

# Ottawa County West Olive, Michigan Adopted 2019 Budget





**Ottawa County**  
**Board of Commissioners**

I. Back Row (Left to Right): Donald G. Disselkoen - District 3; Matthew R. Fenske - District 11; Mike Haverdink - District 5; Kelly M. Kuiper - District 6; Francisco C. Garcia - District 1; Philip D. Kuyers - District 9; Joseph S. Baumann - District 2

Front Row (Left to Right): Allen Dannenberg - District 4; Vice-Chair Roger A. Bergman - District 10; Chair Gregory J. DeJong - District 8; James H. Holtvluwer - District 7

## DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Ottawa County for its annual budget for the fiscal year ended October 1, 2017. This was the twenty-third year that the County has submitted and received this prestigious award.

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

# *Distinguished Budget Presentation Award*

PRESENTED TO

**Ottawa County  
Michigan**

For the Fiscal Year Beginning

**October 1, 2017**

*Christopher P. Morill*

Executive Director

## TABLE OF CONTENTS

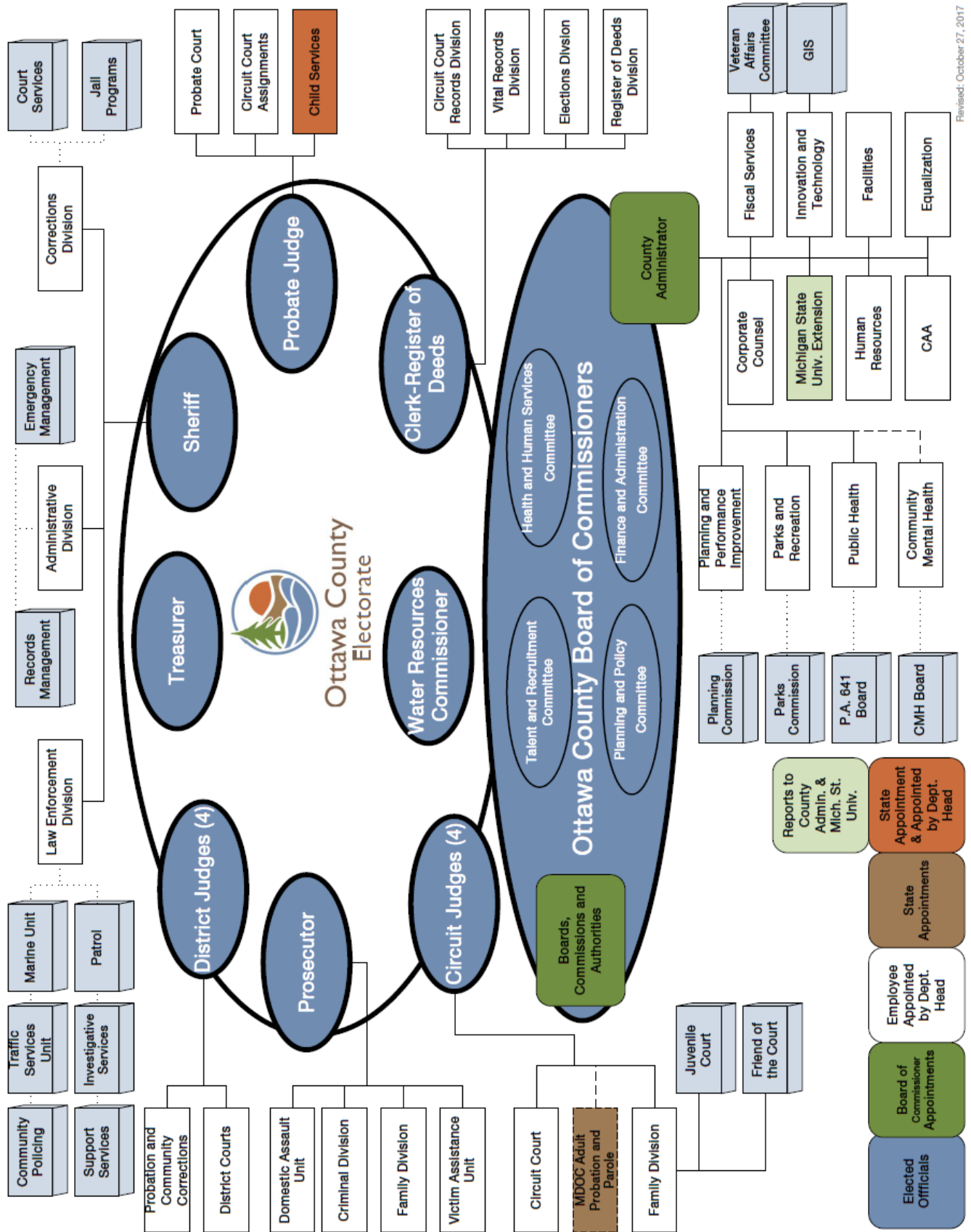
<b><u>INTRODUCTORY SECTION</u></b>	<b><u>Page Number</u></b>
Distinguished Budget Presentation Award .....	3
Organizational Chart .....	7
<b><u>BUDGET MESSAGE</u></b>	
Letter of Transmittal .....	8
<b><u>SUMMARY INFORMATION</u></b>	
County Profile .....	17
County Strategic Plan .....	22
Budget Overview .....	37
Budget Summary .....	41
Revenues by Source .....	43
Expenditures by Source .....	47
<b><u>BUDGET BY FUND</u></b>	
<b><u>General Fund (Fund 1010)</u></b> .....	51
<b><u>Special Revenue Funds -in alphabetical order</u></b>	
General Fund: Infrastructure – Fund 2444 .....	54
General Fund: Solid Waste Clean-Up – Fund 2271 .....	55
General Fund: Stabilization – Fund 2570 .....	56
Child Care - Fund 2920 .....	57
Concealed Pistol Licenses – Fund 2631 .....	59
Department of Health and Human Services – Fund 2901 .....	60
Farmland Preservation – Fund 2340 .....	61
Federal Forfeiture – Fund 2620 .....	62
Friend of the Court – Fund 2160 .....	63
Health – Fund 2210 .....	65
Homestead Property Tax – Fund 2550 .....	76
Landfill Tipping Fees – Fund 2272 .....	77
Mental Health – Fund 2220 .....	79
Mental Health: Millage – Fund 2221 .....	82
Mental Health: Substance Use Disorder – Fund 2225 .....	83
Other Governmental Grants – Fund 2180 .....	85
Parks & Recreation – Fund 2081 .....	86
Public Defender’s Office – Fund 2600 .....	88
Register of Deeds Technology – Fund 2560 .....	89
Sheriff Grants & Contracts – Fund 2630 .....	90
<b><u>Debt Service Funds</u></b>	
Debt Service – Fund 3010 .....	92
<b><u>Capital Improvement Fund</u></b>	
Capital Improvement - Fund 4020 .....	93

## TABLE OF CONTENTS, continued

<u>Permanent Funds</u>	<u>Page Number</u>
Cemetery Trust.....	94
<b><u>BUDGET BY DEPARMENT</u></b>	
<b><u>General Fund (1010) – in alphabetical order</u></b>	
Administrators.....	97
Canvassing Board.....	99
Central Dispatch.....	100
Circuit Court Trial Division.....	101
Circuit Court Adult Probation.....	102
Circuit Court Family Counseling.....	103
Commissioners.....	104
Contingency.....	105
Corporate Counsel.....	106
County Clerk.....	107
County Treasurer.....	109
Crime Victim’s Rights.....	111
Department of Veteran Affairs.....	113
District Court.....	115
District Court Community Corrections.....	118
Drain Assessments.....	120
Elections.....	121
Equalization.....	123
Crockery Township Assessing – Equalization.....	125
Grand Haven Assessing – Equalization.....	126
Facilities.....	127
Fiscal Services.....	128
Geographic Information Systems.....	130
Human Resources.....	132
Innovation Initiatives.....	133
Insurance.....	134
Jury Board.....	135
Juvenile Services – Family Court.....	136
Legal Self Help Center.....	137
Medical Examiners.....	139
MSU Extension.....	140
Other Health & Welfare.....	142
Ottawa County Building Authority.....	143
Ottawa Soil/Water Conversation.....	144
Planning & Performance.....	145
Planning Training.....	147
Plat Board.....	148
Probate Court.....	149
Prosecuting Attorney.....	150
QEC Bonds.....	152

