Services & Charges	\$6,026	\$34,004	\$22,652	\$45,300	\$86,948
Total Expenditures	\$13,963	\$39,136	\$27,261	\$53,927	\$95,712

Budget Highlights:

2009 Other Services & Charges include Urban Smart Growth Study expenditures.

Fund: 2444 Infrastructure

Function Statement

The Infrastructure Fund was established during 1999 with the transfer of \$2.69 million from the General Fund. It was established to provide "seed money" for large infrastructure projects.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Charges for Services	\$32,430	\$31,133	\$29,836	\$28,539	\$27,241
Interest	\$65,020	\$94,706	\$100,751	\$88,638	\$70,803
Other Financing Sources					
Total Revenues	\$97,450	\$125,839	\$130,587	\$117,177	\$98,044
Expenditures					
Other Services & Charges		\$600,000			
Capital Outlay					
Operating Transfers				\$127,145	\$125,000
Total Expenditures		\$600,000		\$127,145	\$125,000

Budget Highlights:

A portion of the debt service payments for the Grand Haven/ West Olive project is being paid from this fund starting in 2008.

Fund: 2450 Public Improvement

Function Statement

The Public Improvement fund is one of the county's "financing tools." The fund was established prior to 1978 and is used to account for earmarked revenues set aside for new county facilities and other capital improvements.

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Charges for Services					
Interest	\$101,039	\$231,670	\$346,122	\$236,660	\$63,755
Rents	\$802,010	\$878,423	\$879,031	\$807,000	\$659,500
Other	\$97,705				
Other Financing Sources	\$2,542,000		\$173,994		
Total Revenues	\$3,542,754	\$1,110,093	\$1,399,147	\$1,043,660	\$723,255
Expenditures					
Supplies	\$422,086	\$400,611		\$100,000	\$50,000
Other Services & Charges	\$30,590	\$5,887	\$5,515	\$25,000	\$25,000
Capital Outlay	\$3,618,876	\$70,510	\$125,636		\$300,000
Operating Transfers		\$68,161	\$325	\$4,957,720	\$602,875
Total Expenditures	\$4,071,552	\$545,169	\$131,476	\$5,082,720	\$977,875

Budget Highlights:

2008 Operating Transfers include debt and construction costs for the Grand Haven Court House and West Olive Addition.

Fund: 2550 Homestead Property Tax

Function Statement

The Homestead Property Tax fund was established as a result of the passage of Public Act 105 of 2003 which provides for the denial of homestead status by local governments, counties and/or 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 will lapse to the county general fund (MCL 211.7cc, as amended).

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Taxes	\$44,828	\$12,127	\$12,271	\$10,000	\$10,000
Interest	\$10,133		\$2,079	\$4,900	\$3,600
Total Revenues	\$54,961	\$12,127	\$14,350	\$14,900	\$13,600
Expenditures					
Other Services & Charges	\$500	\$500	\$530	\$575	\$545
Total Expenditures	\$500	\$500	\$530	\$575	\$545

Fund: 2560 Register of Deeds Automation Fund

Function Statement

This fund was established under Public Act 698 of 2002 which designates the increase in recording fees in the Register of Deeds office be directed to a separately established fund. This revenue may only be used to upgrade technology in the Register of Deeds office. Included are the design and purchase of equipment and supplies that allow the Register of Deeds office to receive, enter, record, certify, index, store, search, retrieve, copy and process by automated procedures and technology, the records maintained by the Register of Deeds office.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Interest	\$3,667	\$8,199	\$17,431	\$17,395	\$2,674
Charges for Services	\$323,750	\$268,845	\$254,395	\$252,000	\$252,000
Other Financing Sources	\$31,033				
Total Revenues	\$358,450	\$277,044	\$271,826	\$269,395	\$254,674
Personnel Services					
Supplies		\$836	\$1,467	\$1,060	\$20,622
Other Services & Charges	\$514,532	\$147,048	\$134,832	\$175,000	\$170,721
Capital Outlay					\$370,000
Total Expenditures	\$514,532	\$147,884	\$136,299	\$176,060	\$561,343

Budget Highlights:

New software is budgeted in 2009.

Fund: 2570 Stabilization

Function Statement

The Stabilization fund is one of the county's "financing tools." The fund was established in 1981 under the authority of Michigan Public Act 30 of 1978. The fund's purpose is to assure the continued solid financial condition of the county in case of emergency. The statute sets a maximum limit to the fund of the lesser of 15% of the most recently completed General Fund budget, as originally adopted or 15% of the average of the five most recent General Fund budgets, as amended. By law, this fund may not be allocated any interest income; accordingly, the fund's only source of growth are General Fund appropriations.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Other Financing Sources	\$1,616,118	\$268,790	\$359,719		
Total Revenues	\$1,616,118	\$268,790	\$359,719		
Other Financing Uses	\$1,047,782				
Total Expenditures	\$1,047,782				

Budget Highlights:

No transfers are anticipated to be included in the budget process in the foreseeable future.

Function Statement

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

CRIME VICTIM SERVICES

Goal: Continue the evolution of the victim's rights division to provide information, support, compassion and closure for victims of crime.

Objective: Increase program efficiency through improved electronic policies and procedures.

Measure: Manual creation/completion.

Objective: Implement MCVNN (Michigan Crime Victim Notification Network) for court communications.

Measure: Once active the number of victims utilizing the service and the number of contacts can be tracked.

Measure: Number of victim contacts made by service.

Objective: Expand information provided to crime victims on the County website.

Measure: Track additional data made available during the year.

Goal: Improve communication regarding court appearance status to victims and witnesses of crime.

Objective: Improve victim/witness management functions at all branch locations.

Objective: Develop a court status calendar accessible through the County web site.

Measure: Once active the number of inquires on the web page can be tracked.

Goal: Provide a prompt response and provision of services to victims of domestic assault within 24 hours.

Objective: Violence Intervention Officers meet with domestic assault victims, face to face, in their homes or elsewhere, within the first 24 hours following the arrest or charging of a domestic violence offender.

Measure: To be set after baseline data gathered.

Goal: Contact victims in each case involving a crime victim to discuss case and disposition options prior to trial or plea.

Objective: Establish a method for tracking attorney contacts with crime victims.

Measure: To be set after baseline data gathered.

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output:</i>				
<i>Electronic policy & procedure manual</i>	N/A	N/A	N/A	Yes ^{*1}
<i>Establish system to track the number of victims registering for MCVNN (Yes/No)</i>	No	No	No	Yes ^{*2}
<i># of additional victim education segments added to website</i>	N/A	No	2	4
<i>Establish system to track number of web contacts made to court status calendar (Yes/No)</i>	N/A	N/A	N/A	Yes ^{*3}
<i>% of Domestic violence victim contacts made within 24 hours</i>	N/A ^{*4}	63%	70%	70%
<i>% of Victims contacted prior to trial or plea</i>	N/A	N/A	N/A	Yes ^{*5}

*1) Creation of an electronic policy and procedure manual will require the activation of OnBase software module *Document Knowledge Transfer (DKT)* that is currently owned by County. The DKT module allows departments to manage documents, versions, required reading material and has the ability to track and confirm user acceptance. The County Information Technology (IT) Department may need to purchase a file server in order to utilize this module. The Department plans police and procedure documentation to take place in 2008 and planned conversion to OnBase module once available.

Fund: (2601) Prosecuting Attorney Grants

*2) Our department and IT have worked with Appriss to connect the MCVNN (Michigan Crime Victim Notification Network) software to our AS-400 for case event date and status data transfer. The interface has been developed, but testing uncovered significant problems with inaccurate data being reported. To date these interface problems have not been overcome, but are on the agenda for problem solving.

*3) The County is currently working on a web based court calendar for the Family Court Division. It is in development at this time and should include a juvenile court calendar our office can utilize. The other justice departments would like to see an expansion of this software to include the criminal division of District Court and Circuit Court calendars. However, this project has not been funded for 2008. In the interim the department has requested the creation of court calendar management system through the use of Lotus Notes Department Calendars, with possible connection to the County web site for victim inquiries.

*4) Manual tracking of this data began in April of 2006. A *Smeadlink* database has been developed and data is being recorded. 2007 is the first full year of data for establishing a baseline figure.

*5) Part of our OnBase document management software includes electronic forms used by the department. Our Felony Case Progress Sheet records victim contact information. This form will need to be converted to an HTML version and a report will need to be written to extract the data. Resource availability within the IT department will determine the time frame for actively reporting this measure.

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Victims Rights Coordinator	1.000	1.000	1.000	\$51,798
Victims Advocate	2.000	2.000	2.000	\$75,082
	3.000	3.000	3.000	\$126,880

Funding

Budget Summary	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$142,600	\$139,000	\$140,400	\$140,400	\$140,400
Other	\$425	\$302	\$360	\$360	\$360
Other Financing Sources	\$25,849	\$38,223	\$37,461	\$66,044	\$70,453
Total Revenues	\$168,874	\$177,525	\$178,221	\$206,804	\$211,213
Expenditures					
Personnel Services	\$151,541	\$160,803	\$160,356	\$186,933	\$190,881
Supplies	\$13,638	\$13,082	\$13,012	\$15,057	\$15,237
Other Services & Charges	\$3,694	\$3,640	\$4,853	\$4,814	\$5,095
Total Expenditures	\$168,873	\$177,525	\$178,221	\$206,804	\$211,213

Fund: 2608 COPS Fast - Allendale

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
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Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$100,910				
Total Revenues	\$100,910				
Expenditures					
Personnel Services	\$89,995				
Supplies	\$445				
Other Services & Charges	\$10,472				
Total Expenditures	\$100,912				

Budget Highlights:

This program has been combined with fund 2610 since its funding sources are similar.

Fund: 2609 Sheriff Grant Programs

Function Statement

This fund records miscellaneous grants obtained by the Sheriff's department. The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole (General Fund 1010 , Department 3020)

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Road Patrol Deputy		0.750	1.000	\$57,046

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$62,383	\$379,838	\$859,318	\$285,347	\$117,014
Interest	\$86				
Other Financing Sources	\$14,520	\$1,994	\$2,752	\$16,208	\$40,917
Total Revenues	\$76,989	\$381,832	\$862,070	\$301,555	\$157,931
Expenditures					
Personnel Services	\$29,292	\$79,083	\$55,605	\$138,276	\$133,846
Supplies	\$26,993	\$193,875	\$167,536	\$54,705	\$1,450
Other Services & Charges		\$24,667	\$15,805	\$28,257	\$10,798
Capital Outlay	\$20,706	\$84,206	\$620,518	\$82,921	\$11,837
Total Expenditures	\$76,991	\$381,831	\$859,464	\$304,159	\$157,931

Budget Highlights:

Total expenditures and type of expenditures will vary depending on grants received. The Homeland Security Equipment Grant was transferred to General Fund in 2008, thus decreasing Capital Outlay and Intergovernmental Revenue. The Sheriff Curb Auto grant requires a local match in Other Financing Sources.

Fund: 2610 Sheriff Contracts

Function Statement

This fund was originally established to record U.S. Department of Justice COPS Universal grants. All of these grants have since ended, but in most cases local municipalities and school districts now contract with the Sheriff's department to provide the same community policing services they received under the grants.

The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole (General Fund 1010, Department 3020)

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Sergeant	1.000	3.000	4.000	\$256,556
Road Patrol Deputy	18.000	40.000	39.000	\$2,198,454
	19.000	43.000	43.000	\$2,455,010

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,324,582	\$1,414,882	\$2,294,781	\$4,236,529	\$4,307,219
Other	\$200	\$533		\$1,620	
Other Financing Sources	\$199,519	\$205,093	\$215,357	\$254,188	\$243,206
Total Revenues	\$1,524,301	\$1,620,508	\$2,510,138	\$4,492,337	\$4,550,425
Expenditures					
Personnel Services	\$1,318,377	\$1,384,550	\$2,141,386	\$3,773,051	\$3,794,399
Supplies	\$27,387	\$36,850	\$79,811	\$144,270	\$112,573
Other Services & Charges	\$178,870	\$198,824	\$288,953	\$575,016	\$643,453
Capital Outlay					
Total Expenditures	\$1,524,634	\$1,620,224	\$2,510,150	\$4,492,337	\$4,550,425

Funds 2640, 2650 and 1010-3112 were combined with this fund in 2008 due to similar funding sources.

Fund: 2640 EMT Holland-Park

Function Statement

The mission of the Ottawa County Sheriff's Office is to protect and preserve the general safety and welfare of the residents of Holland and Park Township through effective law enforcement, and providing emergency medical response to the residences and visitors of the townships.

The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole (General Fund 1010 , Department 3020)

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$767,753	\$768,904			
Total Revenues	\$767,753	\$768,904			
Expenditures					
Personnel Services	\$702,616	\$705,174			
Supplies	\$12,513	\$10,557			
Other Services & Charges	\$52,624	\$53,174			
Capital Outlay					
Total Expenditures	\$767,753	\$768,905			

Budget Highlights:

This program has been combined with fund 2610 since its funding sources are similar.

Fund: 2650 EMT Georgetown Township

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Sergeant	1.000			
Road Patrol Deputy	6.000			
	7.000			

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$627,442	\$658,012	\$531,108		
Total Revenues	\$627,442	\$658,012	\$531,108		
Expenditures					
Personnel Services	\$536,841	\$557,833	\$448,987		
Supplies	\$13,995	\$17,658	\$14,301		
Other Services & Charges	\$76,607	\$82,521	\$67,820		
Capital Outlay					
Total Expenditures	\$627,443	\$658,012	\$531,108		

Budget Highlights:

This program has been combined with fund 2610 since its funding sources are similar.

Fund: 2661 Sheriff Road Patrol

Function Statement

The Sheriff Road Patrol fund was established in accordance with Public Act 416 of 1978, which provides State of Michigan funding for public safety services on secondary roads within Ottawa County. Specifically, the Sheriff's Department agrees to patrol and monitor traffic violations on County primary roads and County secondary roads along with any road or highway within the boundaries of a County park. In addition, the department agrees to investigate accidents involving motor vehicles, which includes providing emergency assistance to persons on or near a highway or road patrolled and monitored by assigned Deputies. The department is also expected to enforce the criminal laws of the State of Michigan, violations of which are observed by or brought to the attention of the Sheriff's Department while providing the patrolling and monitoring required. The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's Department as a whole. (General Fund 1010, Department 3020).

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Sergeant	1.000	1.000	1.000	\$64,303
Road Patrol Deputy	2.000	2.000	2.000	\$113,846
	3.000	3.000	3.000	\$178,149

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$264,539	\$253,631	\$263,166	\$234,561	\$232,654
Other Financing Sources	\$4,058	\$23,603	\$31,288	\$103,848	\$99,991
Total Revenues	\$268,597	\$277,234	\$294,454	\$338,409	\$332,645
Expenditures					
Personnel Services	\$232,149	\$239,600	\$248,731	\$270,409	\$273,194
Supplies	\$3,220	\$1,866	\$2,844	\$14,550	\$5,275
Other Services & Charges	\$33,228	\$35,766	\$42,879	\$53,450	\$54,176
Capital Outlay					
Total Expenditures	\$268,597	\$277,232	\$294,454	\$338,409	\$332,645

Fund: 2690 Law Library

Function Statement

The Law Library fund is used to account for monies received from the Library Penal Fine Fund in accordance with Public Act 18 of 1982 and appropriations from the county for the purpose of maintaining the county's law library.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Fines and Forfeits	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500
Other Financing Sources	\$26,500	\$33,125	\$31,000	\$28,500	\$26,500
Total Revenues	\$33,000	\$39,625	\$37,500	\$35,000	\$33,000
Expenditures					
Supplies	\$28,276	\$26,708	\$31,902	\$35,000	\$33,000
Total Expenditures	\$28,276	\$26,708	\$31,902	\$35,000	\$33,000

Function Statement

The Workforce Investment Act (WIA) provides employment training to youth, adults, and dislocated workers by means of a "one stop" system. Services for adults and dislocated workers may include core services, intensive services, training services, and discretionary services (customized screening and referral of participants and customized services to employers, supportive services, and needs-related payments). Services for youth may include tutoring, study skills training, and dropout prevention activities, alternative secondary school services, summer employment opportunities, paid and unpaid work experience, and occupational skills training.

Resources

Personnel	2007	2008	2009	2009
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary
Director - E & T	1.000	1.000	1.000	\$73,000
Program Supervisor - MI Works	3.000	3.000	3.000	\$155,400
Fiscal Supervisor	1.000	1.000	1.000	\$51,800
Senior Secretary	1.000	1.000	1.000	\$36,500
Contract Monitor	1.000	1.000	1.000	\$45,000
Assessment & Eligibility Specialist	7.000	7.000	7.000	\$241,972
Case Manager	1.000	1.000	1.000	\$47,057
Career Counselor	1.000	1.000	1.000	\$39,446
Account Clerk II	1.000	1.000	1.000	\$36,500
Records Processing Clerk IV	1.000	1.000	1.000	\$36,500
Marketing Assistant - MI Works	0.500	1.000	1.000	\$48,417
Records Processing Clerk II	0.200	0.200	0.200	\$5,751
	18.700	19.200	19.200	\$817,343

Workforce Investment Act (WIA) provides administration oversight on more than twenty different grants. These grants provide an array of services to youths and adults and are accounted for in the appropriate fund depending on the funding service and grant period. See individual WIA funds for specific grant services provided.

Funding

	2005	2006	2007	2008	2009
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$131,672	\$160,151	\$194,079	\$236,625	\$207,611
Other Revenue	\$450				
Other Financing Sources					
Total Revenues	\$132,122	\$160,151	\$194,079	\$236,625	\$207,611
Expenditures					
Personnel Services	\$87,114	\$84,678	\$133,578	\$164,586	\$108,256
Supplies	\$5,328	\$3,513	\$7,512	\$7,093	\$7,104
Other Services & Charges	\$39,234	\$71,962	\$42,868	\$64,946	\$92,251
Capital Outlay			\$10,122		
Total Expenditures	\$131,676	\$160,153	\$194,080	\$236,625	\$207,611

Fund (2741) Workforce Investment Act - Youth

Function Statement

The Workforce Investment Act (WIA) – Youth Program provides employment training both in school and out of school youths, ages 14 – 21. This program provides study skills and tutoring, alternative secondary school, summer employment, paid and unpaid work experience, occupational skill training, guidance and counseling, supportive services and others. The Workforce Investment Act funding was new in July of 2000 and funds many of the same client groups as the Jobs Training Partnership Act which ended 6/30/00.

Mission Statement

Provide employment training to eligible youth, adults, dislocated workers and welfare recipients.

Goal: To increase the employment, retention and earnings of youth, and/or increase basic and work readiness skills.

Objective: To serve eligible youth by providing employment training to in-school and out-of-school youth.

Measure: # of youth who obtain employment

Measure: # of youth who receive training

Objective: Track youth employment retention and earning information.

Measure: # of youth who retain jobs

Measure: Measure average change in earnings

Objective: Increase basic and work readiness skills of youth.

Measure: Measure credential rate or skill attainment rate

Measure	2006	2007	2008 Estimated	2009 Projected *
<i>Output:</i>				
# of youth who receive training (older youth)	35	50	42	42
# of youth who receive training (younger youth)	76	112	90	90
Credential/ skill attainment rate (older youth)	96%	85%	58%	58%
Credential/ skill attainment rate (younger youth)	120%	93%	91%	91%
<i>Outcome:</i>				
% of youth who obtain employment (older youth)	76%	64%	79%	79%
% of youth who retain jobs (older youth)	100%	80%	85%	85%
Average change in earnings (older youth)	\$2,853	\$2,193	\$3,500	\$3,500

* Numbers are dependent on receipt of funding.

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding	2005	2006	2007	2008	2009
Revenues	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Intergovernmental Revenue	\$514,779	\$615,420	\$677,241	\$735,187	\$906,457
Total Revenues	\$514,779	\$615,420	\$677,241	\$735,187	\$906,457
Expenditures					
Personnel Services	\$70,066	\$94,266	\$76,053	\$108,383	\$136,422
Supplies	\$1,593	\$1,818	\$2,295	\$4,290	\$5,920
Other Services & Charges	\$443,118	\$519,334	\$598,897	\$622,514	\$764,115
Total Expenditures	\$514,777	\$615,418	\$677,245	\$735,187	\$906,457

Fund: (2742) Workforce Investment Act - Adult

Function Statement

The Workforce Investment Act (WIA) – Adult Program provides employment training primarily to adults facing serious barriers to employment. This program has three main functions: 1) Core Services provide basic intake and registration tasks, 2) Intensive Services provide classroom training, work experience, and supportive services such as transportation and child care, and 3) Training Services provide occupational and on-the-job training.

Mission Statement

Provide employment training to eligible youth, adults, dislocated workers and welfare recipients.

Goal: To increase the employment, retention and earnings of adults.

Objective: To serve adults by providing employment training to eligible adults.

Measure: # of adults who obtain employment

Measure: # of adults who receive training

Objective: Track adult employment retention and earnings information

Measure: # of adults who retain jobs

Measure: Track replacement wages of eligible adults

Objective: Track credential rates of eligible adults.

Measure: Measure credential rate

Measure	2006	2007	2008 Estimated	2009 Projected *
<i>Output:</i>				
% of adults who receive training	40%	51%	38%	38%
Credential/ skill attainment rate	86%	86%	83%	83%
<i>Outcome:</i>				
% of adults who obtain employment	81%	73%	90%	90%
% of adults who retain jobs	72%	83%	85%	85%
Replacement wages of eligible adults	\$4,991	\$7,426	\$10,200	\$10,200

* Numbers are dependent on receipt of funding.

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$422,199	\$425,048	\$488,996	\$571,346	\$587,927
Other Revenue		\$530			
Other Financing Sources					
Total Revenues	\$422,199	\$425,578	\$488,996	\$571,346	\$587,927
Expenditures					
Personnel Services	\$48,543	\$72,583	\$51,623	\$69,695	\$70,983
Supplies	\$15,689	\$1,634	\$2,192	\$7,314	\$2,960
Other Services & Charges	\$339,689	\$360,865	\$435,179	\$494,337	\$513,984
Capital Outlay	\$8,771				
Total Expenditures	\$412,692	\$435,082	\$488,994	\$571,346	\$587,927

Budget Highlights:

Grant award and carry in dollar notifications for some programs were received after the budget process.

Fund: (2743) Workforce Investment Act – 6/30 Grant Programs

Function Statement

The Workforce Investment Act (WIA) – 6/30 Grant Programs fund provides employment training primarily to adult dislocated workers. This program has three main functions: 1) Core Services provide basic intake and registration tasks, 2) Intensive Services provide classroom training, work experience, and supportive services such as transportation and child care, and 3) Training Services provide occupational and on-the-job training. The Workforce Investment Act funds many of the same client groups as the Jobs Training Partnership Act funding which ended 6/30/00.

Mission Statement

Provide employment training to eligible youth, adults, dislocated workers and welfare recipients.

Goal: To increase the employment, retention and earnings of dislocated workers.

Objective: To serve adults by providing employment training to eligible dislocated workers.

Measure: # of dislocated workers who obtain employment

Measure: # of dislocated workers who receive training

Objective: Track dislocated worker employment retention and earnings information.

Measure: # of dislocated workers who retain jobs

Measure: Measure average change in earnings

Objective: Track credential rates of eligible dislocated workers.

Measure: Measure credential rate

Measure	2006	2007	2008 Estimated	2009 Projected *
<i>Output:</i>				
% of dislocated workers who receive training	44%	45%	55%	55%
Credential/ skill attainment rate	97%	38%	82%	82%
<i>Outcome:</i>				
% of dislocated workers who obtain employment	93%	93%	90%	90%
% of dislocated workers who retain jobs	86%	94%	92%	92%
Replacement wages of eligible dislocated workers	\$3,213	\$12,249	\$13,200	\$13,200

* Numbers are dependent on receipt of funding.

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,907,392	\$1,676,004	\$1,514,356	\$2,161,951	\$2,095,571
Other Revenue				\$3,013	
Other Financing Sources					
Total Revenues	\$1,907,392	\$1,676,004	\$1,514,356	\$2,164,964	\$2,095,571
Expenditures					
Personnel Services	\$199,194	\$124,209	\$170,268	\$248,594	\$221,209
Supplies	\$86,311	\$78,588	\$32,211	\$32,506	\$21,883
Other Services & Charges	\$1,503,484	\$1,484,954	\$1,294,948	\$1,883,864	\$1,852,479
Capital Outlay	\$8,771		\$13,442		
Total Expenditures	\$1,797,760	\$1,687,751	\$1,510,869	\$2,164,964	\$2,095,571

Budget Highlights:

Grant award and carry in dollar notifications for some programs were received after the budget process.

A few grants were discontinued.

Fund: (2744) Workforce Investment Act – 12/31 Grant Programs

Function Statement

This fund records the Community Development Block Grant which provides home rehabilitation and emergency home repair assistance to eligible homeowners.

Mission Statement

Reduce the effects of poverty within Ottawa County.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

Goal: To improve the living conditions of low-income families.

Objective: To provide home rehabilitation to homeowners.

Measure: # of homes receiving rehabilitation

Objective: To provide emergency repairs to homeowners.

Measure: # of homes receiving emergency repair

Measure	2006	2007	2008 Estimated	2009 Projected *
<i>Output:</i>				
# of homes receiving rehabilitation	7	3	5	7
# of homes receiving emergency repair	2	6	5	7

* Numbers are dependent on receipt of funding.

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$252,273	\$54,532	\$259,484	\$538,677	\$277,670
Charges for Services	\$15,980	\$15,188	\$13,953		
Other Revenue	\$90,144	\$68,689	\$56,303		
Other Financing Sources		\$55,742			
Total Revenues	\$358,397	\$194,151	\$329,740	\$538,677	\$277,670
Expenditures					
Personnel Services	\$45,590	\$12,574	\$28,078	\$64,035	\$56,640
Supplies	\$1,356	\$1,629	\$806	\$2,022	\$2,367
Other Services & Charges	\$258,903	\$188,356	\$296,918	\$472,620	\$218,663
Capital Outlay					
Operating Transfers			\$35,397		
Total Expenditures	\$305,849	\$202,559	\$361,199	\$538,677	\$277,670

Budget Highlights:

Grant award and carry in dollar notifications are often received after the budget process. Two programs were discontinued and reduced.

Fund: (2748) Workforce Investment Act – 9/30 Grant Programs

Function Statement

The Work First grant from the State of Michigan provides counseling, job referral, and job placement services.

Mission Statement

Provide employment training to eligible youth, adults, dislocated workers and welfare recipients.

- Goal:** To increase the employment, retention and earnings of welfare recipients.
Objective: To serve welfare recipients by providing employment and training.
Measure: # of welfare recipients who obtain employment
Measure: # of welfare recipients who receive training
Objective: Track welfare recipients' employment retention and earnings information.
Measure: # of welfare recipients who retain jobs
Measure: Cases closed due to earnings

Measure	2006	2007	2008 Estimated	2009 Projected *
<i>Output:</i>				
# of welfare recipients who receive training	10%	15%	10%	10%
<i>Outcome:</i>				
% of welfare recipients who obtain employment	48%	55%	60%	60%
% of welfare recipients who retain jobs	42%	29%	55%	55%
% of cases closed due to earnings	30%	30%	35%	35%

* Numbers are dependent on receipt of funding.

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,188,804	\$1,299,845	\$1,317,551	\$1,275,613	\$814,112
Charges for Services					
Other Revenue					
Other Financing Sources					
Total Revenues	\$1,188,804	\$1,299,845	\$1,317,551	\$1,275,613	\$814,112
Expenditures					
Personnel Services	\$140,496	\$214,052	\$198,529	\$198,968	\$201,252
Supplies	\$60,675	\$26,981	\$8,844	\$18,831	\$19,513
Other Services & Charges	\$939,205	\$1,087,300	\$1,131,096	\$1,057,814	\$593,347
Capital Outlay			\$1,887		
Total Expenditures	\$1,140,376	\$1,328,333	\$1,340,356	\$1,275,613	\$814,112

Budget Highlights:

The 2009 Budget does not reflect all Grant awards because the County was not notified of the amounts until after the preparation of the above statement.

Fund: 2749 Workforce Investment Act - 3/31 Grant Programs

Function Statement

This fund accounts for various fiscal year ending 3/31 grants.

Resources

Personnel

Personnel information is reported in Fund 2740.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$22,453	\$39,848	\$24,153	\$16,780	\$17,500
Other Revenue					
Total Revenues	\$22,453	\$39,848	\$24,153	\$16,780	\$17,500
Expenditures					
Personnel Services	\$3,712	\$6,248	\$1,624		
Supplies	\$79	\$3,746	\$2,226		
Other Services & Charges	\$18,664	\$29,852	\$20,302	\$16,780	\$17,500
Total Expenditures	\$22,455	\$39,846	\$24,152	\$16,780	\$17,500

Budget Highlights:

This fund can vary depending on whether grants have been extended or have ended as well as the award amount received from the State. Consequently, the budget can vary significantly from year to year.

Fund: 2750 - Grant Programs - Pass Thru

Function Statement

This fund records grants which the County passes through to other agencies. The prior year budgets included grants for juvenile services, public safety, and economic development.

Resources

Personnel

	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Deputy/Road Patrol	1.000	1.000	1.000	\$56,923

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$210,684	\$135,978	\$105,118	\$462,403	\$64,553
Other Revenue					
Other Financing Sources	\$20,051	\$22,670	\$23,135	\$31,209	\$32,283
Total Revenues	\$230,735	\$158,648	\$128,253	\$493,612	\$96,836
Expenditures					
Personnel Services	\$53,865	\$60,717	\$63,234	\$82,829	\$82,791
Supplies	\$659	\$772	\$1,073	\$2,500	\$3,450
Other Services & Charges	\$176,212	\$97,160	\$63,946	\$408,283	\$10,595
Capital Outlay					
Total Expenditures	\$230,736	\$158,649	\$128,253	\$493,612	\$96,836

Budget Highlights:

2008 includes \$400,000 for Safe Haven grant which goes through 2010. Final expenditures for 2008 were not available at budget time. Therefore, nothing was budgeted in 2009 for this grant.

Fund: (2800) Emergency Feeding

Function Statement

The Emergency Feeding Program distributes surplus USDA food items four months out of the year to eligible applicants. The Commodities Supplemental Food Program (CSFP) distributes twelve months out of the year to eligible seniors and Mothers, Infants and Children program applicants.

Mission Statement

Reduce the effects of poverty within Ottawa County.

COMMUNITY SUPPLEMENTAL FOOD PROGRAM/THE EMERGENCY FOOD ASSISTANCE PROGRAM (CSFP/TEFAP)

Goal: To strengthen needy families by providing food assistance.

Objective: To provide USDA supplemental foods to eligible households monthly (CSFP).

Measure: # of individuals obtaining food monthly

Objective: To provide The Emergency Food Assistance Program (TEFAP) quarterly.

Measure: # of individuals receiving food quarterly

Measure	2006	2007	2008 Estimated	2009 Projected *
<i>Output:</i>				
<i># of individuals obtaining food monthly</i>	5,242	5,102	5,004	5,004
<i># of individuals receiving food quarterly</i>	3,552	3,552	4,773	5,180

* Numbers are dependent on receipt of funding.

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$44,088	\$197,292	\$172,327	\$173,697	\$173,000
Other Financing Sources					
Total Revenues	\$44,088	\$197,292	\$172,327	\$173,697	\$173,000
Expenditures					
Personnel Services	\$21,127	\$17,599	\$14,968	\$17,419	\$26,219
Supplies	\$1,632	\$137,012	\$126,783	\$122,248	\$121,776
Other Services & Charges	\$21,325	\$25,016	\$23,380	\$34,030	\$25,005
Total Expenditures	\$44,084	\$179,627	\$165,131	\$173,697	\$173,000

Fund: 2810 Federal Emergency Management Agency (FEMA)

Function Statement

This fund is used to account for monies received through the Emergency Food and Shelter National Board program for utility payments to prevent utility disconnection or heating source loss in households that have exhausted all other resources and do not qualify for other Community Action emergency funds.

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2005	2006	2007	2008	2009
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$5,000	\$20,000	\$20,000	\$20,000	
Total Revenues	<u>\$5,000</u>	<u>\$20,000</u>	<u>\$20,000</u>	<u>\$20,000</u>	
Expenditures					
Other Services & Charges	\$5,000	\$20,000	\$20,000	\$20,000	
Total Expenditures	<u>\$5,000</u>	<u>\$20,000</u>	<u>\$20,000</u>	<u>\$20,000</u>	

Budget Highlights:

No grant confirmation was received at budget time. Consequently, nothing is budgeted for 2009.

Function Statement

The functions of the Community Corrections department are to develop alternative sentencing programs appropriate to the County's offender population, thereby reducing commitments to prison and jail and improving utilization of jail space; to evaluate alternative programs for performance and cost effectiveness; to provide a mechanism for communicating and coordinating among the different components of the criminal justice systems; and to gain support of the criminal justice community and general public in the management of alternative programs. Alternative programs managed and supervised include the following: Intensive Supervision Programs (ISP); Court Services Program (Community Service, JAWS), Residential Services, Cognitive Behavioral Therapy, Inmate Case Management and Treatment.

Mission Statement

To provide or refer offenders to programs which divert offenders from traditional jail sentences and promote accountability, reduce criminal/delinquent behaviors and support an environment for change, while balancing the needs and insuring the safety of the people in Ottawa County.

ALTERNATIVE SENTENCING PROGRAMS

Goal: Maximize the use of alternative sentencing options

Objective: Maintain jail population at 80% or less of rated design capacity

Measure: Percentage of jail capacity used

Objective: Improve utilization of community corrections programs

Measure: Enrollment in the court services programs will increase by 2%

Measure: Maintain successful completion of court services programs at 75%

Measure: Residential Services beds will increase to 90% utilization

Measure: Maintain 250 enrollments in the Cognitive Behavior program

Measure: Maintain 300 enrollments in ISP

Goal: Improve collection of Intensive Supervision Program (ISP) fees

Objective: Collect 70% of ISP fees assessed

Measure: Use the Monthly Budget Performance Report and Aged Revenue Report to compare the amount ordered with the amount paid (waiting on IT to make corrections in the report for accuracy)

Goal: Ensure probationer compliance of probation order

Objective: Maintain a 75% success rate for home checks

Measure: Percentage of successful home checks

Objective: Increase the number of drug and alcohol tests

Measure: Number of drug tests and preliminary breath tests.

<i>Measures</i>	2006	2007	2008 Estimated	2009 Projected
<i>Output/Outcome</i>				
<i>% Jail capacity used</i>	79.6%	84.9%	80%	80%
<i># of enrollments in court services programs</i>	917	835	900	918
<i>% increase in enrollment in court services programs</i>	1.2%	(9.4%)	7.5%	2%
<i>% of successful completions of court services programs</i>	73.4%	75%	75%	75%
<i>% of Residential Services beds used</i>	80.9%	81.4%	85%	90%
<i># of enrollments in Cognitive Behavior</i>	106	243	260	264
<i># of enrollments in ISP</i>	275	300	320	325
<i>% of ISP fees collected</i>	62.1%	N/A	70%	70%
<i>% successful home checks</i>	N/A	79%	80%	80%
<i># Drug tests</i>	19,142	23,833	24,972	25,472
<i># of Preliminary Breath Tests</i>	N/A	30,895	30,612	31,101
<i>County Community Corrections Overall Prison Commitment Rate</i>	N/A	N/A	8.7%	<State
<i>State of Michigan Overall Prison Commitment Rate</i>	N/A	N/A	20.2%	N/A

*State percentages are as of June 30, 2008.

Fund: 2850 Community Corrections Program

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Director of Probation Services	0.900	0.900	0.900	\$67,320
Assistant Director of Probation Services	0.250	0.250	0.250	\$15,268
Court Services Coordinator	1.000	1.000	1.000	\$50,540
Court Community Services Officer	1.625	1.625	1.625	\$58,786
Probation - Treatment Specialist	3.600	4.500	4.500	\$229,132
Community Corrections Secretary	0.750	0.750	0.750	\$25,796
	8.125	9.025	9.025	\$446,842

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$314,041	\$299,325	\$305,120	\$220,000	\$220,000
Charges for Services	\$260,834	\$209,519	\$182,418	\$188,235	\$207,350
Other Revenue	\$9,573	\$12,643	\$10,943	\$8,423	\$8,640
Other Financing Sources	\$409,352	\$458,726	\$432,089	\$522,785	\$621,441
Total Revenues	\$993,800	\$980,213	\$930,570	\$939,443	\$1,057,431
Expenditures					
Personnel Services	\$635,069	\$607,297	\$658,681	\$707,563	\$737,044
Supplies	\$26,624	\$31,703	\$19,465	\$29,975	\$36,445
Other Services & Charges	\$342,172	\$357,685	\$309,629	\$269,270	\$283,942
Capital Outlay					
Total Expenditures	\$1,003,865	\$996,685	\$987,775	\$1,006,808	\$1,057,431

Budget Highlights:

State funding of the Community Corrections programs remains flat, and fee collections are only slightly increasing. Consequently, the County share of the cost is increasing.

Fund: 2855 Revenue Sharing Reserve Fund

Function Statement

The Revenue Sharing Reserve Fund was created in 2004 as required by the State of Michigan. The fund accounts for the additional tax revenue received as a result of the acceleration of the millage levy from December to July. The fund transfers an amount to the General Fund equal to the amount the County would have received from the State for Revenue Sharing Payments had they not been temporarily discontinued. Projections indicate the fund will be depleted in 2011.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Taxes	\$9,354,173	\$9,354,173			
Interest	\$62,361	\$232,547	\$640,042	\$433,788	\$129,181
Total Revenues	\$9,416,534	\$9,586,720	\$640,042	\$433,788	\$129,181
Expenditures					
Other Financing Uses	\$4,104,101	\$4,239,536	\$4,396,399	\$4,497,516	\$4,632,000
Total Expenditures	\$4,104,101	\$4,239,536	\$4,396,399	\$4,497,516	\$4,632,000

Budget Highlights:

2006 was the last year of contributions for the fund. In 2007 and beyond, the only income will be interest income, and the expenditures represent transfers to the General Fund. The fund is projected to be depleted in 2011.

Fund: (2870) Community Action Agency

Function Statement

The Community Action Agency fund is used to account for grant monies to be applied to various community programs for the impoverished residents of Ottawa County. Such grants include employment activities, income management, housing, emergency assistance, and nutrition.

Mission Statement

Reduce the effects of poverty within Ottawa County

Goal: To effectively administer Community Action Agency programs and provide effective customer service by promoting effective partnerships with other agencies.

Objective: To effectively administer Community Action Agency (CAA) programs.

Measure: Utilization of Community Action Agency budget dollars

Objective: To create and maintain partnerships among supporters and providers of service.

Measure: # of partnerships created/maintained

Objective: To assist every household seeking assistance.

Measure: # of applicants assisted

Measure	2006	2007	2008 Estimated	2009 Projected *
<i>Output:</i>				
<i>Utilization of CAA budget dollars</i>	\$216,189	\$311,213	\$290,000	\$290,000
<i># of partnerships created/maintained</i>	26	28	30	31
<i># of applicants assisted</i>	4,220	4,521	4,837	5,176

* Numbers are dependent on receipt of funding.

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$406,965	\$477,256	\$493,263	\$688,139	\$512,888
Rents					
Other Revenue	\$18,992	\$36,917	\$24,756	\$40,531	\$30,000
Other Financing Sources	\$29,000	\$29,000	\$64,397	\$29,000	
Total Revenues	\$454,957	\$543,173	\$582,416	\$757,670	\$542,888
Expenditures					
Personnel Services	\$200,845	\$218,874	\$274,745	\$412,606	\$368,008
Supplies	\$32,426	\$70,058	\$68,644	\$77,973	\$26,735
Other Services & Charges	\$214,573	\$217,669	\$207,456	\$277,341	\$148,145
Other Financing Uses		\$55,742			
Total Expenditures	\$447,844	\$562,343	\$550,845	\$767,920	\$542,888

Budget Highlights:

This fund can vary depending on whether grants have been extended or have ended as well as the award amount received from the State. Consequently, the budget can vary significantly from year to year.

Fund: (2890) Weatherization

Function Statement

The Weatherization Program supplies funds for weatherizing homes of the disadvantaged, elderly, and impoverished persons. The Weatherization Program also provides energy education.

Mission Statement

Reduce the effects of poverty within Ottawa County

Goal: To improve the conditions in which low-income persons live.

Objective: To provide energy education to customers.

Measure: # of individuals receiving energy-saving education

Objective: To provide energy-savings measures to eligible participants.

Measure: # of homes receiving energy-saving measures

Measure	2006	2007	2008 Estimated	2009 Projected *
<i>Output:</i>				
# of individuals receiving energy-saving education	141	89	90	90
# of homes receiving energy-saving measures	120	81	76	76

* Numbers are dependent on receipt of funding.

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$185,726	\$306,793	\$254,073	\$206,549	\$263,551
Other Revenue					
Other Financing Sources					
Total Revenues	\$185,726	\$306,793	\$254,073	\$206,549	\$263,551
Expenditures					
Personnel Services	\$34,830	\$82,987	\$66,004	\$46,111	\$48,787
Supplies	\$70,033	\$175,530	\$144,834	\$114,709	\$153,470
Other Services & Charges	\$80,863	\$48,270	\$43,233	\$45,729	\$61,294
Capital Outlay					
Total Expenditures	\$185,726	\$306,787	\$254,071	\$206,549	\$263,551

Budget Highlights:

Grant awards can fluctuate based on need.

Fund: 2900 Family Independence Agency

Function Statement

This fund is used primarily to account for the State of Michigan Department of Human Services activities in Ottawa County. These services include welfare, child protection services, and various other assistance programs to disadvantaged citizens. Currently, the County assists in funding a program aimed at improving parenting skills.

Resources

Personnel

Position Name	2007 # of Positions	2008 # of Positions	2009 # of Positions	2009 Budgeted Salary
Program Director	1.000	0.000	0.000	\$0
Child Abuse Prevention Specialist	0.000	0.000	0.000	\$0
Family Resource Specialist	8.750	1.000	0.000	\$0
	9.750	1.000	0.000	\$0

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$225,581	\$196,035	\$215,761	\$240,000	\$220,000
Charges for Services	\$35,658	\$44,856	\$33,153	\$36,000	
Interest and Rents					
Other Revenue	\$300	\$565	\$832	\$3,000	\$2,700
Other Financing Sources	\$702,578	\$731,564	\$729,070	\$278,862	\$217,612
Total Revenues	\$964,117	\$973,020	\$978,816	\$557,862	\$440,312
Expenditures					
Personnel Services	\$591,427	\$592,136	\$579,969	\$63,085	
Supplies	\$221,826	\$188,860	\$215,634	\$228,850	\$230,098
Other Services & Charges	\$113,906	\$116,658	\$104,239	\$187,666	\$210,214
Operating Transfers				\$500,000	
Total Expenditures	\$927,159	\$897,654	\$899,842	\$979,601	\$440,312

Budget Highlights:

The Planning and Grants department completed an evaluation of the Parenting Plus program and noted low program completion rates, low caseloads and high per client costs which in turn necessitated a difficult decision to decrease County funding, eliminating 8.75 positions. In 2009 the final position was eliminated. Also, in July of 2007 the Board approved a transfer of \$500,000 to cover a portion of the Grand Haven and West Olive building project costs, the transfer took place in 2008.

Function Statement

The Child Care fund accounts for various programs provided for abused/neglected and/or delinquent juveniles. These programs include detention, intensive supervision, in-house treatment programs and community intervention programs. The goals, objectives, and performance measures are reflected in the Juvenile division of the Family Court, recorded in the General Fund (1010-1490).