## TABLE OF CONTENTS, continued

<u>General Fund (1010) – in alphabetical order (continued)</u>	<u>Page Number</u>
Reapportionment/Tax Allocation.....	153
Register of Deeds.....	154
Road Commission.....	156
Road Salt Management.....	157
Sheriff.....	158
Sheriff Corrections.....	160
Sheriff Emergency Services.....	162
Sheriff Animal Control.....	164
Sheriff Haz-Mat Response Team.....	166
Sheriff Marine Safety.....	167
Sheriff Marine Academy.....	169
Sheriff Training.....	170
Sheriff WEMET.....	171
Strategic Initiatives.....	172
Substance Abuse.....	173
Survey & Rezonement.....	174
Tech Forum I/T.....	176
Water Resources Commissioner.....	177
Transfers In/Transfers Out.....	179
<b><u>COUNTY DEBT</u></b>	
County Debt Information.....	181
Schedule of Debt Service Requirements.....	182
<b><u>CAPITAL PROJECTS</u></b>	
2019-2024 Capital Improvement Plan (schedule).....	184
2019 Capital Improvement (narrative).....	189
<b><u>APPENDIX</u></b>	
Resolution to approve 2019 Operating Budget.....	194
2019 Appropriation Act.....	196
History of Positions by Fund.....	199
2019 Approved Positions.....	203
County of Ottawa Budget Related Financial Policies.....	205
Glossary of Budget and Finance Terms.....	220
Glossary of Acronyms.....	225





# Ottawa County<sup>®</sup>

Administrator's Office

Alan G. Vanderberg  
County Administrator

John E. Shay  
Deputy County Administrator

September 25, 2018

Chair DeJong and Board of Commissioners:

Detailed herein are the 2019 Operating Budgets as proposed by the Finance and Administration Committee in accordance with the State of Michigan Public Act of 1968 – The Uniform Budgeting and Accounting Act, as amended. This booklet includes the Transmittal Letter detailing significant issues and trends for 2018; the Approved Board Budget Resolution and 2019 Appropriation Act; Budget Summaries by Fund in a format required by Public Act 2; 2019 New Position Recommendations; and the Capital Improvement Plan.

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

The total recommended budget appropriations for 2019 is \$183,218,095 and is categorized in the following funds. The General Fund budget is \$83,882,163. The twenty Special Revenue Funds have a combined budget of \$93,029,842. The remaining budget is compiled of the Debt Service Fund and Capital Project Fund that have appropriations of \$4,134,877 and \$2,171,212 respectively. More detail about the revenue and expenditures changes from the 2018 budget to the 2019 budget are addressed later in this letter.



## CURRENT BUDGET TOPICS

Several budget considerations have continued in the County's favor in the past couple of years as well as in the planning for the 2019 budget year. A few of these include a continued increase in the property tax value and reasonable increases in health care expenditures. New for the 2019 Budget is the development of a Public Defender's Office (Fund). The expenditures related to the indigent defense used to be fully funded by the County. Now with the new Public Defender's Office (Fund), 68% of these expense are now funded by the State and 32% by the County.

The 2019 budget is balanced, with the use of little reserves, and with the proposed county operating millage remaining the same at 3.6 mills. County programs are funded at the same service level, all debt service payments are included, capital improvement plan, retirement plan and other benefit programs are fully funded.

The County's Financial Policies stress the importance of having a balanced budget, which means at the end of the fiscal year operating revenues match operating expenditures. To keep a conservative approach to estimating revenues without eliminating programs, the 2019 budget includes the following steps to balance the budget.

### Annual Budgeted Transfers

1. A \$500,000 transfer from the Ottawa County Insurance Authority (OCIA). The County contributed money to start the Authority in 1990, which has been fully refunded to the County. The interest earned through investing of this contribution is valued at \$4 million and is available to transfer to the County's General Fund, if needed. The last time this transfer was utilized by the County was 2005.
2. A \$600,000 transfer from the Delinquent Tax Fund. As of completion of the last audit 09/30/17, this fund has a net position of \$22 million, which provides the capacity to transfer funds to the General Fund. This, like the transfer from the OCIA, has been budgeted in the past, but has not been needed in recent years to supplement the General Fund.

### One Time Budgeted Transfers

3. An \$818,407 transfer from the DB/DC Fund. This fund was established by the Board to assist in the cost of closing the Defined Benefit (DB) Plan with MERS. A transfer is budgeted in 2019 to reduce the strain on the General Fund caused by the annual increase payable to MERS, for the unfunded portion of the plan liability.

## FUTURE BUDGET CHALLENGES & ISSUES

### Retirement Plan Funding

In the 2015 actuary study for the defined benefit retirement plan, Michigan Employees Retirement System (MERS) reviewed and updated the assumptions used to calculate the retirement benefit. The two most significant changes were recognizing that plan members and beneficiaries are living longer and reducing the investment earning rate from 8% to 7.75%.

The assumption changes, combined with the actual plan results more than doubled the unfunded liability, increasing it from \$23.9 million to \$44.8 million in 2015. Even with increased contributions, the recognition of the 2008 loss and current market conditions, the 2017 valuation reports a \$55 million unfunded liability. When the defined benefit plan was closed, the Board of Commissions set aside \$4.6 million to assist with the transition and, after the 2019 use of \$818,407, the remaining balance in the reserve is about \$1.9 million.

Based on an estimate prepared by MERS, defined benefit contributions will continue to grow from the current \$8 million payment to \$13 million in 2028. A Board Work Session will be scheduled during the 2019 fiscal year to discuss options to manage the liability.

### Capital Infrastructure

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

In 2014, the County prepared a formal Capital Improvement Plan and created a Capital Project Fund to account for projects. In total, \$7.5 million was transferred to the Capital Improvement Fund from the General Fund and Public Improvement Fund to fund projects. In 2018 the budget includes a \$975,000 one-time contribution of excess reserves from the Compensated Absences Fund to fully fund scheduled projects.

Again in 2019, with tighter operational budgets, capital project funding is from one-time revenue in the General Fund and Delinquent Tax Fund. At the end of 2017, the General Fund ended with a surplus of \$750,000 that can be transferred to the Capital Project Fund while maintaining the required Fund Balance amount per policy. Additionally, the debt for the county jail was paid in full during 2018, reducing debt service by \$1 million.

As the County transitions from building new structures, to maintaining existing infrastructure; identifying an on-going revenue stream to fund projects will be necessary.

### Summary

The retirement and infrastructure funding is not an immediate crisis and we have been gathering necessary information and completing analysis to have a full discussion later this fall.

With these looming challenges, we do not believe it prudent to reduce the general operating tax millage at this time.

## 2019 BUDGET SUMMARY

### Revenue Summary

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

	Current Year Adopted Budget 2018	Recommended Budget 2019	Increase/ (Decrease)	% Increase/ (Decrease)
Taxes	57,751,017	59,691,259	1,940,242	3.36%
Intergovernmental Revenue	72,168,737	74,314,409	2,145,672	2.97%
Charges for Services	17,097,635	18,153,994	1,056,359	6.10%
Fines & Forfeits	109,175	120,675	11,500	10.53%
Interest on Investments	409,620	459,082	49,462	1.20%
Rent	2,320,619	2,498,352	177,733	7.66%
Licenses & Permits	1,409,990	1,695,330	285,340	20.24%
Other Revenue	5,213,354	2,360,300	(2,853,054)	(54.70)%
Operating Transfers In	21,582,237	21,052,517	(529,720)	(2.45)%
<b>Total Revenues</b>	<b>178,062,384</b>	<b>180,345,917</b>	<b>6,125,747</b>	

The overall projected revenues – excluding transfers are \$159,293,400. This increase is just over a 1.8% increase in revenue. Below are further explanations for these changes.

### Taxes

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

For tax year 2019, the County is estimating taxable value of \$11.8 billion, a 5.5% increase from the 2018 \$11.3 billion value and the 7<sup>th</sup> year of consecutive growth for the County since the great recession. Additionally, the County is budgeting that the Local Community Stabilization Authority payment will be made in full; \$1,300,000 to offset the commercial personal property exemption from taxes.

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

Parks and Mental Health are special millages, approved by the voters and billed in December. The 2019 budget is for the year October 1, 2018 through September 30, 2019, therefore 2019 operating revenue is based on the December 2018 tax bill. Whereas County operating millage is billed in July and based on 2019 taxable values.

### Intergovernmental Revenue

Intergovernmental revenue is money that is obtained from other governmental entities (Federal, State, Local, etc....) to fund various programs throughout the County. There are 4 funds that comprise the \$2.1 million increase in this category. The Mental Health Fund and the Mental Health Substance Abuse Fund had a combined increase of \$2.5 million in intergovernmental revenue. This budgeted increase is based on the assumption of increased funding in 2019 from various governmental agencies for program services.

Another fund that budgeted an increase in intergovernmental revenue was the Sheriff's Fund for the local units. This budgeted increase of \$600,000 is offset by a comparable increase in various expenditure lines throughout the fund and are normal operating expenditures increases. Lastly, the newly developed Public Defender Fund is budgeted to receive 68% of its funding from the State of Michigan or \$1.9 million.

One fund that actually budgeted a decrease in intergovernmental revenue was the Parks Fund. This decrease of \$2.9 million is related to 2018 budgeted project funding. If applicable, these projects with related revenue and expenditure will roll at a later date in 2019 once actual current project costs is assessed.