Resources

Personnel	2007	2008	2009	2009
Position Name	# of	# of	# of	Budgeted
Position Name	Positions	Positions	Positions	Salary
Detention Superintendent	1.000	1.000	1.000	\$63,258
Assistant Superintendent	1.000	1.000	1.000	\$59,200
Assistant Director of Juvenile Services	0.875	0.875	0.875	\$65,450
Training Coordinator	1.000	1.000	1.000	\$50,733
Administrative Aide	4.000	4.000	4.000	\$137,496
Group Leader - Juvenile	6.000	6.000	6.000	\$237,317
Youth Specialist	19.650	19.650	18.650	\$630,516
Shift Supervisor	4.000	4.000	5.000	\$260,538
Casework Services Manager	1.000	1.000	1.000	\$61,071
Senior Caseworker	2.000	2.000	2.000	\$108,078
Treatment Specialist	6.000	6.000	6.000	\$317,268
Programs Supervisor	1.000	1.000	1.000	\$57,328
Treatment Services Manager	1.000	1.000	1.000	\$61,071
Caseworker	11.000	11.000	11.000	\$526,507
Assistant Juvenile Register	1.000	1.000	1.000	\$35,009
Sergeant	0.300	0.300	0.000	\$0
Lieutenant	0.000	0.000	0.300	\$21,738
Assessment Unit Coordinator	1.000	1.000	1.000	\$55,676
Deputy	3.000	3.000	3.000	\$170,769
	64.825	64.825	64.825	\$2,919,023

Funding

	2005	2006	2007	2008	2009
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$2,912,947	\$3,648,195	\$3,804,722	\$3,784,479	\$3,855,961
Other Revenue	\$599,894	\$566,104	\$594,836	\$632,377	\$638,900
Other Financing Sources	\$3,846,024	\$3,974,892	\$4,081,921	\$4,158,115	\$4,045,802
Total Revenues	\$7,358,865	\$8,189,191	\$8,481,479	\$8,574,971	\$8,540,663
Expenditures					
Personnel Services	\$3,309,913	\$3,855,089	\$3,998,226	\$4,094,599	\$4,345,200
Supplies	\$177,961	\$204,715	\$271,684	\$242,618	\$237,642
Other Services & Charges	\$3,396,434	\$4,049,575	\$4,158,973	\$4,144,332	\$3,957,821
Operating Transfers				\$500,000	
Total Expenditures	\$6,884,308	\$8,109,379	\$8,428,883	\$8,981,549	\$8,540,663

Budget Highlights:

2005-2007 Other Services & Charges include nearly \$1 million for the expansion of the web-based case management system. 2008 reflects a one time transfer to the Building Authority fund for the construction of the Grand Haven/West Olive building projects.

Fund: 2921 Child Care-Social Services

Function Statement

The Child Care - Social Services fund is used to account for the foster care of children under the direction of the Ottawa County Family Independence Agency.

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$18,583	\$21,450	\$22,397	\$10,907	\$2,500
Other Revenue					
Other Financing Sources	\$20,000	\$26,500	\$21,125	\$10,907	\$2,500
Total Revenues	\$38,583	\$47,950	\$43,522	\$21,814	\$5,000
Expenditures					
Other Services & Charges	\$37,220	\$42,900	\$44,063	\$21,814	\$5,000
Total Expenditures	\$37,220	\$42,900	\$44,063	\$21,814	\$5,000

Fund: 2930 Soldiers & Sailors Relief

Function Statement

The Soldiers & Sailors Relief Commission determines the eligibility of claims from indigent veterans and authorizes the requested payments. Eligibility is determined by the time and length of service during an armed conflict, honorable discharge, and length of residency in Ottawa County.

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Other Financing Sources	\$90,000	\$100,719	\$30,485	\$42,140	\$42,140
Total Revenues	<u>\$90,000</u>	<u>\$100,719</u>	<u>\$30,485</u>	<u>\$42,140</u>	<u>\$42,140</u>
Expenditures					
Other Services & Charges	\$90,001	\$100,719	\$30,485	\$42,140	\$42,140
Total Expenditures	<u>\$90,001</u>	<u>\$100,719</u>	<u>\$30,485</u>	<u>\$42,140</u>	<u>\$42,140</u>

Budget Highlights:

In 2007 the Board approved new County regulations, defining available assistance as well as restrictions to both the total dollars available, and the number of occurrences within a six month period for which assistance is provided. A document verification process and a five member oversight committee were also established.

Fund: 2940 Veterans Trust

Function Statement

The Veteran's Trust fund was established under Section 35.607 of the State of Michigan Compiled Laws of 1970. It is used to account for monies received by the state and distributed to needy veterans

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue	\$21,808	\$21,673	\$28,376	\$28,000	\$14,404
Other Financing Sources					
Total Revenues	\$21,808	\$21,673	\$28,376	\$28,000	\$14,404
Expenditures					
Other Services & Charges	\$21,808	\$21,898	\$28,609	\$28,000	\$14,404
Total Expenditures	\$21,808	\$21,898	\$28,609	\$28,000	\$14,404

Budget Highlights:

The 2009 Budget reflects one-half of the dollars available from the State of Michigan for Veteran's in need of assistance. Additional funds may be requested from the State as needed.

Fund: 2980 Compensated Absences

Function Statement

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

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Charges for Services	\$134,356	\$115,083	\$38,818	\$149,000	\$117,000
Interest	\$77,042	\$162,777	\$220,595	\$152,000	\$97,000
Other Revenue					
Other Financing Sources					
Total Revenues	\$211,398	\$277,860	\$259,413	\$301,000	\$214,000
Expenditures					
Personnel Services	\$92,885	\$42,622	\$198,011	\$100,101	\$38,038
Supplies					
Total Expenditures	\$92,885	\$42,622	\$198,011	\$100,101	\$38,038

Budget Highlights:

In 2007, the County had three unusually large sick bank payoffs.

**COUNTY OF OTTAWA
DEBT SERVICE FUND (5690-5695)**

Building Authority Fund (5690-5695) - This Fund was established to account for the accumulation of resources for payment of principal and interest on bonds issued to finance building projects for the County of Ottawa. Bonds have been issued for the following projects: 1990-Ottawa County Central Dispatch Authority; 1992-Probate Court/Jail Complex; 1997-Jail addition and Sheriff Administrative Annex; 2005-Holland District Court Building; 2007-Grand Haven Courthouse and Fillmore Street Addition. The 1990 bonds were refunded during 2003 and 2005, and a portion of the 1992 bonds was refinanced during 2006. A portion of the 1997 bonds was refunded during 2005. Financing is provided by cash rental payments pursuant to lease agreements with the County of Ottawa or other identified payment mechanisms.

Resources

Personnel

No personnel has been allocated to this department.

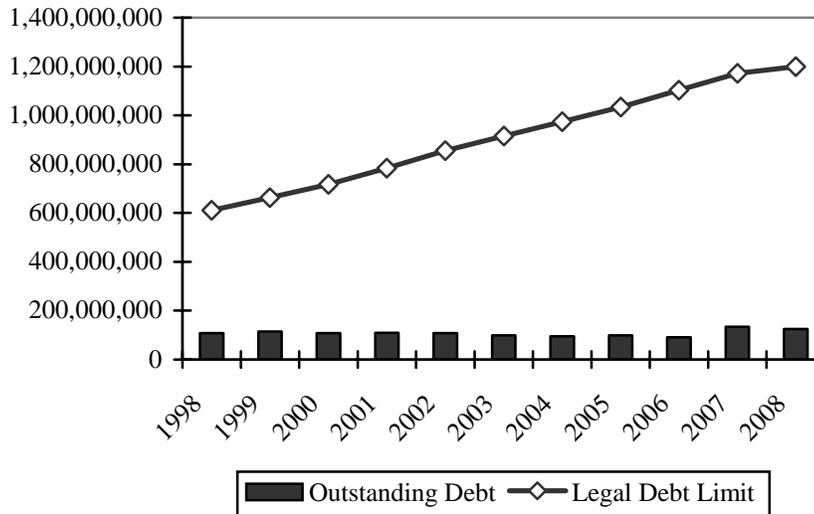
Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Charges for Services					
Interest and Rents	\$13,975	\$7,539	\$95	\$5,300	
Rents	\$2,008,656	\$2,439,503	\$2,769,438	\$2,775,923	\$2,781,272
Other Revenue					
Other Financing Sources	\$10,433,980	\$10,562,974	\$325	\$763,713	\$762,875
Total Revenues	\$12,456,611	\$13,010,016	\$2,769,858	\$3,544,936	\$3,544,147
Expenditures					
Debt Service	\$12,595,277	\$2,299,621	\$2,769,438	\$3,539,636	\$3,544,147
Other Financing Uses		\$10,792,190			
Total Expenditures	\$12,595,277	\$13,091,811	\$2,769,438	\$3,539,636	\$3,544,147

County of Ottawa Debt Information

The County of Ottawa assumes debt to provide funding for the construction of water and sewage disposal systems, drains, buildings, and to refund previously issued bonds. Under the State of Michigan Constitution of 1963, Article VII, Section 11, "No County shall incur indebtedness which shall increase its total debt beyond 10% of its assessed valuation." Consequently, Ottawa County, with a 2008 assessed value of \$11,997,727,095 is limited to no more than \$1,199,772,709 of debt. The County's total debt at the statement date is \$124,552,866 or approximately 1% of the assessed value - well below the legal limit. The graph below illustrates the additional legal debt capacity of the County of Ottawa.

County of Ottawa Legal Debt Limit and Debt Outstanding



Effect of Debt Payments on County Operations

None of the County's general operating levy is used for debt payments. Instead, separate revenue streams were identified for repayment before the bonds were issued. The table below identifies the County's direct debt and the payment source for the issues:

Project	2009 Debt	
	Service Payment	Funding Source
E-911 Central Dispatch	\$398,475	Separate, dedicated millage
Probate Court/Jail Facility	561,527	Delinquent Tax Revolving Fund
Administrative Annex	1,224,838	Delinquent Tax Revolving Fund
Holland District Court Building	594,531	Delinquent Tax Revolving Fund
Grand Haven/Fillmore St	761,875	Revenues/Fund Equity of Select Funds
	\$3,541,246	

Tax collections for the E-911 Central Dispatch operation come directly to the County. The County subtracts the amount needed per the debt payment schedule and transfers the remaining tax collections to the Ottawa County Central Dispatch Authority (a component unit).

The Delinquent Tax Revolving Fund (an Enterprise fund) had been allowed to build equity for several years. As of 12/31/07, the fund had equity of \$24.4 million. Although total equity is projected to decrease through 2011, equity is projected to grow steadily after 2011. The Appendix of this document includes projections on this fund and the other Financing Tools.

Funding for the debt payments of the Grand Haven/Fillmore Street issue is coming from the following sources:

- Ottawa County, Michigan Insurance Authority - 20%, up to \$150,000/yr
- Telecommunications - 20%, up to \$150,000/yr
- Delinquent Tax Revolving Fund - 20%, up to \$150,000/yr
- Infrastructure - 17%, up to \$125,000/yr
- Public Improvement - 23%, remainder of payment

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

The remaining debt is paid by the benefiting municipalities.

Bonds:

The County principally uses general obligation bonds to provide funds for these projects. The majority of the general obligation bonds, \$95,316,533, were issued by the Ottawa County Public Utilities System, a component unit of Ottawa County, for water and sewer projects. The principal and interest payments on these water and sewer project issues are repaid generally from funds received from local municipalities in the County. The interest rate on these issues ranges from 2.5% to 7.6% percent.

In addition, \$295,733 is estimated for inter-county drainage projects. Principal and interest is paid from drain assessments levied. The interest rate on these issues ranges from 4.39% to 7.0% percent.

Last, \$27,445,000 is estimated debt outstanding at 12/31/08 for the five Ottawa County Building Authority projects mentioned previously. The E-911 issue was refunded during 1993. The Probate Court/Jail facility was refunded in 1997 in conjunction with the issue for the Sheriff and Administrative Annex and additional Jail pod. The unrefunded portion of the E-911 bonds and the Sheriff and Administrative Annex and additional jail pod were refunded during 2005. The Building Authority makes the principal and interest payments with revenues collected from lease agreements with the County. The interest rate on these issues ranges from 3.0% to 5.05% percent.

The County has pledged its full faith and credit for payment on the above obligations. Ottawa County has obtained a AAA rating from Fitch on General Obligation Limited Tax Bonds.

Moody's Bond Rating is Aa1 for General Obligation Unlimited and Limited Tax Bonds. Standard and Poor's Bond Rating is AA for General Obligation Unlimited and Limited Tax Bonds.

Other Bonds:

In November 2001, the Ottawa County Road Commission issued Public Act 143 bonds for the purpose of constructing a maintenance facility in Holland. The estimated balance of these bonds at 12/31/08 is \$1,350,000. The borrowing will be paid from State revenues allocated to the County Road Commission for road purposes. The County did not pledge its full faith and credit for these bonds.

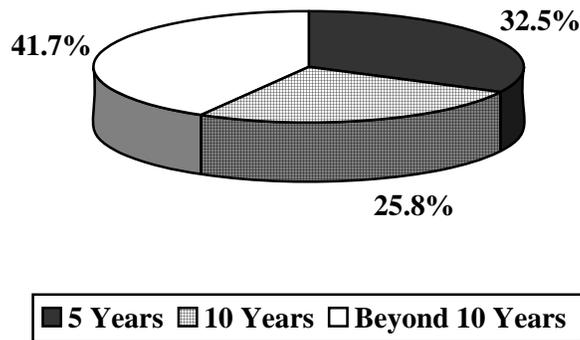
Notes Payable:

The Drain Commissioner has issued two small notes to provide funding for drainage projects in Ottawa County. The notes total \$145,600, and the County did not pledge its full faith and credit for the above notes.

Debt Retirements:

The percentage of debt to be retired in five, ten, and beyond ten years indicates how fast the County is retiring its debt. Rating agencies expect 50% of the debt to be retired within ten years. The graph that follows shows that Ottawa County, scheduled to retire 58.3% of its debt within ten years, is retiring debt within established standards.

County of Ottawa Debt Retirements



Debt per Capita

Ottawa County has experienced high growth in the last several years. Consequently, debt has been issued to fund the required infrastructure and some of the facilities needed. Listed below is the debt per capita information for the last ten years.

Year	Population	Net Bonded Debt per Capita (Direct Debt)	Net Bonded Debt per Capita (Total Debt)
1998	224,357	\$107	\$479
1999	230,261	99	496
2000	238,314	91	463
2001	243,571	84	429
2002	245,913	78	421
2003	249,391	71	382
2004	252,351	65	365
2005	255,406	91	378
2006	257,671	84	349
2007	259,206	106	507

The schedule that follows details the principal and interest payments by year.

County of Ottawa Schedule of Debt Service Requirements

OTTAWA COUNTY - PRIMARY GOVERNMENT					OTTAWA COUNTY - COMPONENT UNITS				REPORTING ENTITY
Budget Year	Amount Outstanding Beginning of Year	Principal Retirements	Interest Requirements	Total Requirements	Amount Outstanding Beginning of Year	Principal Retirements	Interest Requirements	Total Requirements	Total Requirements
General Obligation Bonds (Non-major Funds):					General Obligation Bonds:				
2009	\$27,445,000	\$2,335,000	\$1,206,246	\$3,541,246	\$96,962,266	\$6,693,767	\$4,089,202	\$10,782,969	\$14,324,215
2010	25,110,000	2,035,000	1,114,332	3,149,332	90,268,499	7,321,767	3,828,327	11,150,094	14,299,426
2011	23,075,000	2,110,000	1,033,868	3,143,868	82,946,732	5,796,767	3,562,138	9,358,905	12,502,773
2012	20,965,000	1,635,000	949,794	2,584,794	77,149,965	5,303,767	3,335,938	8,639,705	11,224,499
2013	19,330,000	1,690,000	887,519	2,577,519	71,846,198	5,450,766	3,117,648	8,568,414	11,145,933
2014	17,640,000	1,775,000	807,019	2,582,019	66,395,432	5,406,766	2,890,364	8,297,130	10,879,149
2015	15,865,000	1,860,000	722,419	2,582,419	60,988,666	4,373,767	2,686,419	7,060,186	9,642,605
2016	14,005,000	1,950,000	629,419	2,579,419	56,614,899	4,573,767	2,500,742	7,074,509	9,653,928
2017	12,055,000	2,045,000	536,469	2,581,469	52,041,132	4,790,767	2,311,082	7,101,849	9,683,318
2018	10,010,000	920,000	437,844	1,357,844	47,250,365	4,405,766	2,116,260	6,522,026	7,879,870
2019-2023	9,090,000	5,245,000	1,562,296	6,807,296	42,844,599	16,999,599	8,155,625	25,155,224	31,962,520
2024-2028	3,845,000	3,845,000	393,114	4,238,114	25,845,000	13,885,000	4,742,572	18,627,572	22,865,686
2029-2033					11,960,000	11,890,000	1,399,741	13,289,741	13,289,741
2034-2037					70,000	70,000	3,588	73,588	73,588
					Notes Payable*:				
2009					145,600	107,600	6,467	114,067	114,067
2010					38,000	7,600	1,737	9,337	9,337
2011					30,400	7,600	1,389	8,989	8,989
2012					22,800	7,600	1,045	8,645	8,645
2013					15,200	7,600	695	8,295	8,295
2014					7,600	7,600	347	7,947	7,947
2015									
		<u>\$27,445,000</u>	<u>\$10,280,339</u>	<u>\$37,725,339</u>		<u>\$97,107,866</u>	<u>\$44,751,325</u>	<u>\$141,859,191</u>	<u>\$179,584,530</u>

All figures are as of 11/21/08. Schedule does not include capital leases.

*Notes payable of the component unit are not guaranteed by the County.

**COUNTY OF OTTAWA
CAPITAL PROJECTS FUND**

Building Authority Fund (5690-5695) - This Fund was established to account for construction projects of the building authority and/or County. Financing is provided by bond proceeds, interest income and occasionally State grants. This fund records only those projects funded with bond proceeds. Other capital construction projects funded with cash are reported primarily in the Public Improvement Fund (Special Revenue Fund 2450). Projects at County park facilities are reported in the Parks and Recreation Fund (Special Revenue Fund 2081).

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue					
Interest	\$19,680	\$49,431	\$81,615	\$60,000	
Other Revenue	\$29,042	\$12,999			
Other Financing Sources	\$7,865,000	\$7,997,998	\$10,078,851	\$13,669,007	\$6,000,000
Total Revenues	\$7,913,722	\$8,060,428	\$10,160,466	\$13,729,007	\$6,000,000
Expenditures					
Capital Outlay	\$3,044,672	\$2,251,029	\$5,353,630	\$16,841,971	\$6,000,000
Bond Issue Costs		\$458,638			
Other Financing Uses	\$2,169,258		\$173,994		
Total Expenditures	\$5,213,930	\$2,709,667	\$5,527,624	\$16,841,971	\$6,000,000

Budget Highlights:

In October of 2007, the County issued bonds for the construction of a new Grand Haven Courthouse facility. Completion is anticipated in 2009.

2009 Capital Construction Projects

Although the County does not have a formal Capital Improvement Plan, the current building projects should provide the needed facilities for the next 10-15 years. Beyond that, the County anticipates expanding the jail and building a new facility for Family Court - Juvenile Detention. Funds are available in the Public Improvement fund (Special Revenue fund 2450) to cover small projects such as storage facilities, various renovations and significant improvements (e.g. roofs).

Grand Haven Courthouse Project **County Building**

The concept plan for a \$23 million Courthouse Building to replace the existing County Building on Washington Street in Grand Haven was presented to the Board of Commissioners in June 2004 and approved in June 2006. In addition to aesthetic



improvements, prominent features of the design include the ability to separate staff, victim, and defendant populations in the justice system, and the ability for citizens to access more

services than are currently available in Grand Haven through a public service counter near the building's entrance. As the County grows and departmental needs change, this new facility will have ample space to meet these growing demands. Construction of the new facility began in August 2007, and is anticipated to be a twenty four month project with completion prior to the end of 2009.

Effect on the Operating Budget

The County bonded for \$10 million for the combined Grand Haven Courthouse/Fillmore Addition project. The remainder of the cost is coming from funds set aside for this project in the following funds:

General Fund (Fund Balance Designations):	\$5,585,000
Public Improvement	5,515,000
Child Care - Circuit Court	500,000
Health	1,300,000
Equipment Pool	1,500,000
Telecommunications	2,600,000
Solid Waste Clean-up	2,500,000
Department of Human Services	500,000
	<u>\$20,000,000</u>

In addition, the new facility will increase the square footage by 30,600 square feet, or approximately 35 percent. Consequently, additional, ongoing maintenance costs are anticipated. At this point, no additional personnel needs have been identified, so the maintenance costs reflected on the schedule that follows are based on a 30 percent increase in non personnel costs. The percentage increase in cost is lower due to anticipated efficiencies in utilities to be gained with the new construction. This estimate includes costs for grounds maintenance, insurance, utilities, and other costs directly attributable to running the facility.

Fillmore Street Addition Project

A resolution was adopted by the Board on June 27, 2006 authorizing the County Building Authority to move forward with the planning of a \$6 million addition at Fillmore Street.

The revised final project costs of \$7 million and design were presented to the Board for approval in July, 2007. Construction began in October 2007 and is now complete. The



Treasurer's Office relocated to West Olive in November of 2008. The Cooperative Extension, the County Clerk, Register of Deeds, and Drain Commissioner Offices will be coordinating moves in the coming months. The move will consolidate operational staff that work together on a daily basis, reconfigure space in the existing facility and allow citizens better access to some services that had only been available in Grand Haven.

Effect on the Operating Budget

In addition, the new facility will increase the square footage by 39,000 square feet, or approximately 43 percent. Consequently, additional, ongoing maintenance costs are anticipated. One additional maintenance worker is projected to be added in 2010. The remaining maintenance costs reflected on the schedule that follows are based on a 40 percent increase in non personnel costs. The percentage increase in cost is lower due to anticipated efficiencies in utilities to be gained with the new construction. This estimate includes costs for grounds maintenance, insurance, utilities, and other costs directly attributable to running the facility. As previously stated, the County does expect to gain efficiencies by grouping related departments together, but these savings are not quantifiable.

Southwest Ottawa Landfill Upgrades

The 43-acre Southwest Ottawa landfill is located a little over one mile east of the shore of Lake Michigan in Park Township between James Street and Riley Street and 160th and 168th. The landfill opened in 1968 and was used for the disposal of municipal and industrial waste until it was closed in 1981. The County, through the Ottawa County Road Commission, operated the landfill for a few years in the late 1960's and early 1970's then transferred the operation to Waste Management, under contract. In the early 1980's, Waste Management closed the operation and constructed a cap over the landfill consisting of bentonite clay, power plant fly ash and sand.

In 1987, seven purge wells, along with the associated piping and electrical work, were constructed in order to pump contaminated groundwater to a treatment plant. The treatment process was designed to remove iron and volatile organic compounds from the groundwater leachate per the terms of a water restoration agreement between the County and the Michigan Department of Environmental Quality (MDEQ).

Due to the degradation of the existing groundwater extraction system and in order to reduce the necessary treatment time and costs, the County completed the construction of a clay cap over the landfill in 2008. This will prevent the contamination located in the landfill from leaching to the groundwater (via percolating rain water), and an upgrade to the purge well and treatment system began in 2008. The cost is expected to be approximately \$3.8 million with the work being completed in 2009.



The upgrades to the Southwest Ottawa Landfill and clean up efforts are divided into three categories: upgrades to the filtration plant, new wells, and the reshaping, recapping and venting of the landfill. The plan is to cap the landfill, put down new purge wells, close down old ineffective wells, and install new treatment technology.

Funding for the project is coming from two places. The Ottawa County Insurance Authority has covered \$1.8 million of the cost which represents the capping of the landfill. The remainder of the project is coming from the Solid Waste Clean-up fund, Special Revenue fund 2271.

Effect on the Operating Budget

Ongoing maintenance costs will be required to operate the purge wells. The County anticipates it will cost an average of \$182,000 per year to cover the utility and chemical costs to operate the purge wells. Although the improvements are expected to reduce the treatment time, those savings are currently indeterminable.

Once the improvements have been made, the County's Parks and Recreation Department plans to use the land to provide new recreational opportunities as part of Riley Trails. The top of the landfill has been shaped to allow sledding and hiking. The low land pond will provide a natural flora and fauna habitat. After completion of the improvements to the landfill portion of the work, the 230-acre parcel (which includes the 43-acre landfill) will be transferred to the County Parks system. On-going maintenance costs are expected to be minimal for the trail and parking lot maintenance.

Parks and Recreation Projects

The Parks and Recreation Department has a variety of small to medium sized park improvement projects planned for 2009. Smaller projects include replacing a retaining wall and walkways at the Historic Ottawa Beach properties (\$22,500), replacing the westerly dune stairs at Tunnel Park (\$21,000), upgrading the irrigation system at Tunnel Park (\$20,000), and miscellaneous site improvements at Eastmanville Farm for \$10,000.

Plans also include landscape work at Pine Bend to create an outdoor seating area for larger events held at the Weaver House (\$35,000). At the Bend Area, trails will be constructed along with a small parking area and trail head kiosk to provide access to the 188 acre riverfront site acquired in 2008 (\$20,000). Work planned at Grand River Park will renovate aging walkways to provide barrier free access in the core of the park (\$20,000) including accessible routes to the restrooms, picnic building, fishing dock, etc.

Larger projects planned for the coming year include general improvements to establish a day-use area at Connor Bayou including an entry drive, parking area, picnic areas, trails and other amenities. Connor Bayou is a 142 acre site on the Grand River in Robinson Township acquired in 2005 which currently is open for public use but with only minimal parking and access improvements.

Another project planned for 2009 will provide trail construction including boardwalks and footbridges at the Bur Oak Landing property, a 261 acre site in Polkton Township with 1.4 miles on the Grand River. Acquisition of Bur Oak Landing was completed in 2008 and two small parking areas were completed later that year.

Effect on the Operating Budget

The effect of the above projects on the operating budget is anticipated to be negligible.

Component Units:

The Ottawa County Public Utilities System has two ongoing capital construction projects, both of which will continue beyond 2009. The projects have been initiated to develop/update water and sewer infrastructure in the County. The annual operating costs are for debt service, but the benefiting municipality is responsible for payment. The County, however, does act as guarantor for the bond issues. Maintenance costs are also the responsibility of the municipality.

County of Ottawa
Capital Construction Projects - Construction Costs
 Budget Year Ending December 31, 2009

PROJECT DESCRIPTION	CAPITAL CONSTRUCTION COSTS					
	PROPOSED METHOD OF FINANCING	ESTIMATED COSTS		EXPENDED TO DATE (INC. CURRENT YR)	BUDGET YEAR 2009	FUTURE YEARS
		ORIGINAL	AMENDED			
Ottawa County (primary government)						
West Olive Addition/ Grand Haven Courthouse (1)	Bond Issue/ Fund Balance	\$24,000,000	\$30,000,000	\$14,523,127	\$6,000,000	\$0
SouthWest Ottawa Landfill (2)	Insurance Authority/ Landfill Surcharge	\$4,500,000	\$4,200,000	\$3,622,147	\$100,000	\$0
Park 12 Retaining Wall (2)	Parks & Recreation Millage	\$20,000	\$20,000	\$0	\$20,000	\$0
Tunnel Park Replace West Dune Stairs (2)	Parks & Recreation Millage	\$21,000	\$21,000	\$0	\$21,000	\$0
Tunnel Park Replace Irrigation (2)	Parks & Recreation Millage	\$20,000	\$20,000	\$0	\$20,000	\$0
Pine Bend Outdoor Seating Landscaping (2)	Parks & Recreation Millage	\$35,000	\$35,000	\$0	\$35,000	\$0
Bend Area Trailhead Parking (2)	Parks & Recreation Millage	\$20,000	\$20,000	\$0	\$20,000	\$0
Grand River Park Renovate Walkways (2)	Parks & Recreation Millage	\$20,000	\$20,000	\$0	\$20,000	\$0
Connor Bayou General Park Improvements (2)	Parks & Recreation Millage	\$250,000	\$250,000	\$0	\$250,000	\$0
Bur Oak Landing Trail Improvements (2)	Parks & Recreation Millage	\$65,000	\$65,000	\$0	\$65,000	\$0
Grand Total - Primary Government		\$28,951,000	\$34,651,000	\$18,145,274	\$6,551,000	\$0
Ottawa County Public Utilities (component unit)						
NW Ottawa Water Plant Expansion	Public Act 342 Bonds	\$21,500,000	\$21,500,000	\$0	\$10,000,000	\$11,500,000
Wyoming Water Plant Expansion	Public Act 342 Bonds	\$31,673,000	\$31,673,000	\$17,328,000	\$8,129,000	\$6,217,000
Grand Total Capital Construction		\$82,124,000	\$87,824,000	\$35,473,274	\$24,680,000	\$17,717,000

1. The County issued \$10 million in bonds for this facility with the rest of the cost paid from six other funds. See Capital Projects narrative for more detail.

2. No debt will be issued for this project. Funds have been set aside for this project or will be financed by the Parks tax levy.

County of Ottawa
Capital Construction Projects - Anticipated Annual Operational Costs
 Budget Year Ending December 31, 2009

PROJECT DESCRIPTION	ESTIMATED ANNUAL OPERATION COSTS (includes debt repayment)							
	PROPOSED METHOD OF FINANCING	EXPEN-DITURE TYPE	ACTUAL PRIOR YEAR 2007	ESTIMATED CURRENT YEAR 2008	BUDGET YEAR 2009	FUTURE YEARS		
						2010	2011	2012
Ottawa County (primary government)								
West Olive Addition/ Grand Haven Courthouse (1)	General Fund Various Funds	Maintenance Debt	\$0 \$0	\$96,819 \$763,713	\$283,747 \$762,875	\$384,804 \$762,575	\$396,347 \$763,375	\$408,239 \$763,575
SouthWest Ottawa Landfill (2)	Solid Waste Clean-up Fund	Maintenance	\$130,388	\$187,000	\$198,000	\$188,000	\$175,000	\$191,000
Park 12 Retaining Wall (2)	Property Tax Levy	Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Tunnel Park Replace West Dune Stairs (2)	Property Tax Levy	Maintenance	\$500	\$600	\$300	\$300	\$300	\$300
Tunnel Park Replace Irrigation (2)	Property Tax Levy	Maintenance	\$300	\$300	\$100	\$100	\$100	\$100
Pine Bend Outdoor Seating Landscaping (2)	Property Tax Levy	Maintenance	\$200	\$200	\$750	\$750	\$750	\$750
Bend Area Trailhead Parking (2)	Property Tax Levy	Maintenance	\$0	\$0	\$1,500	\$1,500	\$1,500	\$1,500
Grand River Park Renovate Walkways (2)	Property Tax Levy	Maintenance	\$500	\$500	\$100	\$100	\$100	\$100
Connor Bayou General Park Improvements (2)	Property Tax Levy	Maintenance	\$1,000	\$1,000	\$5,000	\$8,000	\$8,000	\$9,000
Bur Oak Landing Trail Improvements (2)	Property Tax Levy	Maintenance	\$0	\$0	\$1,000	\$1,500	\$1,500	\$1,500
Grand Total - Primary Government			\$132,888	\$1,050,132	\$1,253,372	\$1,347,629	\$1,346,972	\$1,376,064

Ottawa County Public Utilities (component unit)

NW Ottawa Water Plant Expansion (3)	Special Assessments	Debt	\$0	\$0	\$0	\$1,000,000	\$1,000,000	\$1,000,000
Wyoming Water Plant Expansion (3)	Special Assessments	Debt	\$0	\$2,075,816	\$1,750,102	\$2,480,102	\$2,480,902	\$2,455,502

Grand Total Operational Costs **\$132,888 \$3,125,948 \$3,003,474 \$4,827,731 \$4,827,874 \$4,831,566**

1. No new personnel are included in the 2008 budget, but may become necessary in future years. Contractual labor and utility costs will be larger due to the larger sizes of the buildings.
2. No debt will be issued for this project. Estimated Annual Operation Costs are for maintenance including utilities, supplies, etc. No new personnel are projected to be added.
3. The annual operating costs for the public utilities project is strictly for debt service. The maintenance costs are the responsibility of the municipality.

**COUNTY OF OTTAWA
PERMANENT FUND**

Cemetary Trust Fund (1500) - This fund was established under State statute to care for cemetary plots of specific individuals who have willed monies in trust to the County for perpetual care of their grave sites.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2005 Actual	2006 Actual	2007 Actual	2008 Current Year Estimated	2009 Adopted by Board
Revenues					
Intergovernmental Revenue					
Interest	\$122	\$237	\$266	\$217	\$162
Other Revenue					
Other Financing Sources					
Total Revenues	\$122	\$237	\$266	\$217	\$162
Expenditures					
Supplies					
Other Services and Charges		\$568			
Total Expenditures		\$568			

Budget Highlights:

Accumulated interest earnings are expended to the appropriate cemeteries every five years

The Ottawa County Board of Commissioners
of the County of Ottawa
Grand Haven, Michigan

RESOLUTION TO APPROVE 2009 OPERATING BUDGET

At a meeting of the Board of Commissioners of the County of Ottawa, Ottawa County, Michigan, held at the Ottawa County Administrative Annex, Olive Township, Michigan, in said County on October 28, 2008, at 1:30 p.m. local time.

PRESENT: Members – Mrs. Kortman, Mr. Kuyers, Mrs. Ruiter, Messrs. Hehl, Rycenga, Schrotenboer, Disselkoen, Berghorst, Holtrop, Holtvluwer

ABSENT: Member – Mr. Swartout

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

WHEREAS, Public Act 621 of 1978 known as the "Uniform Budgeting and Accounting Act" requires that an appropriation ordinance be adopted by this County Board of Commissioners in order to implement the operating budget of the County of Ottawa for 2009; and

WHEREAS, a notice regarding the proposed budget was published in local newspapers as required; and

WHEREAS, this County Board of Commissioners wishes to be in compliance with said State legislation; and

WHEREAS, this County Board of Commissioners through its Finance and Administration Committee, has duly deliberated, held public hearings according to law and reviewed the proposed 2009 Budgeted Revenue and Expenditures totaling \$232,168,307 and \$241,494,129, respectively, and this ordinance is prepared on the basis of said budget; and

WHEREAS, the budget anticipates no deficits as a result of any operations for 2009 and all funds have sufficient revenues and/or fund balance to meet their expenditure needs;

NOW, THEREFORE, BE IT RESOLVED that department revenues and expenditures are hereby adopted as budgeted in the "2009 Ottawa County Budget" (by line item as attached).

BE IT FURTHER RESOLVED, that the foregoing annual appropriations will be used where budgeted to support the total budgeted general operating activities along with all other Federal, State, local, private and user revenues; and

BE IT FURTHER RESOLVED, that this Appropriation Ordinance be fully spread upon the official minutes of this Commission; and

BE IT FURTHER RESOLVED, that all persons responsible for the administration of this budget be duly advised of the contents of Public Act 621 of 1978 and their respective appropriations and responsibilities for the administration of the same; and

BE IT FURTHER RESOLVED, that the County Treasurer is hereby ordered to collect 3.6000 mills for general operations and .4407 mills for the operation of the Ottawa County Central Dispatch Authority; and .3165 mills for Park development, expansion and maintenance, and

BE IT FURTHER RESOLVED, that transfers of any unencumbered balance, or any portion thereof, in any appropriation account to any other appropriation account may not be made without approval by the Board of Commissioners acting through its Finance Committee, except that transfers within a fund may be made by the County Administrator and Fiscal Services Director if the amount to be transferred does not exceed \$50,000. Any transfer which increases the total amount appropriated under this budget must be ratified, on a monthly basis, by the Board of Commissioners acting through its Finance and Administration Committee.

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

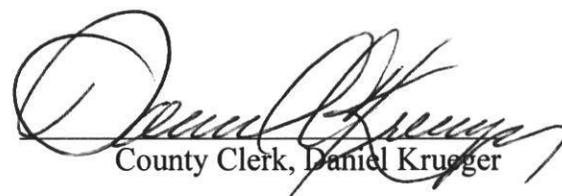
YEAS: Members - Mrs. Kortman, Mr. Kuyers, Mrs. Ruiter, Messrs. Hehl, Rycenga, Schrotenboer, Disselkoen, Berghorst, Holtrop, Holtvluwer

NAYS: Members - None

ABSTAIN: Members - None

RESOLUTION DECLARED ADOPTED.


Chairperson, Donald Disselkoen


County Clerk, Daniel Krueger

Certification

I, the undersigned, duly qualified Clerk of the County of Ottawa, Michigan, do hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Board of Commissioners of the County of Ottawa, Michigan, at a meeting held on October 28, 2008, 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 28th day of October, A.D., 2008.


County Clerk, Daniel Krueger

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	<i>SPECIAL REVENUE FUNDS</i>						
	General Fund 1010	Parks & Recreation 2081	Friend of the Court 2160	9/30 Judicial Grants 2170	Health 2210	Mental Health 2220	Solid Waste Clean - Up 2271
Fund Balance	(\$6,488,512)	\$382,283	(\$197,904)		(\$195,000)		(\$157,415)
SOURCES:							
Revenue							
Taxes	\$41,465,748	\$3,155,677					
Intergovernmental Revenue	\$4,534,572	\$36,505	\$1,865,042	\$595,074	\$3,746,492	\$30,166,910	
Charges for Services	\$9,738,398	\$410,200	\$240,800		\$913,012	\$446,813	
Penalties and Interest on Delinquent Taxes							
Fines & Forfeits	\$961,100						
Interest on Investments	\$850,000	\$113,762				\$80,000	\$140,585
Rental Income	\$2,873,024	\$38,500				\$190,000	
Licenses & Permits	\$251,675				\$441,890		
Other	\$376,414	\$4,000			\$166,926	\$214,207	
Operating Transfers In	\$5,132,000	\$298,370	\$774,609	\$51,730	\$5,779,966	\$563,108	
Bond Proceeds							
Proceeds from Refunding Bonds							
Total Revenue	<u>\$66,182,931</u>	<u>\$4,057,014</u>	<u>\$2,880,451</u>	<u>\$646,804</u>	<u>\$11,048,286</u>	<u>\$31,661,038</u>	<u>\$140,585</u>

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	General Fund 1010	Parks & Recreation 2081	Friend of the Court 2160	9/30 Judicial Grants 2170	Health 2210	Mental Health 2220	Solid Waste Clean - Up 2271
ACTIVITIES:							
Expenditures							
Legislative	\$574,569						
Judicial	\$10,023,962		\$3,078,355	\$646,804			
General Government	\$17,153,854						
Public Safety	\$23,949,288						
Public Works	\$124,050						\$298,000
Health & Welfare	\$735,349				\$11,243,286	\$31,661,038	
Culture & Recreation		\$3,674,731					
Community & Economic Development	\$673,050						
Other Government Functions	\$895,286						
Capital Projects							
Debt Service							
Operating Transfers Out	\$18,542,035						
Total Expenditures	<u>\$72,671,443</u>	<u>\$3,674,731</u>	<u>\$3,078,355</u>	<u>\$646,804</u>	<u>\$11,243,286</u>	<u>\$31,661,038</u>	<u>\$298,000</u>
Revenue Over (Under)							
Expenditures	<u>(\$6,488,512)</u>	<u>\$382,283</u>	<u>(\$197,904)</u>		<u>(\$195,000)</u>		<u>(\$157,415)</u>

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Landfill Tipping Fees 2272	Transportation System 2320	Planning Commission 2420	Infra- structure 2444	Public Improvement 2450	Homestead Property Tax 2550	Register of Deeds Automation Fund 2560
Fund Balance	(\$35,522)		(\$34,000)	(\$26,956)	(\$254,620)	\$13,055	(\$306,669)
SOURCES:							
Revenue							
Taxes						\$10,000	
Intergovernmental Revenue		\$157,569	\$8,500				
Charges for Services	\$390,000			\$27,241			\$252,000
Penalties and Interest on Delinquent Taxes							
Fines & Forfeits							
Interest on Investments				\$70,803	\$63,755	\$3,600	\$2,674
Rental Income					\$659,500		
Licenses & Permits							
Other	\$27,130		\$30				
Operating Transfers In			\$53,182				
Bond Proceeds							
Proceeds from Refunding Bonds							
Total Revenue	<u>\$417,130</u>	<u>\$157,569</u>	<u>\$61,712</u>	<u>\$98,044</u>	<u>\$723,255</u>	<u>\$13,600</u>	<u>\$254,674</u>

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Landfill Tipping Fees 2272	Transportation System 2320	Planning Commission 2420	Infra- structure 2444	Public Improvement 2450	Homestead Property Tax 2550	Register of Deeds Automation Fund 2560
ACTIVITIES:							
Expenditures							
Legislative							
Judicial							
General Government					\$375,000	\$545	\$561,343
Public Safety							
Public Works	\$452,652	\$157,569					
Health & Welfare							
Culture & Recreation							
Community & Economic Development			\$95,712				
Other Government Functions							
Capital Projects							
Debt Service							
Operating Transfers Out				\$125,000	\$602,875		
Total Expenditures	<u>\$452,652</u>	<u>\$157,569</u>	<u>\$95,712</u>	<u>\$125,000</u>	<u>\$977,875</u>	<u>\$545</u>	<u>\$561,343</u>
Revenue Over (Under)							
Expenditures	<u>(\$35,522)</u>		<u>(\$34,000)</u>	<u>(\$26,956)</u>	<u>(\$254,620)</u>	<u>\$13,055</u>	<u>(\$306,669)</u>

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Stabil- ization 2570	Prosecuting Attorney Grants 2601	Sheriff Grant Programs 2609	Sheriff Contracts 2610	Road Patrol 2661	Law Library 2690	Workforce Investment Act - ACP 2740
Fund Balance							
SOURCES:							
Revenue							
Taxes							
Intergovernmental Revenue		\$140,400	\$117,014	\$4,307,219	\$232,654		\$207,611
Charges for Services							
Penalties and Interest on Delinquent Taxes							
Fines & Forfeits						\$6,500	
Interest on Investments							
Rental Income							
Licenses & Permits							
Other		\$360					
Operating Transfers In		\$70,453	\$40,917	\$243,206	\$99,991	\$26,500	
Bond Proceeds							
Proceeds from Refunding Bonds							
Total Revenue		<u><u>\$211,213</u></u>	<u><u>\$157,931</u></u>	<u><u>\$4,550,425</u></u>	<u><u>\$332,645</u></u>	<u><u>\$33,000</u></u>	<u><u>\$207,611</u></u>

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Stabil- ization 2570	Prosecuting Attorney Grants 2601	Sheriff Grant Programs 2609	Sheriff Contracts 2610	Road Patrol 2661	Law Library 2690	Workforce Investment Act - ACP 2740
ACTIVITIES:							
Expenditures							
Legislative							
Judicial						\$33,000	
General Government		\$211,213					
Public Safety			\$157,931	\$4,550,425	\$332,645		
Public Works							
Health & Welfare							\$207,611
Culture & Recreation							
Community & Economic Development							
Other Government Functions							
Capital Projects							
Debt Service							
Operating Transfers Out							
Total Expenditures		\$211,213	\$157,931	\$4,550,425	\$332,645	\$33,000	\$207,611
Revenue Over (Under)							
Expenditures							

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Workforce Investment Act - Youth 2741	Workforce Investment Act - Adult 2742	Workforce Investment Act - 6/30 Grant Programs 2743	Workforce Investment Act - 12/31 Grant Programs 2744	Workforce Investment Act - 9/30 Grant Programs 2748	Workforce Investment Act - 3/31 Grant Programs 2749	Grant Programs Pass Thru 2750
Fund Balance							
SOURCES:							
Revenue							
Taxes							
Intergovernmental Revenue	\$906,457	\$587,927	\$2,095,571	\$277,670	\$814,112	\$17,500	\$64,553
Charges for Services							
Penalties and Interest on Delinquent Taxes							
Fines & Forfeits							
Interest on Investments							
Rental Income							
Licenses & Permits							
Other							
Operating Transfers In							\$32,283
Bond Proceeds							
Proceeds from Refunding Bonds							
Total Revenue	<u>\$906,457</u>	<u>\$587,927</u>	<u>\$2,095,571</u>	<u>\$277,670</u>	<u>\$814,112</u>	<u>\$17,500</u>	<u>\$96,836</u>