### Charges for Services

The largest increase in this revenue category is in the General Fund (\$700,000 of the \$1.6 million). \$400,000 of this \$700,000 is related to the revenue received from charging departments through the Cost Allocation Plan. The additional \$300,000 increase was multiple department's increase in budget for this revenue category. These budgeted increases were made based on current revenue trends in 2018. Adjustments were then made for the 2019 budget to reflect these anticipated trend increases. The other increases in charges for services are in the Public Health Fund, Landfill Tipping Fund and Parks funds, which all increased their budgets for 2019 in this category based on current trending for 2018.

### Other Revenue

This category saw a substantial budgeted decrease of \$2.8 million spread amongst 3 different funds. First, during the Audit 2017 process the funds for Compensated Absences and DB/DC conversion were reclassified from Special Revenue Funds to Internal Service Funds, so \$2.2 million of the above decrease was based on this reclassification.

The next main decrease was in the Parks Fund. In 2018, Parks budgeted to receive \$1.1 million dollars of donations for various projects. This was not budgeted in 2019 either based on the fact that they have received the donations already in 2018 or this budgeted donation will roll through a budget adjustment during the year when Parks has a closer sense of the donations that they have received.

Lastly the Child Care Fund increased their budget in this category to meet the trend of funding that they are receiving from the rental of the beds to outside entities. This increase in rental has been trending to continue to increase, so an additional \$500,000 was budgeted in 2019.

### Transfers In

The total change in the budget for Transfers In is \$500,000 and is reflected in various scenarios in multiple funds. During the year in 2018 the General Fund was able to eliminate the need for the 2<sup>nd</sup> budgeted transfer from the Delinquent Tax fund in the amount of \$625,000. An additional increase of 900,000 budgeted in Transfer In to the Public Defender's Fund is offset by an increase in Transfers Out by the General Fund for the County's portion of the required investment in these services. There was also a decrease in the amount that the Mental Health Millage Fund budgeted to transfer to the Mental Health Fund, reflecting in a decrease in both Transfers In and Transfers Out.

The Capital Projects Fund budgeted an increase in Transfers In for 2019 is based on a combination of the decrease from the one time transfer from the Compensated Absence Fund, an increase from a one-time transfer from the General Fund and a one-time transfer from the Delinquent Tax Fund. This funding from the Delinquent Tax Fund is available in 2019 because the debt that was designated to be paid with this funding for the Building Authority Series 2005 refinancing (Jail Portion) was paid off in 2018.

### Fund Balance

The change in use of Fund Balance for the FY 2018 budget is reflected in three funds: General Fund, Health Fund and Child Care Fund; which are explained below.

The General Fund is budgeting to use \$1 million of fund balance. This use of fund balance is an allowable use of prior year excess fund balance and is over and above the minimum of 10% and maximum of 15% required per the fund balance policy. The budgeted use of fund balance accommodates for annual appropriations to cover the departments underspending.

The General Fund in total shows a use of Fund balance of \$1.7 million. \$700,000 of this is funds in excess in 2017 and increased the unrestricted portion of fund balance. This amount is then being allocated as a use based on transferring this to the Capital Project fund to help fund the various projects anticipated for 2019. The other funds that are using Fund balance are the Child Care Fund (\$400,000) and Health Fund (\$500,000). Both of these funds have built up reserves in the past and are allocating to use these reserves this year, which lowers the amount of funding that they need to receive from the General Fund.

## Expense Summary

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

	Current Year		Increase/ (Decrease)	% Increase/ (Decrease)
	Adopted Budget 2018	Recommended Budget 2019		
Salaries & Wages	50,337,736	54,440,545	4,102,809	8.15%
Benefits	28,129,912	28,820,007	690,095	2.40%
Supplies	5,014,259	5,760,348	746,089	14.88%
Contracted Services	39,730,807	40,632,483	901,676	2.27%
Operating Expenses	7,121,839	7,531,509	409,670	5.75%
Maintenance & Repair	1,245,929	1,400,228	154,299	12.38%
Utilities	1,915,828	2,085,609	169,781	8.86%
Insurance	1,786,009	1,826,365	40,356	2.26%
Indirect Expense	8,743,283	9,498,139	754,856	8.63%
Contribution to Component Units	9,789,537	9,883,951	94,414	0.96%
Capital Outlay	7,388,720	2,216,799	(5,171,921)	-70.00%
Debt Service	5,520,457	4,534,877	(985,580)	-17.85%
Operating Transfers Out	17,188,685	14,587,234	2,601,451	15.10%
Total Expenditures	<u>183,913,001</u>	<u>183,218,095</u>	<u>4,396,601</u>	

#### Salaries and Wages

Approximately 3.6% of the increase reflects a budgeted 2% COLA increase for the bargaining groups and other employee classifications as well as the anticipated step increases for employees. The additional increase is from the budgeted salaries in the new Public Defender's Fund. These expenditures were originally budgeted in past years in contracted services and funded by the General Fund. The Contracted Services expenditure category did see a budgeted decrease here in 2019.

#### Benefits

The largest increases in this expense category is from the increase in the amount payable to MERS for the unfunded portion of the liability.

#### Supplies

This category saw an increase of \$750,000 which were in 3 different areas in 3 different funds. The first was the increase in I/T Operational Supplies (or I/T replacement plan) in the General Fund. This increase is from two different factors; a larger than normal replacement of I/T equipment as well as the I/T department moving their replacement schedule up for certain items since I/T equipment has less of a useful life and compatibility than it used to have.

The second increase was in Other Governmental Funds related to CAA costs. In 2018 the costs for Program Activity were not budgeted until after the beginning of the Fiscal Year as a budget adjustment. In 2019 these costs were done correctly as a part of the budget process, so actual budgeted costs are correctly reflected. The last increase in supplies was the addition of the Public Defender's Fund and its request for annual ongoing operating supply items as well as one-time supply items needed to get the office up and running.

#### Contracted Services

This expenditure category in the General Fund budgeted a significant decrease from the reclassification of the costs for indigent defense from contracted services in the General Fund to salaries in the Public Defender's Fund. The Contract Service amount for these defense attorney's is what was referenced early in the salary increase for 2019.

The major changes in the Mental Health Fund are related to the transition of the clubhouse from salary/fringes/building rental/etc. to client care expenditures. There is also an increase for specialized residential programs of new consumer placements as well as an increase for autism services that were wait listed during 2018. This list continues to decrease with the addition of new providers.

The Mental Health SUD Fund's main increase was in the medication assisted treatment services for opioid addiction and the starting of a family engagement team in 2018 with full annual expenditures budgeted in 2019. Lastly the Mental Health Millage Fund increase was based on the allocating of funding for stabilizing In-County residential facilities.

#### Debt Service

The decrease in expenditure in the Debt Service Fund was the result of the County paying off the Building Authority Refunding Series 2005 (Jail Portion). This freed up \$1 million that normally was transferred to the Debt Service Fund from the Delinquent Tax fund for this payment.

#### Indirect Expense

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

#### Capital Projects

The changes in Capital Projects expenditures is consolidated to the Capital Project Fund and the Parks and Recreation Fund. The Parks and Recreation Fund budgeted a decrease in projects for 2019. They currently have a large amount of projects that are funded in 2018 that are split between funding by the Park millage as well as other funding sources, such as grants and donations. These projects may roll through a budget adjustment later in 2019 when current costs of these projects in know. The Capital Projects Fund requests for projects that are anticipated to be completed in 2019 as a part of the Capital Improvement Plan was \$700,000 less than those requested in 2018. Capital Projects are compiled and can be reviewed in the Capital Improvement Plan 2019-2024 that has been approved as a separate Board approval process.

## CONCLUSION

Ottawa County remains committed to achieving its Vision Statement of being the place *where you belong*. The 2019 Annual Budget represents a fiscally responsible spending plan that balances the Board's direction of providing citizens and business exemplary levels of service at reasonable expense, while continuing to address regulatory compliance.

The preparation of the 2019 County of Ottawa Budget was made possible through the collaboration efforts of the various County employee's, Elected Officials and Judges, Department Heads, Agency Directors, Fiscal Service staff and all others involved in the budget preparation process. With their input, the successful 2019 budget process has been achieved.

Sincerely,

---

Alan G. Vanderberg  
County Administrator

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Karen Karasinski, CPA  
Fiscal Services Director



# County Profile



**Ottawa County**

*Where You Belong*



## **Introduction**

Beautiful Ottawa County is located in the southwestern section of Michigan's Lower Peninsula. Its western boundary is formed by Lake Michigan and its eastern boundary is approximately 30 miles inland. The County landmass consists of a total area of 565 square with over 300 miles of water frontage. The County is composed of 6 cities, 17 townships, and 1 village.



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

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

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

## **Population**

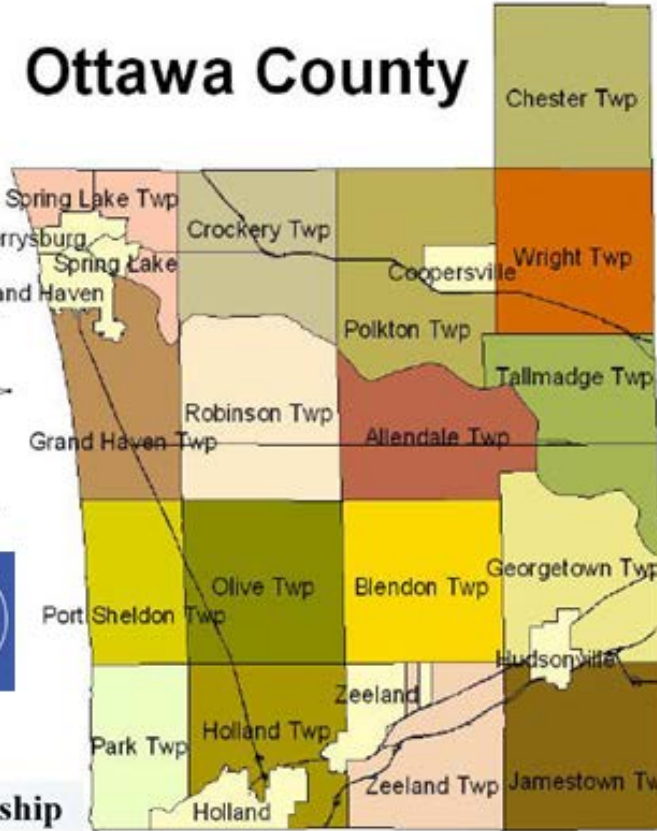
According to the Census of 1840, there were only 208 residents within all of Ottawa County. In 1846 the population swelled to 1,200 and by 1850, the County population had grown to almost 8,500. The most recently published information by the United State Census Bureau estimates the population as of 2017 at 286,383 making Ottawa County the 8<sup>th</sup> most populous county in the state. Significant population growth has occurred over the years and is expected to continue in the years ahead.



# Ottawa County



Port Sheldon Township



## **Recreation & Tourism**

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

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

## **Education**

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

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

## **Industrial**

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

## **Agriculture & Food Processing**

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

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

### **Health Care**

Ottawa County has gained recognition on the National scale for being named the Number 1 healthiest County in the State of Michigan for 4 years in a row (a study performed by the Robert Wood Johnson Foundation). The study shows overall West Michigan residents have better access to quality programs that promote good health, are less likely to die before age 75, and are more likely to engage in healthy behaviors leading to lower obesity rates. Of the seven years this study has been completed Ottawa County has ranked Number 1 for 4 of these years and Number 2 for 3 of these years.

### **Transportation**

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

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

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

# County Strategic Plan



**Ottawa County**  
*Where You Belong*



# Ottawa County

*Where You Belong<sup>®</sup>*

## **Strategic Plan and 2018-2019 Business Plan**

## Process Summary

Ottawa County, the eighth-largest county in Michigan, is a beautiful community of 286,383 people located along the Lake Michigan shoreline.

The government that serves the community is comprised of approximately 1,100 employees and elected officials with occupations as diverse as nursing, parks, corrections, administration and law enforcement.

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

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

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

The Board of Commissioners met on May 3, 2018, to review the current strategic plan and create the business plan for fiscal year 2018-2019. This involved a review of the strengths, weaknesses, opportunities and threats (SWOT) facing the County; a confirmation of major goals and the development and ranking of objectives. After the Board established draft objectives, Administration assigned resources to each objective and developed outcome measures which will indicate success in completing the plan's goals. The results of the process follow.



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

following vision statement:

*Where you belong.*

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

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

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

The four goals of the Board of Commissioners are:

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

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

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

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

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

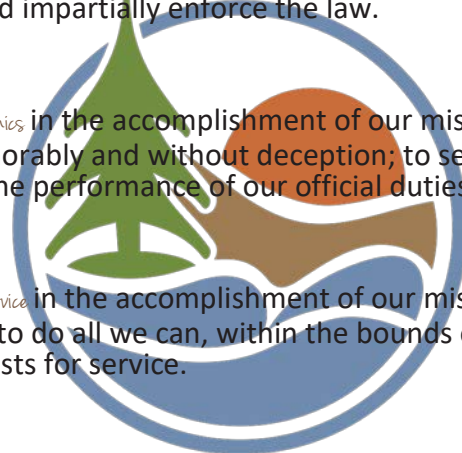
We recognize the importance of *Service* in the accomplishment of our mission and hold it as a basic value to treat each resident as a customer; to do all we can, within the bounds of the County's laws, regulations, policies and budget, to meet requests for service.

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

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

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

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



**Ottawa County**

*Where You Belong*®

# **Business Plan 2018-2019**

## **Objectives, Deliverables, Outputs, and Outcomes**

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

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

## Strengths

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

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

## Weaknesses

## Opportunities

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

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

## Threats

What do we want to do?

How will we know our actions were effective?

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

**Output  
Outcome Indicator**

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

- Provide information to the Board necessary to make key decisions, adopting the budget by the end of September.
- Annually adopt the Capital Improvement Plan, identifying and prioritizing projects and the funding to pay for it.
- Annually review millage rates during the budget process.
- Continue to evaluate and adopt strategies to address remaining pension and retiree health liabilities.
- Continue strategies to contain the cost of health benefits, including health plan design, bidding out our health plan to the market, and implementation of the health management plan.
- Identify financial threats and approve strategies to mitigate those threats.
- Maintain the health of the County financing tools.
- Maintain the health of the Insurance Authority, while investing funds for projects that lower County liabilities.
- Compile a report on which non-profits pay taxes.
- Evaluate moving to an annual user fee increase method.

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

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

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

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

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

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

Objective 3: Maintain or improve bond credit ratings.

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

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

Achieve and maintain the top ratings from all rating agencies.

What will we do to get there?

What do we want to do?

How will we know our actions were effective?

**Goal 2: To Contribute to the Long-Term Economic, Social and Environmental Health of the County.**

**Output  
Outcome Indicator**

What will we do to get there?

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

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



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



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

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

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



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



County retains low crime rates and high health rankings. Citizen surveys reflect continued high satisfaction regarding public safety and health. Diverse peoples are welcomed and stay in the County. County and local government services are delivered without bias.

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

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



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



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

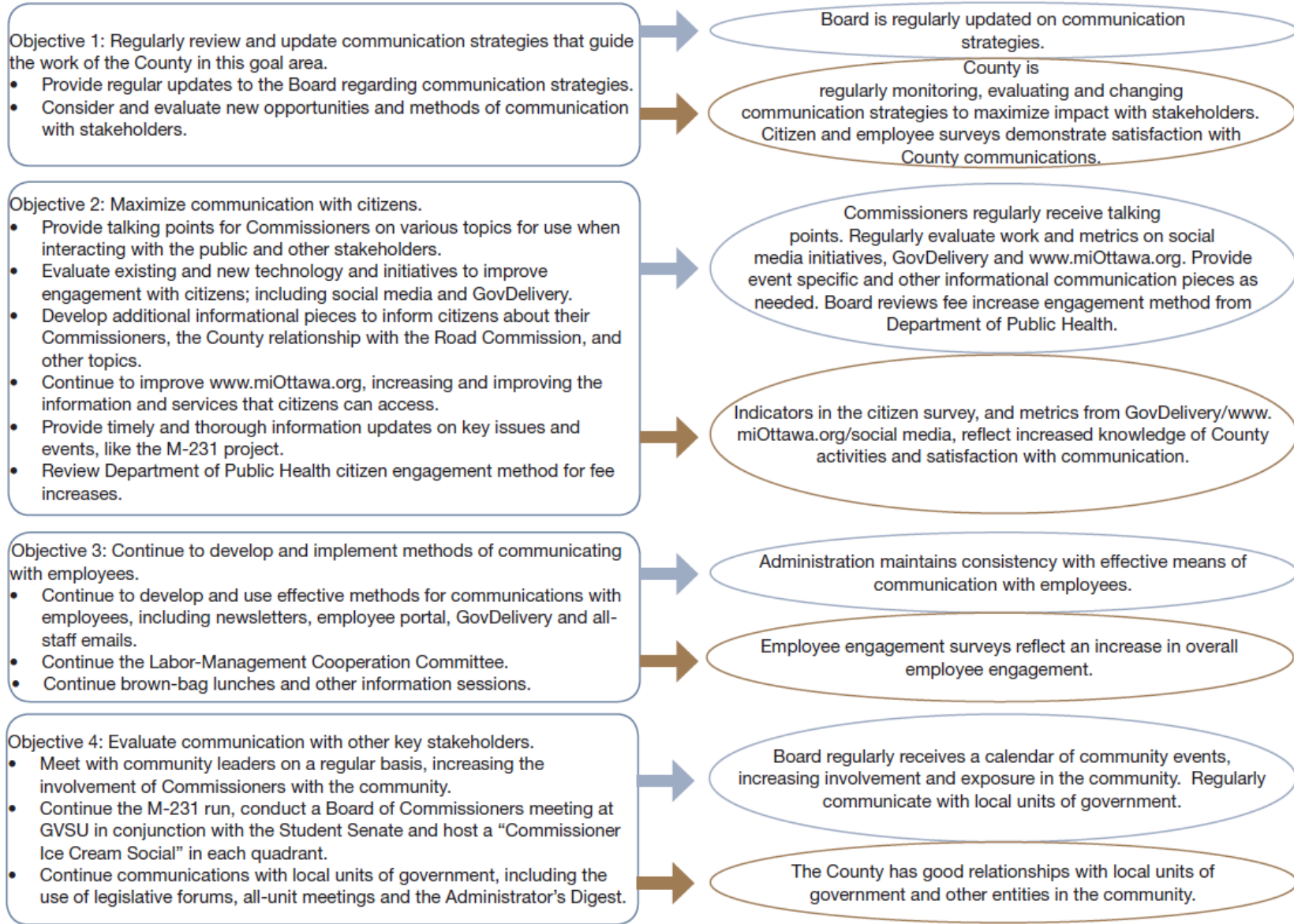
What do we want to do?