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Workforce Investment Act - Youth 2741	Workforce Investment Act - Adult 2742	Workforce Investment Act - 6/30 Grant Programs 2743	Workforce Investment Act - 12/31 Grant Programs 2744	Workforce Investment Act - 9/30 Grant Programs 2748	Workforce Investment Act - 3/31 Grant Programs 2749	Grant Programs Pass Thru 2750
ACTIVITIES:							
Expenditures							
Legislative							
Judicial							
General Government							
Public Safety							\$96,836
Public Works							
Health & Welfare	\$906,457	\$587,927	\$2,095,571	\$277,670	\$814,112	\$17,500	
Culture & Recreation							
Community & Economic Development							
Other Government Functions							
Capital Projects							
Debt Service							
Operating Transfers Out							
Total Expenditures	<u>\$906,457</u>	<u>\$587,927</u>	<u>\$2,095,571</u>	<u>\$277,670</u>	<u>\$814,112</u>	<u>\$17,500</u>	<u>\$96,836</u>
Revenue Over (Under)							
Expenditures							

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Emergency	Federal Emergency Mgt Agency	Community Corrections	State Revenue Sharing Reserve	Community Action Agency	Weather- ization	Department of Human Services
	2800	2810	2850	2855	2870	2890	2900
Fund Balance				(\$4,502,819)			
SOURCES:							
Revenue	<hr/>						
Taxes							
Intergovernmental Revenue	\$173,000		\$220,000		\$512,888	\$263,551	\$220,000
Charges for Services			\$207,350				
Penalties and Interest on Delinquent Taxes							
Fines & Forfeits							
Interest on Investments				\$129,181			
Rental Income							
Licenses & Permits							
Other			\$8,640		\$30,000		\$2,700
Operating Transfers In			\$621,441				\$217,612
Bond Proceeds							
Proceeds from Refunding Bonds							
Total Revenue	<u>\$173,000</u>		<u>\$1,057,431</u>	<u>\$129,181</u>	<u>\$542,888</u>	<u>\$263,551</u>	<u>\$440,312</u>

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Emergency	Federal Emergency Mgt Agency	Community Corrections	State Revenue Sharing Reserve	Community Action Agency	Weather- ization	Department of Human Services
	2800	2810	2850	2855	2870	2890	2900
ACTIVITIES:							
Expenditures							
Legislative							
Judicial			\$1,057,431				
General Government							
Public Safety							
Public Works							
Health & Welfare	\$173,000				\$542,888	\$263,551	\$440,312
Culture & Recreation							
Community & Economic Development							
Other Government Functions							
Capital Projects							
Debt Service							
Operating Transfers Out				\$4,632,000			
Total Expenditures	<u>\$173,000</u>		<u>\$1,057,431</u>	<u>\$4,632,000</u>	<u>\$542,888</u>	<u>\$263,551</u>	<u>\$440,312</u>
Revenue Over (Under)							
Expenditures				<u>(\$4,502,819)</u>			

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	<i>SPECIAL REVENUE FUNDS</i>					Total Special Revenue	Total Debt Service	Total Capital Projects
	Child Care Circuit Court 2920	Child Care Social Services 2921	Soldier & Sailors 2930	Veterans Trust 2940	Compensated Absences 2980			
	Child Care							
Fund Balance					(\$324,038)	(\$5,639,605)		
SOURCES:								
Revenue								
Taxes						\$3,165,677		
Intergovernmental Revenue	\$3,855,961	\$2,500		\$14,404		\$51,607,084		
Charges for Services					\$117,000	\$3,004,416		
Penalties and Interest on Delinquent Taxes								
Fines & Forfeits						\$6,500		
Interest on Investments					\$97,000	\$701,360		
Rental Income						\$888,000	\$2,781,272	
Licenses & Permits						\$441,890		
Other	\$638,900					\$1,092,893		
Operating Transfers In	\$4,045,802	\$2,500	\$42,140			\$12,963,810	\$762,875	\$6,000,000
Bond Proceeds								
Proceeds from Refunding Bonds								
Total Revenue	<u>\$8,540,663</u>	<u>\$5,000</u>	<u>\$42,140</u>	<u>\$14,404</u>	<u>\$214,000</u>	<u>\$73,871,630</u>	<u>\$3,544,147</u>	<u>\$6,000,000</u>

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	<i>SPECIAL REVENUE FUNDS</i>					Total Special Revenue	Total Debt Service	Total Capital Projects
		Child Care						
	Child Care Circuit Court 2920	Social Services 2921	Soldier & Sailors 2930	Veterans Trust 2940	Compensated Absences 2980			
ACTIVITIES:								
Expenditures								
Legislative								
Judicial						\$4,815,590		
General Government					\$38,038	\$1,186,139		
Public Safety						\$5,137,837		
Public Works						\$908,221		
Health & Welfare	\$8,540,663	\$5,000	\$42,140	\$14,404		\$57,833,130		
Culture & Recreation						\$3,674,731		
Community & Economic Development						\$95,712		
Other Government Functions								
Capital Projects								\$6,000,000
Debt Service							\$3,544,147	
Operating Transfers Out					\$500,000	\$5,859,875		
Total Expenditures	<u>\$8,540,663</u>	<u>\$5,000</u>	<u>\$42,140</u>	<u>\$14,404</u>	<u>\$538,038</u>	<u>\$79,511,235</u>	<u>\$3,544,147</u>	<u>\$6,000,000</u>
Revenue Over (Under)								
Expenditures					(\$324,038)	(\$5,639,605)		

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

***PERMANENT
FUND***

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Total Permanent Fund	Total All Funds
Fund Balance	\$162	(\$12,127,955)
SOURCES:		
Revenue		
Taxes		\$44,631,425
Intergovernmental Revenue		\$56,141,656
Charges for Services		\$12,742,814
Penalties and Interest on Delinquent Taxes		
Fines & Forfeits		\$967,600
Interest on Investments	\$162	\$1,551,522
Rental Income		\$6,542,296
Licenses & Permits		\$693,565
Other		\$1,469,307
Operating Transfers In		\$24,858,685
Bond Proceeds		
Proceeds from Refunding Bonds		
Total Revenue	\$162	\$149,598,870

COUNTY OF OTTAWA
2009 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

***PERMANENT
FUND***

2009 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Total Permanent Fund	Total All Funds
ACTIVITIES:		
Expenditures		
Legislative		\$574,569
Judicial		\$14,839,552
General Government		\$18,339,993
Public Safety		\$29,087,125
Public Works		\$1,032,271
Health & Welfare		\$58,568,479
Culture & Recreation		\$3,674,731
Community & Economic Development		\$768,762
Other Government Functions		\$895,286
Capital Projects		\$6,000,000
Debt Service		\$3,544,147
Operating Transfers Out		\$24,401,910
Total Expenditures		\$161,726,825
Revenue Over (Under)		
Expenditures	\$162	(\$12,127,955)

County of Ottawa
Financing Tools
Solid Waste Clean-up Fund (2271)
History/Projections

			ESTIMATED	BUDGET	PROJECTIONS 						
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Balance	\$7,804,097	\$7,865,050	\$7,999,142	\$3,604,411	\$3,446,996	\$3,355,512	\$3,281,177	\$3,195,175	\$3,132,006	\$3,055,758	\$2,989,821
Revenues:											
Interest on Investments	\$335,869	\$443,448	\$289,526	\$140,585	\$96,516	\$100,665	\$104,998	\$111,831	\$112,752	\$113,063	\$113,613
Other Revenue	\$5,803										
Total Revenue	\$341,672	\$443,448	\$289,526	\$140,585	\$96,516	\$100,665	\$104,998	\$111,831	\$112,752	\$113,063	\$113,613
Expenditures:											
Landfill Clean-up	\$131,613	\$130,388	\$187,000	\$198,000	\$188,000	\$175,000	\$191,000	\$175,000	\$189,000	\$179,000	\$189,000
Transfer Out			\$2,500,000								
Capital Expenditures	\$149,106	\$178,968	\$1,997,257	\$100,000							
Total Expenditures	\$280,719	\$309,356	\$4,684,257	\$298,000	\$188,000	\$175,000	\$191,000	\$175,000	\$189,000	\$179,000	\$189,000
Projected Ending Fund Balance	\$7,865,050	\$7,999,142	\$3,604,411	\$3,446,996	\$3,355,512	\$3,281,177	\$3,195,175	\$3,132,006	\$3,055,758	\$2,989,821	\$2,914,435
			PROJECTIONS 								
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$2,914,435	\$2,852,097	\$2,788,421	\$2,723,209	\$2,653,527	\$2,580,503	\$2,502,616	\$2,420,899	\$2,335,093	\$2,244,920	\$2,150,086
Revenues:											
Interest on Investments	\$113,663	\$114,084	\$114,325	\$111,652	\$110,121	\$107,091	\$105,110	\$102,888	\$100,409	\$97,654	\$93,529
Other Revenue											
Total Revenue	\$113,663	\$114,084	\$114,325	\$111,652	\$110,121	\$107,091	\$105,110	\$102,888	\$100,409	\$97,654	\$93,529
Expenditures:											
Landfill Clean-up	\$176,000	\$177,760	\$179,538	\$181,333	\$183,146	\$184,977	\$186,827	\$188,695	\$190,582	\$192,488	\$194,413
Capital Expenditures											
Total Expenditures	\$176,000	\$177,760	\$179,538	\$181,333	\$183,146	\$184,977	\$186,827	\$188,695	\$190,582	\$192,488	\$194,413
Projected Ending Fund Balance	\$2,852,097	\$2,788,421	\$2,723,209	\$2,653,527	\$2,580,503	\$2,502,616	\$2,420,899	\$2,335,093	\$2,244,920	\$2,150,086	\$2,049,201

Assumes an annual interest rate of 2.6% - 4.35%.

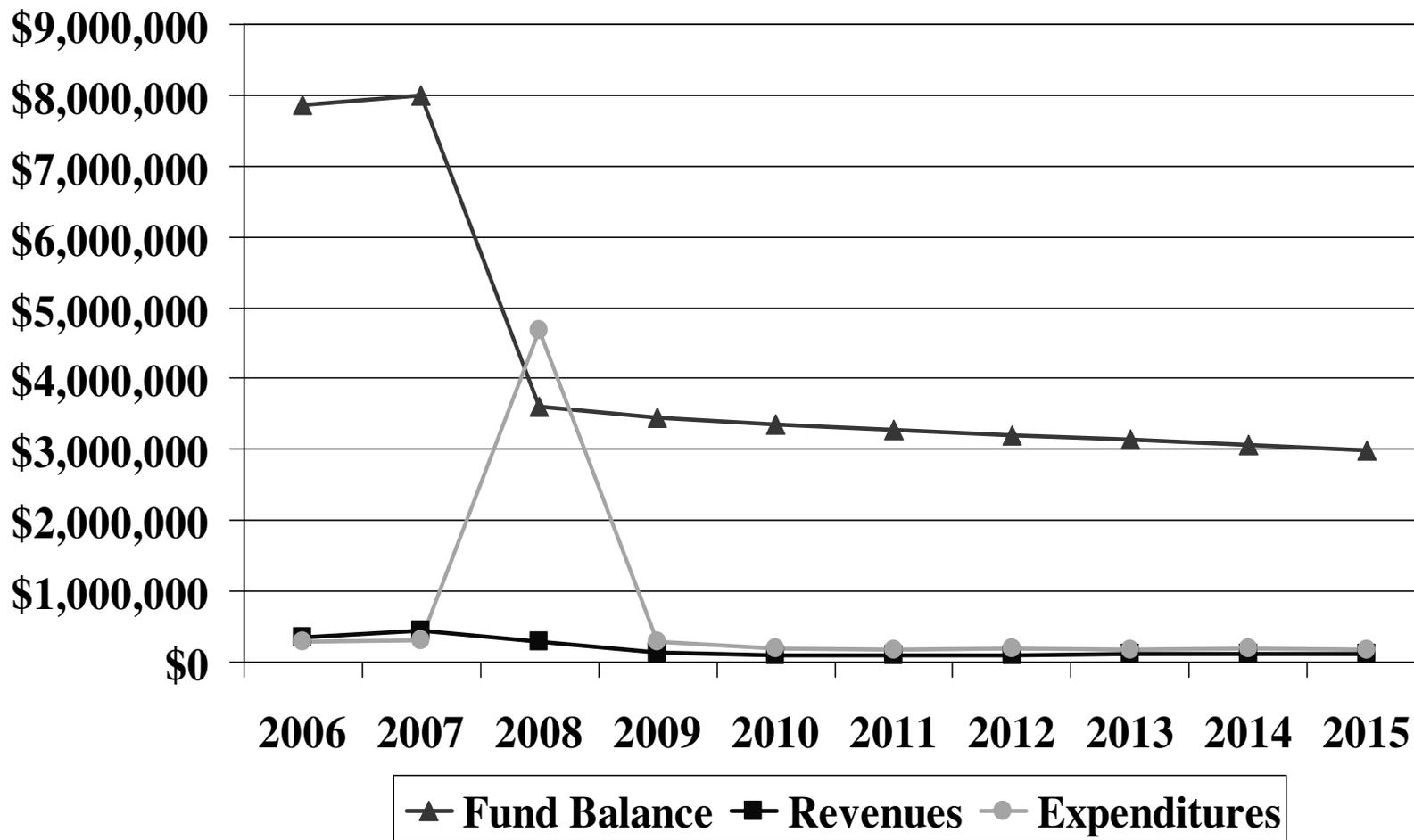
Also assumes no additional capital improvement projects will be necessary (e.g., pump replacement).

\$2.5 million of the cost of the Fillmore Expansion/Grand Haven County Building renovation was paid from this fund in 2008.

The fund balance projections for this fund have deteriorated since last year. Projected interest rates are lower and the basic operating and maintenance costs projected by the Road Commission have increased.

Specifically, prior expenditure projections for 2009 - 2027 averaged \$166,000 per year; the new projections average \$185,000.

Solid Waste Clean-Up



County of Ottawa
Financing Tools
Infrastructure Fund (2444)
History/Projections

Note: This schedule is now a cash balance analysis rather than a fund balance analysis in order to track revolving loans to municipalities.

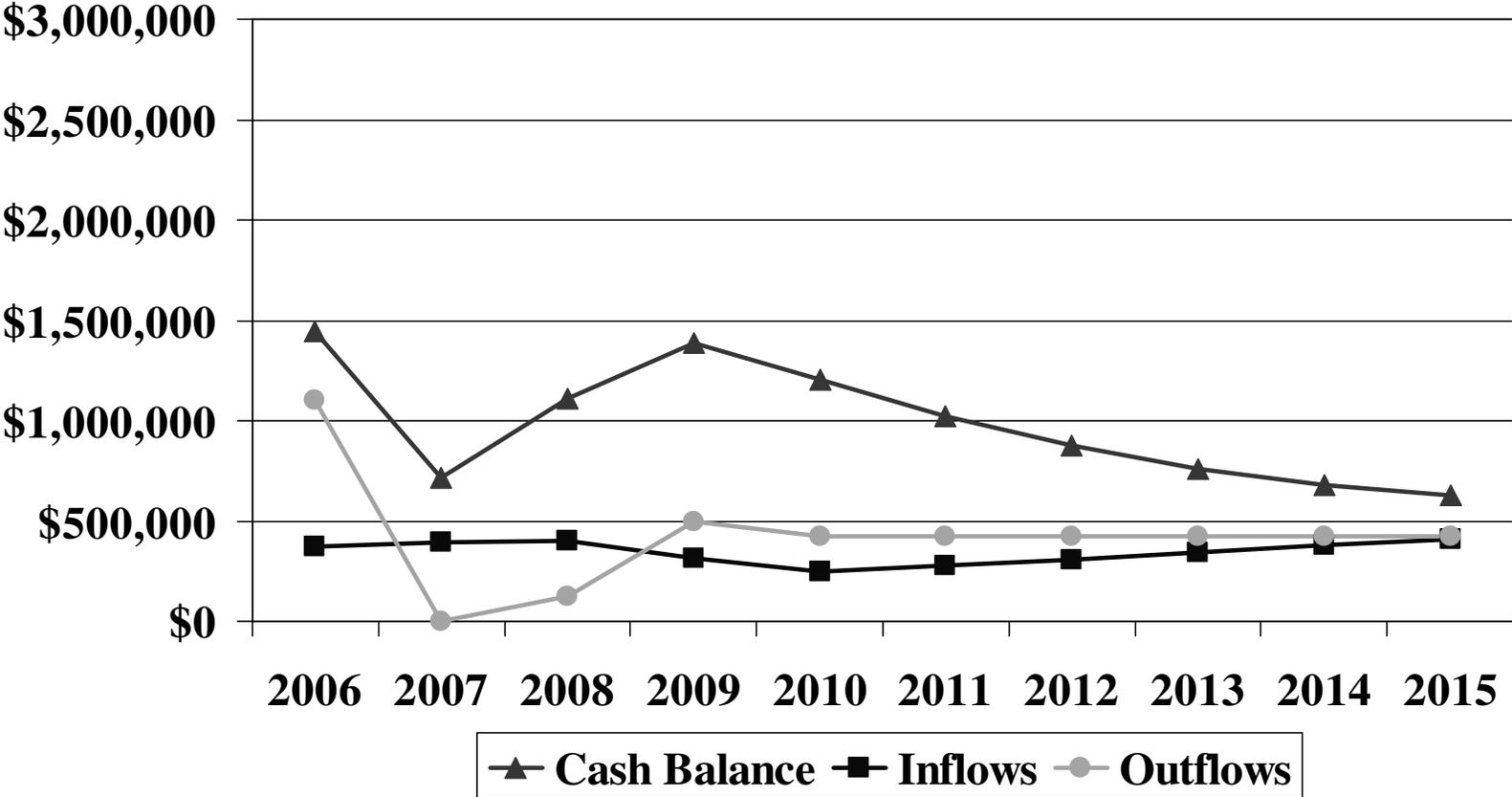
	ESTIMATED			PROJECTIONS 			2012	2013	2014	2015	2016
	2006	2007	2008	2009	2010	2011					
Beginning Cash Balance	\$1,442,605	\$712,501	\$1,109,115	\$1,385,832	\$1,202,221	\$1,022,391	\$874,740	\$759,578	\$678,178	\$629,776	\$615,431
Inflows:											
Loan Repayments ¹	\$322,197	\$349,866	\$348,569	\$270,814	\$211,508	\$246,677	\$281,846	\$317,015	\$352,184	\$387,353	\$283,463
Interest on Investments ²	\$47,699	\$46,748	\$53,148	\$41,575	\$33,662	\$30,672	\$27,992	\$26,585	\$24,414	\$23,302	\$23,386
Transfer from the Project Portion											
Operating Transfers - General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflows	\$369,896	\$396,614	\$401,717	\$312,389	\$245,170	\$277,349	\$309,838	\$343,600	\$376,598	\$410,655	\$306,849
Outflows:											
Land & Land Improvements ¹	\$1,100,000	\$0	\$0	\$371,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Building & Improvement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers - GH/WO Project						\$0	\$0	\$0	\$0	\$0	\$0
Other / Consultants	\$0	\$0	\$0	\$0	\$0						
Debt Service	\$0	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Total Outflows	\$1,100,000	\$0	\$125,000	\$496,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000
Projected Ending Cash Balance	\$712,501	\$1,109,115	\$1,385,832	\$1,202,221	\$1,022,391	\$874,740	\$759,578	\$678,178	\$629,776	\$615,431	\$497,280

	PROJECTIONS 										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Cash Balance	\$497,280	\$381,350	\$296,449	\$243,617	\$180,295	\$114,467	\$45,907	\$274,525	\$477,713	\$654,607	\$804,265
Inflows:											
Loan Repayments ¹	\$289,676	\$324,845	\$360,014	\$351,690	\$351,690	\$351,690	\$351,690	\$316,521	\$281,352	\$246,183	\$211,014
Interest on Investments ²	\$19,394	\$15,254	\$12,154	\$9,988	\$7,482	\$4,750	\$1,928	\$11,667	\$20,542	\$28,475	\$34,986
Operating Transfers - General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflows	\$309,070	\$340,099	\$372,168	\$361,678	\$359,172	\$356,440	\$353,618	\$328,188	\$301,894	\$274,658	\$246,000
Outflows:											
Land & Land Improvements ¹	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$0	\$0	\$0	\$0	\$0
Building & Improvement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other / Consultants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Total Outflows	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Projected Ending Cash Balance	\$381,350	\$296,449	\$243,617	\$180,295	\$114,467	\$45,907	\$274,525	\$477,713	\$654,607	\$804,265	\$925,265

¹ Assumes \$300,000 in outflows for 10 years beginning in 2010 with a 10 year payback at 3% interest commencing in the year after construction.

² Assumes an annual interest rate of 2.6% to 4.35%.

Infrastructure



**County of Ottawa
Financing Tools
Public Improvement Fund (2450)
History/Projections**

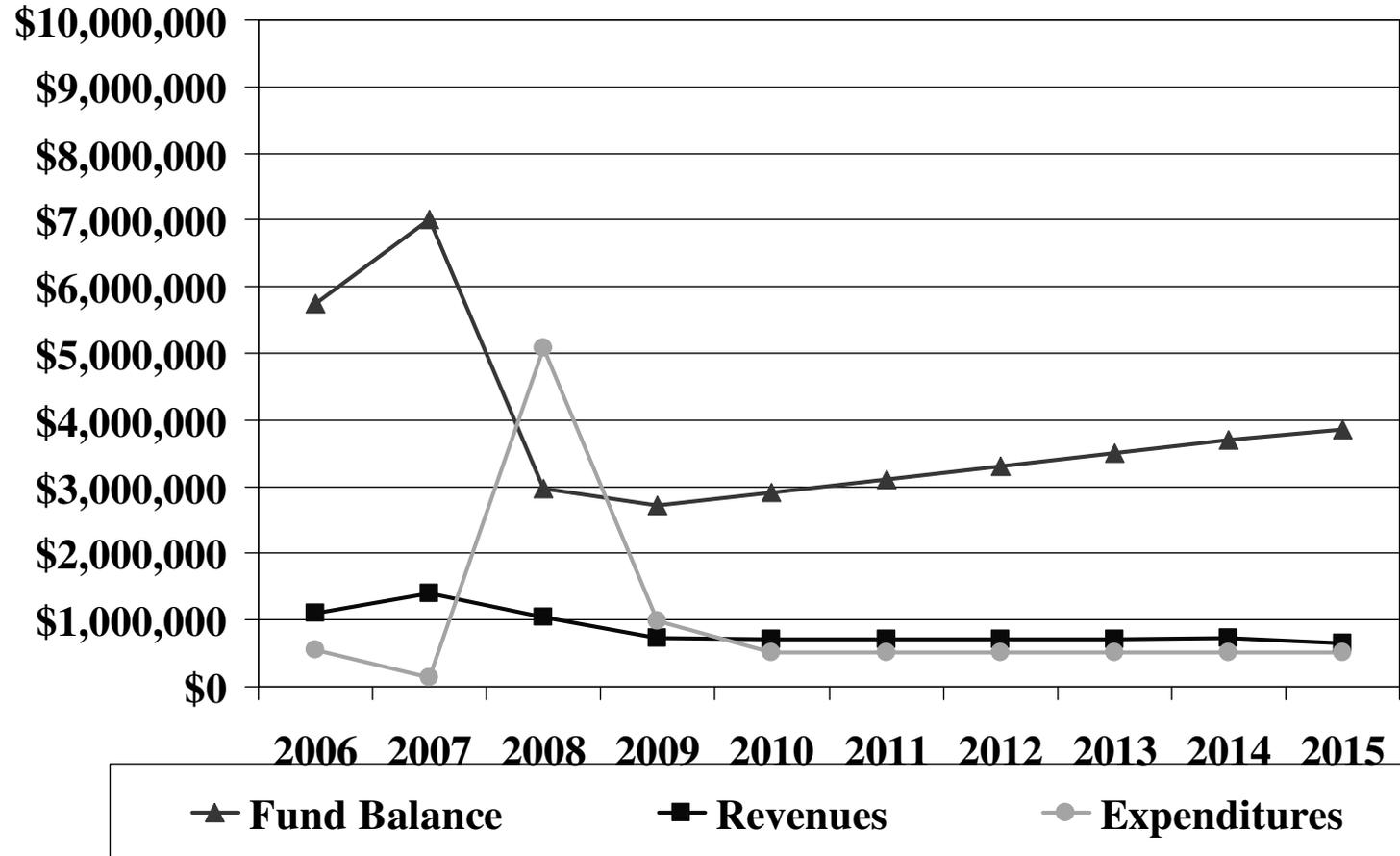
	ESTIMATED		BUDGET	PROJECTIONS							
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Balance	\$5,176,075	\$5,740,998	\$7,008,669	\$2,969,609	\$2,714,989	\$2,912,956	\$3,104,388	\$3,298,577	\$3,501,356	\$3,707,973	\$3,846,276
Revenues:											
Interest on Investments	\$231,670	\$346,122	\$236,660	\$63,755	\$74,839	\$87,389	\$99,340	\$115,450	\$126,049	\$137,195	\$146,158
12251 James Street Building	\$215,916	\$215,919	\$172,908	\$39,144	\$39,144	\$39,144	\$39,144	\$39,144	\$39,144	\$39,144	\$39,144
Coopersville Building	\$26,736	\$26,736	\$26,736	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512
FIA Building	\$465,627	\$459,825	\$451,373	\$457,861	\$434,064	\$425,818	\$417,737	\$409,817	\$402,056	\$325,996	\$319,911
WEMET	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256
Hudsonville Human Services	\$10,041	\$10,952	\$10,952	\$10,952	\$10,952	\$913	\$0	\$0	\$0	\$0	\$0
Grand Haven Human Services	\$66,432	\$66,437	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914
Other Revenue	\$67,415	\$72,906	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861
Operating Transf In Holland		\$173,994									
Total Revenues	\$1,110,093	\$1,399,147	\$1,043,660	\$723,255	\$710,542	\$704,807	\$707,764	\$715,954	\$718,792	\$653,878	\$656,756
Expenditures											
Building & Improvement	\$70,510	\$125,636	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Debt Service - GH/WO	\$0	\$325	\$188,713	\$187,875	\$187,575	\$188,375	\$188,575	\$188,175	\$187,175	\$190,575	\$188,825
Operating Transf Out GH/WO	\$68,161	\$0	\$4,769,007	\$415,000							
Other / Consultants	\$406,499	\$5,515	\$125,000	\$75,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Total Expenditures	\$545,170	\$131,476	\$5,082,720	\$977,875	\$512,575	\$513,375	\$513,575	\$513,175	\$512,175	\$515,575	\$513,825
Projected Ending Fund Balance	\$5,740,998	\$7,008,669	\$2,969,609	\$2,714,989	\$2,912,956	\$3,104,388	\$3,298,577	\$3,501,356	\$3,707,973	\$3,846,276	\$3,989,207

PROJECTIONS 

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$3,989,207	\$4,133,796	\$4,282,439	\$4,435,383	\$4,592,161	\$4,702,999	\$4,812,058	\$4,920,838	\$5,032,636	\$5,149,628	\$5,268,514
Revenues:											
Interest on Investments	\$155,579	\$165,352	\$175,580	\$181,851	\$190,575	\$195,174	\$202,106	\$209,136	\$216,403	\$224,009	\$229,180
12251 James Street Building	\$39,144	\$39,144	\$39,144	\$39,144	\$39,144	\$39,144	\$37,140	\$36,552	\$36,552	\$36,552	\$36,552
Coopersville Building	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512	\$6,512
FIA Building 1	\$313,948	\$308,104	\$302,377	\$296,765	\$291,265	\$285,875	\$280,593	\$275,416	\$270,343	\$265,371	\$260,499
WEMET	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256
Grand Haven Human Services	\$45,914	\$45,914	\$45,914	\$45,914	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861	\$72,861
Total Revenues	\$660,214	\$664,143	\$668,644	\$669,303	\$626,613	\$625,822	\$625,468	\$626,733	\$628,927	\$631,561	\$631,860
Expenditures											
Building & Improvement	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Debt Service - GH/WO	\$190,625	\$190,500	\$190,700	\$187,525	\$190,775	\$191,763	\$191,688	\$189,935	\$186,935	\$187,675	\$188,850
Other / Consultants	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Total Expenditures	\$515,625	\$515,500	\$515,700	\$512,525	\$515,775	\$516,763	\$516,688	\$514,935	\$511,935	\$512,675	\$513,850
Projected Ending Fund Balance	\$4,133,796	\$4,282,439	\$4,435,383	\$4,592,161	\$4,702,999	\$4,812,058	\$4,920,838	\$5,032,636	\$5,149,628	\$5,268,514	\$5,386,524

1 Assumes a 20% decrease in our contract with DHS; the lease expires in 2014. Interest is estimated at 2.6% to 4.35% annually.

Public Improvement



County of Ottawa Financing Tools Stabilization Fund (2570) History/Projections

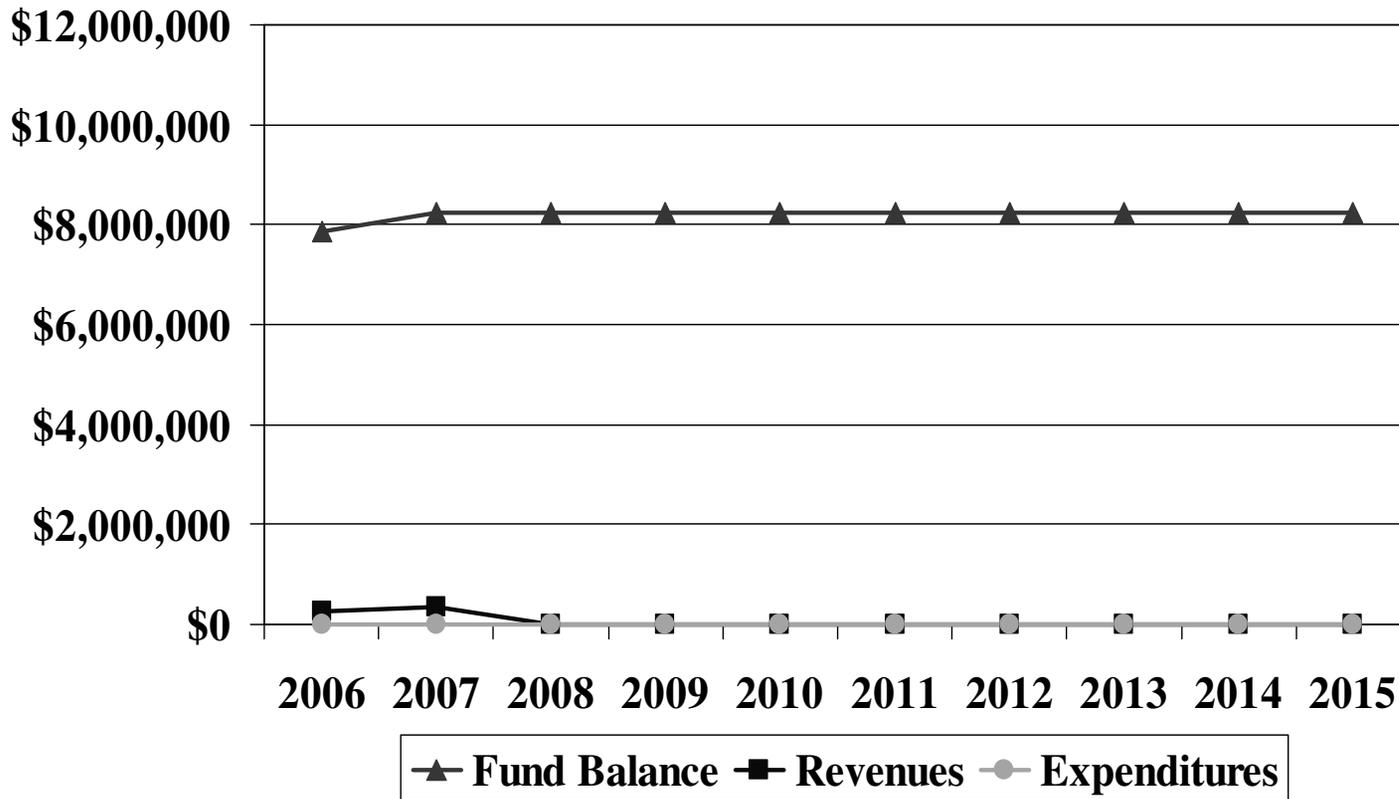
	2006	2007	Estimated 2008	Budgeted 2009	PROJECTIONS			2013	2014	2015	2016
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Balance	\$7,603,560	\$7,872,350	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069
Revenues:											
Transfer from General Fund	\$268,790	\$359,719	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$268,790	\$359,719	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures:											
Transfer to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$7,872,350	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069
Interest Income											
to General Fund	\$236,171	\$246,962	\$246,962	\$214,034	\$230,498	\$246,962	\$263,426	\$288,122	\$296,354	\$304,587	\$312,819
	PROJECTIONS										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069
Revenues:											
Transfer from General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures:											
Transfer to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069	\$8,232,069
Interest Income											
to General Fund	\$321,051	\$329,283	\$337,515	\$337,515	\$341,631	\$341,631	\$345,747	\$349,863	\$353,979	\$358,095	\$358,095

Notes: Estimated interest income to the General Fund is calculated at 2.6% - 4.35% per year

This financing tool is fully funded as of 12/31/06.

No transfers are anticipated to be included in the budget process in the foreseeable future. However, there may be dollars available at year end to transfer if fully funding this tool is the Board's priority.

Stabilization



County of Ottawa
Financing Tools
Delinquent Tax Revolving Fund (5160)
History/Projections

	2006	2007	Estimated 2008	Budget 2009	PROJECTIONS 2010	 2011	2012	2013	2014	2015	2016
Beginning Fund Balance	\$24,343,239	\$24,236,439	\$24,406,620	\$24,242,273	\$24,147,522	\$24,066,865	\$24,009,461	\$24,497,490	\$24,857,458	\$25,111,640	\$25,206,188
Revenues:											
Operating Revenue	\$1,149,927	\$1,519,704	\$1,698,000	\$1,996,000	\$1,996,000	\$1,996,000	\$1,966,000	\$1,800,000	\$1,620,000	\$1,458,000	\$1,312,200
Forfeiture Revenue	\$141,926	\$192,211	\$254,135	\$324,713	\$249,500	\$249,500	\$245,750	\$225,000	\$202,500	\$182,250	\$164,025
Nonoperating Revenue	\$844,786	\$999,816	\$632,000	\$389,200	\$412,440	\$425,984	\$445,616	\$488,725	\$501,126	\$511,022	\$517,231
Total Revenue	\$2,136,639	\$2,711,731	\$2,584,135	\$2,709,913	\$2,657,940	\$2,671,484	\$2,657,366	\$2,513,725	\$2,323,626	\$2,151,272	\$1,993,456
Expenses:											
Operating Expenses	\$1,374	\$1,012	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Forfeiture Expenses	\$85,408	\$78,627	\$142,186	\$194,508	\$119,760	\$119,760	\$117,960	\$108,000	\$97,200	\$87,480	\$78,732
Prin & Int Pmts	\$2,156,657	\$2,461,911	\$2,606,296	\$2,610,156	\$2,618,837	\$2,609,128	\$2,051,377	\$2,045,757	\$1,972,244	\$1,969,244	\$1,967,994
Total Expenses	\$2,243,439	\$2,541,550	\$2,748,482	\$2,804,664	\$2,738,597	\$2,728,888	\$2,169,337	\$2,153,757	\$2,069,444	\$2,056,724	\$2,046,726
Ending Fund Balance	\$24,236,439	\$24,406,620	\$24,242,273	\$24,147,522	\$24,066,865	\$24,009,461	\$24,497,490	\$24,857,458	\$25,111,640	\$25,206,188	\$25,152,918
PROJECTIONS											
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$25,111,640	\$24,920,219	\$26,167,070	\$27,457,837	\$28,779,244	\$30,100,500	\$31,427,902	\$32,758,450	\$34,120,297	\$35,526,699	\$37,577,165
Revenues:											
Operating Revenue	\$1,181,000	\$1,299,100	\$1,299,100	\$1,299,100	\$1,260,127	\$1,234,145	\$1,195,172	\$1,181,000	\$1,181,000	\$1,181,000	\$1,181,000
Forfeiture Revenue	\$147,625	\$162,388	\$162,388	\$162,388	\$157,516	\$154,268	\$149,397	\$147,625	\$147,625	\$147,625	\$147,625
Nonoperating Revenue	\$519,058	\$608,053	\$654,438	\$686,721	\$728,547	\$761,994	\$805,183	\$849,263	\$894,975	\$942,701	\$997,110
Total Revenue	\$1,847,683	\$2,069,541	\$2,115,926	\$2,148,209	\$2,146,190	\$2,150,407	\$2,149,752	\$2,177,888	\$2,223,600	\$2,271,326	\$2,325,735
Expenses:											
Operating Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Forfeiture Expenses	\$70,860	\$77,946	\$77,946	\$77,946	\$75,608	\$74,049	\$71,710	\$70,860	\$70,860	\$70,860	\$70,860
Prin & Int Pmts	\$1,968,244	\$744,744	\$747,213	\$748,856	\$749,326	\$748,956	\$747,494	\$745,181	\$746,338	\$150,000	\$150,000
Total Expenses	\$2,039,104	\$822,690	\$825,159	\$826,802	\$824,934	\$823,005	\$819,204	\$816,041	\$817,198	\$220,860	\$220,860
Ending Fund Balance	\$24,920,219	\$26,167,070	\$27,457,837	\$28,779,244	\$30,100,500	\$31,427,902	\$32,758,450	\$34,120,297	\$35,526,699	\$37,577,165	\$39,682,040

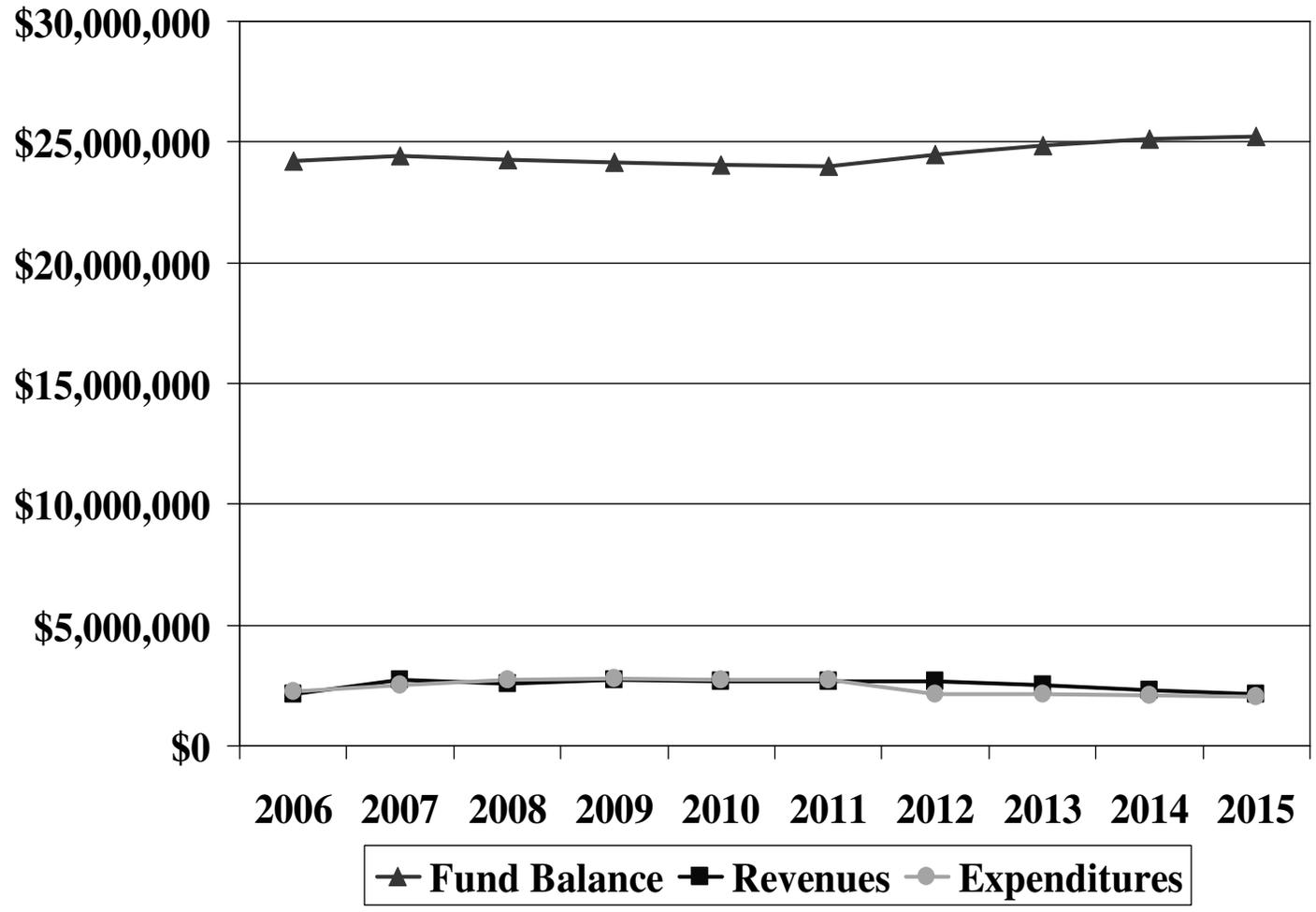
Assumes operating revenue, forfeiture revenue and expense will remain steady

Interest ranges from 2.6% to 4.35% annually.

Cash assumed to be a decreasing % of net assets through 2017, but increasing to 63% of net assets after 2017.