How will we know our actions were effective?

**Goal 3: To Maintain and Enhance Communication with Citizens, Employees, and Other Stakeholders.**

**Output Outcome Indicator**

What will we do to get there?



What do we want to do?

How will we know our actions were effective?

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

**Output  
Outcome Indicator**

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

- Continue and enhance the "4 C's" initiative.
- Develop and incorporate systems of creativity (continuous improvement and innovation) for all employees.
- The broadband plan is implemented.
- Complete codification of County ordinances.
- Explore possible uses of artificial intelligence (AI) in County operation and service provision.
- Complete analysis of purchasing process.

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

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

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

- Conduct organizational efficiency/structure reviews and program evaluations, including; Regional Transit Study, SWAP, Sobriety/Drug Courts & Others as needed.
- Continue to improve performance measurement systems and benchmarks relative to budgeted resources.
- Continue to maintain and improve dashboards and other reports to increase transparency and demonstrate outcomes.

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

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

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

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

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

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

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

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

Collaboration opportunities and teamwork among county departments are consistently expanded.

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

What will we do to get there?



# Assigned Resources and Deadlines

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

**Ottawa County Board of Commissioners**

**Business Plan: Deadlines and Resources**

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

**Ottawa County Board of Commissioners**

**Business Plan: Deadlines and Resources**

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



# Ottawa County

*Where You Belong*

Ottawa County is located on Lake Michigan's spectacular freshwater coastline where nature is cherished and protected. More than the lakeshore, you'll find the people of Ottawa County friendly yet driven, working hard to succeed in charming downtown small businesses, at manufacturing hubs with global impact and on acres passed down from generations. We embrace creativity and believe that diversity makes us stronger. We resolve that our public services must be high-quality and cost-effective. We are innovative and never wait for someone to solve our problems for us. We are friendly neighbors chipping in, lending a hand and making sure you know Ottawa County is where you belong.

# *Budget Overview*



**Ottawa County**  
*Where You Belong*

## **About the Budget**

### **Defining the Budget**

The development of the budget for Ottawa County is the annual financial plan. It defines what programs and services that the County is funding for the budget year beginning October 1. It determines what revenues are available to fund the various services and programs of the County as well as how the money will be spent. The consolidated budget is comprised of the annual budget for all operating funds and the budget for the debt and capital funds. The current fund structure is as follows: 1 General Operation fund (General Fund), 20 Special Revenue funds, 1 Debt Service funds and 1 Capital fund. The 1 Permanent fund that the County had in previous years was dissolved per State of Michigan law in 2018, so it is no longer budgeted in 2019.

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

### **Components of the Budget**

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

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

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

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

### **Factors that Impact the Budget**

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

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

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

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

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

#### Legal Development of the Budget

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

Legal requirements include:

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

### Timeline for the budget

The timeline below is for the 2019 budget and was approved by the County Board of Commissioners. This timeline is adjusted annually to meet adopting the budget prior to the commencement of the budget year.

### **County of Ottawa 2019 Budget Calendar**

February 20, 2018	Budget Calendar presented to the Finance Committee
February 27, 2018	Budget Calendar presented to the Board of Commissioners for approval
March 31, 2018	Departments/Agencies submit Capital Improvement Project requests
April 16, 2018	Initial Revenue Projections with Budget Parameters
April 16, 2018	2019 Operating Budget Kick-off week
May 3, 2018	Board Strategic Planning Session
<b>May 11, 2018</b>	<b>Departments/Agencies finalize 2019 Operating Budget Requests &amp; 2019 New Personnel Request due</b>
July 13, 2018	Deadline for publication of the 2019 Community Mental Health Budget Public Hearing notice
July 20, 2018	Fiscal Services and Administration budget review complete
July 23, 2018	Community Mental Health Board holds the Public Hearing and adopts the 2019 Community Mental Health Budget
August 9, 2018	Planning and Policy Committee reviews the 2019 CIP
August 21, 2018	Finance Committee reviews the 2019 County Budget; 2019 CIP; approve resolution for the distribution of Convention Facility Tax and Cigarette Tax and sets the Public Hearing for the 2019 County Budget
August 28, 2018	Board sets the Public Hearing for the 2019 County Budget
September 4, 2018	Deadline for publication of the 2019 County Budget Public Hearing notice
September 11, 2018	Public Hearing for the 2019 County Budget; Board of Commissioners approves the 2019 CIP and the resolution regarding the distribution of the Convention Facility Tax and Cigarette Tax
September 18, 2018	Finance Committee reviews the 2019 County Budget
September 25, 2018	Board of Commissioners adopts the 2019 County Budget

### Budget Amendment Process

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



# Budget Summary



**Ottawa County**  
*Where You Belong*

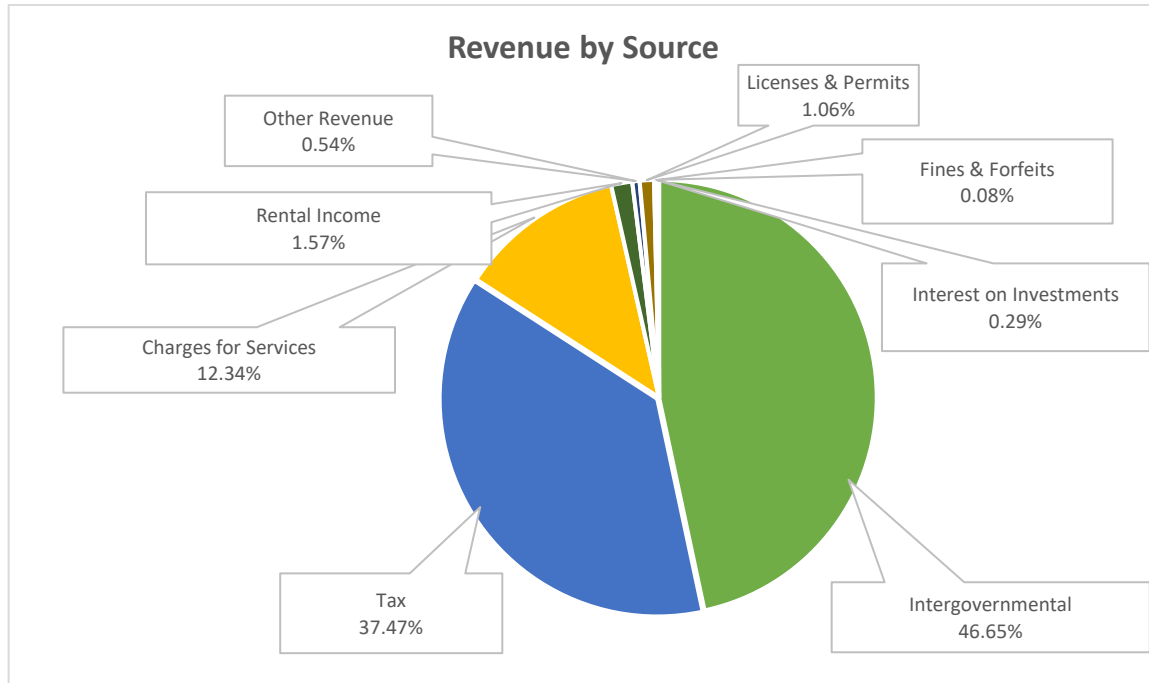
**COUNTY OF OTTAWA**  
**Summary of 2019 Budget and Estimated Fund Balance**  
**Consolidated - All Budgeted Funds**