Principal and interest payments include bond fees

Delinquent Tax Revolving Fund

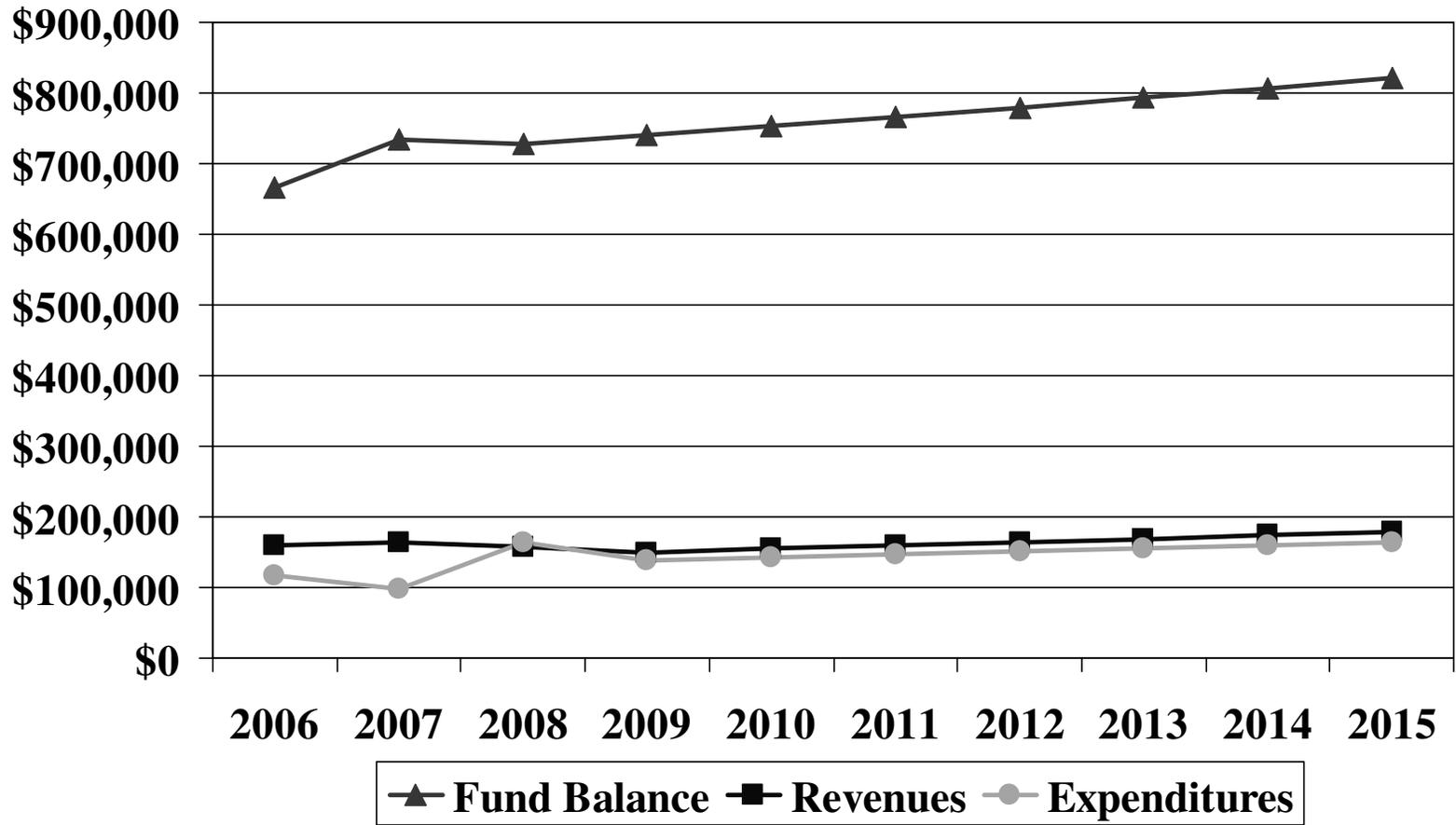


County of Ottawa
Financing Tools
Duplicating Fund (6450)
History/Projections

	2006	2007	Estimated	Budgeted	PROJECTIONS 						
			2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Equity	\$623,065	\$666,476	\$733,656	\$727,773	\$740,035	\$752,665	\$765,674	\$779,073	\$792,874	\$807,089	\$821,731
Revenues:											
Operating Revenue	\$135,334	\$128,483	\$130,000	\$132,000	\$135,960	\$140,039	\$144,240	\$148,567	\$153,024	\$157,615	\$162,343
Nonoperating Revenue	\$24,398	\$36,071	\$27,177	\$18,000	\$18,540	\$19,096	\$19,669	\$20,259	\$20,867	\$21,493	\$22,138
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$159,732	\$164,554	\$157,177	\$150,000	\$154,500	\$159,135	\$163,909	\$168,826	\$173,891	\$179,108	\$184,481
Expenses:											
Operating Expenses	\$116,321	\$97,374	\$163,060	\$137,738	\$141,870	\$146,126	\$150,510	\$155,025	\$159,676	\$164,466	\$169,400
Operating Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$116,321	\$97,374	\$163,060	\$137,738	\$141,870	\$146,126	\$150,510	\$155,025	\$159,676	\$164,466	\$169,400
Ending Fund Equity	\$666,476	\$733,656	\$727,773	\$740,035	\$752,665	\$765,674	\$779,073	\$792,874	\$807,089	\$821,731	\$836,812
	PROJECTIONS										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Equity	\$836,812	\$852,345	\$868,344	\$884,824	\$901,799	\$919,284	\$937,294	\$955,844	\$974,951	\$994,631	\$1,014,902
Revenues:											
Operating Revenue	\$167,213	\$172,229	\$177,396	\$182,718	\$188,200	\$193,846	\$199,661	\$205,651	\$211,821	\$218,176	\$224,721
Nonoperating Revenue	\$22,802	\$23,486	\$24,191	\$24,917	\$25,665	\$26,435	\$27,228	\$28,045	\$28,886	\$29,753	\$30,646
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$190,015	\$195,715	\$201,587	\$207,635	\$213,865	\$220,281	\$226,889	\$233,696	\$240,707	\$247,929	\$255,367
Expenses:											
Operating Expenses	\$174,482	\$179,716	\$185,107	\$190,660	\$196,380	\$202,271	\$208,339	\$214,589	\$221,027	\$227,658	\$234,488
Operating Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$174,482	\$179,716	\$185,107	\$190,660	\$196,380	\$202,271	\$208,339	\$214,589	\$221,027	\$227,658	\$234,488
Ending Fund Equity	\$852,345	\$868,344	\$884,824	\$901,799	\$919,284	\$937,294	\$955,844	\$974,951	\$994,631	\$1,014,902	\$1,035,781

Note: Revenues and Expenses assume a 3% increase over prior year.

Duplicating



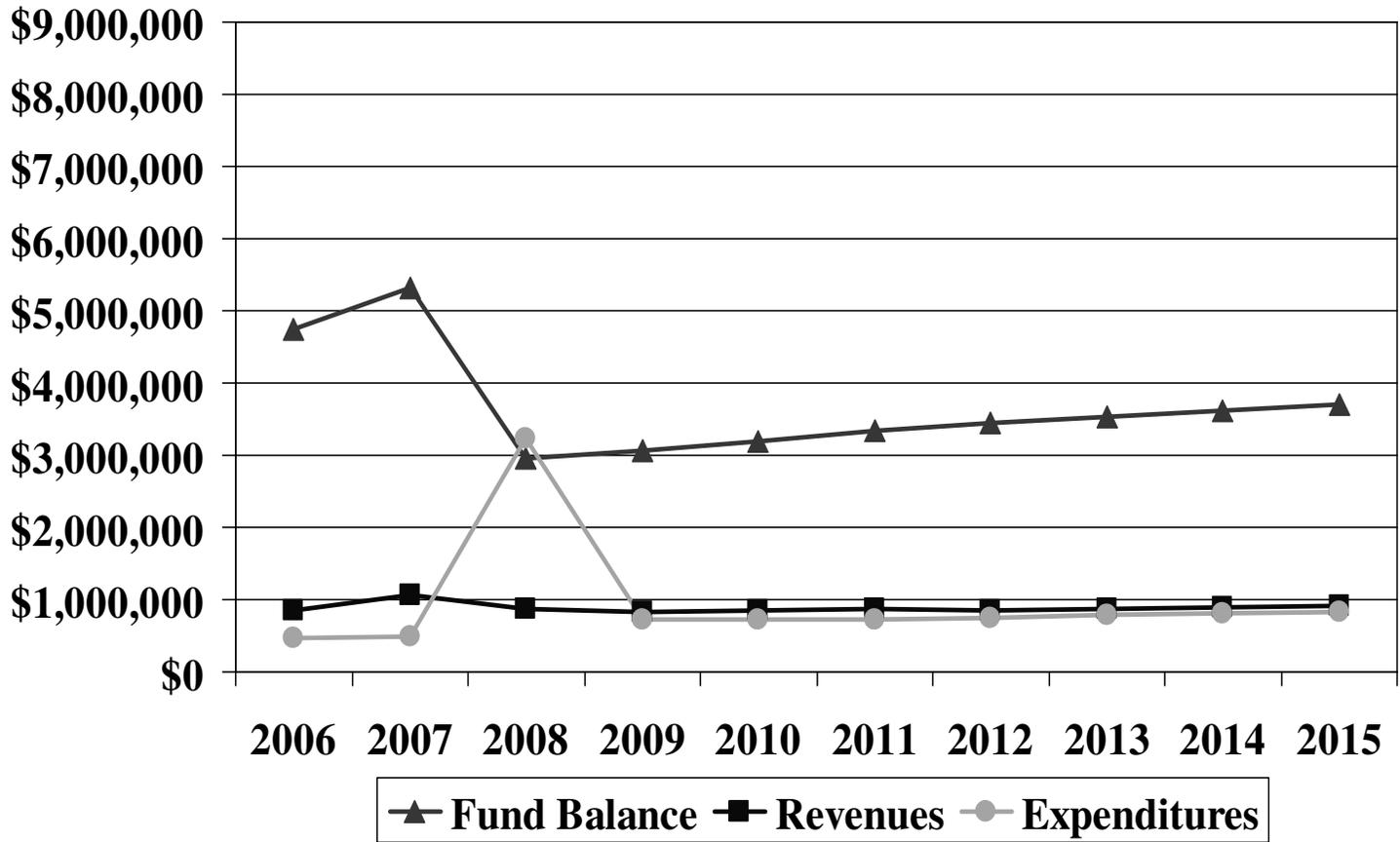
**County of Ottawa
Financing Tools
Telecommunications (6550)
History/Projections**

	ESTIMATED		BUDGETED	PROJECTIONS 							
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Equity	\$4,379,802	\$4,754,622	\$5,316,040	\$2,948,608	\$3,063,551	\$3,191,312	\$3,332,553	\$3,442,094	\$3,537,950	\$3,619,956	\$3,702,310
Revenues:											
Operating Revenue *	\$687,552	\$806,909	\$705,000	\$771,000	\$766,900	\$783,277	\$765,770	\$771,686	\$789,582	\$808,014	\$826,999
Nonoperating Revenue	\$165,254	\$246,288	\$163,000	\$65,000	\$73,707	\$84,698	\$92,548	\$103,769	\$102,050	\$101,921	\$101,660
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$852,806	\$1,053,197	\$868,000	\$836,000	\$840,607	\$867,975	\$858,318	\$875,455	\$891,632	\$909,935	\$928,659
Expenses:											
Operating Expenses	\$477,986	\$491,779	\$485,432	\$571,057	\$562,846	\$576,734	\$598,777	\$629,599	\$659,627	\$677,581	\$702,877
Debt Service - GH/WO	\$0	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Operating Transfers Out	\$0	\$0	\$2,600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$477,986	\$491,779	\$3,235,432	\$721,057	\$712,846	\$726,734	\$748,777	\$779,599	\$809,627	\$827,581	\$852,877
Ending Fund Equity	\$4,754,622	\$5,316,040	\$2,948,608	\$3,063,551	\$3,191,312	\$3,332,553	\$3,442,094	\$3,537,950	\$3,619,956	\$3,702,310	\$3,778,092
	PROJECTIONS 										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Equity	\$3,778,092	\$3,853,803	\$3,949,327	\$4,069,457	\$4,206,947	\$4,360,701	\$4,528,686	\$4,676,580	\$4,823,968	\$4,980,497	\$5,148,315
Revenues:											
Operating Revenue	\$846,554	\$866,696	\$887,442	\$908,810	\$930,819	\$953,489	\$942,464	\$955,056	\$979,828	\$1,005,343	\$1,031,623
Nonoperating Revenue	\$113,565	\$126,551	\$140,713	\$152,435	\$166,794	\$180,044	\$194,897	\$210,363	\$226,977	\$244,825	\$260,996
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$960,119	\$993,247	\$1,028,155	\$1,061,245	\$1,097,613	\$1,133,533	\$1,137,361	\$1,165,419	\$1,206,805	\$1,250,168	\$1,292,619
Expenses:											
Operating Expenses	\$734,408	\$747,723	\$758,026	\$773,755	\$793,859	\$815,547	\$839,467	\$868,031	\$900,275	\$932,350	\$959,712
Debt Service - GH/WO	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Operating Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$884,408	\$897,723	\$908,026	\$923,755	\$943,859	\$965,547	\$989,467	\$1,018,031	\$1,050,275	\$1,082,350	\$1,109,712
Ending Fund Equity	\$3,853,803	\$3,949,327	\$4,069,457	\$4,206,947	\$4,360,701	\$4,528,686	\$4,676,580	\$4,823,968	\$4,980,497	\$5,148,315	\$5,331,222

* Assumes no legislative changes are enacted affecting commissions on inmate phone calls, and subsequent contractual arrangements for the commissions are similar to the current contract.

Note: Operating revenues and operating expenses assume a 3% increase over prior year for 2010 - 2027.

Telecommunications

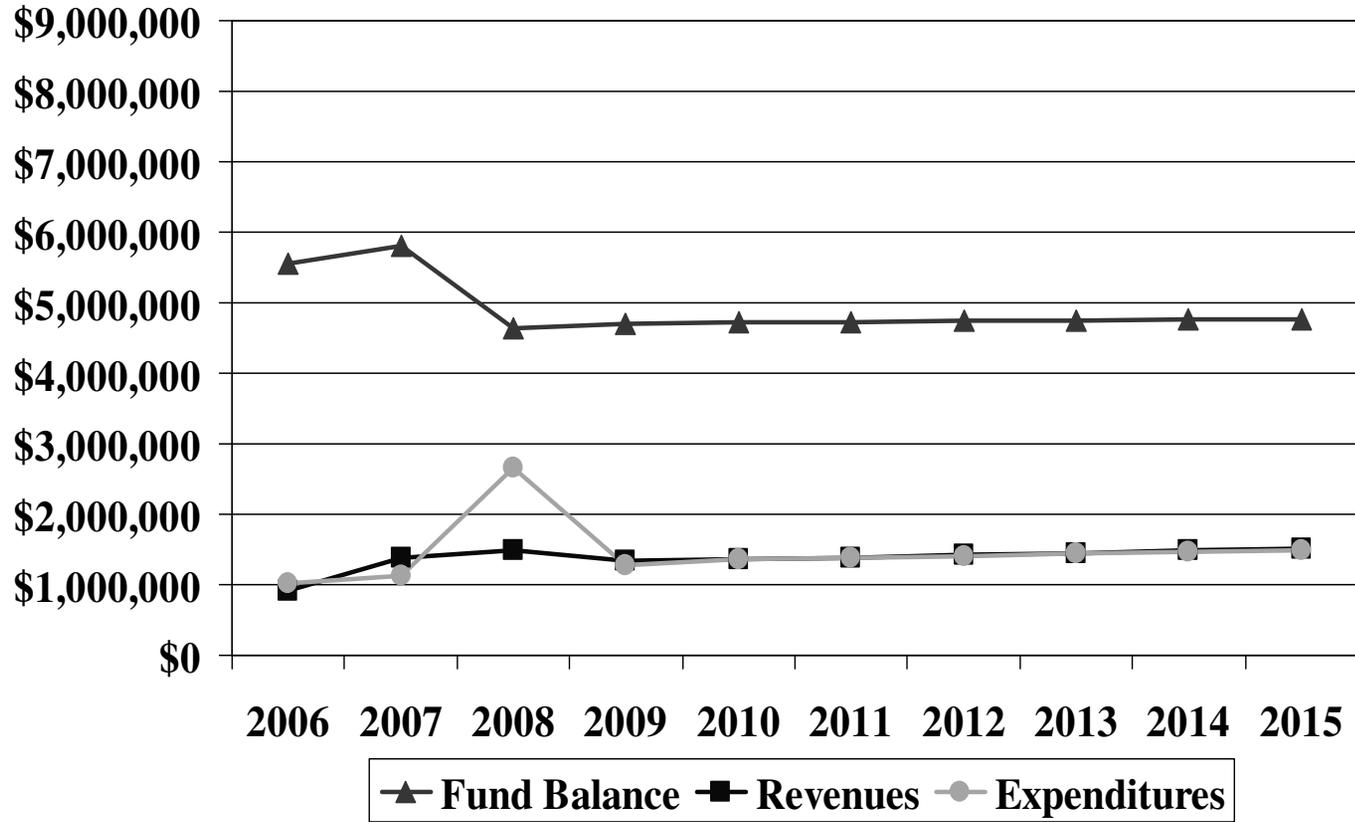


**County of Ottawa
Financing Tools
Equipment Pool Fund (6641)
History/Projections**

	<u>2006</u>	<u>2007</u>	<u>ESTIMATED 2008</u>	<u>BUDGETED 2009</u>	<u>PROJECTIONS 2010</u>	 <u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Beginning Fund Equity	\$5,641,538	\$5,552,615	\$5,803,262	\$4,648,928	\$4,710,336	\$4,721,614	\$4,732,537	\$4,743,080	\$4,753,218	\$4,762,923	\$4,772,169
Revenues:											
Operating Revenue	\$1,009,952	\$1,256,930	\$1,378,000	\$1,271,500	\$1,296,930	\$1,322,869	\$1,349,326	\$1,376,312	\$1,403,839	\$1,431,916	\$1,460,554
Nonoperating Revenue	(\$87,469)	\$131,688	\$118,500	\$68,000	\$69,360	\$70,747	\$72,162	\$73,605	\$75,077	\$76,579	\$78,111
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	<u>\$922,483</u>	<u>\$1,388,618</u>	<u>\$1,496,500</u>	<u>\$1,339,500</u>	<u>\$1,366,290</u>	<u>\$1,393,616</u>	<u>\$1,421,488</u>	<u>\$1,449,918</u>	<u>\$1,478,916</u>	<u>\$1,508,495</u>	<u>\$1,538,664</u>
Expenses:											
Operating Expenses	\$1,011,406	\$1,137,971	\$1,150,834	\$1,278,092	\$1,355,012	\$1,382,693	\$1,410,945	\$1,439,780	\$1,469,211	\$1,499,249	\$1,529,907
Operating Transfer Out - GH/WO	\$0	\$0	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	<u>\$1,011,406</u>	<u>\$1,137,971</u>	<u>\$2,650,834</u>	<u>\$1,278,092</u>	<u>\$1,355,012</u>	<u>\$1,382,693</u>	<u>\$1,410,945</u>	<u>\$1,439,780</u>	<u>\$1,469,211</u>	<u>\$1,499,249</u>	<u>\$1,529,907</u>
Ending Fund Equity	<u>\$5,552,615</u>	<u>\$5,803,262</u>	<u>\$4,648,928</u>	<u>\$4,710,336</u>	<u>\$4,721,614</u>	<u>\$4,732,537</u>	<u>\$4,743,080</u>	<u>\$4,753,218</u>	<u>\$4,762,923</u>	<u>\$4,772,169</u>	<u>\$4,780,927</u>
	PROJECTIONS										
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Beginning Fund Equity	\$4,780,927	\$4,789,166	\$4,796,855	\$4,803,963	\$4,810,454	\$4,816,295	\$4,821,448	\$4,825,876	\$4,829,540	\$4,832,399	\$4,834,409
Revenues:											
Operating Revenue	\$1,489,765	\$1,519,560	\$1,549,951	\$1,580,950	\$1,612,569	\$1,644,821	\$1,677,717	\$1,711,272	\$1,745,497	\$1,780,407	\$1,816,015
Nonoperating Revenue	\$79,673	\$81,266	\$82,892	\$84,549	\$86,240	\$87,965	\$89,725	\$91,519	\$93,349	\$95,216	\$97,121
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	<u>\$1,569,438</u>	<u>\$1,600,826</u>	<u>\$1,632,843</u>	<u>\$1,665,500</u>	<u>\$1,698,810</u>	<u>\$1,732,786</u>	<u>\$1,767,442</u>	<u>\$1,802,791</u>	<u>\$1,838,846</u>	<u>\$1,875,623</u>	<u>\$1,913,136</u>
Expenses:											
Operating Expenses	\$1,561,199	\$1,593,137	\$1,625,735	\$1,659,008	\$1,692,969	\$1,727,633	\$1,763,013	\$1,799,127	\$1,835,988	\$1,873,613	\$1,912,017
Operating Transfer Out - GH/WO	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	<u>\$1,561,199</u>	<u>\$1,593,137</u>	<u>\$1,625,735</u>	<u>\$1,659,008</u>	<u>\$1,692,969</u>	<u>\$1,727,633</u>	<u>\$1,763,013</u>	<u>\$1,799,127</u>	<u>\$1,835,988</u>	<u>\$1,873,613</u>	<u>\$1,912,017</u>
Ending Fund Equity	<u>\$4,789,166</u>	<u>\$4,796,855</u>	<u>\$4,803,963</u>	<u>\$4,810,454</u>	<u>\$4,816,295</u>	<u>\$4,821,448</u>	<u>\$4,825,876</u>	<u>\$4,829,540</u>	<u>\$4,832,399</u>	<u>\$4,834,409</u>	<u>\$4,835,528</u>

Assumes revenue and depreciation expense increase 2% per year, and all other operational expenses increase by 3%.

Equipment Pool



**County of Ottawa
History of Positions By Fund
For the Years 2007 - 2009**

Fund #	Dept #	Sub-Dept #	Department Name	2007 Full-Time Equivalents	2008 Full-Time Equivalents	2009 Full-Time Equivalents	Change in Full-Time Equivalents 2008 to 2009
GENERAL FUND							
1010	1010		Commissioners	11.000	11.000	11.000	
1010	1310		Circuit Court	14.750	14.750	14.750	
1010	1360		District Court	51.275	51.375	54.175	2.800 1
1010	1480		Probate Court	6.000	6.000	6.000	
1010	1490		Family Court - Juvenile Services	6.125	6.000	6.000	
1010	1910		Elections	3.000	3.000	2.000	-1.000 2
1010	2010		Fiscal Services	11.800	14.050	14.300	0.250 2
1010	2100		Corporate Counsel	1.575	1.575	1.575	
1010	2150		County Clerk	21.600	21.600	23.000	1.400 2,3
1010	2230		Administrator	2.840	3.340	3.340	
1010	2250		Equalization	8.900	13.500	13.500	
1010	2260		Human Resources	4.250	4.600	4.600	
1010	2290		Prosecuting Attorney	28.100	27.100	27.100	
1010	2330		Administrative Services	2.290	0.000	0.000	
1010	2360		Register of Deeds	11.000	11.000	11.000	
1010	2430		Property Description & Mapping	5.600	0.000	0.000	
1010	2450		Survey & Remonumentation	0.050	0.050	0.550	0.500 4
1010	2530		County Treasurer	8.950	8.950	9.450	0.500 3
1010	2570		Co-Operative Extension	4.925	4.925	4.325	-0.600 5
1010	2590		Geographic Information System	5.000	5.000	5.000	
1010	2651		Bldg. & Grnds - Hudsonville	0.690	0.676	0.676	
1010	2652		Bldg. & Grnds - Holland Human Serv.	0.999	0.968	0.968	
1010	2653		Bldg. & Grnds - Fulton Street	0.416	0.400	0.400	
1010	2654		Bldg. & Grnds - Grand Haven	6.456	6.686	6.686	
1010	2655		Bldg. & Grnds - Holland Health Facility	1.020	0.988	0.988	
1010	2656		Bldg. & Grnds - Holland District Court	0.397	1.386	1.386	
1010	2657		Bldg. & Grnds - Jail	0.268	0.000	0.000	
1010	2658		Bldg. & Grnds - Grand Haven Health	0.386	0.380	0.380	
1010	2659		Bldg. & Grnds - CMH Facility	1.073	1.044	1.044	
1010	2660		Bldg. & Grnds - Coopersville	0.356	0.352	0.352	
1010	2664		Bldg. & Grnds - 4th & Clinton	0.289	0.286	0.286	
1010	2665		Bldg. & Grnds-Probate/Juvenile Complex	4.964	4.914	4.914	
1010	2667		Bldg. & Grnds-Administrative Annex	6.256	6.206	6.206	
1010	2668		Bldg. & Grnds-FIA	1.590	1.564	1.564	
1010	2750		Drain Commission	7.000	7.000	7.000	
1010	3020		Sheriff	68.950	68.950	71.950	3.000 1
1010	3100		West Michigan Enforcement Team	6.000	6.000	6.000	
1010	3112		COPS - Allendale/Jenison	4.000	0.000	0.000	
1010	3113		COPS - Holland/West Ottawa	1.000	1.000	1.000	
1010	3119		City of Coopersville	5.000	5.000	5.000	
1010	3120		City of Hudsonville	6.000	6.000	6.000	
1010	3130		Zoning Enforcement Commission	2.000	0.000	0.000	
1010	3160		Sheriff Curb Auto Theft (SCAT)	1.000	0.000	0.000	
1010	3170		Blendon/Holland/Robinson/Zeeland	1.000	1.000	1.000	
1010	3310		Marine Safety	0.750	0.750	0.750	
1010	3510		Jail	77.000	77.000	77.000	
1010	4260		Emergency Services	2.100	2.100	2.100	

**County of Ottawa
History of Positions By Fund
For the Years 2007 - 2009**

Fund #	Dept #	Sub-Dept #	Department Name	2007 Full-Time Equivalents	2008 Full-Time Equivalents	2009 Full-Time Equivalents	Change in Full-Time Equivalents 2008 to 2009
1010	4263		HAZMAT Response Team	0.400	0.400	0.400	
1010	4300		Animal Control	3.000	3.000	3.000	
1010	7211		Planner/Grants	6.950	6.950	6.950	
TOTAL GENERAL FUND				<u>426.340</u>	<u>418.815</u>	<u>425.665</u>	<u>6.850</u>
PARKS & RECREATION							
2081	7510		Parks Department	13.000	13.000	15.000	2.000 1
FRIEND OF THE COURT							
2160	1410		Friend of the Court	34.000	34.125	35.125	1.000 2
2160	1420		FOC Medical Support Enforcement	1.000	1.000	0.000	-1.000 2
2160	1440		FOC Warrant Officer	1.000	1.000	1.000	
TOTAL FRIEND OF THE COURT				<u>36.000</u>	<u>36.125</u>	<u>36.125</u>	
9/30 JUDICIAL GRANTS							
2170	1361		Dist. Ct. SCAO Drug Ct. Grant	1.000	1.000	1.000	
2170	1371		SCAO Adult Drug Court Grant	1.500	1.500	1.000	-0.500 2
2170	1372		Adult Priority Population	0.000	0.000	3.000	3.000 2,5
2170	1491		Byrne Juv. Drug Cr. Grant	1.000	1.000	0.000	-1.000 2
2170	1493		SCAO Juvenile Drug Ct. Grant	0.000	0.000	1.000	1.000 2
				<u>3.500</u>	<u>3.500</u>	<u>6.000</u>	<u>2.500</u>
HEALTH FUND							
2210	6010		Agency Support	6.300	6.300	5.800	-0.500 6
2210	6011		Public Health Preparedness	1.000	1.000	1.666	0.666 2
2210	6012		Accounting/MIS	4.500	4.500	5.000	0.500 6
2210	6015		PHP Risk Communication	1.000	1.000	0.333	-0.667 2
2210	6020		Environmental - Field Services	8.250	8.250	8.050	-0.200 1
2210	6021		Environmental - Food Services	6.830	7.430	6.930	-0.500 1,6
2210	6030		Dental	1.270	1.270	0.620	-0.650 1
2210	6031		Hearing/Vision	3.960	4.010	3.830	-0.180 2
2210	6035		Epidemiology	1.000	1.000	1.000	
2210	6040		Scoliosis	0.465	0.546	0.000	-0.546 2
2210	6041		Clinic Clerical	0.000	0.000	12.900	12.900 1,2,6
2210	6042		Family Planning	11.910	11.810	7.020	-4.790 1,2,6
2210	6044		Immunization Clinic	11.650	11.650	4.750	-6.900 1,2,6
2210	6045		Healthy Children's Contract	2.320	2.320	2.320	
2210	6048		Tobacco Community Awareness	0.500	0.500	0.500	
2210	6049		Substance Abuse Prevention	3.350	3.350	1.750	-1.600 1,6
2210	6050		Children's Special Health Care Services	3.400	3.550	3.600	0.050 2
2210	6052		Early On	1.710	1.460	1.470	0.010 2
2210	6053		Maternal/Infant Support Services	15.385	13.354	10.950	-2.404 1,2,6
2210	6055		AIDS/Sexually Transmitted Diseases (STD)	4.730	4.530	3.630	-0.900 2,6
2210	6058		Prenatal Care - Enrollment & Coordination	0.280	0.280	0.330	0.050 2
2210	6059		Communicable Disease	5.460	5.660	4.200	-1.460 1,2,6
2210	6060		Prenatal Education	0.000	0.000	0.320	0.320 2
2210	6310		Health Education	2.720	2.720	2.520	-0.200 1

**County of Ottawa
History of Positions By Fund
For the Years 2007 - 2009**

Fund #	Dept #	Sub-Dept #	Department Name	2007 Full-Time Equivalents	2008 Full-Time Equivalents	2009 Full-Time Equivalents	Change in Full-Time Equivalents 2008 to 2009
2210	6311		Nutrition/Wellness	2.890	2.890	2.890	
			TOTAL HEALTH FUND	100.880	99.380	92.379	-7.001
MENTAL HEALTH FUND							
2220	6491	1240	D.D. Clinical Support	5.450	7.250	7.250	
2220	6491	1349	D.D. Supported Employment	9.200	8.250	8.250	
2220	6491	1357	D.D. Skill Building	36.200	41.250	41.250	
2220	6491	1443	D.D. Community Living Skills	4.200	0.000	0.000	
2220	6491	5400	D.D. Training	0.510	0.510	0.510	
2220	6491	5401	D.D. Group Home Training	1.510	1.510	1.510	
2220	6491	5510	D.D. Supports Coordination	10.580	13.770	13.770	
2220	6491	5522	D.D. Child Case Management	2.120	3.260	3.260	
2220	6492	5511	Other Pop. HUD Leasing Assistance Grant III	0.087	0.087	0.087	
2220	6492	5540	Other Pop. HUD Leasing Assistance Grant II	0.092	0.092	0.092	
2220	6492	5541	Other Pop. HUD Leasing Assistance Grant	0.092	0.092	0.092	
2220	6493	3240	M.I. Adult Emergency Services	5.750	5.625	5.625	
2220	6493	3241	M.I. Adult Access Center	5.700	5.870	5.870	
2220	6493	3242	M.I. Adult Medication Clinic	6.400	6.510	6.510	
2220	6493	3243	M.I. Other Supported Services	1.000	1.000	1.000	
2220	6493	3245	M.I. Adult Outpatient	13.350	12.935	12.935	
2220	6493	3247	M.I. Vocational Rehabilitation	0.500	0.500	0.500	
2220	6493	3249	M.I. Adult Assertive Community Treatment	9.330	9.330	9.330	
2220	6493	3343	M.I. Adult Grand Haven Clubhouse	2.920	2.920	0.000	-2.920 2
2220	6493	3344	M.I. Adult Lakeshore Clubhouse	2.920	2.920	5.840	2.920 2
2220	6493	3450	M.I. Adult Riverview RTC	8.600	8.570	7.820	-0.750 2
2220	6493	3452	M.I. Adult Robert Brown Center	7.600	7.570	8.320	0.750 2
2220	6493	5515	M.I. Adult Community Support Case Management	10.680	10.640	10.640	
2220	6494	4244	M.I. Child Home Based Services	2.100	2.530	2.530	
2220	6495	5020	Administration - Board	2.370	2.190	2.390	0.200 2
2220	6495	5021	Administration Inmate Services	1.000	0.000	0.000	
2220	6495	5022	Administration Quality Improvement	3.600	3.600	2.180	-1.420 2
2220	6495	5023	Administration Recipient Rights	1.500	1.500	1.500	
2220	6495	5024	Administration Community Relations & Public Education	1.180	1.180	1.180	
2220	6495	5025	Administration Receivables/Billing	5.000	3.000	0.000	-3.000 2
2220	6495	5026	Administration Finance	2.250	4.010	6.760	2.750 2,6
2220	6495	5027	Administration Allocated Costs	1.760	0.000	0.000	
2220	6495	5028	Administration Division Directors	11.950	10.950	10.750	-0.200 2
2220	6495	5029	Administration Managed Care Organization Administration	10.800	11.630	11.380	-0.250 2,6
2220	6495	5030	Administration Medical Records	0.000	0.000	1.420	1.420 2
			TOTAL MENTAL HEALTH	188.300	191.050	190.550	-0.500
LANDFILL TIPPING FEES							
2272	5250		Laidlaw Surcharge	4.720	4.720	4.720	
2272	5251		Waste Management				
				4.720	4.720	4.720	
PROSECUTING ATTORNEY GRANTS							
2601	2320		Crime Victim's Rights	3.000	3.000	3.000	

**County of Ottawa
History of Positions By Fund
For the Years 2007 - 2009**

Fund #	Dept #	Sub-Dept #	Department Name	2007 Full-Time Equivalents	2008 Full-Time Equivalents	2009 Full-Time Equivalents	Change in Full-Time Equivalents 2008 to 2009
SHERIFF 9/30 GRANT PROGRAMS							
2609	3160		Sheriff Curb Auto Theft (SCAT)	0.000	0.750	0.750	
COPS UNIVERSAL							
2610	3114		Community Policing	2.000	3.000	3.000	
2610	3131		Community Policing-Holland Township	1.000	4.000	4.000	
2610	3132		Community Policing-Park Township	1.000	1.000	1.000	
2610	3133		Community Policing- Zeeland/Georgetown Township	1.000	1.000	1.000	
2610	3134		Community Policing- Port Sheldon Twp/West Ottawa	1.000	1.000	1.000	
2610	3135		Community Policing- Allendale Twp/Allendale Schools	1.000	1.000	1.000	
2610	3136		Community Policing- Grand Haven Twp/Grand Haven Sch	1.000	1.000	1.000	
2610	3137		Community Policing- Georgetown Twp/Jenison Schools	1.000	1.000	1.000	
2610	3138		Community Policing- Zeeland Twp/Zeeland Schools	1.000	1.000	1.000	
2610	3139		Community Policing- Park Township/West Ottawa/	1.000	10.000	10.000	
2610	3141		Community Policing- Holland/Park	1.000	1.000	1.000	
2610	3142		Community Policing- Spring Lake Twp/ Schools	1.000	1.000	1.000	
2610	3143		Community Policing- Jamestown Township	1.000	1.000	1.000	
2610	3144		Community Policing- Tallmadge/Chester/Wright/Polkton	1.000	1.000	1.000	
2610	3145		Community Policing- Holland Twp/MI Police Corps	1.000	0.000	0.000	
2610	3146		Community Policing- Georgetown Township	1.000	13.000	13.000	
2610	3147		Community Policing- Allendale Twp/MI Police Corp	1.000	1.000	1.000	
2610	3148		Community Policing- Allendale	1.000	1.000	1.000	
TOTAL COPS UNIVERSAL				19.000	43.000	43.000	
EMT - HOLLAND PARK							
2640	3150		Traffic & Safety Program	8.000	0.000	0.000	
2640	3151		Traffic & Safety Program	1.000	0.000	0.000	
				9.000	0.000	0.000	
EMT - GEORGETOWN TOWNSHIP							
2650	3150		Traffic & Safety Program	7.000	0.000	0.000	
SHERIFF ROAD PATROL							
2661	3150		Sheriff Road Patrol	3.000	3.000	3.000	
WORKFORCE INVESTMENT ACT FUNDS/MICHIGAN WORKS!/COMMUNITY ACTION AGENCY							
2740 - 2749, 2800, 2870 - 2890				18.700	19.200	19.200	
GRANT PROGRAMS PASS THRU							
2750	3114		Community Policing	1.000	1.000	1.000	
COMMUNITY CORRECTIONS PROGRAM							
2850	1520		Adult Probation	8.125	9.025	9.025	
FAMILY INDEPENDENCE AGENCY							
2900	6730		Parenting Plus	9.750	1.000	0.000	-1.000 1

**County of Ottawa
History of Positions By Fund
For the Years 2007 - 2009**

Fund #	Dept #	Sub-Dept #	Department Name	2007 Full-Time Equivalents	2008 Full-Time Equivalents	2009 Full-Time Equivalents	Change in Full-Time Equivalents 2008 to 2009
CHILD CARE							
2920	6620		Family Court - Detention Services	29.650	29.650	29.650	
2920	6622		Juvenile Intensive Supervision	3.300	3.300	3.300	
2920	6623		Juvenile Treatment/Div Services	13.430	13.430	12.430	-1.000 2
2920	6624		Juvenile In-Home Services	18.445	18.445	19.445	1.000 2
TOTAL CHILD CARE				<u>64.825</u>	<u>64.825</u>	<u>64.825</u>	
MANAGEMENT INFORMATION SERVICES							
6360	2580		Data Processing	19.000	19.000	18.900	-0.100 2
DUPLICATING							
6450	2890		General Services Administration	0.075	0.075	0.075	
TELECOMMUNICATIONS							
6550	2890		Telephones	1.225	1.225	1.375	0.150 2
EQUIPMENT POOL FUND							
6641	9010		Equipment Pool	0.350	0.350	0.350	
PROTECTED SELF-FUNDED PROGRAMS							
6770	8690		P.S.F. Liability Insurance	1.530	1.380	1.130	-0.250 2
6770	8710		P.S.F. Worker's Compensation Insurance	0.500	0.520	0.520	
6771	8520		P.S.F. Health Insurance	1.670	1.690	1.690	
6771	8540		P.S.F. Dental Insurance	0.210	0.240	0.240	
6771	8550		P.S.F. Vision Insurance	0.210	0.240	0.240	
6772	8700		P.S.F. Unemployment Insurance	0.290	0.290	0.290	
6775	8580		P.S.F. Long-Term Disability	0.050	0.100	0.100	
TOTAL PROTECTED SELF-FUNDED PROGRAMS				<u>4.460</u>	<u>4.460</u>	<u>4.210</u>	-0.250
GRAND TOTAL OF ALL FUNDS				<u>941.250</u>	<u>936.500</u>	<u>939.149</u>	2.649

The total change in full time equivalents of 2.649 is comprised of the following:

- 1 New position approved/eliminated with the 2009 budget
- 2 The net change is due to a change in the salary distribution (salary split) and does not reflect a change in staffing levels
- 3 Converted temporary positions to permanent
- 4 Position was contracted in past.
- 5 Position added/eliminated due to grant funding
- 6 Net positions approved/eliminated during 2008

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
Circuit Court	4	Monitor 21" 1600x1200	\$1,100	\$1,100
Circuit Court	4	PC System Unit-80GB	\$3,400	\$3,400
			<u>\$4,500</u>	<u>\$4,500</u>
District Court	8	21" Monitor	\$2,200	\$2,440
District Court	2	AS/400 Printer AFP	\$3,600	\$3,600
District Court	1	Color Inkjet Printer	\$150	\$150
District Court	2	Compact Photocopiers	\$1,000	\$1,000
District Court	1	Digital Assistant	\$300	\$300
District Court	1	Fax Machine (high volume)	\$800	\$800
District Court	4	Fax Machines @ 400. ea	\$1,600	\$1,600
District Court	1	High Volume Laser Printer	\$800	\$350
District Court	2	Lifeloc PBT's @ 450.	\$950	\$950
District Court	4	Low Volume Fax Machines @ 300. ea	\$1,200	\$1,200
District Court	1	PC Document Scanner	\$100	\$100
District Court	1	PC Inkjet Printer	\$150	\$150
District Court	4	PC Laptop	\$5,400	\$5,400
District Court	3	PC Laser Printer	\$1,050	\$1,050
District Court	1	PC Laser Printer	\$800	\$800
District Court	21	PC Monitor	\$8,525	\$8,525
District Court	42	PC System Unit	\$35,700	\$35,700
District Court	1	Pitney Bowes PM 400 Mailing Station	\$11,640	\$2,328
District Court	2	Scanner DR7580 w/Imprint @ 9,912 ea	\$9,912	\$1,982
District Court	1	Signs	\$460	\$460
District Court	1	Sm Scanner	\$8,500	\$1,700
			<u>\$94,837</u>	<u>\$70,585</u>
Probate Court	2	Sm. PC Printer Laser @ 350. ea	\$700	\$700
Probate Court	6	21" Wide Monitors @ 275. ea	\$1,650	\$1,650
Probate Court	5	PC System 80GB @ 850.	\$4,250	\$4,250
Probate Court	1	Lobby Courtroom Monitor (Quad Screen)	\$3,196	\$3,196
			<u>\$9,796</u>	<u>\$9,796</u>
Juvenile Services	4	19" LCD Monitor	\$944	\$944
Juvenile Services	2	21" Desktop Monitor	\$550	\$550
Juvenile Services	4	80GB Computer System	\$3,400	\$3,400
Juvenile Services	1	Color Inkjet Printer	\$150	\$150
Juvenile Services	1	Defibrillator	\$1,200	\$1,200
Juvenile Services	1	Jury Room Chairs	\$8,713	\$4,500
Juvenile Services	1	LCD Projector	\$800	\$800
Juvenile Services	1	PC System 80GB @ 850. & 17" Monitor @ 210.	\$1,060	\$1,060
Juvenile Services	1	Polycome Speaker for Classroom	\$800	\$800
Juvenile Services	1	Sm. Laser Printer	\$350	\$350
			<u>\$17,967</u>	<u>\$13,754</u>

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
Adult Probation	2	Palm Pilot & Sync Software @ 300 ea	\$600	\$600
Adult Probation	2	Desktop Scanners @ 100 ea	\$200	\$200
Adult Probation	1	Advance Function Laser Printer	\$1,800	\$1,800
Adult Probation	4	Sm. Laser Printer @ 350 ea	\$1,400	\$1,400
Adult Probation	3	Digital Transcription/Recorders @ 400 ea	\$1,200	\$1,200
			<u>\$5,200</u>	<u>\$5,200</u>
Elections	1	Oki C9300 Printer	\$1,600	\$3,000
Elections	1	Automark	\$12,934	\$12,934
			<u>\$14,534</u>	<u>\$15,934</u>
Fiscal Services	1	Folder/Inserter for Mailings	\$9,500	\$1,900
Fiscal Services	3	80GB Computer System @ 850. ea	\$2,550	\$2,550
Fiscal Services	3	PC Laser Printer @ 350. ea	\$1,050	\$1,050
Fiscal Services	3	17" Monitor @ 210 ea	\$630	\$630
Fiscal Services	1	PC Inkjet Printer #13 @ 150 ea	\$150	\$150
Fiscal Services	1	80GB Laptop	\$1,350	\$1,350
Fiscal Services	1	USP Thumbdrive Portable @ 11. ea	\$11	\$11
Fiscal Services	1	PC Printer Label	\$120	\$120
			<u>\$15,361</u>	<u>\$7,761</u>
Clerk	1	PC Printer Label-Zebra Printer	\$800	\$800
Clerk	4	Sm Laser Printers @ 350 ea	\$1,400	\$1,050
Clerk	3	80GB Computer System upgrades	\$210	\$210
Clerk	16	80GB Computer System	\$13,600	\$13,600
Clerk	5	19" LCD Monitor @ 236 ea	\$1,180	\$1,050
Clerk	1	Canon DR5010C Scanner	\$6,654	\$1,331
Clerk	1	Imprinter	\$1,995	\$1,995
Clerk	1	Canon DR7580	\$9,087	\$1,817
Clerk	1	Imprinter	\$825	\$825
Clerk	5	Cash Register Drawer	\$900	\$900
Clerk	5	Cash Register Printer	\$3,500	\$3,500
Clerk	2	Zebra Barcode Printers @ 800 ea	\$1,600	\$1,600
Clerk	9	Credit Card Reader	\$1,800	\$1,800
Clerk	2	Ave. Volume Fax Machine	\$1,600	\$1,600
Clerk	6	Signature Pads @ 340 ea	\$2,040	\$2,040
Clerk	1	Electric Seal	\$4,500	\$4,500
Clerk	18	19" LCD Monitors @ 236 ea	\$4,248	\$4,248
Clerk	2	Signature Pads @ 340 ea	\$680	\$680
Clerk	4	Desktop Scanners @ 100 ea	\$400	\$1,400
Clerk	4	Sm Laser Printers @ 350 ea	\$1,400	\$7,200
			<u>\$58,419</u>	<u>\$52,146</u>

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
Equalization	4	Standard Desktop PC @ 900 ea	\$3,600	\$3,400
Equalization	5	Digital Cameras @ 250 ea	\$1,250	\$1,250
Equalization	1	19" LCD Monitor	\$275	\$236
Equalization	1	Dual Monitor Card	\$100	\$100
Equalization	1	80GB Laptop	\$1,500	\$1,350
Equalization	1	17" Monitor	\$200	\$210
Equalization	6	19" LCD Monitor @ 275 ea	\$1,650	\$1,364
Equalization	2	21" Monitor @ 350 ea	\$700	\$700
			<u>\$9,275</u>	<u>\$8,610</u>
Human Resources	1	Digital Assistant	\$300	\$300
Human Resources	3	MS Publisher License	\$297	\$297
Human Resources	1	Laptop /MS Office 2003 Pro/Keyless Remote	\$1,775	\$1,025
Human Resources	2	Sm. Laser Printer	\$700	\$700
Human Resources	2	80GB, 17" Monitor, MS 2003 License @ 250.	\$2,620	\$2,620
Human Resources	1	80GB, 17" Monitor, MS 2003 License, PC Printer Laser	\$1,735	\$1,735
Human Resources	1	Testing Software	\$2,900	\$2,900
Human Resources	1	80GB, 17" Monitor, MS 2003 License, Fargo ID Duplex Card Printer	\$6,700	\$6,700
			<u>\$17,027</u>	<u>\$16,277</u>
Prosecuting Attorney	1	Cannon DR7580 Scanner w/Imprinter	\$9,912	\$1,982
Prosecuting Attorney	4	PC System Unit-80GB @ 850. ea	\$3,400	\$3,400
Prosecuting Attorney	2	Sm Lawer Printer @ 350. ea	\$700	\$700
Prosecuting Attorney	3	Color Inkjet Printer @ 150. ea	\$450	\$450
Prosecuting Attorney	1	Palm Pilot & Sync Software @ 300. ea	\$300	\$300
Prosecuting Attorney	10	HP Laptops @ 1500. ea	\$15,000	\$15,000
Prosecuting Attorney	10	Docking Statopm @ 185.	\$1,850	\$1,850
Prosecuting Attorney	9	Extended Life Batteries @ 130. ea	\$1,170	\$1,170
Prosecuting Attorney	1	Keyboard @ 24.	\$24	\$24
Prosecuting Attorney	10	Laptop Cases	\$500	\$500
			<u>\$33,306</u>	<u>\$25,376</u>
Register of Deeds	1	Time/Date Stamp	\$900	\$900
Register of Deeds	1	Map Cabinet	\$1,500	\$1,500
			<u>\$2,400</u>	<u>\$2,400</u>
County Treasurer	2	IBM PC System	\$1,700	\$1,700
County Treasurer	1	IBM 4322-001	\$4,840	\$4,840
County Treasurer	2	Lexmark PC Printer Laser	\$1,600	\$1,600
County Treasurer	2	MS Office Software @ 250. ea	\$500	\$500
County Treasurer	4	PC Monitor	\$840	\$840

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
County Treasurer	2	PC System	\$1,200	\$1,200
County Treasurer	2	Victor Calculators @ 253.50 ea.	\$507	\$507
			<u>\$11,187</u>	<u>\$11,187</u>
MSU Extension	1	PC System 80GB @ 850. & 17" Monitor @ 210.	\$1,060	\$1,060
MSU Extension	3	Inkjet Printers @ 150. ea	\$450	\$450
MSU Extension	1	Scanner HP N6010	\$500	\$500
MSU Extension	1	Laptop - Toughbook 30	\$3,159	\$3,159
MSU Extension	1	2003 Office Pro License	\$325	\$325
			<u>\$5,494</u>	<u>\$5,494</u>
Geographic Information Systems	3	Desktop PC w/Monitors @ 1800 ea	\$5,400	\$5,400
Geographic Information Systems	2	Desktop PC w/oMonitors @ 1600 ea	\$3,200	\$3,200
Geographic Information Systems	5	License MS Office Pro @ 325 ea	\$1,625	\$1,625
Geographic Information Systems	1	Arc Publisher Software (ESRI)	\$2,040	\$2,040
Geographic Information Systems	1	Storage Drives for Storage Area Network	\$4,500	\$4,500
			<u>\$16,765</u>	<u>\$16,765</u>
Bldg. / Grds.-All	1	Saber Grout Scrubber	\$4,200	\$4,200
Bldg. / Grds.-All	1	Steam Cleaner	\$1,000	\$1,000
			<u>\$5,200</u>	<u>\$5,200</u>
Bldg. / Grds.-Hudsonville DHS	1	21" Toro Snow Blower	\$625	\$625
			<u>\$625</u>	<u>\$625</u>
Bldg. / Grds.-G.H. Courthouse	1	Upright Vacuums	\$600	\$600
Bldg. / Grds.-G.H. Courthouse	1	Toro 21" Snow Blower	\$625	\$625
Bldg. / Grds.-G.H. Courthouse	1	Ariens Snow Blower 27"	\$1,200	\$1,200
			<u>\$2,425</u>	<u>\$2,425</u>
Bldg. / Grds. -Fillmore Campus	1	14' Snow Push Box #3654	\$4,650	\$4,650
Bldg. / Grds. -Juvenile Services-Jail	1	17" LCD Monitor	\$210	\$210
Bldg. / Grds. -Juvenile Services-Jail	1	Upright Vacuums	\$600	\$600
Bldg. / Grds. -Juvenile Services-Jail	1	21" Toro Snow Blower	\$625	\$625
			<u>\$1,435</u>	<u>\$1,435</u>
Bldg. / Grds. -Fillmore Admin	1	PC System Unit-80GB	\$850	\$850
Bldg. / Grds. -Fillmore Admin	1	17" Monitor	\$210	\$210
Bldg. / Grds. - Fillmore Admin	1	Lg. Laser Printer	\$800	\$800
Bldg. / Grds. - Fillmore Admin	1	Upright Vacuums	\$600	\$600
Bldg. / Grds. - Fillmore Admin	1	Toro 21" Snow Blower	\$625	\$625
Bldg. / Grds. - Fillmore Admin	1	Simplicity 60" Mower Deck	\$1,850	\$1,850
Bldg. / Grds. - Fillmore Admin	1	Simplicity Triple Bagger w/Turbo	\$1,300	\$1,300

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
Bldg. / Grds. - Fillmore Admin	1	Ariens Snow Blower 27"	\$1,200	\$1,200
Bldg. / Grds. - Fillmore Admin	1	Toro 21" Snow Blower	\$625	\$625
Bldg. / Grds. - Fillmore Admin	1	12' x 7' Utility Trailer	\$2,500	\$2,500
			<u>\$10,560</u>	<u>\$10,560</u>
Drain Commission	1	PC System Unit, PC Monitor & Laser Printer	\$1,410	\$1,410
Drain Commission	1	PC System Unit, PC Monitor & Laser Printer	\$850	\$850
			<u>\$2,260</u>	<u>\$2,260</u>
Sheriff	8	CVPI Patrol Vehicles Car 23,25,26,42,43,44,51,55	\$176,000	\$58,667
Sheriff	8	Vehicle Equipment & Set-up cost 23,25,26,42,43,44,51,55	\$43,120	\$43,120
Sheriff	1	DB Vehicle - 731	\$23,000	\$7,667
Sheriff	1	Vehicle Equipment & Set-up cost for DB	\$300	\$300
Sheriff	1	Van for Sr. Vol Group	\$21,500	\$7,167
Sheriff	1	Set-up Sr. Vol Van	\$1,000	\$1,000
Sheriff	2	Chevy Police Package Tahoe 712,718	\$56,000	\$18,667
Sheriff	2	Vehicle Setup & Equipment 712,718	\$11,980	\$11,980
Sheriff	4	Cartridges & Misc supplies	\$1,800	\$1,800
Sheriff	37	Colt Patrol Rifles	\$34,410	\$18,600
Sheriff	37	Patrol Rifle car mounts	\$11,100	\$6,000
Sheriff	20	Coggins Test for Mounted Horses	\$770	\$770
Sheriff	1	PC System, Printers, PDA's, Misc.	\$24,920	\$25,820
Sheriff	1	Public Relations - Handout materials	\$1,500	\$1,500
Sheriff	1	Child Identification Kits	\$2,099	\$2,099
Sheriff	1	Range Filters	\$7,000	\$7,000
Sheriff	1	Ammunition for training - Lead Free	\$28,000	\$28,000
Sheriff	1	Ammunition for training	\$7,300	\$7,300
Sheriff	1	Shotgun Ammunition - Frangible	\$1,100	\$1,100
Sheriff	1	Simunition training ammunition - 9mm	\$4,600	\$4,600
Sheriff	10	Simunition training helmets, and protective equipment	\$3,450	\$3,450
Sheriff	6	Glock handguns	\$2,600	\$2,600
Sheriff	1	Misc. range supplies	\$1,600	\$1,600
Sheriff	1	Live Scan TP-3100	\$17,476	\$3,495
Sheriff	1	Laptop with docking station-Lt Hoeksema	\$1,600	\$1,600
Sheriff	1	CS/CN/Smoke Gas - Def-Tec Distraction Devices	\$1,000	\$1,000
Sheriff	10	Mag Pouch	\$275	\$275
Sheriff	1	Gas Launch Gun 37mm	\$550	\$550
Sheriff	15	External Drive 2.0 GB	\$500	\$300
Sheriff	1	Sirchie FX10BC Optical comparator for latent prints	\$6,685	\$1,500
Sheriff	1	Misonix Downflow work station	\$3,625	\$3,625
Sheriff	1	AED replacement pads	\$7,000	\$7,000
Sheriff	1	Drug Test Kits	\$500	\$500
Sheriff	130	Gas Mask Filters	\$7,300	\$7,300
Sheriff	2	CVPI Patrol Vehicles Car TS2, TS3	\$44,000	\$14,667

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
Sheriff	2	Vehicle Equipment & Set-up cost	\$10,780	\$10,780
Sheriff	1	Fire Investigation software	\$1,200	\$1,200
Sheriff	1	Patrol vehicle for new sergeant	\$22,000	\$7,333
Sheriff	1	set-up for patrol vehicle for new sergeant	\$5,390	\$5,390
Sheriff	1	vehicle for new detective position	\$23,000	\$7,666
Sheriff	1	set-up for vehicle for new detective	\$300	\$300
Sheriff	2	PC System, monitor and small laser	\$2,820	\$2,820
			<u>\$621,150</u>	<u>\$338,108</u>
COPS Holland/West Ottawa	1	Taser with cartridges	\$950	\$950
			<u>\$950</u>	<u>\$950</u>
City of Coopersville	2	Taser with cartridges	\$1,900	\$1,900
			<u>\$1,900</u>	<u>\$1,900</u>
Marine Safety	5	Digital Cameras -Waterproof	\$1,750	\$1,750
Marine Safety	5	Sound Meters	\$7,900	\$3,160
Marine Safety	4	Lightbars - LED	\$7,280	\$6,900
Marine Safety	5	Vessel Re-conditioning	\$15,000	\$15,000
Marine Safety	5	Spotlights - Remote control	\$2,250	\$2,250
Marine Safety	2	Nextel Phones w/6months service	\$740	\$740
Marine Safety	2	Dive Team Tng for 2 new members	\$2,745	\$2,745
Marine Safety	6	Aga Mask repair kits	\$894	\$894
Marine Safety	4	Wrist mount dive computer	\$989	\$989
Marine Safety	2	Aga mask	\$1,040	\$1,040
Marine Safety	13	PFD Inflatable	\$2,958	\$2,958
Marine Safety	6	Aga breathing valves	\$1,554	\$1,554
			<u>\$45,100</u>	<u>\$39,980</u>
Jail	2	Ford Van Unit 851 & 854	\$46,000	\$15,333
Jail	1	Vehicle Equipment & Set-up cost unit 851 & 854	\$7,580	\$7,580
Jail	1	PC Sytems,Printer,PDA, Misc	\$9,840	\$9,840
Jail	1	Live Scan TP-3800	\$41,379	\$8,276
Jail	10	Peerless Oversizer Leg Irons	\$980	\$980
Jail	8	Motorola PR400 portable radios	\$4,800	\$4,800
Jail	3	Motorola PR1500 Jail portable radios	\$3,300	\$3,300
Jail	100	Disposable CPR Shields	\$1,070	\$1,070
Jail	1	Video Upgrade in Region 3 - monitor & duplexer	\$4,700	\$4,700
Jail	1	Cameras & Monitors hallway Region 1 & 4	\$3,000	\$3,000
Jail	1	Upgrade Jail Perimeter Cameras	\$19,300	\$19,300
Jail	1	Software Change, delete disable function	\$1,200	\$1,200
Jail	1	Warning and Visibility lights for Van 871	\$850	\$850
Jail	2	Capture Shields	\$230	\$115
Jail	5	Gas mask and filters	\$850	\$850

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
Jail	6	MAS Kits for marking vans	\$2,400	\$2,400
Jail	2	Motorola PR400 portable radio banker charger	\$920	\$920
			<u>\$148,399</u>	<u>\$84,514</u>
Emergency Services	1	Component Replacements/WX Monitoring System	\$2,000	\$2,000
Emergency Services	1	Internet Access/Slowcan Radar	\$1,500	\$1,500
Emergency Services	2	PC Inkjet Printer	\$300	\$300
Emergency Services	1	PC Laptop	\$1,350	\$1,350
Emergency Services	1	PC Laser Printer	\$350	\$350
Emergency Services	1	PC Monitor	\$275	\$275
Emergency Services	1	PC System Unit	\$850	\$850
Emergency Services	1	Pocket Point RF Remote	\$100	\$100
Emergency Services	1	Portable USB Thumbdrive	\$11	\$11
			<u>\$6,736</u>	<u>\$6,736</u>
Haz-Mat	1	Hazmat Plug and Patch Kit	\$700	\$700
Haz-Mat	1	Kestral Hand-Held Weather Instrument	\$300	\$300
Haz-Mat	1	Level A Suits	\$1,560	\$1,560
Haz-Mat	1	Nomex Jump Suits	\$2,750	\$2,750
Haz-Mat	1	Carhart Protective Clothing	\$7,800	\$7,800
Haz-Mat	1	External Pipe Leak Control Kits "C-2"	\$337	\$337
Haz-Mat	1	External Pipe Leak Control Kits "C-3"	\$312	\$312
Haz-Mat	1	Offset T Patch Kit "A-1"	\$602	\$602
Haz-Mat	1	Wedges, Putty & Stop-It Kit "WPS"	\$366	\$366
Haz-Mat	1	Series F Rollover Kit	\$495	\$495
Haz-Mat	1	Pipe Plugger Kit "C-1"	\$582	\$582
			<u>\$15,804</u>	<u>\$15,804</u>
Animal Control	1	Animal Control Equipment	\$1,500	\$1,000
			<u>\$1,500</u>	<u>\$1,000</u>
Planning and Grants	1	80GB Computer System w/17" Monitor	\$1,060	\$1,060
Planning and Grants	1	80MG Laptop	\$1,350	\$1,350
			<u>\$2,410</u>	<u>\$2,410</u>
Parks & Recreation	2	17" Monitor	\$420	\$420
Parks & Recreation	1	72" Rotary Mowing Implement	\$1,950	\$1,950
Parks & Recreation	1	80GB Computer System w/17" Monitor	\$2,120	\$2,120
Parks & Recreation	1	Chevy Colorado 2WD Pickup	\$15,000	\$3,000
Parks & Recreation	4	Color Inkjet Printer	\$600	\$600

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
Parks & Recreation	1	Computers / Nature Ed. Ctr.	\$5,545	\$5,545
Parks & Recreation	1	Epson V200 Scanner	\$120	\$120
Parks & Recreation	1	Equipment Trailer - Two Axle	\$5,500	\$1,100
Parks & Recreation	2	Ford F250 4WD Reg. Cab Pickup	\$54,000	\$10,800
Parks & Recreation	1	Laptop Computer	\$1,350	\$1,350
Parks & Recreation	1	Utility Vehicle (Mule, Gator, etc)	\$7,500	\$1,500
Parks & Recreation	1	Various Equipment/Nature Ed Ctr.	\$19,300	\$19,300
			<u>\$113,405</u>	<u>\$47,805</u>
FOC	1	80 GB Laptop	\$1,350	\$1,350
FOC	1	Color Laser Printer	\$1,600	\$1,600
FOC	4	19" Flat Screen Monitors @ 236 ea	\$944	\$944
FOC	2	DR50 10C Scanners w/imprinters @ 8649. ea	\$17,298	\$3,460
FOC	2	Aeron Chairs Size B @ 600 ea	\$1,200	\$1,200
FOC	1	Additional memory for 30 FOC Computers	\$4,500	\$4,500
			<u>\$26,892</u>	<u>\$13,054</u>
Health	3	17" Monitor	\$630	\$630
Health	1	19" PC Monitor	\$236	\$236
Health	2	21" GIS Editing Monitor	\$550	\$550
Health	10	80 GB Computer System w/17" Monitor	\$10,600	\$10,600
Health	1	80GB Computer System	\$850	\$850
Health	1	80GB Computer System w/ 19" Monitor	\$1,086	\$1,086
Health	3	80GB Computer System w/17" Monitor/MS Office Upg	\$3,830	\$3,830
Health	8	80GB Laptop	\$10,800	\$10,800
Health	1	Color Inkjet Printer (#13)	\$150	\$150
Health	2	Comark Thermocouples w/probes @ 208 ea	\$416	\$416
Health	1	Commercial Grade Freezer/Store Vaccines	\$12,058	\$2,412
Health	2	Economy Air Probes @ 38 ea	\$76	\$76
Health	2	Hypo Needle Tip Probes @ 92. ea	\$184	\$184
Health	4	Insurance Card Scanners	TBD	\$0
Health	3	MS Excel Licenses	\$426	\$426
Health	1	Network Laser Printer (Lexmark T642n)	\$1,000	\$1,000
Health	16	Nortel Digital Phones (3)	\$2,650	\$2,650
Health	1	Scantron Clarity 2801.139 Survey Scanner	\$6,800	\$1,360
Health	8	Sm. Laser Printer	\$2,800	\$2,800
Health	3	Taylor 9848 Thermometers @ 26. ea	\$78	\$78
Health	8	Weber Scientific Refrigerator-Freezer Thermometer	\$272	\$272
			<u>\$55,492</u>	<u>\$40,406</u>
Community Mental Health	10	Laser printers	\$3,500	\$3,500
Community Mental Health	5	PC Printer InkJet	\$625	\$625
Community Mental Health	17	Digital Assistant	\$4,420	\$4,420
Community Mental Health	3	monitor	\$630	\$630
Community Mental Health	43	PC Laptop Computer	\$58,050	\$58,050

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
Community Mental Health	26	PC Monitor	\$5,460	\$5,460
Community Mental Health	29	PC System Unit	\$24,650	\$24,650
			<u>\$97,335</u>	<u>\$97,335</u>
Landfill Tipping Fees	1	Digital Camera for field work	\$190	\$190
Register of Deeds	1	Lands Records Mgmt. System Software (price estimated)	\$370,000	\$370,000
Register of Deeds	4	Terminals	tbd	\$0
Register of Deeds	2	PC's	\$1,700	\$1,700
Register of Deeds	2	Lg. Monitors	\$472	\$472
Register of Deeds	1	Lg. Printer	\$800	\$800
Register of Deeds	2	Terminals	tbd	\$0
Register of Deeds	16	PC's	\$13,600	\$13,600
Register of Deeds	11	Validation Units	tbd	\$0
Register of Deeds	1	Forms Printer	\$1,800	\$1,800
Register of Deeds	4	Regular Printers - HP Laserjet 4200dtn	\$1,400	\$1,400
Register of Deeds	1	Color Printer	\$150	\$150
Register of Deeds	2	Scanners - Fujitsu fi-5750C	\$200	\$200
			<u>\$390,122</u>	<u>\$390,122</u>
Sheriff Contracts	1	Chevy Tahoe Police Package Car	\$28,000	\$9,333
Sheriff Contracts	2	CVPI Patrol Car	\$44,000	\$14,666
Sheriff Contracts	1	Emergency Lighting "Ghost"	\$2,678	\$2,678
Sheriff Contracts	26	Taser and Cartridges	\$24,700	\$24,700
Sheriff Contracts	2	Vehicle Equipment & Set-up cost	\$10,780	\$10,780
Sheriff Contracts	1	Vehicle Equipment & Set-up cost	\$5,990	\$5,990
			<u>\$116,148</u>	<u>\$68,147</u>
Coopersville Schools Pass Thru Grant	1	Taser with cartridges	\$950	\$950
			<u>\$950</u>	<u>\$950</u>
Community Corrections	9	21" Wide Monitors @ 275. ea	\$2,475	\$2,475
Community Corrections	9	PC System Units @ 850.	\$7,650	\$7,650
Community Corrections	1	Inkjet Printer	\$150	\$150
Community Corrections	1	Laser Printer	\$350	\$350
Community Corrections	1	Dymo Labelwriter	\$120	\$120
			<u>\$10,745</u>	<u>\$10,745</u>
Family Court - Detention	1	Insignia 26" LCD TV w/Cart	\$1,128	\$1,128
Family Court - Detention	1	Dynex 27" Digital TV	\$220	\$220
Family Court - Detention	1	Panasonic Color Camera, Cable, Pwr Supply	\$556	\$556

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
Family Court - Detention	1	80 GB Computer System w/17" Monitor	\$1,060	\$1,060
			<u>\$2,964</u>	<u>\$2,964</u>
Juvenile ISP	2	80GB Computer Systems w/17" Monitor	\$2,120	\$2,120
			<u>\$2,120</u>	<u>\$2,120</u>
Juvenile - Treatment	1	Rope Course Materials	\$3,295	\$3,295
Juvenile - Treatment	1	Color Inkjet Printer #13	\$150	\$150
Juvenile - Treatment	1	80GB Laptop #6	\$1,350	\$1,350
Juvenile - Treatment	4	80GB Computer System @ 850 ea	\$3,400	\$3,400
Juvenile - Treatment	4	17" LCD Monitor @ 210 ea	\$840	\$840
Juvenile - Treatment	1	2008 Chevy Upland Mini-van	\$21,500	\$4,300
			<u>\$30,535</u>	<u>\$13,335</u>
CommunityInterventions	2	80GB Computer System w/17" Monitor	\$2,120	\$2,120
CommunityInterventions	1	80GB Computer System w/17" Monitor	\$1,086	\$1,086
CommunityInterventions	4	80GB Computer System w/19" Monitor	\$4,344	\$4,344
CommunityInterventions	1	80GB Laptop #6	\$1,350	\$1,350
CommunityInterventions	1	AFP Laser Printer	\$1,800	\$1,800
			<u>\$10,700</u>	<u>\$10,700</u>
IT	7	Wireless Access Points @ 460. ea	\$3,220	\$3,220
IT	2	Firewalls @ 685.	\$1,370	\$1,370
IT	21	Ethernet 10/100 Switches @ 1500 ea	\$21,000	\$21,000
IT	1	Software Utilities	\$600	\$600
IT	1	PC Hardware Support Equipment	\$600	\$600
IT	10	80GB Computer System @ 850 ea	\$8,500	\$8,500
IT	10	17" Monitor @ 210 ea	\$2,100	\$2,100
IT	2	Sm Laser Printer @ 350 ea	\$700	\$700
IT	2	80GB Laptop @ 1350 ea	\$2,700	\$2,700
IT	1	Tablet PC	\$1,350	\$1,350
IT	1	Docking Station	\$220	\$220
IT	1	Color Inkjet Printer	\$150	\$150
IT	10	MS Office 2007 Pro	\$680	\$680
IT	4	22" or 24" Flat Panel Monitors @ 300. ea	\$1,200	\$1,200
IT	1	Networking Equipment-Firewall	\$5,559	\$5,559
IT	1	Dual Monitor Card @ 200 & 22"/24" Flat Panel Monitor	\$600	\$600
IT	2	Laptop 80GB, Carrying Case, Warranty, MS Office	\$2,700	\$2,700
IT	1	Asset Mgr. Software	\$22,900	\$4,580
IT	1	Additional VM Server/Software	\$14,625	\$2,925
IT	1	SAN w/Storage	\$50,000	\$10,000
IT	1	Footprint Licenses	\$4,320	\$4,320

County of Ottawa
2009 Budget
Approved Equipment Requests

Department	2009 Requested # of Items/	Type of Equipment	2009 Approved Purchase Price	\$ Amount Added to Budget
			<u>\$145,094</u>	<u>\$75,074</u>
Duplicating	11	Copiers @ 4,000. ea	\$44,000	\$44,000
Duplicating	5	Copiers @ 4,800. ea	\$24,000	\$24,000
Duplicating	1	Copier	<u>\$13,000</u>	<u>\$13,000</u>
			<u>\$81,000</u>	<u>\$81,000</u>
		Grand Total	<u>\$2,270,864</u>	<u>\$1,638,289</u>

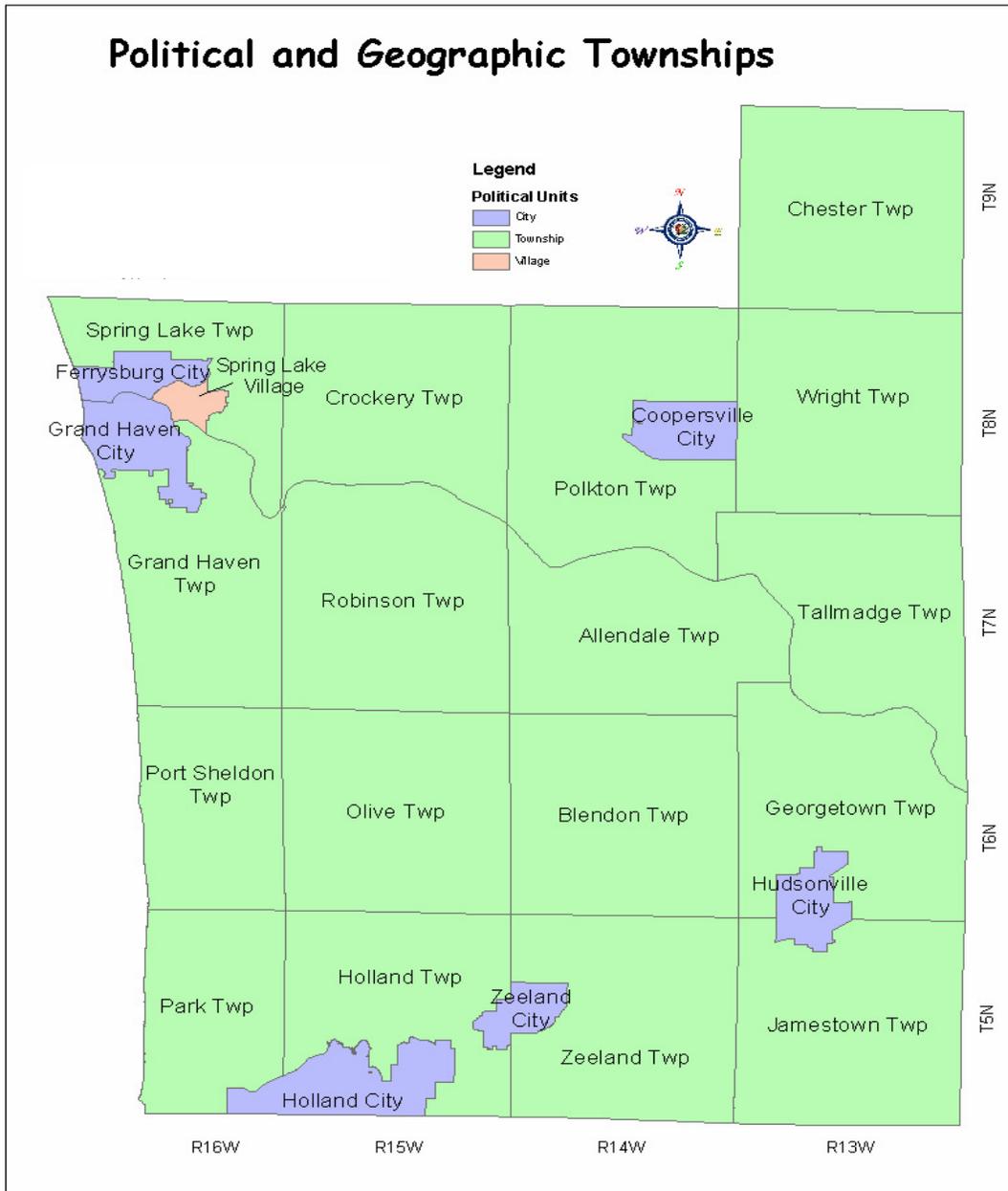


County of Ottawa Community Profile

Ottawa County State Perspective



Political and Geographic Townships

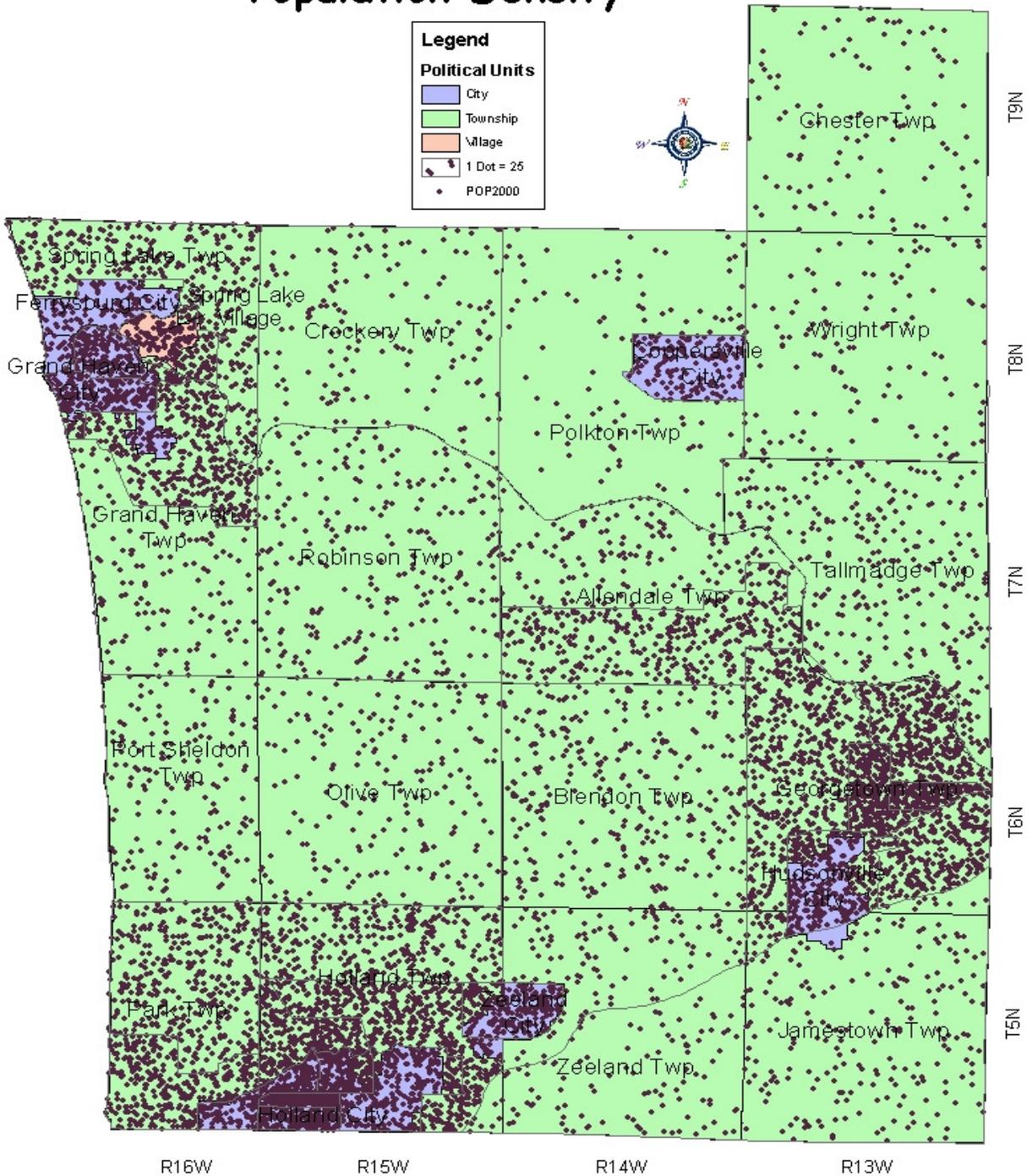


Ottawa County Population Density

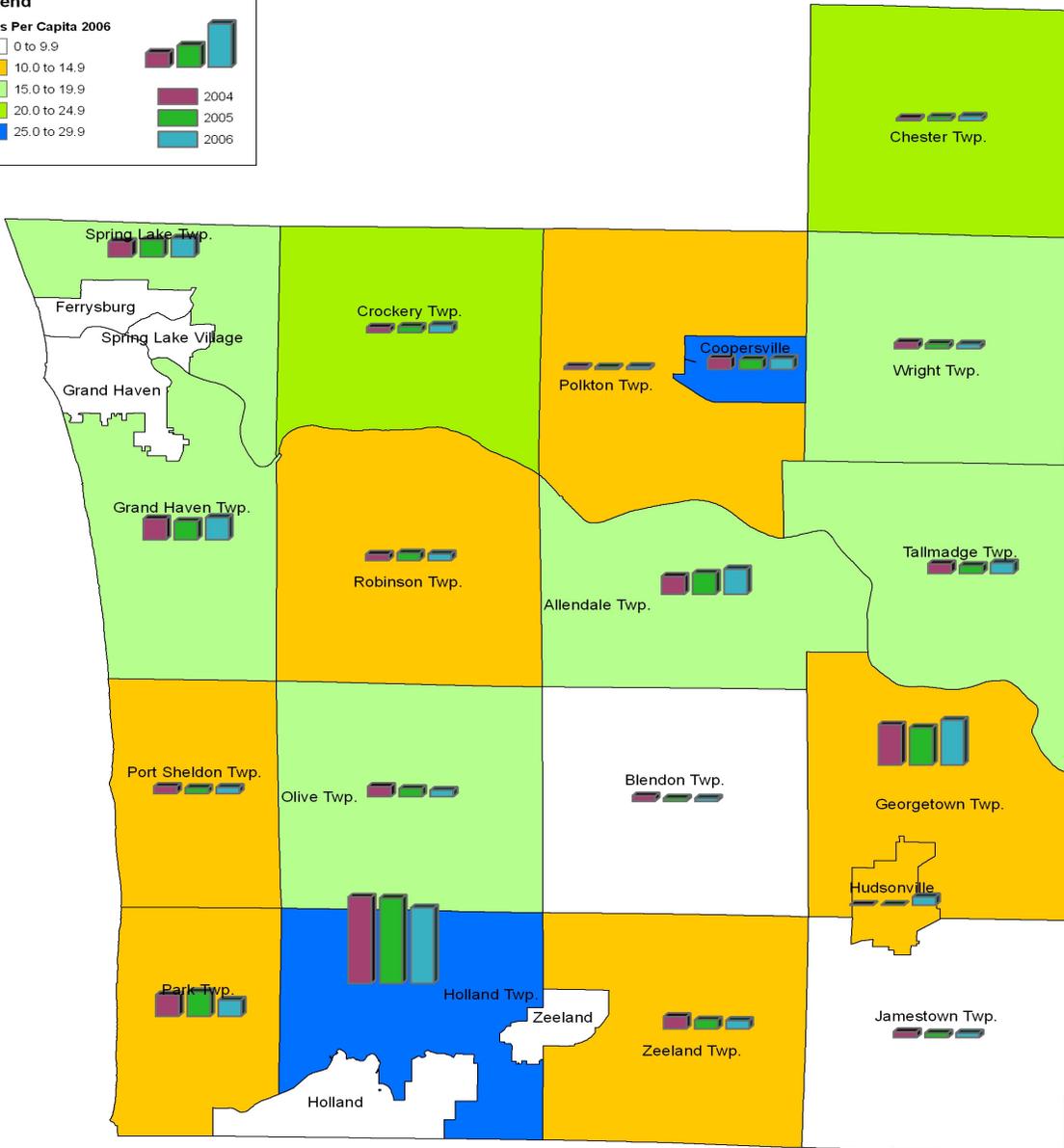
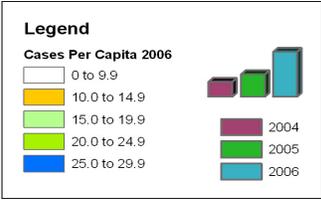
Legend

Political Units

- City
- Township
- Village
- 1 Dot = 25
- POP2000



Ottawa County
 Sheriff's Department
 Cases of Indexed Crimes 2004-2006
 (Excluding Aggravated Assault)*



Ottawa County

Introduction

Named for the Ottawa Indians who hunted the area's forests and fished the waters, Ottawa County was established in 1837. The County began full operations in April of 1838. At that time (according to the Census of 1840), there were only 208 residents within all of Ottawa County. The most recent Census (2000) recorded Ottawa County's total population at 238,314. In the six years since the last Census, the total population has increased by nearly 20,000 persons to 259,206. Significant population growth has occurred over the years and is expected to continue in the years ahead, though at a slower rate. Ottawa County is located in the southwestern portion of Michigan's Lower Peninsula along the Lake Michigan shoreline. The County encompasses a land area of approximately 565 square miles and is comprised of 17 townships, 6 cities and 1 village.

Industrial

Industrial property valuations account for \$1,123,353,451 or 11.3% of the County's 2008 Taxable Value. Ottawa County has a large and diversified industrial base of nearly 800 manufacturing firms. The size of firms range from one & two person shops to nationally known Fortune 500 corporations. The largest concentration of manufacturing firms is found in the southwest portion of the County, although there are over a dozen established industrial parks (many with available sites) located throughout Ottawa County. The major industrial sectors in terms of employment include furniture, fabricated metals, plastics, food products and transportation equipment. As a growth area, Ottawa County experiences a number of significant private and public sector development projects each year. Major automotive suppliers include Johnson Controls, Inc., Magna Donnelly, Gentex, Delphi Automotive and Eagle Ottawa Leather. Major office furniture manufacturers include Herman Miller, Inc., and Haworth. Prominent food processors include Bil-Mar/Sara Lee, Heinz, Request Foods, Boar's Head and Lepirino Foods.

As a growth area, Ottawa County experiences a number of significant private and public sector development projects each year. As has been the case for many years and is anticipated again for this year, Ottawa County is among the top counties in the State for the volume of industrial facilities tax abatements issued in the State of Michigan. This is an indicator of the amount of industrial development activity occurring in Ottawa County. In 2007, there were 61 tax abatements issued for a combined value of \$172 million.

Collectively, all of these expansion projects are expected to create at least 1,109 new jobs over the next two years. Some of the larger industrial expansion projects in terms of investments include the following:

The largest industrial expansion projects in Ottawa County in 2007 included the following:

<u>Manufacturer</u>	<u>Location</u>	<u>New Investment</u>	<u>New Jobs</u>
Haworth	Holland	\$40,000,000	100
GenTex	Zeeland	36,475,000	120
Sara Lee Foods	Olive Twp	10,167,000	25
Royal Technologies (Plastics)	Jamestown Twp	9,954,000	50
Herman Miller	Zeeland	8,508,034	0
Boyne Machine	Georgetown Twp	7,259,414	40
Lamar Construction	Jamestown Twp	5,541,902	49
Manufacturers Supply	Hudsonville	<u>5,451,578</u>	<u>10</u>
		\$123,356,928	394

Likewise, there are a number of major manufacturing expansion projects planned for implementation in 2008/2009 that have been recently announced or are anticipated for announcement in the near future, include the following:

<u>Manufacturer</u>	<u>Location</u>	<u>New Investment</u>	<u>New Jobs</u>
Automotive Supplier*	Coopersville	\$23,800,000	25
Boar's Head Provisions	Holland Twp	20,100,000	110
Automotive Supplier*	Spring Lake Twp	18,600,000	12
Sara Lee Foods	Olive Twp	14,900,000	20
OMT – Veyhl USA	Holland Twp	4,705,444	14
Request Foods	Holland Twp	2,561,735	5
Innotec Lighting and Visor	Zeeland	1,824,744	10
Plastics *	Hudsonville	900,000	10
BICO Michigan	Tallmadge Twp	<u>755,000</u>	<u>3</u>
		\$ 88,146,923	209

* Name not yet ready for release

Commercial

Commercial valuations comprise \$1,412,946,889 or 14.3% of the tax base of the County in 2008. A major new commercial/tourism and recreation development project that has been proposed for construction along U.S. 31 in Port Sheldon Township in Ottawa County is the Great American Sports Complex. When complete, this Complex will be an approximately \$100 million venture. The project is being undertaken by local developers in Holland. The Complex will include a field house, turf fields, basketball and volleyball courts and retailers along the highway frontage. The developers are seeking assistance through the State of Michigan's Brownfield Redevelopment Program. Ottawa County is currently establishing a county-wide Authority which will assist in the implementation of this large commercial development project.

Recreational

In addition to the 30 miles of Lake Michigan shoreline, Ottawa County has 36 miles of inland lake shorelines and 285 miles of tributaries. Ottawa County is a water wonderland offering boating fishing, swimming and just plain relaxation opportunities on its beaches and piers. There are 13 County parks and two State parks located in Ottawa County. Both State parks are located

along the Lake Michigan shoreline and attract more visitors than any other parks in the State's system. Other local attractions include the Grand Haven Musical Fountain, Berlin Raceway in Marne, three fairs (County and two communities), numerous paved bike paths, outstanding golf courses and two nationally known festivals – Tulip Time in Holland and the Coast Guard festival in Grand Haven.

Agriculture

Agriculture is an important sector of Ottawa County's economy. It has a taxable value of \$262,378,907 and amounts to approximately 2.7% of the County's total taxable value in 2008. Notably, Ottawa County ranks first in the State (among 83 counties) in the market value of all agricultural products sold. Leading products include nursery and ornamental shrubs, greenhouse products, poultry and livestock. Crops of importance include blueberries, soybeans, corn, celery, and onions. The County's growing season is 160 days. The average annual precipitation is 31 inches with 75 inches of snowfall.

Residential

Residential valuations comprise \$6,960,011,168 or 70.3% of the 2008 tax base of the County. Housing costs in Ottawa County are comparatively lower than in many other areas of the nation. The southeast (Georgetown Township) and southwest (Holland and Park Townships) portions of the County have experienced the greatest residential growth. Other strong residential growth areas include Allendale Township and Grand Haven Township.

Financial Services

Ottawa County residents are served by many financial institutions. Firms in the County range from branches of major regional institutions like Fifth Third, Huntington bank and National City to smaller community banks like West Michigan Community Bank and Macatawa Bank and Grand Haven bank. Branches of these banks and about a dozen other financial institutions, including credit unions are located throughout Ottawa County.

Health Care

During 2006, Zeeland Community Hospital opened its new \$36 million facility to replace its aging structure within the City of Zeeland. The new hospital is located on a 40-acre site (part in the City and part in the Township). The new facility allows for the utilization of more advanced technologies including more inpatient and outpatient surgery, emergency services and diagnostics procedures. In addition, during 2008, Holland Hospital spent \$4 million on land purchases for future expansion of their outpatient services.

Education

Ottawa County has 9 public school districts that collectively comprise the Ottawa Area Intermediate School District. In addition there are several non-public schools and charter schools in the County. Most of the non-public schools are Christian schools. Enrollments have steadily increased following the growth in the County's population. Institutions of higher education are also located in Ottawa County. Grand Valley State University (GVSU) has

campuses in Allendale and Holland. Hope College is located in the City of Holland. These two institutions directly provide in excess of 2,500 jobs. GVSU's enrollment is approximately 20,000. Hope College is four-year liberal arts college that has been recognized as one of the nation's best small private colleges. Two Grand Rapids based colleges also have a presence in Ottawa County: Davenport University and Grand Rapids Community College. The Ottawa Area Intermediate School District and Grand Rapids Community College have jointly established (with State financial support) an M-TEC Center along U.S. 31 in Olive Township to assist in the training and retraining of the area's adult workforce. This facility is located next to the Careerline Tech Center which is a vocational education center serving students through the Ottawa Area Intermediate School District.