	General Fund	Special Revenue Funds	Debt Service	Capital Projects	Total Primary Government
<b>Revenues:</b>					
Taxes	\$52,739,150	\$6,952,109			\$59,691,259
Intergovernmental	\$8,308,468	\$65,882,849	\$123,092		\$74,314,409
Charges for services	\$15,159,234	\$4,493,510			\$19,652,744
Fines and forfeits	\$102,600	\$18,075			\$120,675
Interest on investments	\$403,932	\$55,150			\$459,082
Rental income	\$2,253,872	\$0		\$244,480	\$2,498,352
Licenses and permits	\$385,670	\$1,309,660			\$1,695,330
Other	\$711,089	\$150,461			\$861,550
	<u>\$80,064,014</u>	<u>\$78,861,814</u>	<u>\$123,092</u>	<u>\$244,480</u>	<u>\$159,293,400</u>
<b>Expenditures:</b>					
Legislative	\$539,899				\$539,899
Judicial	\$12,721,797	\$9,081,030			\$21,802,827
General Government	\$20,329,414	\$351,774			\$20,681,188
Public Safety	\$28,966,355	\$9,314,796			\$38,281,151
Public Works	\$5,428,821	\$1,007,933			\$6,436,754
Health & Welfare:	\$1,084,553	\$67,596,343			\$68,680,896
Culture & Recreation		\$4,206,648			\$4,206,648
Community & Economic Development	\$1,316,796	\$167,076			\$1,483,872
Other Expenditures	\$528,249				\$528,249
Debt Service			\$4,134,877		\$4,134,877
Capital Projects				\$1,854,399	\$1,854,399
	<u>\$70,915,884</u>	<u>\$91,725,600</u>	<u>\$4,134,877</u>	<u>\$1,854,399</u>	<u>\$168,630,760</u>
Revenue Over (Under) Expenditures	\$9,148,130	-\$12,863,786	-\$4,011,785	-\$1,609,919	-\$9,337,360
Transfers In (Out) to Other Funds	-\$10,940,739	\$11,850,708	\$4,011,785	\$1,532,476	\$6,454,230
Fund Balance (Usage)/Contribution	-\$1,792,609	-\$1,013,078	\$0	-\$77,443	-\$2,883,130
Fund Balance, Beginning of Year	<u>\$25,703,113</u>	<u>\$20,754,212</u>	<u>\$0</u>	<u>\$435,236</u>	<u>\$46,892,561</u>
Projected Fund Balance, End of Budget Year	<u>\$23,910,504</u>	<u>\$19,741,134</u>	<u>\$0</u>	<u>\$357,793</u>	<u>\$44,009,431</u>

## Revenue and Expenditure by Category

### REVENUES

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



### **Property Taxes**

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

Property Taxes are levied against the assessed taxable valuation of real and personal property in the County. The tax rates are expressed in "mills" per one dollar of the assessed taxable valuation of the property; one mill of taxation is equal to one dollar on each one thousand dollars of assessed valuation. The 2018 tax levy is broken down as follows: General Operations 3.6000 mills, Parks & Recreation 0.3277 mills, E-911 0.4346 mills, Road Commission 0.4939 mills and Community Mental Health 0.2963 mills. The 10 year history of the Property Tax Levy for the County is summarized on the next page:

### Tax Levy History

Levy Year	County Operation	E-911	Parks	Road Commission	CMH	Total
2007	3.6000	0.4407	0.3165			4.3572
2008	3.6000	0.4407	0.3165			4.3572
2009	3.6000	0.4407	0.3165			4.3572
2010	3.6000	0.4400	0.3165			4.3565
2011	3.6000	0.4400	0.3165			4.3565
2012	3.6000	0.4400	0.3165			4.3565
2013	3.6000	0.4400	0.3165			4.3565
2014	3.6000	0.4400	0.3165			4.3565
2015	3.6000	0.4400	0.3165			4.3565
2016	3.6000	0.4400	0.3165	0.5000		4.8565
2017	3.6000	0.4400	0.3165	0.5000	0.3000	5.1565
2018	3.6000	0.4400	0.3165	0.5000	0.3000	5.1565
2019	3.6000	0.4400	0.3165	0.5000	0.3000	5.1565

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

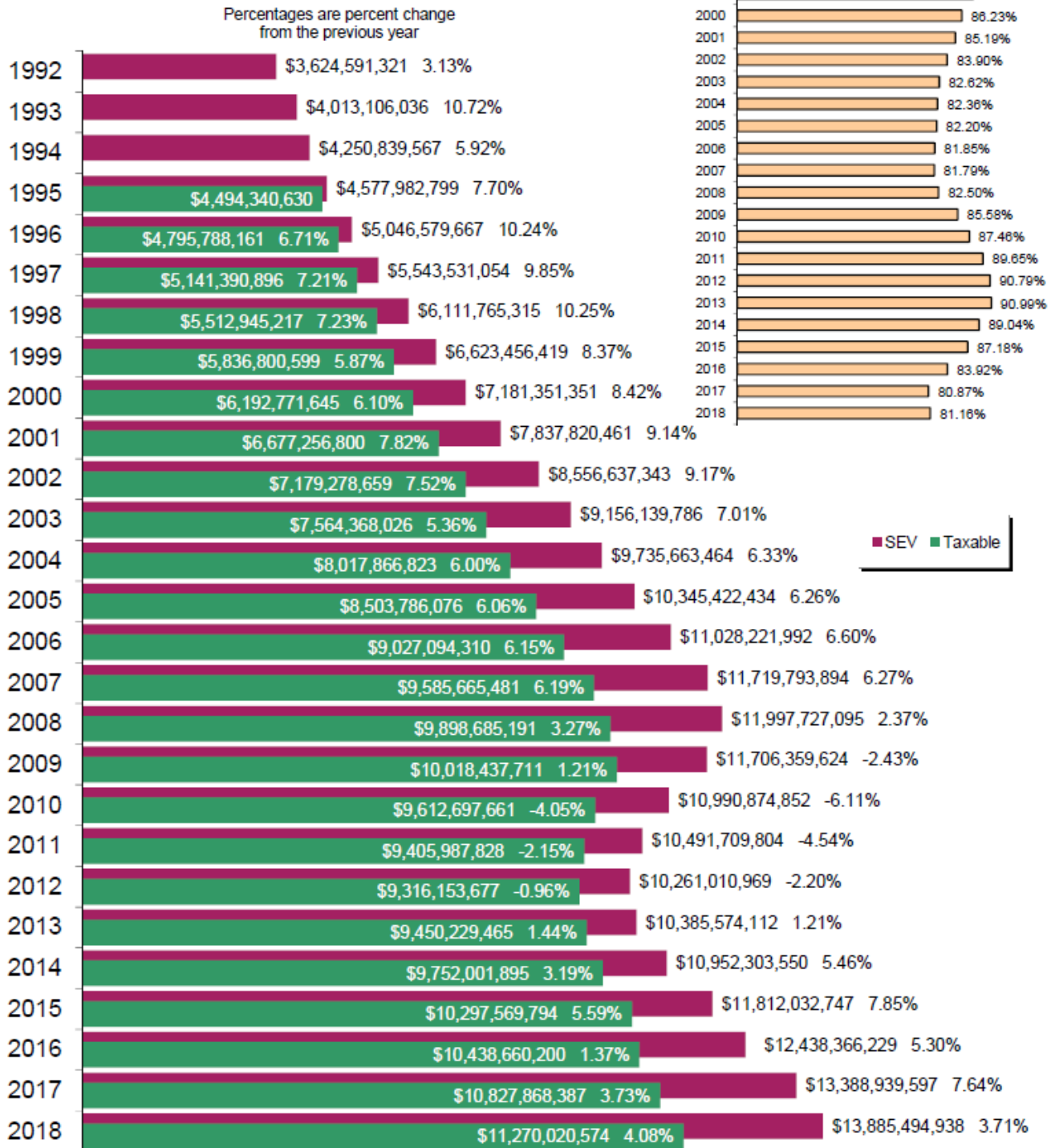
Proposal A of 1994 limits the increase in taxable value of property to the lower of the consumer price index or 5%. As shown in the chart on the next page, this equates to approximately a \$2.6 billion in decreased taxable value for the County and a total of approximately \$7 million in lost tax revenue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

# Ottawa County

## County Equalized and Taxable Values By Year

### Dollars as Equalized (County)

Taxable Value as a Percent of Assessed Value from 1998 to present



## **Intergovernmental Revenue**

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

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

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

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

1. Mental Health Fund Medicaid program and Mental Health Funds Grants.
2. Health Fund consists of a variety of Federal and State grants as well as State cost sharing.
3. Friend of the Court Fund receives revenue from the State for title IV-D child support enforcement, which is a Federal, State, and County cooperative effort to collect child support from parents that are legally obligated to pay.
4. Sheriff Grants and Contracts receives reimbursement from the local municipalities and schools systems based on the contracted percentage. The expenditures for these reimbursements are incurred by the Sheriff's department mainly through personnel and the expenses related to these officers.
5. Child Care Fund revenue represents the 50% State subsidy for net child care costs.
6. Public Defender's Office is mainly funded approximately 2/3 by the State of Michigan for indigent defense in the County's court system.

## **Charges for Services**

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

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

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

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

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

#### **Licenses and Permits**

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

#### **Interest on Investments**

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

#### **Rent**

Rent is received as variable rent which are the expenses incurred by the Facilities Maintenance department for the upkeep of County space. This rent is allocated back to various departments based on the percentage (%) of space that is occupied.