Transportation

Ottawa County is accessed by several Interstate and State Highways, including I-96, I-196, US-31, I-45, and M104. US-31, which parallels the Lake Michigan shoreline, is a heavily traveled route especially by tourist during the summer months. Notably, M-6, the new 20-mile long South Beltline around Grand Rapids opened in November of 2004. This route connects to I-196 on the west in Jamestown Township (in Ottawa County) and to I-96 on the east in Cascade Township in Kent County).

There are two principal rail lines in the County, both owned by CSX Transportation. Amtrak uses the line between Grand Rapids and Holland. Ottawa County has two deep water ports connecting to Lake Michigan – the Grand River in Northwest Ottawa County and Lake Macatawa in the Holland area. Air transportation facilities for the County include three general aviation airports – Tulip City in Holland (Allegan County), Grand Haven's Memorial Airport and Riverview in Jenison. The nearest commercial airports are the Gerald R. Ford International in Kent Count and Muskegon County International.

Ten (10) largest employers in Ottawa County in terms of employment:

<u>Company</u>	<u>Business</u>	Approximate Number <u>Employees</u>
Herman Miller (1,2)	Office Furniture	4,380
Johnson Controls (2)	Automotive Components	2,774
Gentex Corporation	Automotive Mirrors	2,674
Haworth (1)	Office Furniture	2,349
Grand Valley State University	Higher Education	2,319
Holland Community Hospital	Health Care	1,812
Shape Corporation	Metal Roll Forming	1,388
Magna Donnelly (2)	Automotive Windows & Mirrors	1,326
Meijer, Inc.	Retail Stores	1,280
County of Ottawa	Government	1,192

SOURCE: Ottawa County Economic Development Office, Inc.

(1) Facilities located within Ottawa County and/or the City of Holland portion of Allegan County

(2) Includes all subsidiaries

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

Location and Description: The County is located in the west-central part of Michigan's Lower Peninsula, having over 30 miles of Lake Michigan shoreline. The County is bordered by the City of Muskegon on its northwesterly boundary and the City of Grand Rapids on approximately half of its easterly boundary.

The topography of the County's 565 square miles is flat to gently rolling, with approximately half of its land area being devoted to agricultural purposes. The County enjoys a healthy mix of tourism, industrial, commercial, and agricultural uses within its confines.

**Demographic and Economic Statistics
Last Ten Calendar Years**

Fiscal Year	Population (1)	Personal Income (thousands of dollars) (1)	Per Capita Income (1)	Median Age (2)	School Enrollment (3)	Unemployment Rate (4)
1998	229,401	\$6,108,511	\$26,628	n/a	51,823	2.4%
1999	234,916	6,408,233	27,279	n/a	53,213	2.4%
2000	239,467	6,677,656	27,885	32.3	54,068	2.6%
2001	243,491	6,763,271	27,776	32.5	54,620	4.1%
2002	246,379	6,868,133	27,876	32.7	55,293	5.4%
2003	249,319	7,134,942	28,618	32.9	55,060	5.9%
2004	252,494	7,425,237	29,408	33.2	55,696	5.5%
2005	254,551	7,889,807	30,995	33.4	55,575	5.2%
2006	257,172	8,260,913	32,122	33.7	55,412	5.3%
2007	259,206	n/a	n/a	n/a	55,032	5.6%

n/a: Information is unavailable.

Sources:

- (1) U.S. Department of Commerce, Bureau of Economic Analysis, updated with most recent census figures
- (2) U.S. Census Bureau, updated with most recent census figures
- (3) Fourth Friday Count, Ottawa Area Intermediate School District
- (4) U.S. Department of Labor, Bureau of Labor Statistics

PRINCIPAL TAXPAYERS

<u>Taxpayer</u>	<u>Type of Business</u>	<u>2007</u>		
		<u>Taxable Assessed Valuation (1)</u>	<u>Rank</u>	<u>Percentage of Total County Taxable Assessed Value</u>
Consumers Energy	Utility	\$334,367,823	1	3.49%
Mirant Michigan Investments	Utility	156,341,444	2	1.63%
Gentex Corporation	Automotive Components	85,197,352	3	0.89%
Herman Miller Inc.	Office Furniture	63,372,031	4	0.66%
Mead Johnson and Co.	Food Products	53,808,724	5	0.56%
Shape Corp.	Metal Extrusion	37,105,778	6	0.39%
Leprino Foods Inc.	Cheese Production	32,756,441	7	0.34%
Bil Mar Foods Inc./Sara Lee	Food Products	28,852,456	8	0.30%
Delphi Automotive Systems	Automotive Components	25,163,200	9	0.26%
Parke-Davis Co.	Pharmaceutical	23,617,558	10	0.25%
		<u>840,582,807</u>		<u>8.77%</u>

(1) Ottawa County Equalization Department. The 2007 Taxable Value was \$9,585,665,481.

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County of Ottawa Financial Policies

REVENUE AND EXPENDITURE POLICY

I. POLICY

All entities face economic constraints. As a result, the County must pay attention both to inflows and outflows to provide consistent services to the public and promote stability. The intent of this policy is to define the County philosophy on revenue collection and expenditure recognition, allocation, and review.

II. STATUTORY REFERENCES

Constitutional Amendment of 1978 – Headlee Amendment
Constitutional Amendment of 1994 – Proposal A
Public Act 123 of 1999

PROCEDURE

Revenues:

1. The more dependent the County is on any one revenue source the less able it is to weather changes in that revenue resulting from economic conditions. Consequently, the County will strive to develop a diversified revenue mix in order to avoid disruption to County services.

2. Taxes represent the most significant revenue source for the General Fund. However, there has been legislation that limits the County's ability to tax.

a. It is important that the County find ways to develop flexibility within its taxing authority. To do this, the County will strive to levy less than its legal maximum levy each year. This provides the County with a "cushion" to fall back on should conditions develop that would otherwise result in an immediate reduction of services. This "cushion" provides the County with time to find other funding sources and/or identify more cost effective ways to deliver services.

In addition, flexibility within the levy is also important to bond rating agencies. The agencies look very favorably on entities that have the flexibility to adjust tax revenues. The higher the County's bond rating is, the lower the cost to borrow. This affects not just the County but the public overall, since assessments will be lower.

b. Levying less than the maximum legal amount provides the County with flexibility, it also lessens the burden on citizens and businesses within the County. The County Board will strive to balance the need for taxes to fund public services with the impact the taxes have on citizens and businesses.

County of Ottawa Financial Policies

c. The County may purchase the real delinquencies of other municipalities and school districts within the County. At that point, the money is no longer owed to the municipality but is now owed to the County. The County will adhere to the requirements provided under Public Act 123 of 1999, which require due notice to the property owner prior to foreclosure.

3. User fees are important in the development of a diversified revenue mix. However, the other benefit of user fees is equity. Instituting user fees allow the beneficiary of the service to be the one paying for it (or a portion of it). User fees, when allowable under the law, will be charged at the discretion of the Board of Commissioners.

a. The County Board will determine the extent that user fees cover the cost of the services. Cost includes both the direct costs as well as indirect costs (e.g., administrative overhead). It is not always feasible or desirable to cover the full cost of a service. Exceptions to full cost recovery include:

- The fee is a barrier to a segment of the County in receiving the services.
- The cost of collecting the fees exceeds the revenue collected.
- Some services provide benefits not only to the direct user, but also to other public. Consequently, it is important to set the fee at a rate that will encourage the use of the service.
- The fee is set by statute.

b. It is also important for the fees established to stay relevant. The Board of Commissioners will have a study performed every three years or as needed to determine the appropriateness of fees and to keep them relevant to the cost associated with the service. Such fee changes will be formally adopted at a Board meeting open to the public.

4. One time revenues are non-recurring, often unexpected resources that the County receives. Because they are non-recurring, they should not be used to cover ongoing expenditures. Instead, they should only be used for their intended purpose (if identified) or to fund non-operational expenditures (e.g., capital projects).

Expenditures:

1. The County will fund expenditures at a level sufficient to ensure the ongoing health, safety, and welfare of the public. If not statutorily specified, the level of services provided will be determined the Board of Commissioners through strategic planning and program ranking and evaluation.

2. Indirect Cost:

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The expenditures of departments in governmental funds that provide services to other County departments will be allocated to all departments through an annual indirect cost allocation study performed by an outside consultant. The allocation of these costs has different bases depending on the function. These bases include (but are not limited to) transaction counts, number of employees and square footage of space occupied.

All departments receiving these services are included in the study, but not all departments are charged. Specifically, the County will charge a department if doing so will provide additional revenue through grants or will help identify the full costs of certain services.

3. The full cost of an employee's compensation is not limited to the cash outlays for salaries and fringe benefits. Most employees are also earning benefits that will not be actually paid for several years. Specifically, in addition to the wages and benefits paid and received during the year, most employees are also earning future compensation in the form of pension and retiree health care. Because these future cash outlays are actually being *earned* now, the County should contribute to them now. This allows us to identify the full cost of the services being provided and avoid passing on costs incurred now to future generations.

The County will strive to fully fund its long-term liabilities. Each year, the County receives actuary studies that calculate the annual required contribution (ARC) for the County's pension and other post employment benefits (primarily retiree health care). The County will make every effort to budget and pay the ARC each year. The County will also analyze ways to reduce these (and other) costs to benefit the taxpayer yet still provide adequate compensation for employees.

4. To provide proper stewardship of taxpayer dollars, the County has an obligation to review the services it provides for effectiveness and efficiency. In some instances, economies of scale and specialized knowledge allow private agencies to do tasks more efficiently and effectively. Consequently, the County will encourage the use of outside agencies and contractors when analysis shows they are able to provide equivalent or better services more cost effectively than County employees.

5. The County provides a variety of services to the public. As departments adjust programs to meet the perceived needs of their clients, a duplication of services can result, both with other County programs and with other government and private agencies. Regular program review can help identify duplications. Where identified, the County will eliminate services duplicated internally or externally in order to use resources more efficiently.

6. Technology can often provide efficiencies for County departments. Such efficiencies may result in improved service to customers, streamlined processes both within the department and with related agencies, and lower personnel demands. It is important for County departments to continually explore technology alternatives and the costs and

County of Ottawa Financial Policies

benefits they may bring. Depending on funding availability and a project's compatibility with long-term planning, new technology initiatives will be considered when the estimated benefits exceed the estimated costs.

REVIEW PERIOD

The County Administrator 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.

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.

County of Ottawa Financial Policies

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.

REVIEW PERIOD

The County Administrator 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) 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.

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 Designated Fund Balance of the General Fund for a specified purpose;

County of Ottawa Financial Policies

- 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 Designated 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.

REVIEW PERIOD

County of Ottawa Financial Policies

The County Administrator 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, clearly enhance the County's reputation for good stewardship, and which explain the status of County operations to the citizens and tax payers of Ottawa County. Systems and procedures will be implemented by Ottawa County to implement this policy, in accordance with the Ottawa County Strategic Plan.

II. STATUTORY REFERENCES

The Board of Commissioners may establish such rules and regulations regarding the business concerns of the County as the Board considers necessary and proper. See: MCL 46.11(m); 46.71, Act 156 of 1851, as amended. See also the specific statutory requirements of the Uniform Budgeting and Accounting Act, MCL 141.421a et seq.

PROCEDURE

1. County Budget Philosophy

a. Alignment with Strategic Plan: The County Board regularly reviews and updates the County's strategic plan which serves as a guide for County operations. Since the budget is the main tool for implementation of the Strategic Plan, the budget, to the extent possible, will be consistent with the goals and objectives of the strategic plan.

b. Prudence: As stewards of taxpayer dollars and to promote stability, the budget will be prepared using conservative, but realistic estimates. The County will also avoid budgetary procedures such as accruing future years' revenues or rolling over short-term debt to balance the current budget at the expense of future budgets.

The County will include a contingency amount in the budget for unforeseen and emergency type expenditures. The amount will represent not less than 1% and not more than 2% of the General Fund's actual expenditures for the most recently completed audit (e.g., 2006 audit used for the 2008 budget). All appropriations from contingency must have Board approval.

c. 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

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revenue sources in order to avoid disruption of services. The County will make every effort to avoid the use of one-time dollars and fund balance to balance the budget. Instead, cash balances and one-time revenues should only be used for one-time expenditures such as capital improvements.

2. Budget Formulation

a. Responsibility: The Administrator will assume final responsibility for the preparation, presentation and control of the budget, and shall prepare an annual budget calendar and budget resolution packet for each fiscal year.

b. Budget Basis: The budget will be prepared on the same basis as the County's financial statements. The governmental funds will be based on modified accrual and the proprietary funds (budgeted in total only) will be based on full accrual. The County's legal level of control is by line item.

c. Schedule: The annual budget process will be conducted in accordance with the following budget calendar:

County of Ottawa Budget Calendar

Mid March Equipment and Personnel Request Forms sent to department heads.

March 31 Department requests for equipment and personnel submitted to Fiscal Services Department.

April 1 Performance Measures sent to department heads for updating.

April 30 Performance Measures returned to Fiscal Services Department.

First Tuesday in May

Finance Committee approves the Resolutions of Intent to Increase Millage Rates, Distribution of the Convention Facility Tax and Distribution of the Cigarette Tax. *The County operating levy under consideration is for the current budget year. The 911 and Parks levies under consideration are for the next budget year.*

Board reviews Truth-in-Taxation Calculation, the Resolutions of Intent to Increase Millage Rates and sets the date for public hearing.

Third Monday in May

Budget packets distributed to departments.

County of Ottawa Financial Policies

Third Tuesday in May

Finance Committee approves the Resolutions to Approve the Millage Rates and forwards them to the Board.

Fourth Tuesday in May

Board holds a public hearing and approves the millage rates.

Third Monday in May-

Mid June Departments develop individual budgets. The Fiscal Services Department available to provide any needed assistance in completing budget documents.

Mid June Departments submit completed budget requests and narratives to the Fiscal Services Department.

Mid June - Fiscal Services Department summarizes budgets and prepares documents for Administrative review.
July 31

Mid July - Administration and Fiscal Services Director meet with Department Heads
Mid August in preparation of a proposed budget.

First Tuesday in September

Finance Committee presented with preliminary review of the General Fund budget

Third Tuesday in September

Finance Committee preliminary review of the budget; approval of the Salary and Fringe Benefits Adjustments.

Fourth Tuesday in September

Board sets the date for the public hearing on the County Budget for second Tuesday in October, receives preliminary overview of budget and approves the Salary and Fringe Benefit Adjustments.

Six Days Prior to Public Hearing

Deadline for the publication of the public hearing notice on the budget.

County of Ottawa Financial Policies

Second Tuesday in October

Board holds the public hearing on the budget and receives the formal Budget Presentation.

Third Tuesday in October

Finance Committee reviews Resolution to Approve the County Budget, Insurance Authority Budget and the Apportionment Report.

Fourth Tuesday in October

Board adopts the County Budget, the Insurance Authority Budget and the Apportionment Report.

d. Required Budget Data: Department heads and other administrative officers of budgetary centers will provide necessary information to the Administrator for budget preparation. Specifically, departments will be asked to provide equipment and personnel requests with explanatory data, goals, objectives and performance data, substantiating information for each account, and performance measures, both historical and projected.

e. Budget Document: The County will prepare the final budget document in accordance with the guidelines established the Government Finance Officers Association Distinguished Budget Award Program and on a basis consistent/t with principles established by the Governmental Accounting Standards Board.

3. Amendments to the Budget

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

All unencumbered appropriations lapse at year-end. However, the appropriation authority for major capital projects, capital assets and previously authorized projects (i.e., the encumbered portions) carries forward automatically to the subsequent year. All other encumbered appropriations lapse at year-end.

4. Long-term Financial Planning

County of Ottawa Financial Policies

As part of the annual budget process, five year revenue and expenditure estimates will be provided for the General Fund. The estimates will assess the long-term impacts of budget policies, tax levies, program changes, capital improvements and other initiatives. This information may then be used to develop strategies to maintain the County's financial standing. If a structural deficit (operating revenues do not cover operating expenditures) is identified, or projected, the Administrator will develop and bring before the Board a deficit elimination plan to address the problem.

In addition, the County will support efforts that control future operating costs. The County will strive to fully fund the County's financing tools to benefit all current and future residents of Ottawa County. The following funds have been identified as financing tools of the County:

2271 Solid Waste Clean-up Fund: This fund was established from monies received by Ottawa County from the settlement of litigation over the Southwest Ottawa Landfill. These monies are to be used for the clean-up of the landfill. The fund's goal is to use the interest generated from the principal to cover ongoing annual costs of the landfill clean-up.

2444 Infrastructure Fund: This fund was established to provide financial assistance to local units of government for water, sewer, road, and bridge projects that are especially unique, non-routine, and out-of-the ordinary. Money is loaned to municipalities for qualifying projects at attractive interest rates.

2450 Public Improvement Fund: This fund is used to account for monies set aside for public improvements. The fund's goal is to provide sufficient dollars to fund the County's major capital projects.

2570 Stabilization Fund: This fund was established pursuant to Act No. 30 of the Public Acts of 1978 to assure the continued solid financial condition of the County. Use of funds are restricted for but not limited to:

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

County of Ottawa Financial Policies

2980 Employee Sick Pay Bank: The purpose of the Employee Sick Pay Bank Fund is to pay for the County's accrued liability which was a result of discontinuing the accumulation and payoff of employee sick days.

5160 Delinquent Tax Revolving Fund: The Delinquent Tax Revolving Fund is used to pay each local government unit, including the County, the respective amount of taxes not collected as of March 1 of each year. After many years of waiting for this fund to mature, the treasurer now avoids costly issuances of Delinquent Tax Anticipation Notes (now referred to as General Obligation Limited Tax Notes) and pays schools, local units and the County in a timely fashion. An annual evaluation is made to determine if it is beneficial for the County to issue general obligation limited tax notes versus using cash on hand. As a financing tool, the fund also covers the principal and interest payments on four bond issues.

6450 Duplicating Fund

6550 Telecommunications Fund

6641 Equipment Pool Fund: These funds are used to provide ongoing funding for equipment replacement. They help stabilize the operating budget by avoiding the peaks and valleys that can occur with equipment purchases.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

GRANTS AND THIRD-PARTY CONTRACT REVENUE POLICY

I. POLICY

State and Federal grant-funded programs, and third-party contract revenue should not be replaced by county or other locally generated revenues at the close of the grant-funding period, upon the expiration of a grant, or upon the expiration of a non-renewed third-party contract. In the ordinary case, the County will not continue funding of such programs unless the Ottawa county Board of Commissioners is convinced that doing so is both fiscally prudent and in the best interests of the health, safety and welfare of the residents of Ottawa County.

II. STATUTORY REFERENCE

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.

PROCEDURE

County of Ottawa Financial Policies

1. A minimum of locally generated revenue will be used to replace funding for activities, including grant-funded activities, which are or have been previously funded by the State and Federal governments, or by third-party contract revenue.
2. Grant applications to fund new services and programs with State or Federal funds shall be reviewed by the County Planning & Grants Department, with significant consideration given to whether locally generated funds will be required to support these services and programs when original funding is no longer available.
3. As deemed necessary, the county will utilize the procedures of the Performance Measurement Policy in evaluating the effectiveness of grant-funded programs.
- 4 Grant-funded positions will be automatically sun-setted upon the expiration of grant funding, absent a two-thirds (2/3) affirmative vote by the Board to continue such positions.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICY

I. POLICY

As stewards of funds, the County must provide accountability for their use. The accounting, auditing and financial reporting functions address accountability and provide critical information to the County Board, administrative staff, and department managers that helps them assess their programs and aid in decision-making.

The intent of this policy is to establish guidelines and standards for the County's accounting, auditing and financial reporting process.

II. STATUTORY REFERENCES

Public Act 2 of 1968, Uniform Budgeting and Accounting Act
Public Act 71 of 1919, Uniform System of Accounting MCL 141.921(1)
Public Act 34 of 2001, the Revised Municipal Finance Act
SEC Rule 15c2-12

PROCEDURE

County of Ottawa Financial Policies

1. The County will comply with generally accepted accounting principles as contained in the following publications:

- *Codification of Governmental Accounting and Financial Reporting Standards* issued by the Governmental Accounting Standards Board (GASB)
- *Pronouncements of the Financial Accounting Standards Board* (FASB)
- *Governmental Accounting, Auditing and Financial Reporting* (GAAFR) issued by the Government Finance Officers Association (GFOA) of the United States and Canada
- *Audits of State and Local Government Units*, an industry guide published by the American Institute of Certified Public Accountants (AICPA)
- *Government Auditing Standards* issued by the Controller General of the United States
- *Uniform Budgeting and Accounting Act*, State of Michigan Public Act 2 of 1968
- *Uniform System of Accounting Act*, State of Michigan Public Act 71 of 1919
- *Municipal Finance Act*

2. The County will issue all required financial reports by their established deadlines:

- A comprehensive financial audit including an audit of federal grants according to the United States Office of Management and Budget Circular A-133 will be performed annually by an independent public accounting firm. The firm will express an opinion on the County's financial statements.
- The Comprehensive Annual Financial Report will be issued within six months of the County's fiscal year end.
- 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.
- The Schedule of Federal Financial Assistance (Single Audit) will be issued within nine months of the County's fiscal year end.
- 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.
- 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.

3. 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:

- 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.

County of Ottawa Financial Policies

- The internal control practices of individual departments will be reviewed annually in connection with the annual audit.
- Monthly financial reports including a budget to actual comparison, transaction listing and budget exception report will be provided to departments or departments will have access to such information.
- 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.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

CAPITAL ASSET POLICY

I. POLICY

In order to provide services to the public, the County must procure certain capital assets. Capital assets provide convenient access to County services to the public and enhance the efficiency and effectiveness of Ottawa County employees.

The intent of this policy is to define capital assets, identify the capital project selection process, identify the capital asset financing, and assign responsibility for property planning, control, budgeting and recording.

II. STATUTORY REFERENCES: None

PROCEDURE

1. Capital Assets Defined:

Capital assets fall in two categories: (a) Capital Outlays which includes furniture and equipment purchases with an initial, individual cost of more than \$5,000 (amount not rounded) and an estimated useful life in excess of two years and (b) Capital Projects which generally refer to building construction. Infrastructure assets (e.g., roads, bridges, sidewalks, and similar items), are the responsibility of the County's component units (the Ottawa County Road Commission, Ottawa County Public Utilities, and the Ottawa County Office of the Drain Commissioner). Accordingly, the County Board is not directly involved in the development, analysis and funding requirements for infrastructure assets (see separate policy on infrastructure). All capital assets are recorded in the County's financial statements in accordance with generally accepted accounting principles.

a. Capital Outlays:

County of Ottawa Financial Policies

Capital outlays are usually budgeted out of the Equipment Pool fund (an Internal Service Fund) and rented back to departments over a period of three to five years. The Equipment Pool is used to fund these purchases in order to minimize the impact of these expenditures on the County's budget. Most capital outlay projects are approved in conjunction with the County's annual budget process. Requests for new and replacement equipment (including equipment costing less than \$5,000) are reviewed with the budgets and are included in the budget proposal approved by the Board of Commissioners. Equipment purchases costing less than \$5,000 is expensed wholly in the department budgets.

Capital assets are valued at cost where historical records are available and at an estimated historical cost where no historical records exists. Donated capital assets are valued at their estimated fair market value on the date received. The amount reported for infrastructure includes assets acquired or constructed since 1980. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized. Improvements are capitalized and depreciated over the remaining useful lives of the related capital assets, as applicable.

Depreciation on the capital assets is computed using the straight-line method over the following estimated useful lives:

	<u>Years</u>
Land improvements	25
Office furniture and equipment	5 – 20
Vehicles	3 – 10

The Fiscal Services Department is responsible for maintaining the records, affixing tag numbers, and periodic physical inventories of County capital assets.

b. Capital Projects:

Capital projects non-recurring costs related to the acquisition, expansion or major rehabilitation of a physical County structure. Capital projects exceed \$50,000 and have an estimated useful life of at least ten years, or, if part of an existing structure, an estimated useful life of at least the remaining life of the original structure. The Board of Commissioners must grant approval to all capital projects. To assist the Board in the capital improvement decision making, County administrative staff will:

1. Develop and maintain a capital improvement plan
2. Identify estimated costs and potential funding sources for all capital improvement projects
3. Identify additional operational costs (including debt service) that will

County of Ottawa Financial Policies

- result from the project
4. Ensure that all County projects will be constructed and expenditures incurred for the purpose approved by the Board of Commissioners

Depreciation on the capital assets is computed using the straight-line method over 25-30 years.

2. Financial Planning and Budgeting for Capital Assets:

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.

Because the County has experienced exceptional growth over the last 20 years, previous Boards have established funding mechanisms to help meet the County's capital needs. Capital Outlay needs are met through the Duplicating, Telecommunications, and Equipment Pool funds (Internal Service Funds) and provide a dependable and on-going funding source for routine capital outlay.

To assist with capital projects, the Board established the Public Improvement Fund in 1981 to account for funds set aside for public improvements. In addition, the Board may authorize a fund balance designation in the General Fund to help finance future building projects.

Once the Board of Commissioners has approved a capital project, the Fiscal Services department will incorporate the approved sources and uses of funds applicable to the County's fiscal year into the annual operating budget. This may be a part of the annual budget process or a separate budget adjustment during the year. The Fiscal Services Department is also responsible for monitoring the projects for conformance with approved spending levels.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

County of Ottawa Financial Policies

PURCHASING POLICY

I. POLICY

The County of Ottawa will engage in purchasing activities that are fair and equitable, and which provide the maximum purchasing value for public funds. The County will implement procedures designed to maintain a procurement system of quality and integrity.

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.

1. PROCEDURE

Operational Guidelines

1.1 Application. This Policy applies to the procurement of supplies, goods, equipment, services, and construction entered into by Ottawa County and its constituent departments and agencies, after the effective date of this Policy. It shall apply to every expenditure of public funds by Ottawa County irrespective of the source of the funds. When the procurement involves the expenditure of federal or state assistance or contract funds, the procurement shall be conducted in accordance with any applicable federal or state laws and regulations. Nothing in this Policy shall prevent any public agency from complying with the terms and conditions of any grant, gift, or bequest that is otherwise consistent with law.

1.2 Administration. This Policy shall be administered by the Fiscal Services Director. All Requests for Proposals (RFP) and Requests for Qualifications (RFQ) are administered through the Fiscal Services Department.

1.3 Sales Tax Exemption. The County shall not be charged or pay sales tax. Ottawa County, as a Michigan Municipal Corporation, is exempt from sales tax as provided in Act 167 of Public Acts of 1933. MCL 205.54(7); MSA 7.525(4)(7), and the Michigan Sales and Use Tax Rule, 1979 MAC Rule 205.79, provide that sales to the United States government, the State of Michigan, and their political subdivisions, departments and institutions are not taxable when ordered on a Purchase Order and paid for by warrant on government funds. In the alternative, the government may claim exemption at the time of purchase by providing the seller with a signed statement to the effect that the purchaser is a governmental entity. This position was affirmed by the Michigan Department of Treasury through its Revenue Administrative Bulletin 1990-32, approved on October 11, 1990.

The issuance of an Ottawa County Purchase Order or a Michigan Sales Tax Exemption Certificate does not, by itself, mandate the seller to exempt the sale.

County of Ottawa Financial Policies

Therefore, all departments, divisions, and Elected Officials shall utilize Ottawa County's Purchase Order and accounts payable system to the fullest extent possible when purchasing and paying for tangible personal property while still adhering to the other provisions within this Purchasing Policy.

1.4 Emergency Purchases. Whenever there is an imminent threat to the public health, safety or welfare of the County or its citizens, the Chairman of the Board of Commissioners or the County Administrator, in his/her absence, may authorize the award of a contract, utilizing competition as may be practical and reasonable under the circumstances, for the emergency purchase of supplies, materials, equipment, services or construction. Such purchase must be reported to the County Commissioners as soon as possible, under the provisions of the Ottawa County Emergency Services Resolution.

1.5 Cooperative Purchasing. The County may join in cooperative purchasing arrangements with the State of Michigan, public school systems, and other government units.

1.6 Governmental Pricing. The County may accept extended governmental pricing, if it is determined by the Fiscal Services Director or the Board of Commissioners to be cost-effective and in the County's best interest.

1.7 Gratuities, Personal Benefits, and Kickbacks. It shall be a violation of this Policy for any person to offer, give or agree to give any County employee or former County employee, or for any County employee or former County employee to solicit, demand, accept or agree to accept from another person, a gratuity, personal benefit, or kickback in connection with any purchasing or contracting decision.

1.8 Failure to Follow Policy. The County shall not be responsible for the costs of goods and services ordered or purchased by any County official or employee that are not obtained in accordance with this policy. Contracts negotiated outside of this policy will be considered invalid and non-binding.

2. STANDARDS FOR PROCUREMENT

2.1 Procurement Procedures:

The procurement procedure to be used is determined by the dollar amount of the procurement. Contracts or purchases shall not be artificially divided to circumvent the purchasing procedures in this policy. An aggregate of regular, reoccurring purchases shall be determined on an annual basis; (for example: gasoline, paper products, cleaning supplies, ammunition, etc.).

- a. Purchases from \$0.01 to \$999.99:

County of Ottawa Financial Policies

1. Purchases in this dollar amount are made by the department head and do not have to be by competition. Vendor selection and pricing should be reviewed annually for adequate and reasonable competition. A purchase order is not required.
- b. Purchases from \$1,000.00 to \$19,999.99
1. Purchases in this dollar amount shall be by competition. A minimum of three (3) quotes are required to process a purchase requisition. The quotes should be obtained in writing, and must be typed on the purchase requisition form. Award shall be made to the qualified vendor offering the best value in the opinion of the Fiscal Services Director.
 2. If a department wishes to use specific vendors without obtaining quotes, departments must provide justification for the single vendor (i.e. vendor already has plates for printing; vendor is familiar with equipment, etc.) by completion of a sole source form.
- c. Purchases for \$20,000.00 and up:

Purchases shall be by formal "Competitive Sealed Bid," or "Request for Proposal" and may be subject to negotiation after bid award.

2.2. Competitive Sealed Bidding

(1) Conditions for Use. All procurement contracts of the County shall be awarded by competitive sealed bidding, except as otherwise provided in this Policy.

(2) Invitation for Bids. An invitation for bids shall be issued and shall include specifications, and all contractual terms and conditions applicable to the procurement.

(3) Public Notice. Public notice of the invitation for bids shall be given a reasonable time prior to the bid submission date set forth therein. Such notice may include publication in a newspaper of general circulation and/or online media for a reasonable time as determined by the Fiscal Services Director prior to the bid opening. The public notice shall state the place, date and time of bid opening, and shall be in a format approved by the Fiscal Services Director.

(4) Bid Opening. Bids shall be opened publicly in the presence of one or more witnesses following the deadline set for the submission of bids at the time and place designated in the invitation for bids. The County shall hold a public bid opening when required by law, or when in the opinion of the Fiscal Services Director, a public bid opening is in the interest of the County. The amount of each bid, and such other relevant information as the Fiscal Services Director deems appropriate, together with the name of each bidder shall be recorded. The record and each bid shall be open to public inspection in accordance with Act 442 of the Public Acts of 1976, MCL 15.231 et seq.

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(5) Bid Acceptance and Bid Evaluation. Bids shall be evaluated based on the requirements set forth in the invitation for bids, which may include criteria to determine acceptability such as inspection, testing, quality, workmanship, experience, delivery, warranty, and suitability for a particular purpose. Bids which do not comply with all criteria set forth in the invitation to bid may be subject to disqualification.

(6) Correction or Withdrawal of Bids; Cancellation of Awards. Correction or withdrawal of inadvertently erroneous bids before or after bid opening, or cancellation of awards or contracts based on such bid mistakes, may be permitted in the sole discretion of Ottawa County. Mistakes discovered before bid opening may be modified or withdrawn by written notice received in the office designated in the invitation for bids, prior to the time set for bid opening. After bid opening, corrections in bids shall be permitted only to the extent that the bidder can show by clear and convincing evidence, as determined by the Fiscal Services Director, that a mistake of a nonjudgmental character was made.

(7) Award. The contract shall be awarded by appropriate notice to the responsible and responsive bidder whose bid meets the requirements and response selection criteria set forth in the invitation for bids. Nothing in the award process shall prevent the Fiscal Services Director from acting in the County's best interest when making the bid award, including awarding the bid to other than the low bidder, using a quality based selection process. No contract or purchase order shall knowingly be entered into with any company or business which is in bankruptcy or receivership. In the event the bid for a project exceeds available funds, the Fiscal Services Director is authorized to negotiate an adjustment of the bid price when time or economic considerations preclude resolicitation of work of a reduced scope, in order to bring the bid within the amount of available funds.

2.3 Request for Proposal (RFP)

(1) Conditions for Use. When the Fiscal Services Director determines that the use of competitive sealed bidding is either not practicable or not advantageous to the County, a contract may be entered into by use of competitive sealed requests for proposals (RFP).

(2) Request for Proposal. Proposals shall be solicited through a (RFP).

(3) Public Notice. Adequate public notice of the (RFP) shall be given in the same manner as provided in Section 2.2(3), (Competitive Sealed Bidding, Public Notice).

(4) Receipt of Proposals. No proposal shall be handled so as to permit disclosure of the identity of an offeror or the content of any proposal to competing offerors until the time for the public opening of bids or proposals or if a public opening is not to be conducted, until the deadline for submission of bids or proposals has expired. A register of proposals shall be prepared containing the name of each offeror, the number of modifications received, if any, and a description sufficient to identify the item offered.

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(5) Evaluation Factors. The request for proposal may state the relative importance of price and other evaluation and selection criteria, and may include specific criteria detailing a quality-based method of determining and selecting the best bid.

(6) Responsible Offerors and Revisions of Proposals. As provided in the (RFP), discussions may be conducted with responsible offerors to assure understanding of, and conformance to, the solicitation requirements. Responsible offers shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals and such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. In conducting discussions, there shall be no disclosure of the identity of competing offerors or of any information derived from proposals submitted by competing offerors.

(7) Award. Award shall be made to the responsible offeror whose proposal is determined to be the most advantageous to the County, as determined by the Fiscal Services Director, taking into consideration price and the evaluation criteria set forth in the request for proposals.

PURCHASING SUMMARY

AMOUNT OF PURCHASE	LINE ITEM BUDGETED FUNDS NECESSARY	CONTACT TO INITIATE PURCHASE	TYPE OF QUOTE NEEDED	AWARD AUTHORIZATION REQUIRED BY	PURCHASE ORDER REQUIREMENT
\$20 AND UNDER / PETTY CASH	YES	DEPARTMENT HEAD	N/A	DEPARTMENT HEAD	NO
LESS THAN \$1,000	YES	DEPARTMENT HEAD	N/A	DEPARTMENT HEAD	NO
\$1,000 – 19,999	YES	FISCAL SERVICES	3 VERBAL, DOCUMENTED OR WRITTEN	FISCAL SERVICES DIRECTOR	YES
\$20,000 <i>OR GREATER</i>	YES	FISCAL SERVICES	SEALED BIDS, RFP, RFQ	FISCAL SERVICES DIRECTOR	YES
RECEIVING	DEPARTMENT HEADS ARE RESPONSIBLE FOR DETERMINING THE PROPER QUANTITY AND QUALITY OF GOODS RECEIVED BEFORE FORWARDING THE INVOICE FOR PAYMENT BY THE COUNTY.				

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2.4 Request for Qualifications (RFQ)

When it is considered impractical to initially prepare a purchase description to support an award based on price, and/or where the capability of the prospective proposers or bidders are uncertain, a request for qualifications (RFQ) may be issued. Once the prospective bidders/offerors have submitted their responses to the RFQ and have been determined to be technically acceptable and qualified to perform, then an invitation to bid or RFP may be issued to the qualified bidders/offerors.

2.5 Sole Source Procurement

A contract may be awarded, without competition, when the Fiscal Services Director determines, in writing, after conducting a good faith review of available sources, that there is only one appropriate source, and/or, when it is in the best interest of the County to choose the one appropriate source, for the required supply, equipment, service, or construction item. The Fiscal Services Director, or the soliciting agency/department, where delegated by the Fiscal Services Director, shall conduct negotiations, as appropriate, as to price, delivery, and terms.

2.6 Emergency Procurements

Notwithstanding any other provisions of this Policy, as provided for under the Ottawa County Emergency Services Resolution the Fiscal Services Director may make, or authorize others to make emergency procurements of supplies, services, or construction items, as directed by the Chairman of the Board of Commissioners or the County Administrator, when there exists a threat to public health, safety, or welfare, or where it is in the County's best interest to do so, provided that such emergency procurements shall be made with such competition as is practicable under the circumstances, and shall be documented in writing.

2.7 Cancellation of Bids or Requests for Proposals

A bid or a request for proposal, or other solicitation, may be cancelled, or any or all bids or proposals may be rejected in whole or in part, as may be specified in the solicitation, when it is in the best interest of the County, as determined by the Fiscal Services Director. Each solicitation issued by the County shall state that the solicitation may be cancelled and that any bid or proposal may be rejected in whole or in part when it is in the best interest of the County.

2.8 Rejection of all Bids or Offerors; Responsibility of Bidders or Offerors

It shall be within the discretion of the Fiscal Services Director not to award a contract to a bidder or offeror for any reason, including a determination that the party is not a responsible bidder or offeror.

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2.9 Bid, Payment, and Performance Bonds on Contracts

To protect the County's interests, bid surety, payment bonds, or performance bonds or other security may be required for contracts in conformance with State law, as determined by the Fiscal Services Director. Any such requirements shall be set forth in the solicitation. Bid or performance bonds shall not be used as a substitute for a determination of a bidder or offeror's responsibility. Financial statements or performance bonds may be required from any company, if deemed appropriate by the Fiscal Services Director.

2.10 Types of Contracts

(1) General Authority. Subject to the limitations of this Section, the "Ottawa County Contracting Policy," and/or subject to approval by the Ottawa County Board of Commissioners any type of contract which is appropriate to the procurement and which will promote the best interest of the County may be used. A cost reimbursement contract may be used only when a determination is made that such contract is likely to be less costly to the County than any other type, or it is not practicable to obtain the supply, equipment, service, or construction item required except under such a contract.

(2) Multi-Term Contracts:

(a) Specified Period. Unless otherwise provided by law, a contract may be entered into for any period of time deemed to be in the best interests of the County. Payment and performance obligations shall be subject to the availability and appropriation of funds.

(b) Determination Prior to Use. Prior to the utilization of a multi-term contract, it shall be determined:

(i) that needs of the County and the contract price are reasonably firm and continuing; and,

(ii) that such a contract will serve the best interests of the County by encouraging effective competition or otherwise promoting economies in County procurement.

(c) Cancellation Due to Unavailability of Funds in Succeeding Fiscal Periods. When funds are not appropriated or otherwise made available to support continuation of performance in a subsequent fiscal period, the contract shall be subject to cancellation.

2.11 Contract Clauses and Their Administration

(1) Contract Clauses. All County contracts shall include provisions necessary to define the responsibilities and rights of the parties to the contract. The Fiscal Services Director, pursuant to the Ottawa County Contracting Policy, may issue clauses appropriate for particular contracts, addressing among others, the following subjects:

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- (a) the unilateral right of the County to order, in writing, changes in the work within the scope of the contract;
- (b) the unilateral right of the County to order, in writing, the temporary stoppage of the work or delaying performance that does not alter the scope of the contract;
- (c) variations occurring between estimated quantities of work in the contract and actual quantities;
- (d) defective pricing;
- (e) liquidated damages;
- (f) specified excuses for delay or nonperformance;
- (g) termination of the contract for default;
- (h) termination of the contract in whole or in part for the convenience of the County;
- (i) suspension of work on a project;
- (j) site conditions differing from those indicated in the contract, or ordinarily encountered, except that differing site conditions need not be included in a contract:
 - (i) when the contract is negotiated;
 - (ii) when the contractor provides the site or design; or
 - (iii) when the parties have otherwise agreed with respect to the risk of differing site conditions.
- (k) warranty clauses, including warranty of fitness for a particular purpose;
- (l) failure to meet contracted-for performance objectives.

(2) Price Adjustments. Adjustments in price resulting from the use of contract clauses required by Subsection (1) of this Section shall be computed by one or more of the following ways:

- (a) by agreement on a fixed price adjustment before commencement of the pertinent performance or as soon thereafter as practicable;
- (b) by unit prices specified in the contract or subsequently agreed upon;
- (c) by the cost attributable to the events or situations under such clauses with adjustment of profit or fee, all as specified in the contract or subsequently agreed upon;
- (d) in such other manner as the contracting parties may mutually agree; or

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(e) in the absence of agreement by the parties, by a unilateral determination by the County of the costs attributable to the events or situations under such clauses with adjustment of profit or fee as computed by the County, as accounted for in accordance with generally accepted accounting principles and subject to the provisions of Article VI (Appeals and Remedies).

(3) Standard Clauses and Their Modification. Pursuant to the Ottawa County contracting policy, the Fiscal Services Director may establish standard contract clauses for use in County contracts. If the Fiscal Services Director establishes any standard clauses addressing the subjects set forth in Subsection (1) of this Section, such clauses may be varied provided that the circumstances justify such variations.

2.12 Contract Administration

The assigned County oversight agency, shall provide assessments to the Fiscal Services Director and shall oversee contract administration to ensure that a contractor is performing in accordance with the solicitation and proposal under which the contract was awarded, and according to the terms and conditions of the contract.

2.13. Right to Inspect Place of Business, etc.

The County may inspect the place of business or work site of a contractor or subcontractor at any time, if such inspection *is* pertinent to the performance of any contract awarded or to be awarded by the County.

2.14 Right to Audit Records

(1) Audit of Cost or Pricing Data. The County may audit the books and records of any contractor that has submitted cost or pricing data as a part of its bid or proposal, for three (3) years from the date of final payment under the contract.

(2) Contract Records to Be Maintained. The County shall be entitled to audit the books and records of a contractor or a subcontractor at any time under any contract or subcontract, other than a firm fixed-price contract, to the extent that such books, documents, papers, and records are pertinent to the performance of such contract or subcontract. Such books and records shall be maintained by the contractor for a period of three (3) years from the date of final payment under the prime contract and by the subcontractor for a period of three (3) years, or longer if required, from the date of final payment under the subcontract.

2.15 Reporting of Anti-competitive Practices

When for any reason collusion or other anti-competitive practices are suspected among any bidders or offerors, the Fiscal Services Director shall give notice of the relevant facts to the Ottawa County Corporation Counsel.

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2.16 County Procurement Records

(1) **Bid File.** All determinations and other written records pertaining to the solicitation and award of a contract shall be maintained by the Fiscal Services Director in a bid file.

(2) **Retention of Procurement Records.** All procurement records shall be retained and disposed of by the County in accordance with the appropriate Records Retention Schedules.

3. SPECIFICATIONS

3.1 Maximum Practicable Competition

Specifications shall be written so as to promote overall economy for the purposes intended and to encourage competition in satisfying the County's needs, while still providing a fair opportunity to all qualified vendors. The policy enunciated in this Section applies to all specifications prepared by County staff or prepared by others on the County's behalf.

3.2 "Brand Name or Equal" Specification

(1) "Brand name or equal" specifications may be used when the Fiscal Services Director determines that use of a "brand name or equal" specifications is in the County's best interest.

(2) The Fiscal Services Director shall seek to identify sources from which the designated brand name item or items may be obtained and shall solicit such sources to achieve whatever degree of price competition is practicable. If only one source can supply the requirement, the procurement shall be made under Section 2.5 (Sole Source Procurement).