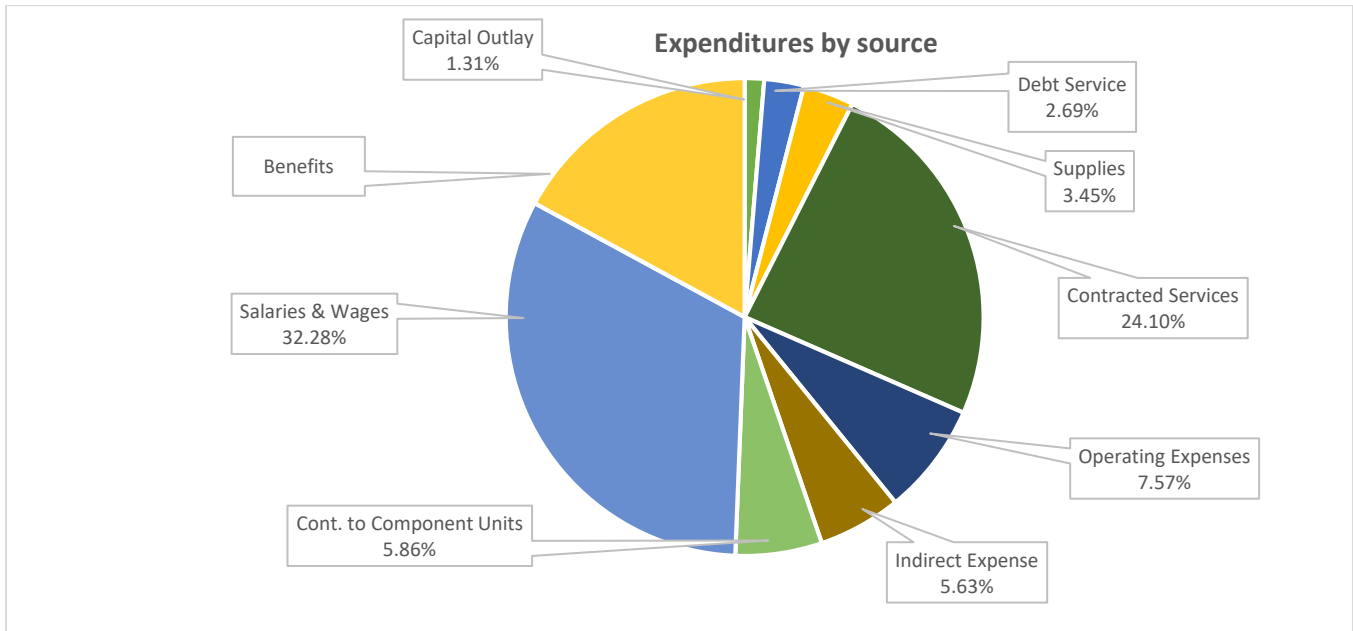
#### **Other Revenue**

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

### **EXPENDITURES**

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

The County continues to maintain a conservative approach to expenditures. However in 2018 there is a preplanned use of fund balance in some of the funds that is needed to sustain the continued level of services within these funds and sustain the current level of operations. As per the Fund Balance policy the County continues to sustain a desirable fund balance level for emergency purposes.



### Salaries & Wages and Benefits

This category of expenditures constitutes that greatest percentage of the total expenditures for the County as a whole. Increases for salaries were based on negotiated increases for the group of employees that are under contracts and as well as a 2% increase across the board for all the employees that are not under contracts. Benefits were budgeted on a 1% increase for health insurance and a 12% increase to the unfunded portion of the MERS Defined Benefit plan, which are the two largest benefited expense.

### Supplies

The expenditures that are budgeted in this category are items that are necessary by the various departments to run their day-to-day operations. It includes general office supplies, printing supplies, various operating costs, and computer costs that are under \$5,000. The budget for 2019 in this category remained stagnant throughout the County.

### Contracted Services

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

### Operating Expenses

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

### Maintenance & Repair (included with operating expenses total)

This budget is for costs of maintenance and repairs for the County's buildings, vehicles and equipment. Some maintenance and repairs may be necessary on equipment or buildings and it may contribute to the length of the useful life of the building or equipment. These costs will then be added to the full cost of the asset and will not be expensed through this cost classification. The increase in this category in 2019 was due to an increase in the number of projects planned by facilities to complete for general maintenance and repairs of the various buildings throughout the County.



**Utilities (included with operating expenses total)**

This includes the costs for electricity, natural gas, water & sewer and telephone. These costs are anticipated to hold steady through 2019.

**Insurance (included with operating expenses total)**

This expenditure is for the purchase of general liability, automobile and property insurance. It also includes insurance that is purchased on behalf of personnel employed in law enforcement and health care providers. This insurance protects the County from any potential liability and exposure that may incur stemming from the above mentioned personnel. There was an increase in the rates in both of these areas based on the potential for an increased exposure in the future. This rate change is consistent throughout the industry.

**Indirect Expense**

This category was created to accurately track the expenses that are charged back to the departments associated with the Indirect Cost Allocation Plan and the I/T Cost Allocation Plan. These plans are developed by an outside firm and are based on actual costs of various internal departments. The increase that is budgeted is based on 2017 actuals and can be supported by the increase in operating costs by the internal departments allocated through the cost allocation plans.

**Contribution to Component Units**

This expense was created to segregate the tax revenue that is received by the County and passed through to Ottawa County Central Dispatch and Ottawa County Road Commission.

**Capital Outlay**

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

**Debt Service**

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

**FUND BALANCE**

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

# Budget by Fund



**Ottawa County**  
*Where You Belong*

# General Fund



**Ottawa County**

*Where You Belong*

## GENERAL FUND (1010)

### Budget Year Ending September 30, 2019

#### Fund Description & Financial Summary

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

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Taxes	49,484,198	51,004,136	51,004,136	52,739,150	1,735,014
Intergovernmental Revenue	8,267,220	8,501,555	8,409,622	8,308,468	(193,087)
Charges for Services	14,669,953	14,389,390	14,392,290	15,159,234	769,844
Fines & Forfeits	72,511	90,600	90,600	102,600	12,000
Interest on Investments	311,408	309,400	309,400	403,932	94,532
Rent	2,098,049	2,022,271	2,022,271	2,253,872	231,601
Licenses & Permits	386,060	338,300	338,300	385,670	47,370
Other Revenue	801,072	716,584	765,962	711,089	(5,496)
Operating Transfers In	1,347,599	2,652,217	2,653,217	2,025,540	(626,677)
Total Revenues	<u>77,438,070</u>	<u>80,024,453</u>	<u>79,985,798</u>	<u>82,089,554</u>	<u>2,065,101</u>
<b>Expenditures</b>					
Salaries & Wages	23,937,384	24,603,651	24,528,177	25,762,096	1,158,445
Benefits	12,962,089	14,099,348	13,695,244	14,608,328	508,980
Supplies	2,293,083	2,650,848	2,730,115	2,990,909	340,061
Contracted Services	5,571,229	6,100,304	6,313,603	4,426,928	(1,673,376)
Operating Expenses	3,539,109	4,091,486	4,106,115	4,113,822	22,336
Maintenance & Repair	542,391	636,310	660,512	797,509	161,199
Utilities	1,541,552	1,498,960	1,414,758	1,592,780	93,820
Insurance	817,799	912,554	912,554	908,718	(3,836)
Indirect Expense	5,222,458	5,644,775	5,652,457	5,430,844	(213,931)
Contribution to Component Units	9,732,110	9,789,537	9,761,602	9,883,951	94,414
Contingency	-	400,000	154,691	400,000	-
Operating Transfers Out	10,524,879	10,848,793	10,814,529	12,966,279	2,117,486
Total Expenditures	<u>76,684,082</u>	<u>81,276,566</u>	<u>80,744,358</u>	<u>83,882,164</u>	<u>2,605,598</u>
Revenues Over (Under) Expenditures	753,988	(1,252,113)	(758,560)	(1,792,609)	
Fund Balance, Beginning of Year		<u>26,461,673</u>	<u>26,461,673</u>	<u>25,703,113</u>	
Projected Fund Balance, End of Year		<u>25,209,560</u>	<u>25,703,113</u>	<u>23,910,504</u>	
Estimated Underspend		992,502	504,384	985,393	
Planned/One Time		<u>259,611</u>	<u>254,176</u>	<u>807,216</u>	
Revenues Over (Under)		<u>1,252,113</u>	<u>758,560</u>	<u>1,792,609</u>	

# Special Revenue Funds



**Ottawa County**  
*Where You Belong*

## GENERAL FUND – INFRASTRUCTURE FUND (2444)

**Budget Year Ending September 30, 2019**

### Fund Description & Financial Summary

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

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Interest on Investments	(306)	10,000	10,000	10,000	-
Total Revenues	(306)	10,000	10,000	10,000	-
<b>Expenditures</b>					
Operating Transfers Out	125,000	125,000	125,000	125,000	-
Total Expenditures	125,000	125,000	125,000	125,000	-
Revenues Over (Under) Expenditures	(125,306)	(115,000)	(115,000)	(115,000)	
Fund Balance, Beginning of Year		1,463,880	1,463,880	1,348,880	
Projected Fund Balance, End of Year		1,348,880	1,348,880	1,233,880	