3.3 Nondiscrimination

Every contract or purchase order issued by the County shall be entered into under provisions which requires the contractor, subcontractor or vendor not to discriminate against any employee or applicant for employment because of his/her race, religion, sex, color, national origin, height, weight, handicap or marital status.

4. PROCUREMENT OF CONSTRUCTION SERVICES

4.1 Responsibility for Selection of Methods of Construction Contracting Management

The Fiscal Services Director shall have discretion to select the method of construction contracting management for a particular project. In determining which method to use, the Fiscal Services Director shall consult with the appropriate County officials, consider the County's requirements, its resources, the project type and scope, and the potential contractor's capabilities.

County of Ottawa Financial Policies

4.2 Bid Security

(1) Requirement for Bid Security. Bid security may be required for competitive sealed bidding, for construction contracts when the price is estimated to exceed \$50,000. Bid security shall be a bond provided by a surety company authorized to do business in the State of Michigan, or the equivalent in cash, or otherwise supplied in a form satisfactory to the County. Nothing herein shall prevent the requirement of such bonds on construction contracts under \$50,000 when the circumstances warrant.

(2) Amount of Bid Security. Bid security shall be in an amount equal to at least 5% of the amount of the bid.

(3) Rejection of Bids for Noncompliance with Bid Security Requirements. When the invitation for bids requires security, the bid may be rejected for non-compliance.

(4) Withdrawal of Bids. If the bidder is permitted to withdraw the bid before award as provided in Section 2.2(6) (Competitive Sealed Bidding; Correction or Withdrawal of Bids, Cancellation of Awards), no action shall be taken against the bidder or the bid security.

4.3 Contract Performance and Payment Bonds.

(1) Bond Amounts: When Required. When a construction contract is awarded the following bonds or security may be required and shall become binding on the parties upon the execution of the contract:

(a) A performance bond satisfactory to the County, executed by a surety company authorized to do business in the State of Michigan, or otherwise secured in a manner satisfactory to the County, in an amount equal to 100% of the price specified in the contract; and

(b) A payment bond satisfactory to the County, executed by a surety company authorized to do business in the State of Michigan, or otherwise secured in a manner satisfactory to the County, for the protection of all persons supplying labor and material to the contractor or its subcontractors for the performance of the work provided for in the contract. The bonds shall be an amount equal to 100% of the price specified in the contract.

(2) Authority to Require Additional Bonds. Nothing in this Section shall be construed to limit the authority of the County to require a performance bond or other security in addition to those bonds, or in circumstances other than specified in Subsection (1) of this Section.

(3) Actions on Payment Bonds; Where and When Brought. Unless otherwise required by law, every action instituted upon a payment bond shall be brought in a court of competent jurisdiction within Ottawa County.

County of Ottawa Financial Policies

4.4 Fiscal Responsibility

Every contract modification, change order, or contract price adjustment which exceeds the authorized contract amount, plus contingency of the total contract amount under a construction contract with the County, shall be subject to the applicable County policies.

5. SUSPENSIONS

5.1 Authority to Suspend

The Fiscal Services Director, upon consultation with the Office of Corporation Counsel, is authorized to suspend a person from consideration for award of contracts. The suspension shall be for a period of not more than three years. The guidelines for making a suspension include, but are not limited to any one or more of the following:

- (1) conviction of a person for commission of a criminal offense as an incident to obtaining or attempting to obtain a public or private contract or subcontract, or in the performance of such contract or subcontract, or pending, unresolved charges thereof;
- (2) conviction of a person under state or federal statutes of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or any other offense indicating a lack of business integrity or business honesty which seriously and directly affects responsibility as a County contractor, or pending, unresolved charges thereof;
- (3) conviction of a person under state or federal statutes arising out of the submission of bids or proposals, or pending, unresolved charges thereof;
- (4) violation of contract provisions, as set forth below, of a character which is regarded by the Fiscal Services Director to be so serious as to justify suspension:
 - (a) deliberate failure without good cause to perform in accordance with the specification or within the time limit provided in the contract; or
 - (b) a record of failure to perform or of unsatisfactory performance in accordance with the terms of one or more contracts.
- (5) any other cause the Fiscal Services Director determines to be so serious and compelling as to affect responsibility as a County contractor, including suspension or termination by another governmental entity for any cause substantially similar to those listed in this Section; and
- (6) violation of the standards set forth in Article VII (Ethics in Public Purchasing/Contracting).

County of Ottawa Financial Policies

5.2 Notice to Suspend

The Fiscal Services Director shall issue a written notice to suspend.

5.3 Finality of Decision

A notice under Section 5.2 (Notice to Suspend) shall be final and conclusive.

6. APPEALS AND REMEDIES

6.1 Bid Protests

Any actual or prospective bidder, offeror, or contractor who is aggrieved in connection with the solicitation or award of a contract may protest to the County Administrator. Aggrieved persons are urged to seek resolution of their complaints initially with the appropriate Department Head and/or the Fiscal Services Director. A protest with respect to an invitation for bids or request for proposals shall be submitted in writing within seven (7) calendar days of the date the contract is awarded. The County Administrator and the Chairperson of the Board shall make a determination on the merits of the protest, and, if appropriate, determine a remedy, and that determination shall be final and conclusive.

6.2 Contract Claims

(1) Claims By a Contractor. All claims by a contractor against the County relating to a contract, except bid protests, shall be submitted in writing to the Fiscal Services Director. The contractor may request a conference with the Fiscal Services Director on the claim. Claims may include, without limitation, disputes arising under a contract, and those based upon breach of contract, mistake, misrepresentation, or other cause for contract modification or rescission.

(2) Notice of Decision. The decision of the Fiscal Services Director shall be issued in writing, and shall be mailed or otherwise furnished to the contractor.

(3) Contractor's Right to Appeal. The Fiscal Services Director's decision shall be final and conclusive unless, within seven (7) calendar days from the date of receipt of the decision, a written appeal *is received by* the County Administrator. The County Administrator and the Chairperson of the Board shall make a determination on the merits of the appeal, and, if appropriate, determine a remedy, and those determinations shall be final and conclusive.

(4) Failure to Render Timely Decision. If the Fiscal Services Director does not issue a written decision regarding any contract controversy within seven (7) calendar days after written request for a final decision or within such longer period as may be agreed upon between the parties, then the contractor shall file an appeal with the County Administrator.

County of Ottawa Financial Policies

6.3 Authority of the Fiscal Services Director to Settle Bid Protests and Contract Claims

The Fiscal Services Director is authorized to settle any protest regarding the solicitation or award of a County contract, or any claim arising out of the performance of a County contract, prior to an appeal to the County Administrator.

6.4 Remedies for Solicitations or Awards in Violation of Law

(1) Prior to Bid Opening or Closing Date for Receipt of Proposals. If prior to the bid opening or the closing date for receipt of proposals, the Fiscal Services Director, after consultation with the Office of Corporation Counsel, determines that an invitation to bid or RFP is in violation of applicable law, it shall be canceled or revised to comply with applicable law.

(2) Prior to Award. If, after bid opening or the closing date for receipt of proposals, the Fiscal Services Director, after consultation with the Office of Corporation Counsel, determines that an invitation to bid or RFP, or a proposed award of a contract is in violation of applicable law, then the invitation to bid, RFP, or proposed award shall be canceled.

(3) After Award. If, after an award, the Fiscal Services Director, after consultation with the Office of Corporation Counsel, determines that an invitation to bid, RFP, or award of a contract was in violation of applicable law, then the contract shall be modified to be consistent with the law, or shall be terminated.

(4) Reservation of Right to Sue for Damages; Equitable Relief. Nothing herein shall prohibit, impair or bar the County's right, to sue for damages or equitable relief, in addition to the remedies set forth herein.

(5) Venue. Any action filed by any party for relief on a determination under the terms of this Policy shall be filed in a court of competent jurisdiction within Ottawa County.

7. ETHICS IN PUBLIC PURCHASING/CONTRACTING

7.1 Criminal Penalties

To the extent that violations of the ethical standards of conduct set forth in this Policy constitute violations of federal statutes or Michigan law, they shall be punishable as those statutes provide therein. Such penalties shall be in addition to the civil and administrative sanctions set forth in this Policy.

7.2 Employee's Duty to Abide by County Policies

County employees shall abide by existing County policies including, but not limited to, policies regarding conflict of interest, gratuities or "kickbacks" and confidential information.

County of Ottawa Financial Policies

8. EQUIPMENT DISPOSITION/DISPOSAL

8.1 Equipment Disposition

Equipment, supplies or other County property which have been determined by the Department Head or the Fiscal Services Director to be obsolete, worn out or no longer needed, shall be disposed of in the following manner:

(1) For Items \$5,000 or greater (Original Cost).

(a) Disposal shall be by auction, sealed bid, public offering or any other method the Fiscal Services Director deems to be in the County's best interest.

(b) A file shall be maintained by the Fiscal Services Director containing the following information on each item disposed of:

(i) Item Description

(ii) Tag number

(iii) Original Cost and Date of Purchase if available

(iv) Date of Transfer or Sale

(v) Dollar Amount Received at Sale

(vi) Method of Transfer - Auction, Sealed Bid, Public Offering, Other.

(2) For Items Under \$5,000 (Original Cost) or Lost, Stolen, Unclaimed and Other Property.

(a) the Fiscal Services Director shall dispose of these items in a manner which encourages competition and/or as appropriate for the situation.

(b) a file shall be maintained by the Fiscal Services Director indicating the date, amount of sale, and a description of the item sold, according to an applicable records retention schedule.

9. DEFINITIONS

9.1 Whenever applicable, this Policy shall utilize the following definitions:

(1) "Brand Name or Equal" Specification. A specification limited to one or more items by manufacturers' names or catalogue numbers to describe the standard of quality, performance, and other salient characteristics needed to meet County requirements and which provides for the submission of equivalent products.

(2) Brand Name Specification. A specification limited to one or more items by manufacturers' names or catalogue numbers.

County of Ottawa Financial Policies

(3) Business. Any corporation, partnership, individual, sole proprietorship, joint stock company, joint venture, or any other private legal entity.

(4) Competitive Sealed Bids. As determined by the Fiscal Services Director, the process of receiving two or more sealed bids, responses, or proposals submitted by responsive vendors.

(5) Confidential Information. Any information which is available to an employee only because of the employee's status as an employee of the County and is not a matter of public knowledge or available to the public on request.

(6) Construction. The process of building, altering, repairing, improving, or demolishing any public structure or building, or other public improvements of any kind to any public real property. It does not include the routine operation, routine repair, or routine maintenance of existing structures, buildings, or real property.

(7) Contract. All types of County agreements, regardless of what they may be called, for the procurement of supplies, equipment, services, or construction.

(8) Contractor. Any person having a contract with the County or any agency thereof.

(9) Cost-Reimbursement Contract. A contract under which a contractor is reimbursed for costs which are allowable and allocable in accordance with the contract terms and the provisions of this Policy, and a fee or profit, if any.

(10) Employee. An individual drawing a salary or wages from the County, whether elected or not; any non-compensated individual performing personal services for the County or any department, agency, commission, council, board, or any other entity established by the executive or legislative branch of the County.

(11) Gratuity. A payment, loan, subscription, advance, deposit of money, service, or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value is received.

(12) Invitation for Bids. All documents, whether attached or incorporated by reference, utilized for soliciting sealed bids.

(13) Person. Any individual, business (including the partners, officers, directors, agents, employees and individual members of the business, or any combination thereof), union, committee, club, other organization, or group of individuals.

(14) Procurement. The buying, purchasing, renting, leasing, or otherwise acquiring of any supplies, equipment, services, or construction. It also includes all functions that pertain to the obtaining of any supply, service, or construction including description of requirements, selection, and solicitation of sources, preparation and award of contract, and all phases of contract administration.

County of Ottawa Financial Policies

(15) Request for Proposals (RFP). All documents and other materials, whether attached or incorporated by reference, intended by Ottawa County to be utilized for soliciting proposals.

(16) Request for Qualifications (RFQ). As determined by the Fiscal Services Director, the process of receiving proposals, documents, specifications, recommendations, samples, records, brochures, or personnel information, to establish that an offeror is fully qualified to provide a particular good or service in accordance with anticipated contract standards, requirements, and specifications.

(17) Responsible Bidder or Offeror. A person who has the capability in all respects to perform fully the contract requirements, and the tenacity, perseverance, experience, integrity, reliability, capacity, facilities, equipment, and credit which will assure good faith performance.

(18) Responsive Bidder. A person who has submitted a bid which conforms in all material respects to the requirements set forth in the invitation for bids.

(19) Services. The furnishing of labor, time, or effort by a contractor, not involving the delivery of a specific end product other than reports which are merely incidental to the required performance. This term shall not include employment agreements or collective bargaining agreements.

(20) Specification. Any description of the physical or functional characteristics or of the nature of supplies, services, or construction items. It may include a description of any requirement for inspecting, testing, or preparing a supplies, equipment, services, or construction items for delivery.

(21) Subcontractor. A person providing supplies, services, or construction items to or for the benefit of the County, pursuant to a contract with a person who has a direct contract with the County.

(22) Equipment. All fungible, non-consumable personal property.

(23) Supplies. All consumable goods purchased by Ottawa County, materials, printing, insurance, and leases of personal property, excluding land or a permanent interest in land.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

County of Ottawa Financial Policies

ACCOUNTS PAYABLE AUDIT POLICY

I. POLICY

Accounts Payable will be reviewed and certified by the responsible elected and administrative officials prior to payment approval by the Board of Commissioners, to assure the prompt payment of invoices and the financial integrity of Ottawa County government. The Fiscal Services Department may pay accounts payable prior to approval by the Board to avoid finance or late charges and to pay appreciated amounts and payroll (including related payroll taxes and withholdings).

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 the Public Acts of 1851, as amended.

PROCEDURE

1. Prior to a meeting of the Board of Commissioners, the Administrator, County Treasurer, and Fiscal Services Director, or their designees, will review the Accounts Payable Paid Invoices Report and any supporting invoices.
2. The Administrator and the County Treasurer, or in their absence, their designees, will prepare a certification in the form attached, with a copy to be attached to the archived copy of the Accounts Payable Paid Invoices Report, attesting to their review of the Accounts Payable listing and to the appropriateness of the accounts submitted for payment. The Report will indicate any invoices paid prior to Board approval. The certification will identify any accounts which, in the opinion of the Administrator or the Treasurer, merit detailed inquiry and review by the Board.
3. The Board, at all times, retains the right to review the Accounts Payable printout and supporting invoices in complete detail, and to question and investigate the merits of any claim submitted for payment.

County of Ottawa Financial Policies

CERTIFICATION OF ACCOUNTS PAYABLE

We hereby certify that we have received the Accounts Payable printout dated: _____
and found it to be in good order and appropriate for confirmation by the Board of
Commissioners.

We believe the following accounts and requests for payment merit further discussion and
inquiry:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____

Respectfully submitted,

Bradley Slagh
Ottawa County Treasurer

Alan G. Vanderberg
Ottawa County Administrator

County of Ottawa Financial Policies

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

AUTOMATIC CLEARING HOUSE (ACH) AND ELECTRONIC TRANSACTIONS OF PUBLIC FUNDS POLICY

I. POLICY

The County of Ottawa may engage in Automatic Clearing House (ACH) transactions under the terms of this Policy and the procedures and protocols established by the Ottawa County Treasurer, according to the terms of Act 738 of the Public Acts of 2002, MCLA 124.301 et seq.

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 the Public Acts of 1851, as amended. The County of Ottawa may engage in Automatic Clearing House Transactions according to the terms of MCLA 124.301 et seq.

PROCEDURE

- 1. Authority to Enter Into ACH Agreements and Electronic Transfer of Public Funds:** The County Treasurer may enter into ACH agreements and engage in the electronic transfer of public funds as provided for by Act 738. All ACH Agreements entered into by the County Treasurer shall be reviewed and approved according to the standard Ottawa County policies and procedures for the approval of contracts.
- 2. Responsibility for ACH Agreements:** The County Fiscal Services Director shall be responsible for all ACH agreements, including payment approval, reporting, and general oversight of compliance with this Policy. For all ACH transactions, the Fiscal Services Director shall submit to the Ottawa County Board of Commissioners documentation detailing the good or services purchased, the cost of goods or services, the date of the payment, and the department levels serviced by payment. This report may be contained in the electronic general ledger software system or in a separate report to the Ottawa County Board of Commissioners.
- 3. Internal Accounting Controls to Monitor Use of ACH Transactions:**
 - a. The County Treasurer, County Administrator, or his/her designee and the Fiscal Services Director shall jointly determine those invoices to be paid by ACH or electronic transfers.

County of Ottawa Financial Policies

b. Upon receipt of an invoice of payment for accounts payable by ACH or electronic transfer, the Fiscal Services Director or his/her designee shall approve payment and notify the County Treasurer of the date of debit to Ottawa County's bank accounts. Invoices paid by this method may include utility and recurring lease payments. These payments shall be included on the report of payments to the Ottawa County Board of Commissioners. All invoices approved by the Fiscal Services Director or his/her designee and payable by ACH or electronic transfer may be paid in that manner through the County Treasurer's Office if approved by the County Administrator and deemed in the best interest of the County.

c. For payment of State and Federal payroll taxes, the County Treasurer shall initiate payment to the proper authority upon receipt of the information from the Accounting Director or his/her designee using the established EFTPS and state program.

d. For deposits, including deposits from state, county, and/or federal authorities, and from third-party payment processors, (e.g., banks, vendors), the County Treasurer shall obtain the amount of the deposit and send an advice to the Fiscal Services Director or his/her designee, as may be necessary.

e. All invoices shall be held by the Fiscal Services Director or is/her designee along with copies of payment advices, according the standard Ottawa County policies therefore. Internal controls are subject to ongoing review for appropriateness and compliance and during the annual audit process.

f. This Policy shall not govern ACH and electronic transfers of surplus funds by the Treasurer's Office for investment purposes, which shall be governed by separate investment policies, procedures, and protocols.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

Use of Credit Cards to Pay Bills and Purchase Goods and Services from Ottawa County and the Ottawa County Courts Policy

I. POLICY

For the convenience of the public, the use of nationally recognized credit cards (Mastercard, Visa, Discover, American Express) shall be permitted to pay bills with Ottawa County and the Ottawa County Courts and to purchase goods and services from Ottawa County and the Ottawa County Courts, in instances where a sufficient number of transactions are likely to occur to justify the administrative, equipment, and software costs of providing for credit card usage

County of Ottawa Financial Policies

and/or where the cost of providing for the use of credit cards by the public can be recovered by the County. Adoption of this Policy is authorized by Act 280 of the Public Acts of 1995, MCLA 129.221 et seq.

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 at MCL 129.221 et seq.

PROCEDURE

1. A proposal to authorize the use of credit cards may be initiated by a department head, a court administrator, or by the County Administrator. All proposals shall be presented to the County Administrator or his/her designee, and to the County Treasurer, in writing.
2. The use of credit cards by the public to pay bills with the County and the Ottawa County Courts and to purchase goods and services from the County and the Ottawa County Courts shall be approved in instances where it is determined that a sufficient number of transactions will occur to cover the contract, administrative, equipment and/or software costs of accepting payment by credit cards for those transaction, or where an alternative method of recovering the cost of providing this service is established by the County. The approval shall be in writing, and shall specify the bills, goods, or services for which payment by credit cards is permitted.
3. The County may contract with third-party service providers to provide the public with goods and services from Ottawa County and the Ottawa County Courts utilizing nationally recognized credit cards. In appropriate instances, credit card transactions may be handled by the service provider, not by Ottawa County.
4. All contracts with credit card companies and other service providers under this Policy shall be reviewed and approved according to the standard Ottawa County policies and procedures for the approval of contracts.
5. The County will be responsible for the security of credit card information provided.
6. The County Treasurer, will develop forms, procedures, and protocols necessary to implement this Policy.

County of Ottawa Financial Policies

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

INVESTMENT POLICY

I. POLICY

It is the policy of the County of Ottawa to manage public funds in a manner which will provide the highest investment return with maximum security, while meeting the daily cash flow demands of the County and conforming to all State statutes and local resolutions governing the investment of public funds.

The intent of the Investment Policy of the County of Ottawa is to define the parameters within which the County's funds are to be managed. The County recognizes its responsibilities with respect to the use and custody of public funds.

As a result of changes in the market or State statute, current holdings could exceed the guidelines of this policy. Whenever that occurs, notice will immediately be provided by the Ottawa County Treasurer to the Administration and Finance Committee and appropriate action taken.

The comprehensive policy will define the following:

- Scope of policy
- Investment objectives
- Prudence
- Authority
- Ethics and conflicts of interest
- Authorized financial dealers and institutions
- Authorized and suitable investments
- Maturities and diversification
- Safekeeping of investments
- Cash management
- Accounting
- Internal controls
- Investment performance and reporting
- Investment Policy adoption

Questions regarding this policy should be directed to

County of Ottawa
Office of the County Treasurer
(616) 846-8230

County of Ottawa Financial Policies

II. STATUTORY REFERENCES

Act 20 of the Public Acts of 1943, as amended, MCL 129.91 et seq.

RESOLUTIONS ON FILE

Resolution to Authorize Investment of County Funds

Resolution to Authorize the Deposit and Investment of County Road Commission Funds

Resolution to Authorize the Deposit and Investment of County Drain Commission Funds

SECTION I. SCOPE

The Investment Policy applies to all County funds held by the County other than pension funds; deferred compensation funds; the Ottawa County, Michigan Insurance Authority; the Ottawa County Building Authority; the Ottawa County Central Dispatch Authority; and certain funds of the District Court, Friend of the Court, Mental Health, and Social Services. These assets are accounted for in the County's annual financial report and include:

- General Fund
- Special Revenue Funds
- Debt Service Funds
- Capital Projects Funds
- Enterprise Funds
- Internal Service Funds
- Trust and Agency Funds

SECTION II. INVESTMENT OBJECTIVES

The following investment objectives, in priority order, will be applied in the management of the County's funds:

Safety. The primary objective of the County's investment activities is the preservation of capital in the overall portfolio and the protection of investment principal. The County Treasurer will establish investment procedures and strategies to control risks and diversify investments regarding specific security types and individual financial institutions.

Liquidity. The investment portfolio will remain sufficiently liquid to enable the County to meet future operating, capital expenditure, and debt needs which might be reasonably anticipated, and to meet unanticipated needs.

Management of Risk. To control risks regarding specific security types, or individual financial institutions, or specific maturity, the county will diversify its investments.

Return on Investment. It is the intent of the County to maximize its return on surplus funds by actively investing all available and prudent balances within the guidelines established

County of Ottawa Financial Policies

by State statutes and this Policy. The County recognizes that interest earnings are an important revenue source; however, the priority is safety, liquidity to meet County obligations and then interest earnings.

Competitive Environment. An objective of the Investment Policy is to provide for a competitive environment while providing flexibility to the County Treasurer. Competitive concepts include taking bids on investments placed and bank services purchased.

SECTION III. PRUDENCE

The standard of prudence to be applied by the investment officials shall be the "prudent person rule" and shall be applied in the context of managing an overall portfolio. Under the "prudent person rule", investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, but for investment, considering the probable safety of their capital as well as the probable revenue to be derived.

SECTION IV. AUTHORITY

The County Treasurer is the custodian of all County funds. By resolution, and in accordance with Act No. 40, Public Acts of Michigan, 1932, as amended, the County Board of Commissioners designates a depository or depositories for County funds.

By resolution of the Board of Commissioners, the County Treasurer is authorized to invest surplus County funds in the various forms of investments that are permitted by State statutes and that follow the guidelines of this Policy.

Additional resolutions of the Board of Commissioners authorize depositing and investing funds for the County Road Commission and the County Drain Commissioner. Copies of the resolutions are on file with the County Clerk.

The County Treasurer shall be responsible for all transactions undertaken, and shall establish a system of controls to regulate the activities of the staff of the Treasurer's Office.

SECTION V. ETHICS AND CONFLICTS OF INTEREST

The Treasurer and employees of the Treasurer's Office, involved in investment activities, shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair (or create the appearance of an impairment on) their ability to make impartial investment decisions. These persons shall disclose to the County Board of Commissioners any material financial interests in financial institutions that conduct business with Ottawa County, and they shall further disclose any large personal financial investment positions that could be related to the performance of the County's portfolio. The Treasurer and the above mentioned employees shall subordinate their personal financial transactions to those of the County, particularly with regard to the time of purchases and sales.

County of Ottawa Financial Policies

SECTION VI. AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS

Depositories. Deposits made by the County with financial institutions consist of checking accounts, savings accounts, and certificates of deposit. It is understood by the County that for FDIC deposit insurance purposes, all funds in deposit form with one financial institution are added together and insured up to a maximum of \$100,000 in demand deposits and \$100,000 in time deposits regardless of the number of accounts involved. It is the policy of the County to manage the risk by establishing procedures to evaluate the creditworthiness of the financial institutions and to diversify by setting concentration limits for each financial institution where funds are placed in deposit form. The County does not expect to manage this risk by limiting deposits with each financial institution to \$100,000.

Depositories shall be selected through the County's banking services procurement process, which shall include a two (2) year solicitation and review of current vendor pricing and market comparisons, and issued every four (4) years a formal request for proposals. The banking services procurement process shall be managed by the County Treasurer in a manner consistent with the County's Purchasing Policy and the requirements of Michigan law. The County Treasurer will recommend financial institutions to provide depository services to the County Commission for approval. In selecting depositories, the creditworthiness of institutions shall be considered. The evaluation of the financial institution will be based upon information provided by a service such as the Sheshunoff Information Services Inc.

The evaluation will include the following recommended financial ratios and other relevant data (financial institutions that do not meet all of the criteria will still be considered on an individual basis for some Certificate of Deposit investments):

Net income ratio/Net income to earning assets	minimum	0.6%
Net loan charge off to average loans	maximum	1.0%
Cash and Treasuries to total deposits	minimum	10.0%
Net purchased money to earning assets	maximum	110.0%
Capital to total assets	minimum	5.0%
Net loans to deposits	maximum	80.0%
Municipal time deposits to total deposits	maximum	20.0%

In addition to a ratio analysis, the institution will have been profitable for the past five years. However, if a loss is reported in no more than one year of the past five years, and if the institution remains profitable in the aggregate, the County Treasurer may review the circumstances and approve the institution for the bid list if appropriate.

Broker/Dealers. The County Treasurer will maintain a list of approved security broker/dealers selected by creditworthiness, who maintain an office in the State of Michigan or who are "primary" dealers or regional dealers that qualify under Securities & Exchange Commission Rule 15C3-1 (uniform net capital rule).

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the County Treasurer with the following: audited financial

County of Ottawa Financial Policies

statements for the most recent fiscal year and then annually, within 6 months of the year end; certification of having read the County's Investment Policy and the pertinent State statutes; proof of National Association of Security Dealers certification; and proof of State registration, where applicable.

SECTION VII. AUTHORIZED AND SUITABLE INVESTMENTS

The County is empowered by Public Act 20 of 1943 (as amended through June 30, 1997) to invest public funds. In its Investment Policy, the County Board of Commissioners limits the investment authority to the following:

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

SECTION VIII. MATURITIES AND DIVERSIFICATION

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

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

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specific class of securities. In establishing diversification strategies, and within the statutory restrictions, the following guidelines and constraints shall apply:

<u>INSTRUMENT</u>	<u>PORTFOLIO MIN/MAX</u>	<u>PERCENT OF PORTFOLIO</u>	
		<u>ISSUER MAXIMUM</u>	<u>MATURITY/DURATION MAXIMUM</u>
US Treasuries	15% min	N/A	10 years
US Agencies	50% max.	20%	7 years
Certificates of Deposit	50% max.	5% net worth \$10 million	1 year 10% to 2 years
Commercial Paper	50% max.	5% net worth	A-1 90 days A-2 60 days
Repurchase Agreements	50% max.	10%	60 days
Bankers Acceptances	50% max.	10%	184 days
Mutual Funds	25% max.	10%	N/A
Money Market Mutual Funds	50% max.	N/A	N/A

Portfolio Maturity and Limitation Percentages. The average maturity of the portfolio as a whole may not exceed three years. This calculation excludes the maturities of the underlying securities of a repurchase agreement. Limitation percentages of the portfolio are measured from the date the securities are acquired.

Government Securities (Treasuries). The County Treasurer may invest in negotiable direct obligations of the US Government. Such securities will include, but not limited to the following: Treasury cash management bills, notes, bonds, and zero strips. At least 15% of the portfolio must be in direct government securities or repurchase agreements. The maximum length to maturity of any direct investment in government obligations is ten years, except for the underlying securities of the repurchase agreements (see Repurchase Agreements).

Federal Agencies (Agencies). The County Treasurer may invest in Federal Agencies. Such securities may include but not limited to the Federal National Mortgage Association (FNMA), Federal Home Loan Bank (FHLB), and Federal Farm Credit Bank (FFCB). No more than 50% of the portfolio may be in Federal Agency securities or repurchase agreements involving Federal Agency securities. There shall be a maximum of 20% of the portfolio in any one agency security. The maximum stated maturity for an investment in Federal Agency securities is seven years from the date of purchase.

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Certificates of Deposit. Certificates of deposit (CD) may be purchased only from financial institutions which qualify under Michigan law and are consistent with Opinion No. 6168, Opinions of the Attorney General (1982). Purchases of certificates of deposit are further restricted to financial institutions which have been evaluated for creditworthiness and meet the ratios stated in Section VI of this Policy. As a general guideline, certificates of deposit in any one financial institution are to be combined with all funds in deposit form with the financial institution to meet a maximum test of 5% of net worth with an overall maximum of \$10 million in any one financial institution. A maximum of 10% of the portfolio may be invested in negotiable certificates of deposit with a maturity date range of 366 to 730 days and with interest paid semiannually. All other CD investments must not exceed a maximum maturity of 365 days.

Commercial Paper. Investments in commercial paper are restricted to those which have, at the time of purchase, the top two investment ratings (A-1/P-1 or A-2/P-2) by either Standard and Poor's and/or Moody's or like ratings established by not less than two standard rating services. Commercial paper held in the portfolio which subsequently receives a reduced rating shall be closely monitored and sold immediately if the principal invested may otherwise be jeopardized. No more than 50% of the portfolio or 50% of any one fund may be in commercial paper. The maximum per issuer is 5% of the net worth of the issuer. The maximum maturity for A-1/P-1 paper is 90 days and 60 days for A-2/P-2 paper or subject to evaluation by the County Treasurer for a longer period of time.

Repurchase Agreements. The County Treasurer may invest in repurchase agreements comprised only of those investment instruments as authorized with Sections VII and VIII of this Policy. All firms with whom the County enters into repurchase agreements will have in place and executed a Master Repurchase Agreement with the County (to include guidelines for safety). No more than 50% of the portfolio may be in repurchase agreements with a maximum of 10% per issuer. The maximum length to maturity is 60 days from the date of the agreement.

Bankers Acceptances. The County Treasurer may invest in bankers acceptances (BA's) or United States banks which are eligible as defined by the Federal Reserve; from institutions who long-term debt is rated at least A or equivalent by Moody's or Standard and Poor's. A maximum of 50% of the portfolio may be directly invested in BA's. A maximum of 10% of the portfolio may be invested with any one issuer. The maximum length to maturity of any BA's investment is 180 days.

Mutual Funds. The County Treasurer may invest in fixed income mutual funds composed of investment vehicles which are legal for direct investment by local units of government in Michigan and are consistent with Opinion No. 6776, Opinions of the Attorney General (1993) and are within the limitations of this Policy. The securities underlying the mutual fund must be rated at least A or better by either Moody's or Standard and Poor's or be from institutions whose long-term debt rating is AAA or better. A maximum of 25% of the portfolio may be invested in fixed-income mutual funds. A maximum of 10% of the portfolio may be invested with any one fund.

Money Market Mutual Funds. Permitted investments include money market mutual funds or pooled funds organized under State statute such as the Surplus Funds Investment Pool

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Act and the Intergovernmental Corporation Act which are composed of investment vehicles which are legal for direct investment by local governments in Michigan. A maximum of 50% of the portfolio may be invested in money market mutual funds.

SECTION IX. SAFEKEEPING OF INVESTMENTS

Investment securities purchased by the County shall be held in third-party safekeeping by an institution designated as primary agent. The County Treasurer, with the approval of the Board of Commissioners, will execute a third-party safekeeping agreement with the primary agent. Such agreement will include details as to responsibilities of each party; provision for delivery vs. payment; notification of transactions; safekeeping and transactions costs; and procedures in case of wire failure or other unforeseen mishaps including liability of each party. Safekeeping procedures and agreements should follow the Governmental Accounting Standards Board (GASB) guidelines for risk categories I or II.

Investment securities not included in the third-party safekeeping procedure include certificates of deposit, mutual funds, direct purchases of commercial paper, and banker's acceptances.

SECTION X. CASH MANAGEMENT

The County's policy regarding cash management is based upon the realization that there is a time-value to money. Temporarily idle cash should be invested in accordance with the County's Investment Policy. Accordingly, the County's financial team consisting of the County Administrator, County Treasurer, Finance Director, and Accounting Director shall cause to be prepared written cash management procedures which shall include, but not limited to, the following:

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

Disbursements. Any disbursements to suppliers of goods or services or to employees for salaries and wages shall be contingent upon an available budget appropriation and the required prior approvals as stated in the County's general policies. The payment of County funds should be through controlled disbursements to maximize investment opportunities, however, payment should be made timely.

Cash forecast. At least annually, cash forecast shall be prepared using expected revenue sources and items of expenditure to project cash requirements over the fiscal year. The forecast shall be updated from time to time to identify the probable inevitable balances that will be available.

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Pooling of cash. Except for cash in certain restricted and special accounts, the County Treasurer shall pool cash of various funds to maximize investment earnings.

Distribution of interest. Investment interest shall follow principal. Interest on the pooled funds shall be distributed based upon the average monthly balance of the specific General Ledger fund and the average interest yield of the pool. Certain General Ledger funds that receive funding from the General Fund are exempt from the interest distribution and the interest is given to the General Fund.

SECTION XI. ACCOUNTING

The County maintains its records on the basis of funds and account groups, each of which is considered a separate accounting entity. All investment transactions shall be recorded in the various funds of the County in accordance with generally accepted accounting principles as promulgated in Statement No. 31 of the Government Accounting Standards Board (GASB). Accounting treatment will include:

- Investments will be carried at fair value in the balance sheet or other statements of financial position.
- Fair value is the amount at which an investment could be exchanged in a current transaction between willing parties.
- The method used to determine fair value will be quoted market prices.
- The calculation of realized gains and losses is independent of a calculation of the net change in the fair value of investments.
- Realized gains and losses on investments that had been held in more than one fiscal year and sold in the current year are included as a change in the fair value of investments reported in the prior year(s) and the current year.
- All investment income, including changes in the fair value of investments shall be recognized as revenue in the operating statement.

SECTION XII. INTERNAL CONTROLS

The County Treasurer shall abide by a system of established internal controls, documented in writing, which is designed to prevent losses of public funds arising from fraud, employee error, misrepresentation by third parties, unanticipated changes in financial markets, or imprudent actions by investment officers of the County. Internal control procedures are subject review with regard to appropriateness and compliance during the annual independent audit process.

SECTION XIII. INVESTMENT PERFORMANCE AND REPORTING

The County Treasurer shall submit to the Board of Commissioners through the Finance Committee of the Board by January 31 of each year, an annual report which summarizes the County's investment of surplus funds for the preceding year, describes the County's existing investment holdings, examines the County's future fiscal needs, and proposes investment strategy

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for the coming year. The annual report should also examine the performance of the portfolio for the previous year. Also, a performance report will be given to the Finance Committee quarterly, showing the current status of the County's holdings and an evaluation of the activities during the quarter.

SECTION XIV. INVESTMENT POLICY ADOPTION

The County's Investment Policy is a comprehensive policy covering the statutory responsibilities of the County Treasurer and the County Board of Commissioners. The Policy shall be adopted by the County Board of Commissioners. The Policy shall be reviewed on an annual basis by the Finance Committee of the Board. Modifications made at that time or when necessitated by State statutory revision must be approved by the County Board of Commissioners.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

REIMBURSEMENT FOR LIVESTOCK LOSSES DUE TO STRAY DOGS POLICY

I. POLICY

The Ottawa County Board of Commissioners is obligated, pursuant to MCL 287.280 et seq., to evaluate and pay valid and justifiable claims for losses to livestock and poultry caused by unidentified stray dogs. All such claims must be filed in compliance with the statute, and must show, on their face, that a proper investigation has been made by the township supervisor or appointed trustee of the township within which the loss occurred, in accordance with the requirements of MCL 287.280 et seq.

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 at MCL 287.280 et seq.

PROCEDURE

1. After such claims are submitted to the county by the township supervisor or the appointed trustee, it is the policy of the Ottawa County Board of Commissioners to make an independent determination of the amount of damages sustained by the claimant. This determination is made by checking the wholesale, per pound meat price of the livestock or poultry injured or destroyed, as of the point in time when the claim is evaluated by the

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Finance and Administration Committee of the Ottawa County Board of Commissioners. If no wholesale, agricultural market price for the specific type of livestock or poultry can be readily determined, a wholesale, agricultural market price will be selected for livestock or poultry of the same general type.

2. Claims based upon replacement cost, appraisals, the unique value of the animal injured or lost, sentimental value, breeding value, or any other such standards will not be paid.
3. The payment of such claims on this basis is consistent with the Board's authority to determine the amount, if any, to be allowed for the payment of such claims, and to make its award accordingly. See: MCL 287.283.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

PAYMENT OF ACCOUNTS PAYABLE PRIOR TO BOARD AUTHORIZATION

I. POLICY

Due to holidays and seasonal demands on the Board of Commissioners, it may be necessary to authorize the processing and payment of accounts payable, including appropriated amounts, payroll, payroll taxes and withholdings, prior to approval by the full Board of Commissioners. The purpose of this Policy is to establish a procedure to allow for such processing and payments, and to provide for review and approval by the Board.

II. STATUTORY REFERENCES

This Policy is authorized by MCLA 46.11, MCLA 141.421 et seq., and the Michigan Department of Treasury's interpretive statements regarding the requirements of the Uniform Budgeting and Accounting Act.

PROCEDURE

1. In any instance where the Board of Commissioners will not meet due to year-end holidays (Christmas, New Year's, etc.), or where a regularly scheduled meeting of the Board of Commissioners is cancelled for any reason, the Chairperson of the Board may authorize the use of this Policy to provide for the payment of Accounts Payable which are within the categories of the "scheduled accounts" set forth in Exhibit "A" attached. Upon the direction of the

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Chairperson, the Administrator, the Fiscal Services Director and the County Treasurer, or in their absence, their designees, may provide for payment of those scheduled accounts which they determine to be necessary or advantageous to authorize for payment prior to review and approval by the Board and/or the Finance Committee.

2. The Administrator, Fiscal Services Director, and County Treasurer, or their designees, shall, at the designated body's next meeting, notify the Board and/or the Finance Committee of the accounts which have been paid and of the amounts paid as specified under the Ottawa County Board of Commissioners Accounts Payable Audit Policy. The Board and/or the Finance Committee shall then act to review and approve the accounts paid, in accordance with the terms of the Accounts Payable Audit Policy.

3. The Ottawa County Administrator may amend the list of scheduled accounts set forth in Exhibit "A" as may be necessary to provide for the effective administration of this Policy.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

E X H I B I T “A”

SCHEDULED ACCOUNTS

The following categories of accounts are authorized for payment under the terms of the Payment of Accounts Payable Prior to Board Authorization Policy.

1. Supplies
2. Other Services and Charges
3. Capital Outlays
4. Scheduled Principal and Interest Payments
5. Payments due to federal, state, or local government
6. Pass-through payments held in trust

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Administrative Policy – Travel Regulations Policy

I. POLICY

The Ottawa County Board of Commissioners understands that it is necessary for County elected officials and personnel to travel outside of the County of Ottawa to perform County business, to attend meetings and other events that are within the course and scope of their County duties, and to attend authorized conventions, seminars, and educational events which pertain to the business affairs of the County. Expenditures for such events must be strictly accounted for pursuant to approved policies and procedures, in order to protect the public trust in the fiscal integrity of Ottawa County government.

II: PRINCIPLES

1. 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.

2. County Legislative or Historical References: The original board policy on this subject matter was adopted on 01/28/92. The latest previous revision of this Policy was adopted on 8/10/04.

3. Operational Guidelines:

A. General Guidelines:

1. Application: These regulations shall govern all County elected and appointed officials, all other personnel employed by the County of Ottawa, and any other person who submits a travel voucher to the County for reimbursement. This policy applies only to travel which requires the employee to conduct County business outside of Ottawa County.

2. Responsibility: The responsibility for ensuring compliance with these regulations rests with each traveler's department head. The Administrator's Office reserves the right to question travel vouchers which appear to violate the intent of these regulations or to waive, where special circumstances warrant, any regulation herein.

3. Degree of Care: All officers, employees and persons traveling on official business are expected to exercise the same care in incurring expenses that a prudent person would exercise if traveling on personal business.

4. Credit Cards: Use of credit cards will be accepted as evidence of payment if supported by the usual detailed receipt form, appropriately annotated to support cash reimbursement.

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5. Authorized Person: The person authorized to approve travel, transportation expenses, etc., is the traveler's department head or designee.

6. Documentation: All expenses must be annotated. A person must substantiate an expenditure for travel by adequate records or by sufficient evident corroborating his own statement as to: (a) amount, (b) time and place, (c) business purpose, and (d) business relationship to the taxpayers (IRS Code Section 954A). Also, an arrangement is not a reimbursement or an express expense allowance arrangement if it (1) does not require the employee to substantiate the covered expenses to the employer or (2) allows an employee to retain amounts in excess of substantiated covered expenses (IRS Code Section 941A).

B. Specific Guidelines:

1. Interpretation and Enforcement:

(a) The County Administrator and/or the Administrator's designee is responsible for interpretation and enforcement of these regulations as they apply to all County employees, elected officials, and non-County personnel but excluding the County Administrator.

(b) The Finance and Administration Committee of the Board of Commissioners is responsible for interpretation and enforcement of these regulations as they apply to the County Administrator, and may hear appeals of the Administrator's interpretation of this Policy.

2. Non-County Personnel: Actual travel expenses may be paid for persons, other than County employees, who are called upon to contribute time and services as consultants, advisers or volunteers, if approved by the department head. Documentation must be furnished as required by these regulations. Complete explanation and justification must be shown on the vouchers. This type of expense should be submitted on the Expense Voucher.

3. Request for Advance:

(a) Authority For Travel: All travel other than normally assigned in-County travel and travel of less than one day (not overnight), shall be duly authorized and approved by the department head. Sufficient budgeted funds must be available for such travel except that the Board of Commissioners may authorize travel and provide non-budgeted funds upon special request.

(b) Advances for Travel: Normally, all travelers on official business for the County are expected to provide themselves with funds to cover their expenses. Reimbursements will be processed in weekly check runs.

1. The County will pay direct the following expenses:

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- (i) Registration costs for conferences and seminars.
- (ii) Public transportation costs (i.e., air, boat, bus or rail).
- (iii) Lodging charges

2. In unusual cases, an actual advance can be requested. The advance will be determined by using the per diem guidelines established in this policy and providing that the following conditions are met:

- a. The travel advance is authorized by the Administrator and/or the Administrator's designee who is to ensure that the advance is reasonable and complies with these regulations.
- b. Upon the traveler's return, a final accounting of the actual expenses incurred plus required receipts will be submitted to the Fiscal Services Department within fifteen (15) days on an Account Voucher.

4. Expense Vouchers

(a) General: This form is to be used for reimbursement of expenses for all travel.

(b) Expense Voucher: The expense of only one traveler shall be included on a single expense voucher, except when an employee in a custodial capacity is responsible for and pays expenses of others who accompany him or her. Names of others must be shown.

(c) Conference Expense Voucher - Period Covered: One expense voucher shall not cover more than one (1) trip and must be submitted within fifteen (15) days after incurring the expenditures. Vouchers submitted after this time period may be denied reimbursement.

(d) Supporting Receipts: Detailed supporting receipts must be attached for all items of expense.

(e) IRS Tax Code Section 941A: For tax years beginning after 1988, an arrangement is not a reimbursement or an express expense allowance arrangement if it (1) does not require the employee to substantiate the covered expense to the employer or (2) allows an employee to retain amounts in excess of the substantiated covered expenses. Therefore all expenses must be documented as required by the IRS Tax Code.

(f) Certification of Expense Vouchers: The propriety of expense vouchers will be certified by the traveler and department head. Any receipt not submitted where required by these regulations may cause the expense for same to be denied or reimbursement at rates determined by the Administrator and/or the Administrator's designee.

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5. Transportation

(a) Routing of Travel: All travel must be by a “usually” traveled route. In case a person travels by an indirect route for his or her own convenience, or uses a slower or more expensive mode of transportation, any extra costs shall be borne by the traveler and reimbursement for expenses will be based only on such charges as would have been incurred by a usually traveled route as determined by the Administrator and/or the Administrator’s designee. For example, a person has a conference in Denver, Colorado, scheduled to start Monday at 8:30 a.m. and run through Friday at 11:00 a.m. The airlines schedule would allow the traveler to depart Sunday and allow them to return Friday. If for whatever reason the individual elected to drive there and back leaving Saturday and returning Sunday, expenses incurred for lodging and meals on Saturday and the following Saturday and Sunday would not be reimbursed by the County. The County will pay the lesser of a coach-class air fare or mileage.

6. Public Carrier:

(a) Transportation Expense: The expense of traveling by public carrier (rail, airplane, boat) will be allowed on the basis of actual cost. All travelers are expected to travel by the most economical mode of transportation. Transportation expense in excess of the cost of coach-class air fare will not be allowed unless justification therefore is given and the approval of the Administrator and/or the Administrator’s designee is obtained before leaving on the proposed trip.

7. Private Automobile:

(a) Mileage Rates: If travel is permitted by privately owned automobile, the traveler will be reimbursed at the rate established by the Board of Commissioners or applicable union contract, except as may be otherwise provided by statutory provisions. Mileage is payable at the current rate allowed by Internal Revenue Service regulations and may be taxable.

(b) Maximum Allowance: If the travel is by private automobile, the maximum allowance will be the established mileage rate or coach-class air fare (round trip), whichever is the lesser amount.

8. Other Forms of Transportation:

(a) Any transportation arrangements other than is covered above, will require specific approval by the Administrator and/or the Administrator’s designee.

9. Days Allowable: Days allowable will be the actual travel time needed to reach destination, time at destination and actual travel time to return to point of beginning.

10. Days Defined: In computing the meal allowance for continuous travel of more than 24 hours, the hour of departure shall be considered as the beginning of the day, and for

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each full 24 hour period thereafter, the employee shall be entitled to the authorized maximum meal allowance with proper documentation.

11. Lodging:

(a) Actual Costs Only: Only the actual paid lodging expense is allowed. Receipts for lodging expense are required. Any change in hotel charges during continuous occupancy by an employee must be explained on the voucher. Documentation must show single occupancy rate as certified by the hotel or motel. IRS Tax Code Section 954A: A taxpayer must have documentary evidence for any lodging expense while traveling away from home.

(b) Lodging Charges for Multiple Occupancy: When a traveler in County travel status shares hotel or other lodging with non-county travelers (family members, friends, etc.), reimbursement to the traveler will be as follows:

(i) If hotel or other lodging is shared with one or more non-County travelers who receive no travel reimbursement from another source, reimbursement to the traveler will be at the rate of single occupancy as certified by the hotel or motel (the rate of single occupancy must be on the receipt), regardless of the number of persons and/or rooms occupied. At no time will reimbursement be allowed for an additional room, or for non-County travelers.

(ii) If hotel or other lodging is shared with a County traveler on County business who is receiving reimbursement for travel, reimbursement will be reduced by a proportionate amount of the bill, based on the number of persons occupying the room.

12. Miscellaneous Expenses - General

Miscellaneous expenses incidental to official County travel shall be held to the minimum amount required for essential and efficient conduct of County business. The department head or his authorized representative approving the travel voucher will be held responsible in his certification for all items of expense as being necessary and correct. The following are established as guidelines for the traveler and the approving officials and should be considered in making all claims for those items allowable.

(a) Registration Fees: Enrollment or registration fees for conventions and meetings or associations or organizations are allowable for individuals attending as official representatives of the County. Receipts must be attached to the voucher. A program, literature or receipt must be attached showing whether or not meals are included in the fee. If meals are included in the registration fee, corresponding meals are not reimbursable. (Refer to Section VI, (J), Paragraph 1).

(b) Parking Fees: Reimbursement for parking fees is allowable. Receipts are required.

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- (c) Taxi Cab: Necessary taxi cab fares will be allowed. Receipts are required. If receipts are not available, a full explanation is required.
- (d) Car Rental: Allowable only if it is more advantageous for County business and more economical than some other mode of transportation. Explanation and receipt required.
- (e) FAX and Business Center Expenses: Charges are allowable when necessary for official business when letter will not suffice. Full explanation required, date, service utilized, place person faxed, and nature of business.
- (f) Personal Expenses: All fees and tips for valets, flight insurance, alcoholic beverages, cleaning and pressing clothing, and similar personal expenses are not allowable as reimbursable expenses.
- (g) Personal Phone Calls: Personal phone calls are generally not allowed. An employee is allowed one phone call home (duration not to exceed 10 minutes) for each day away.
- (h) Health Club Costs: Reimbursement for reasonable costs not to exceed \$10.00 per day for use of health club facilities during travel greater than one day. Receipts are required for reimbursement.
- (i) Baggage Expense: Charges for handling and checking baggage at hotels, depots, and terminals are allowable, but not in excess of \$2.00 at each point of handling, when such charges are incurred as a necessary expense of the trip and not for the convenience of the traveler.
- (j) Meals:
- (i) A traveler is entitled to a full day's meal allowance when travel commences before 7:00 a.m. and extends beyond 6:00 p.m. or they are out of town at a multi-day conference, seminar or training session. Whenever meals are included in the registration fee, provided by public transportation or paid by others, the traveler shall not be entitled to any allowance for those particular meals.

Examples:

1. Departure - June 1, 9:00 a.m.
Return - June 5, 4:30 p.m.
Allowable - June 1, lunch and dinner; June 2 through June 4, three (3) full day meals; June 5, breakfast and lunch plus four (4) days lodging.
2. Departure - June 1, 3:00 p.m.
Return - June 2, 10:30 a.m.
Allowable - dinner, lodging, breakfast

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(ii) The travel will not be reimbursed for non-County travelers (spouses, members of a family, friends, etc.).

(iii) Individual Meals: Allowances for individual meals will be based on the following schedule:

The following rates established herein for meals represent County guidelines for meal reimbursement with receipts. It is the responsibility of each department to justify the circumstances surrounding the travel.

	<u>In-State</u>	<u>Out-of-State</u>
Breakfast: When travel commences prior to 7:00 a.m. and extends beyond 8:30 a.m.	\$8.00	\$10.00
Lunch: When travel commences prior to 11:30 a.m. and extends beyond 2:00 p.m.	\$10.00	\$15.00
Dinner: When travel commences prior to 6:30 p.m. and extends beyond 8:00 p.m.	\$18.00	\$21.00
Total Allowance	\$36.00	\$46.00

Allowance excludes a maximum 20% tip

All personal expenses like alcoholic beverages, cleaning, renting of movies, snacks, etc., are not reimbursable.

(iv) Guest Meals: The cost of guest meals is allowable only if it can be shown that such cost is necessary to conduct the official County business and has prior approval of the Administrator. In no case will the amount allowed be in excess of the maximum established in these regulations. Full explanation must be given on the voucher, including the name, position, and employer of the guest, nature of business discussed and how it relates to the County (required by IRS Section Code). Alcoholic beverages are not reimbursable by the County. The total cost of the meals for guests cannot exceed the amount permitted an employee. A receipt is required for a guest meal.

(v) Food Services: The maximum daily tips for meals allowable will be 20% of actual meal cost, excluding alcoholic drinks.

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13. Toll Bridge, Toll Road, and Ferry Boat Expenses: Toll bridge and toll road expenses should have receipts. Automobile ferry expenses should have receipts.

14. Justification and Miscellaneous Expenses: Miscellaneous expenses allowable on travel vouchers as defined in the regulation must be reasonably explained, detailed and justified.

15. Local Travel

Local travel is defined as those expenses incurred in the performance of the responsibility of an employee or an elected official during the course of one (1) working day.

(a) Travel Expense Voucher: The expenses reimbursable are restricted to a single non-repetitive occurrence.

(i) Registration Fees: See Section VI, 3.B.12(a).

(ii) Parking Fees: See Section VI, 3.B.12(b).

(iii) Meals: The County will reimburse for meals under the following circumstances:

a. The travel destination is outside of Ottawa County and involves official business. The traveler must meet the guidelines set forth in Section 3.B.12(j). In-County travel allowances are subject to the discretion of the Administrator.

b. If the individual is in attendance at a conference or seminar having a registration fee and the meals are served on premises for the convenience of all attendees. (Refer to Section VI, 3.B.12(j)(i);

iv. Guest Meals: See Section VI, 3.B,12(j)(iv).

v. Vouchers must be turned in for reimbursement within fifteen (15) days of incurring the expenses. Vouchers submitted after this time period may be denied reimbursement.

16. Travel Outside the Contiguous 48 States

Requests for reimbursement for all expenses related to conferences or travel outside the contiguous 48 states shall receive approval from the County's Finance and Administration Committee in advance of attendance.

4. Fees: Not applicable.

5. Operational Guidelines – Additional: None appropriate.

6. Exceptions: None appropriate.

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7. Implementation Authority: Upon adoption of this Policy, the Board of Commissioners authorizes the County Administrator to establish any procedures that may be necessary for implementation.

8. Periodic Review: The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

PARTICIPATING IN CONFERENCES AND CONVENTIONS POLICY

I. POLICY

It is the policy of the Ottawa County Board of Commissioners to encourage members of the Board to participate in conferences and conventions sponsored by associations in which the Board has membership or that promote Ottawa County goals, member skills development, and/or recognition of Ottawa County. Members of the Board are particularly encouraged to attend the annual Michigan Association of Counties (MAC) and the annual National Association of Counties (NACo) conventions, and to participate in the committee work of those organizations to the extent that the committee work is relevant to the health, safety, and welfare of the residents of Ottawa County. Board members who so participate will be expected to take an active role and promote the County's interests.

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.

PROCEDURE

1. The Ottawa County Finance and Administration Committee shall annually recommend to the Ottawa County Board of Commissioners a budget sufficient for the purposes of this policy.
2. For travel pursuant to this Policy within the contiguous 48 states, the County will pay or reimburse the conference fees (if any) and the reasonable and necessary transportation expenses of a Board member to attend the conferences, conventions and meetings of approved organizations and their committees. The County will also reimburse the reasonable and necessary food, lodging, and associated expenses of a Board member for attendance.
3. For travel pursuant to this Policy outside of the contiguous 48 states, the County will pay or reimburse the conference fees (if any) and will reimburse the reasonable and necessary food, lodging, and associated expenses of a Board

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member to attend the conferences, conventions, and meetings of approved organizations and their committees. The County will also pay the reasonable and necessary transportation expenses and the reasonable and necessary lodging expenses of a Board member to attend the conventions and meetings of approved organizations and their committees, up to the average cost of a Board member's air fare transportation cost, as based upon a three (3) year history of such costs [i.e., the total air fare cost and lodging cost incurred by Board members over the previous three (3) calendar years divided by the total number of Board attendees = average reimbursement of air fare cost and average reimbursement of lodging cost]. Lodging costs will be calculated based upon cost per night of stay. Any excess air fare cost and similar excess costs for transportation expenses and any excess lodging costs incurred outside the contiguous 48 states must be paid by the attending Board member.

4. Board members will, orally or in writing, share information gathered through attendance at conferences and conventions.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

PER DIEM EXPENSE AND MILEAGE POLICY

I. POLICY

It is the policy of the Ottawa County Board of Commissioners to compensate members of the Board and to reimburse Board member expenses related to County business pursuant to a fixed and predetermined schedule. The list of committees, boards and other public bodies for which Board members will be compensated will be approved on an annual basis by the Board of Commissioners. The Board may, by resolution, add to or subtract from the list at any time.

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.

PROCEDURES

1. **Annual Salaries of Board Members**: The annual salaries of the Chairperson, vice-Chairperson, and members of the Board of Commissioners will be determined by the Ottawa County Compensation Commission.
2. **Board and Committee Meetings**

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To assure the presence of a quorum, if members of the Board of Commissioners are unable to attend a Board of Commissioner's meeting, or a meeting of a Board Committee, they should notify the Administrator's Office.

3. Per Diem

The maximum per diem payable per day shall be \$70, calculated as follows: \$40.00 per half day, where the start of the first meeting until completion of the last meeting is 4 ½ or less consecutive hours elapsed time, regardless of the number of assignments. \$70.00 per full day maximum, where assignments involve more than 4 ½ consecutive hours elapsed time, regardless of the number of assignments.

4. Mileage

Mileage is payable for any travel determined by the Board of Commissioners to be "county business." Mileage is payable at the current rate allowed by Internal Revenue Service regulations and may be taxable. Mileage should be electronically transmitted to the Fiscal Services Department, on the monthly Per Diem and Mileage Voucher maintained on the County computer system. Records of attendance at meetings of the Board of Commissioners will be submitted to the Accounting Department by the Clerk's Office, on forms to be developed by the Fiscal Services Department.

5. Telephone and Communication Costs

Long distance telephone costs pertaining to County business, including the cost of maintaining a County approved second telephone line for access to the County computer system, are reimbursable. The date the call was made, who was called, the cost, and a copy of the telephone bill or Internet cable service bill must be submitted to the Fiscal Services Department on the reimbursement voucher, either electronically or by hard copy.

6. Franking Privileges

County stationary for correspondence and mailing pertaining to County business is available at the County Clerk's Office. Commissioners may be reimbursed for postal costs pertaining to county business. Receipts for those costs must be submitted on the reimbursement voucher.

7. Newspaper and Magazine Subscriptions

Commissioners are entitled to subscriptions to any two of the following newspapers: The Grand Haven Tribune, the Grand Rapids Press, the Muskegon Chronicle, the Holland Sentinel, or the Zeeland Record.

Commissioners may subscribe to any governmental magazine up to \$50.00 value per year.

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REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

RISK MANAGEMENT POLICY

I. POLICY

As stewards of public funds, the County has an obligation to protect the government against the financial consequences of accidental or intentional losses which may be catastrophic in nature and to preserve County assets and public service capabilities from destruction or depletion.

The intent of this policy is to communicate the objectives, assign the authority, and provide for the implementation of the County's risk management program.

II. STATUTORY REFERENCES

Intergovernmental Contracts between Municipalities Act, MCL 124.1

Uniform Reporting Format and Uniform Accounting System for Self Insurance Pools, MCL 124.8

PROCEDURE

1. Objectives:

- Protect the assets of the County against any loss which might significantly effect operations.
- Take practical measures to eliminate or prevent personal injuries and minimize property loss.
- Provide risk management services in an efficient and economical way.

2. Responsibilities:

The County Board in cooperation with the Ottawa county Building Authority, has established the Ottawa County, Michigan Insurance Authority (the "Authority") to execute its risk management program with regard to general liability, vehicle liability and property liability. Specifically, the Authority has been assigned the responsibility to:

- Determine self insurance and reinsurance amounts.
- Select an insurance broker and purchase insurance policies in accordance with County purchasing policies.
- Determine appropriate types and the mix of the investments of the Authority and select an investment firm if necessary.

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- Contract with a risk management consultant.
- Contract for outside legal counsel for general assistance as well as claims and litigation defense.

3. Implementation:

- Under the direction of the Authority, the Fiscal Services Department is responsible for claim processing and reporting
- The Fiscal Services Department is responsible for obtaining liability insurance certificates from contractors the County uses
- The Fiscal Services Department will coordinate with an outside actuary to obtain an annual actuary study for the Authority
- The Fiscal Services Department will coordinate with the external auditors the completion of the annual financial report and file the appropriate documents with the State of Michigan and the Michigan Insurance Bureau

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

COUNTY EQUIPMENT – PERSONAL USE POLICY

I. POLICY

The County strives to provide employees with the equipment necessary to perform their job functions in a prompt and efficient manner. Equipment may include but is not limited to computers, copy machines, communications equipment and communication connections. County equipment is intended for use pursuant to County business. Documented personal use of County equipment will be reported as a taxable fringe benefit following IRS guidelines on the employee's W-2.

This policy applies to all employees of the County.

II. STATUTORY REFERENCES

IRS Code

PROCEDURE

1. Employees who use County equipment for personal use must complete a "County Equipment – Personal Use Report Form" at least annually.
2. The Fiscal Services Department must receive the report form no later than December 1 of each year.

County of Ottawa Financial Policies

3. The Fiscal Services Department will include the related cost of the personal use of the equipment on the employee's paycheck as a taxable fringe benefit.

REVIEW PERIOD

The County Administrator 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

PROCEDURE

1. Conditions for Debt Issuance

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 when indicated by market conditions or to remove a restrictive covenant imposed by the bonds to be refinanced.

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- 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.

2. Limitations on Debt Issuance

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.

3. Debt Issuance Process and Maintenance

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.

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- 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.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

INFRASTRUCTURE PROGRAM FUND POLICY

I. POLICY

The Ottawa County Infrastructure Program Fund is established by the Ottawa County Board of Commissioners. The Infrastructure Program Fund will be used for the following purposes: (1) as a Revolving Loan Fund for local units of government that are implementing water or sewer construction projects; (2) for projects authorized for County funding by Act 246 of the Public Acts of 1931, as amended; and (3) for County Board Initiatives that are selected for funding by the Ottawa County Board of Commissioners. The approval and administration of projects will be governed by the terms of this policy.

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 the Public Acts of 1851, as amended.

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PROCEDURE

1. Revolving Loans:

The purpose of this Infrastructure Program Fund component is to provide low-interest loans to local units of government within Ottawa County for municipal water or sanitary sewer system construction projects, or for authorized Act 246 projects.

2. Eligible Projects:

- a. Water System Construction
- b. Sanitary Sewer System Construction
- c. Projects authorized for County funding by Act 246 of the Public Acts of 1931, as amended.

3. Eligible Applicants:

- a. Townships
- b. Cities
- c. Villages

4. Eligibility Requirements:

- a. Engineering and design plans and project budgets must be completed.
- b. Projects must be consistent with the goals of the Ottawa County Development Plan.
- c. A revolving loan application in a form developed by the Planning and Grants Department must be completed.
- d. The total amount of funds that are loaned in any single calendar year shall not exceed \$1,000,000. Each loan and interest must be repaid in-full within ten (10) years.
- e. If the total amount of eligible loan requests exceeds available funds in a single calendar year, the Ottawa County Board of Commissioners will select among the eligible projects.
- f. The interest rate on loans shall be based upon the General Obligation AAA rate report in the weekly "Current Municipal Bond Rates" Report published by Wachovia, or any other similar publication approved by the Ottawa County Administrator. The

County of Ottawa Financial Policies

interest rate shall be up to two percentage points less than that rate; but at no time shall the interest rate on loan be less than 3%.

- g. Approved project funding must be drawn down to reimburse project costs in full by the local unit of government within one (1) calendar year of approval of the project by the Board of Commissioners. If the funding is not fully drawn down, the approval shall lapse as to any undrawn funds.

5. Other Provisions:

- a. The application process will consist of submitting a formal application. Applications will be accepted at any time. Applicant(s) will be notified of funding status after a determination has been made by the County Board of Commissioners. The County reserves the right to reject any and all applications that are submitted.
- b. Local units of government will be required to pledge their full faith and credit on the loan.
- c. Formal contractual and/or loan documents agreements must be signed by the County and the loan recipient prior to any project costs being incurred.
- d. If approved for funding, the project applicant must provide the County with quarterly update reports regarding the project.
- e. Any cost overruns associated with an approved loan project will not be eligible for additional County funding.
- f. At the County's discretion, an arbitrage calculation will be performed on the loan at the end of the construction period. The local unit of government (lender) shall reimburse the County for the costs of the arbitrage calculation and any rebatable arbitrage.
- g. The County will not be responsible for any operational or maintenance costs after the project is completed.
- h. The establishment and maintenance of the Infrastructure Program fund does not and shall not be construed to commit Ottawa County and the Ottawa County Board of Commissioners to fund any projects whatsoever. Funds may be transferred into and out of the Infrastructure Program Fund by the Ottawa County Board of Commissioners at any time and at its absolute discretion, consistent with the requirements of law and the Policies of the Ottawa County Board of Commissioners. The decisions to commit or not to commit money from the Infrastructure Program Fund to any project,

County of Ottawa Financial Policies

and the decisions to transfer money into and out of that Fund, are legislative in nature. These decisions are absolutely discretionary with the Ottawa County Board of Commissioners and are not subject to appeal.

i. Any statement made by an employee of Ottawa County regarding specific funding requests or specific projects will not be binding upon the County.

6. Applications must be submitted to:

County Administrator
12220 Fillmore Street, Room 310
West Olive, Michigan 49460

The County Administrator will advise the Board of Commissioners of the applications received.

7. Questions or comments regarding this program should be directed to:

Planning and Grants Department
12220 Fillmore Street, Room 170
West Olive, Michigan 49460
Phone: (616) 738-4852

8. County Board Initiatives

The Infrastructure Fund may also be used to fund capital improvement projects initiated by the Board of Commissioners which, in the opinion of the Board, provide maximum social and economic benefit to the citizens of Ottawa County.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

MILLAGE REQUEST POLICY

I. POLICY

The Ottawa County Board of Commissioners is, by law, responsible for determining whether a county wide property tax millage will be placed on the ballot for consideration by the voters of Ottawa County. To assist in its review and consideration of such requests, the Ottawa County Board of Commissioners has adopted this “Millage Request Policy.” Persons or entities seeking

County of Ottawa Financial Policies

to have a new county-wide property tax millage placed on the ballot by the Board are expected to comply with its terms.

All proposals for a county-wide millage must be for programs and activities which are consistent with the Strategic Plan of the Board.

The Board may, by majority vote, require that the procedural steps set forth herein be followed for renewals of county millages.

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 the Public Acts of 1851, as amended.

PROCEDURE

1. At a minimum, county-wide property tax millage requests must include, in writing:
 - a. The name, address, and telephone number(s) of the entity, person, or persons seeking the county-wide property tax millage.
 - b. The amount of mills sought, the proposed duration of the millage, and a calculation stating and clearly explaining the amount of tax dollars anticipated to be generated in each year the millage is to be in effect.
 - c. A written narrative description of the purpose, project, or projects for which the millage is sought. The narrative should explain why it is necessary to adopt a county-wide property tax millage to accomplish the purpose, explain what alternative efforts have been made to obtain funding, and state why it is necessary to fund the purpose through the mechanism of a county-wide property tax millage.
 - d. A statement of how anticipated revenues from the millage will be spent in each year it is in effect.
 - e. A statement as to how funding for the project is to be accomplished (if at all) at the conclusion of the duration of the requested millage.
 - f. The date upon which the vote is sought must be supplied. In the general course, a county-wide property tax millage request, in the form set forth herein, must be submitted to the Ottawa County Board of Commissioners not less than ninety (90) days prior to the date for the final determination of ballot language.

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The intent of this Policy is to provide for the use of performance measures in County operations.

To facilitate the County budget process, all programs and activities funded by County dollars and/or accounted for through the County budget must submit performance measurements as part of the budget process. Performance measures will be used so that Administrator can make budget recommendations to the Board of Commissioners, to allow the Board to make informed allocations of fiscal resources, and to provide for the continued improvement of resource allocations.

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.

PROCEDURE

1. The Board of Commissioners will support the use of performance measures.
 - The Board will require annual reports from all departments under the control of the Administrator, and request annual reports from the courts and from offices and departments managed by elected officials. These annual reports will include performance measures that reflect the functions performed by each reporting entity.
 - As part of the annual budget reporting process, the Administration will incorporate performance measures that support the Ottawa County Strategic Plan as well as tie departmental goals and objectives to the annual budget.
2. The Board will emphasize the development of *outcome* measures.

In measuring performance, there are three types of indicators most often used. Output measures (e.g., number of tickets written) address the workload of departments, but do not indicate if the department is performing well. Efficiency measures (e.g., percent of payroll checks issued without error) address whether workloads/caseloads are being processed timely and efficiently. Outcome measures (e.g., recidivism) reflect effectiveness and indicate whether we have achieved the goals we set out to accomplish.

- As part of their strategic planning process, the Board will include outcome performance measures that link County goals and objectives to results.
3. The Board will utilize performance measures in the decision-making process.

County of Ottawa Financial Policies

Once appropriate performance measures are developed, their true potential may be realized. The measures may be used to enhance service delivery, evaluate program performance and results, support new initiatives, communicate program goals and, ultimately, improve program effectiveness.

- The Board will utilize performance measures in analyzing personnel requests, technology initiatives, program funding, and other budget decisions.

REVIEW PERIOD

The County Administrator will review this Policy at least once every two years, and will make recommendations for changes to the Planning & Policy Committee.

GLOSSARY OF BUDGET AND FINANCE TERMS

The Annual Budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the Annual Budget document in understanding these terms, a glossary has been included in the document.

Accounting System: The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity.

Accrual Basis: A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, revenue which was earned between October 1 and December 31, but for which payment was not received until January 10, is recorded as being received on December 31 rather than on January 10.

Activity: A specific unit of work or service performed.

Ad Valorem Tax: A tax based on value. Property taxes.

Advance Refunding Bonds: Bonds issued to refinance an outstanding bond issue before the date the outstanding bonds become due or callable. Proceeds of the advance refunding bonds are deposited in escrow with a fiduciary, invested in U.S. Treasury Bonds, or other authorized securities and used to redeem the underlying bonds at their maturity or call date, to pay interest on the bonds being refunded, or to pay interest on the advance refunding bonds.

Amortization: The reduction of the value of an asset by prorating its cost over a period of years.

Appropriation: A legal authorization granted by the County Board of Commissioners which permits the County to incur obligations and to make expenditures of resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Appropriation Ordinance: The official enactment by the County Board of Commissioners to establish legal authority for County officials to obligate and expend resources.

Assessed Valuation: A value that is established for real or personal property for use as a basis for levying property taxes. (Note: Property values are established by the local townships and city assessors).

Assets: Property owned by a government which has a monetary value.

Assignment of Mortgage: To record the sale of the mortgage in the secondary market.

Audit: A systematic examination of resource utilization concluding in a written report. It is a test of management's internal accounting controls and is intended to:

- ascertain whether financial statements fairly present financial positions and results of operations;
- test whether transactions have been legally performed;

GLOSSARY OF BUDGET AND FINANCE TERMS

- identify areas for possible improvements in accounting practices and procedures;
- ascertain whether transactions have been recorded accurately and consistently; and
- ascertain the stewardship of officials responsible for governmental resources.

Balanced Budget: A budget in which estimated revenues and fund balance equals or exceeds estimated expenditures.

Balance Sheet: A financial statement that discloses the assets, liabilities, reserves, and balances of a specific governmental fund as of a specific date.

Bond: A written promise to pay (debt) a specified sum of money (called principal or face value) on a specific future date (called the maturity date(s)). The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, and water and sewage systems.

Budget: A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures with various municipal services.

Budget Adjustment: A legal procedure utilized by the County staff and County Board to revise a budget appropriation. The County of Ottawa requires the Finance Committee of the Board of Commissioners to approve through the adoption of a supplemental appropriation ordinance (which specifies both the source of revenue and/or the appropriate expenditure account) for any appropriation between funds or any appropriation over \$50,000. The County Administrator and Finance Director can approve adjustments for \$50,000 or less within a fund.

Budget Calendar: The schedule of key dates or milestones which the County departments follow in the preparation, adoption, and administration of the budget.

Budget Document: The instrument used by the budget-making authority to present a comprehensive financial program to the County Board of Commissioners.

Budgeted Funds: Funds that are planned for certain uses that have been formally or legally appropriated by the legislative body. The budget document that is submitted for the County Board of Commissioners approval included all the required information. Public Act 621 of 1978, known as the Uniform Budgeting and Accounting Act, requires a formal budget be adopted for all governmental fund types. Informational summary of projected revenues and expenditures is required for proprietary fund types and capital construction projects.

Budget Message: The opening section of the budget which provides the County Board of Commissioners and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations of the County Administrator and Finance Director.

GLOSSARY OF BUDGET AND FINANCE TERMS

Budgetary Control: The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Capital Construction Projects: A plan of approved capital expenditures and the means of financing them. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility. The capital budget is enacted as part of the County's consolidated budget which includes both operating and capital outlays. The capital budget normally is based on a capital improvement program (CIP).

Capital Improvement Program (CIP): A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a fixed period of several future years.

Capital Expenditures/Outlays: Expenditures greater than \$5,000 for the acquisition of capital assets. The assets are of significant value and have a useful life of more than one year. Capital assets are also called fixed assets.

Capital Projects Fund: A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

Capitalization Policy: The criteria used by a government to determine which outlays should be reported as fixed assets.

Cash Accounting: A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

Cash Management: The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

CDBG: Community Development Block Grant; predominately federal funding for a variety of public assistance programs.

Certificate of Deposit: A negotiable or non-negotiable receipt for monies deposited in a bank or financial institution for a specified period for a specified rate of interest.

Commercial Paper: A very short-term unsecured promissory note, supported by a bank line or letter of credit, which has a maturity from one to 270 days.

Commodities: Items of expenditure (in the operating budget) which, after use, are consumed or show a material change in their physical condition, and which are generally of limited value and are characterized by rapid depreciation. Office supplies and gas and oil are examples of commodities.

GLOSSARY OF BUDGET AND FINANCE TERMS

Component Unit: A separate government unit, agency, or non-profit corporation that is combined with other component units to constitute the reporting entity in conformity with GAAP. The elected officials of the primary government are financially accountable for the component unit.

Contingency Account: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

Contractual Services: Services rendered to County departments and agencies by private firms, individuals, or other government agencies. Examples include utilities, insurance, and professional services.

Debt Service Fund: A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Debt Services: The County's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

Deficit: (1) The excess of an entity's liabilities over its assets (See Fund Balance).
(2) The excess of expenditures or expenses over revenues during a single accounting period.

Delinquent Taxes: Taxes that remain unpaid on and after the date on which a penalty for non-payment is attached.

Department: A major administrative division of the County which indicates overall management responsibility for an operation or a group of related operations within a functional area.

Department Function Statement: The primary reason for the existence of a specific department is explained through the department function statement.

Depreciation: The decrease in value of physical assets due to use and the passage of time.

Designated: An account used to indicate a portion of a fund's balance to reflect tentative plans for future spending related to specific projects or purposes. These amounts are formally designated by the Board of Commissioners. Although these amounts are not legally restricted, they represent current intentions of the Board.

Disbursement: Payment for goods and services in cash or by check.

Discharge of Mortgage: To record the pay off of the mortgage.

EDWAAA: Economic Dislocated Worker Adjustment Assistance Act is a funding source for various employment and training activities.

GLOSSARY OF BUDGET AND FINANCE TERMS

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditures. Funds cease to be encumbered when paid or when an actual liability is set up.

Enterprise Fund: A proprietary fund type in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures.

EPSDT: Early and Periodic Screening and Diagnostic Testing; the Health department provides these services primarily to children.

Equalized Value: Locally assessed value multiplied by County and/or state factors to provide a uniform tax base. Equalized values are multiplied by tax rates to yield a tax amount in dollars.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by County Board of Commissioners.

Expenditure: This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all governmental funds and expendable trust funds. (Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.)

Expenses: Charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest, and other charges. This term applies to proprietary funds and non-expendable trust funds.

FHLB: Federal Home Loan Bank.

FHLMC: Federal Home Loan Mortgage Company (Freddie Mac).

FNMA: Federal National Mortgage Association (Fannie Mae).

Family Court: A newly created division of the Circuit Court that administers domestic relations and juvenile neglect and abuse cases.

Finance Committee: A five-member committee made up of Board of Commissioners who have original jurisdiction over matters of County business in the areas of purchasing, financial control, insurance, audit of claims, auditing, equalization and apportionment bonding, human resources, and other related matters. The committee members are appointed by the Chairperson of the Board and serve for a one-year term.

Financing Tools: Financial mechanisms established by the Board of Commissioners to address long-term financial needs of the County. (See Users Guide for more detail.)

GLOSSARY OF BUDGET AND FINANCE TERMS

Fiscal Year: A twelve-month period designated as the operating year for an entity. The County of Ottawa has specified January 1 to December 31 as its fiscal year. However, certain grant funds carry fiscal year-ends to coincide with the grants reporting period.

Fixed Assets: Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

Function: A major class or grouping of tasks directed toward a common goal, such as improvements to the public safety, improvement of the physical environment, etc. For the purposes utilized in budgetary analysis, the categories of functions have been established by the State of Michigan and financial reports must be grouped according to those established functions.

Fund: An accounting entity with a set of self-balancing accounts that records all financial transactions for the purpose of carrying on specific activities or government functions. Seven commonly used fund types in governmental accounting are: general, special revenue, debt service, capital projects, enterprise, internal service, and trust and agency.

Fund Balance: Fund balance is the excess of assets over liabilities and is therefore also known as surplus funds. This term applies to governmental funds. A negative fund balance is sometimes called a deficit.

Fund Balance, Designated, Unreserved: The portion of fund balance that is available for appropriation but has been earmarked for a specific purpose.

Fund Balance, Reserved: The portion of fund balance that is not available for appropriation. Generally, these funds are legally restricted for a specific use.

Fund Balance, Undesignated, Unreserved: The portion of fund balance available for appropriation.

Fund Equity: Fund Equity is the excess of assets over liabilities and is also known as surplus funds. This term applies to proprietary fund types.

General Fund: The General Fund accounts for all current financial resources not required by law or administrative action to be accounted for in another fund and serves as the primary reporting vehicle for current government operations.

General Ledger: A set of records which records all transactions necessary to reflect the financial position of the government.

GLOSSARY OF BUDGET AND FINANCE TERMS

General Obligation Bonds: When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds which are to be repaid from taxes and other general revenues.

Generally Accepted Accounting Principals (GAAP): Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the GASB.

Generally Accepted Auditing Standards (GAAS): Standards established by the AICPA for the conduct and reporting of financial audits. There are 10 basic GAAS, classed into three broad categories: general standards, standards of fieldwork, and standards of reporting. The Auditing Standards Board of the AICPA publishes SAS to comment and expand upon these basic standards. These SAS, together with the 10 basic standards, constitute GAAS. These GAAS set forth the objectives of the audit and establish measures that can be applied to judge the quality of its performance.

Generally Accepted Government Auditing Standards (GAGAS): Standards established by the GAO in its publication Standards for Audit of Governmental Organizations, Programs, Activities and Functions ("yellow book") for the conduct and reporting of both financial and performance audits. GAGAS set forth general standards applicable to both types of audits and separate standards of fieldwork and reporting for financial and performance audits. The GAGAS standards of fieldwork and reporting for financial audits incorporate and build upon GAAS.

Goal: The long range plans necessary to meet the visions of the strategic plan.

Governmental Accounting: The composite activity of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of governments.

Governmental Accounting Standards Board (GASB): The authoritative accounting and financial reporting standard-setting body for government entities.

Governmental Fund Types: Funds used to account for the acquisition, use, and balances of expendable financial resources and the related current liabilities - except those accounted for in proprietary funds and fiduciary funds. In essence, these funds are accounting segregations of financial resources. Expendable assets are assigned to a particular governmental fund type according to the purposes for which they may or must be used. Current liabilities are assigned to the fund type from which they are to be paid. The difference between the assets and liabilities of governmental fund types is referred to as fund balance. The measurement focus in these fund types is on the determination of financial position changes and changes in financial position (sources, uses, and balances of financial resources), rather than on net income determination. The statement of revenues, expenditures, and changes in fund balance is the primary

GLOSSARY OF BUDGET AND FINANCE TERMS

governmental fund type operating statement. It may be supported or supplemented by more detailed schedules of revenues, expenditures, transfers, and other changes in fund balance. Under current GAAP, there are four governmental fund types: general, special revenue, debt service, and capital projects.

Grant: A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

Headlee Rollback (also called Tax Limitation Amendment):

(Article IX, Sec. 31 of the Michigan Constitution). If the total value of existing taxable property in a local taxing unit increases faster than the U.S. Consumer Price Index (CPI) from one year to the next, the maximum authorized tax rate in that jurisdiction must be "rolled back" (reduced). The rollback may be reversed by a vote of the electors.

Indirect Costs: Costs associated with, but not directly attributable to, the providing of a product or services. These costs are usually incurred by other departments in the support of operating departments.

Interfund Expenditures: Services rendered to County departments and agencies by other County departments. Examples include data processing services, telecommunications, duplicating, insurance services, etc.

Interfund Transfer: Payment from one fund to another fund primarily for work or services provided.

Intergovernmental Revenue: A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

Internal Control Structure: Policies and procedures established to provide reasonable assurance that specific government objectives will be achieved.

Internal Service Fund: A fund used to account for the financing of goods or services provided by one department to other departments on a reimbursement basis.

Inventory: A detailed listing of property currently held by the government.

Investment: Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals, or base payments.

Invoice: A bill requesting payment for goods or services by a vendor or other governmental unit.

Legal Investment: Investments that governments are permitted to make by law.

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Levy: To impose taxes, special assessments, or service charges for the support of County activities.

Liability: Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. (Note: The term does not include encumbrances.)

Line-item Budget: A budget that lists each revenue and expenditure category (taxes, charges for services, salary, telephone, mileage, etc.) separately, along with the dollar amount budgeted for each specified category.

Long-term Debt: Debt with a maturity of more than one year after the date of Issuance.

Mandate: Any responsibility, action or procedure that is imposed by one sphere of government on another through constitutional, legislative, administrative, executive, or judicial action as a direct order or that is required as a condition of aid.

Maturities: The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

MSHDA: Michigan State Housing Development Authority; a State agency which provides funding for various housing programs.

Mill: One one-thousandth of a dollar of assessed value.

Millage: Rate used in calculating taxes based upon the value of property, expressed in mills per dollar of property, expressed in mills per dollar of property value.

Modified Accrual Basis: Used in governmental fund types. Revenues should be recognized in the accounting period in which they become available and measurable (similar to cash basis). Expenditures should be recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt, which should be recognized when due.

Non Violent Crimes: Non violent crimes are non-index crimes including Assault, Forgery, Fraud, Embezzlement, Stolen Property, Vandalism, Weapons (carry/possession), Sex Offenses, Drug/Narcotic Violations, Family Offenses, OUIL, Liquor Laws, Disorderly Conduct, Vagrancy, and Runaways (non inclusive).

Object of Expenditure: Expenditure classifications based upon the types or categories of goods and services purchased. Typical objects of expenditures include:

- personnel services (salaries and fringes);
- supplies;
- other services and charges (utilities, maintenance contracts, travel); and,
- capital outlays.

GLOSSARY OF BUDGET AND FINANCE TERMS

Objective: The means to achieve the established goals; an implementation plan.

Operating Budget: A annual plan of financial operation embodying an estimate of proposed expenditures for the calendar year and the proposed means of financing them (revenue estimates). The plan specifies the type and level of municipal services to be provided, while limiting, through the appropriation process, the amount of money which can be spent.

Operating Transfer: Routine and/or recurring transfers of assets between funds.

Other Financing Sources: Governmental fund general long-term debt proceeds, amounts equal to the present value of minimum lease payments arising from capital leases, proceeds from the sale of general fixed assets, and operating transfers in. Such amounts are classified separately from revenues on the governmental operating statement.

Other Financing Uses: Governmental fund operating transfers out and the amount of refunding bond proceeds deposited with the escrow agent. Such amounts are classified separately from expenditures on the governmental operating statement.

OUIL: Operating Under the Influence of Liquor.

OWI: Operating While Intoxicated

P.A. 621: See Uniform Budget and Accounting Act.

Performance Measures: Specific quantitative and qualitative measures of work performed as an objective of the department.

Personnel Services: Items of expenditures in the operating budget for salaries and wages paid for services performed by County employees, as well as the incidental fringe benefit costs associated with County employment.

Primary Government: Any state government or general-purpose local government (Municipality or County) which meets the following criteria: 1) has a separately elected governing body, 2) is legally separate, and 3) is fiscally independent of other state and local governments.

Proprietary Fund Types: Sometimes referred to as income determination or commercial-type funds, the classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds). All assets liabilities, equities, revenues, expenses, and transfers relating to the government's business and quasi-business activities are accounted for through proprietary funds. The GAAP used are generally those applicable to similar businesses in the private sector and the measurement focus is on determination of net income, financial position, and changes in financial position. However, where the GASB has issued pronouncements applicable to those entities and activities, they should be guided by these pronouncements.

GLOSSARY OF BUDGET AND FINANCE TERMS

Property Tax: Property taxes are levied on both real and personal property according to the property's valuation and the tax rate. Also known as "ad valorem taxes".

Purchase Order: A document authorizing the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

Rating: In the context of bonds, normally an evaluation of credit worthiness performed by an independent rating service.

Requisition: A written request from a department to the purchasing office for specific goods or services. This action precedes the authorization of a purchase order.

Reserve: An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Residual Equity Transfer: Non-recurring or non-routine transfers of assets between funds.

Resolution: A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources: Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

Retained Earnings: An equity account reflecting the accumulated earnings of the County's Enterprise and Internal Service Funds.

Revenue: Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, and interest income.

Revenue Bonds: Bonds usually sold for construction of a project that will produce revenue for the government. The revenue is used to pay the principal and interest of the bond.

Revenue Estimate: A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

Risk Management: An organized attempt to protect a government's assets against accidental loss in the most economical method.

Rollback Legislation: See Headlee Rollback.

Self-Insurance: A term often used to describe the retention by an entity of a risk of loss arising out of ownership.

S.E.V.: In Michigan means "State Equalized Value" which is approximately one half the value of the property.

GLOSSARY OF BUDGET AND FINANCE TERMS

Source of Revenue: Revenues are classified according to their source or point of origin (i.e.: taxes, charges for services, interest on investments).

Special Assessment: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Assessment Roll: The official list showing the amount of special assessments levied against each property presumed to be benefited by an improvement or service.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specified purposes, GAAP only require the use of special revenue funds when legally mandated.

State Equalized Value: See S.E.V.

Strategic Plan: Plan developed by the Board of Commissioners to establish County objectives, goals, and action plans.

Surplus: Revenue over expenditures for any given year. The cumulative revenue over expenditures is called fund balance.

Tax-Exempt Bonds: State and local government securities whose interest is exempt from taxation by the federal government or within the jurisdiction issued.

Tax Levy: The total amount to be raised by general property taxes for the purposes stated in the resolution approved by the County Board of Commissioners.

Tax Rate: The amount of taxes (mills) levied for each \$1,000 of assessed valuation.

Tax Rate Limit: The maximum legal property tax rate at which a County may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes. The County's legal limit is 4.44 mills voted on by County residents in 1988 for 6 years. This millage will expire in 1994 at which time the Tax Allocation Committee will meet.

Tax Roll: The certification of assessed/taxable values prepared by the assessor of each local governmental unit presented to the taxing authority in October of each year.

Tax Year: The calendar year in which ad valorem property taxes are levied to finance the ensuing calendar year budget. For example, taxes levied in 1993 will finance the 1994 budget.

Taxable Value: The dollar figure for each parcel of property against which tax rates are levied. This may or may not be an arbitrary calculation depending upon the market value, how that

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