### Personnel

No Personnel has been allocated to this fund

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

**Budget Year Ending September 30, 2019**

### Fund Description & Financial Summary

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

	<b>2017 Actuals</b>	<b>2018 Adopted Budget</b>	<b>2018 Amended Budget</b>	<b>2019 Recommended Budget</b>	<b>Adopted Increase/ (Decrease)</b>
<b>Revenues</b>					
Interest on Investments	(960)	10,000	10,000	10,000	-
Total Revenues	(960)	10,000	10,000	10,000	-
<b>Expenditures</b>					
Contracted Services	244,512	312,540	312,540	321,272	8,732
Capital Outlay	-	200,500	200,500	-	(200,500)
Total Expenditures	244,512	513,040	513,040	321,272	(191,768)
Revenues Over (Under) Expenditures	(245,472)	(503,040)	(503,040)	(311,272)	
Fund Balance, Beginning of Year		3,513,262	3,513,262	3,010,222	
Projected Fund Balance, End of Year		3,010,222	3,010,222	2,698,950	

### Personnel

No Personnel has been allocated to this fund

## GENERAL FUND – STABILIZATION FUND (2570)

**Budget Year Ending September 30, 2019**

### Fund Description & Financial Summary

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

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Total Revenues	-	-	-	-	-
<b>Expenditures</b>					
Total Expenditures	-	-	-	-	-
Revenues Over (Under) Expenditures	-	-	-	-	
Fund Balance, Beginning of Year		9,255,217	9,255,217	9,255,217	
Projected Fund Balance, End of Year		9,255,217	9,255,217	9,255,217	

### Personnel

No Personnel has been allocated to this fund



## CHILD CARE FUND (2920)

### Budget Year Ending September 30, 2019

#### Fund Description & Financial Summary

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

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Intergovernmental Revenue	3,064,787	3,925,355	3,925,355	3,644,980	(280,375)
Other Revenue	1,202,860	941,400	976,930	1,511,250	569,850
Operating Transfers In	3,607,059	4,187,332	4,163,400	4,460,479	273,147
Total Revenues	7,874,706	9,054,087	9,065,685	9,616,709	562,622
<b>Expenditures</b>					
Salaries & Wages	3,302,825	3,552,132	3,328,935	3,598,162	46,030
Benefits	1,659,731	1,879,414	1,699,568	1,806,724	(72,690)
Supplies	221,185	329,450	341,408	301,348	(28,102)
Contracted Services	1,626,639	2,663,146	3,021,178	3,129,893	466,747
Operating Expenses	332,200	417,019	416,196	452,623	35,604
Maintenance & Repair	9,704	7,500	2,500	2,000	(5,500)
Utilities	45,986	40,300	40,300	53,078	12,778
Insurance	58,466	62,104	56,830	56,714	(5,390)
Indirect Expense	617,971	602,662	602,662	640,576	37,914
Total Expenditures	7,874,707	9,553,727	9,509,577	10,041,118	487,391
Revenues Over (Under) Expenditures	(1.00)	(499,640)	(443,892)	(424,409)	
Fund Balance, Beginning of Year		964,470	964,470	520,578	
Projected Fund Balance, End of Year		464,830	520,578	96,169	

## CHILD CARE FUND (2920), continued

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Detention Superintendent	1.00	1.00	1.00
Assistant Superintendent	1.00	1.00	1.00
Director of Juvenile Services	0.85	0.85	0.85
Assistant Director of Juvenile Services	1.84	1.84	1.85
Treatment Program Supervisor	2.00	2.00	2.00
Administrative Aide	1.00	1.00	1.00
Group Leader	6.00	6.00	6.00
Youth Specialist	17.65	17.65	19.65
Shift Supervisor	5.00	5.00	5.75
Casework Services Manager	1.00	1.00	1.00
Senior Caseworker	2.00	2.00	2.00
Treatment Specialist	5.00	5.00	5.00
Treatment Services Manager	1.00	1.00	1.00
Caseworker	8.00	8.00	8.00
Assistant Juvenile Register	1.00	1.00	1.00
Circuit Court Administrator	0.34	0.34	0.34
Juvenile Court Clerk II	1.00	1.00	1.00
Captain	0.30	0.30	-
Deputy	3.00	3.00	-
<b>Total for Fund</b>	<b>58.98</b>	<b>58.98</b>	<b>58.44</b>

## CONCEALED PISTOL LICENSES FUND (2631)

**Budget Year Ending September 30, 2019**

### Fund Description & Financial Summary

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

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Licenses & Permits	95,522	110,000	110,000	120,000	10,000
Total Revenues	95,522	110,000	110,000	120,000	10,000
<b>Expenditures</b>					
Salaries & Wages	27,838	32,430	32,430	34,156	1,726
Benefits	12,567	16,656	16,205	29,340	12,684
Supplies	4,660	5,250	5,250	7,000	1,750
Operating Expenses	-	-	-	302	302
Indirect Expense	6,627	11,071	11,071	12,187	1,116
Total Expenditures	51,692	65,407	64,956	82,985	17,578
Revenues Over (Under) Expenditures	43,830	44,593	45,044	37,015	
Fund Balance, Beginning of Year		120,935	120,935	165,979	
Projected Fund Balance, End of Year		165,528	165,979	202,994	

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Clerk/Register Technician	0.80	1.00	1.00
<b>Total for Fund</b>	0.80	1.00	1.00

## DEPARTMENT OF HEALTH AND HUMAN SERVICES (2901)

### Budget Year Ending September 30, 2019

#### Fund Description & Financial Summary

This fund is used primarily to account for monies from State and local funding sources to assist with the welfare programs which offer aid to disadvantaged individuals of Ottawa County.

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Operating Transfers In	13,774	46,138	46,138	44,765	(1,373)
Total Revenues	13,774	46,138	46,138	44,765	(1,373)
<b>Expenditures</b>					
Supplies	-	395	395	395	-
Contracted Services	33,500	33,500	33,500	33,500	-
Operating Expenses	10,071	12,040	12,040	11,540	(500)
Indirect Expense	203	203	203	-	(203)
Total Expenditures	43,774	46,138	46,138	45,435	(703)
Revenues Over (Under) Expenditures	(30,000)	-	-	(670)	
Fund Balance, Beginning of Year		670	670	670	
Projected Fund Balance, End of Year		670	670	-	

#### Personnel

No Personnel has been allocated to this fund

## FARMLAND PRESERVATION FUND (2340)

**Budget Year Ending September 30, 2019**

### Fund Description & Financial Summary

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

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Intergovernmental Revenue	-	-	49,600	100,800	100,800
Other Revenue	3,255	45,788	114,947	66,276	20,488
Total Revenues	<u>3,255</u>	<u>45,788</u>	<u>164,547</u>	<u>167,076</u>	<u>121,288</u>
<b>Expenditures</b>					
Supplies	1,234	2,107	2,291	3,070	963
Contracted Services	1,349	43,681	162,256	164,006	120,325
Total Expenditures	<u>2,583</u>	<u>45,788</u>	<u>164,547</u>	<u>167,076</u>	<u>121,288</u>
Revenues Over (Under) Expenditures	672	-	-	-	
Fund Balance, Beginning of Year		<u>1,335</u>	<u>1,335</u>	<u>1,335</u>	
Projected Fund Balance, End of Year		<u>1,335</u>	<u>1,335</u>	<u>1,335</u>	

### Personnel

No Personnel has been allocated to this fund

## FEDERAL FORFEITURE FUND (2620)

Budget Year Ending September 30, 2019

### Financial Summary

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Operating Transfers In	-	-	51,273	-	-
Total Revenues	-	-	51,273	-	-
<b>Expenditures</b>					
Supplies	-	-	5,000	-	-
Total Expenditures	-	-	5,000	-	-
Revenues Over (Under) Expenditures	-	-	46,273	-	
Fund Balance, Beginning of Year		-	-	46,273	
Projected Fund Balance, End of Year		-	46,273	46,273	

### Personnel

No Personnel has been allocated to this fund

## FRIEND OF THE COURT FUND (2160)

### Budget Year Ending September 30, 2019

#### Mission Statement

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

#### Department Description

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

#### Financial Summary

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Taxes	-	-	-	-	-
Intergovernmental Revenue	3,136,058	3,362,350	3,394,424	3,665,716	303,366
Charges for Services	437,093	462,600	462,600	468,650	6,050
Operating Transfers In	993,121	1,067,495	1,046,048	1,152,051	84,556
Total Revenues	4,566,273	4,892,445	4,903,072	5,286,417	393,972
<b>Expenditures</b>					
Salaries & Wages	2,475,642	2,576,450	2,576,450	2,662,386	85,936
Benefits	1,341,190	1,434,958	1,396,514	1,514,532	79,574
Supplies	59,009	82,437	82,437	84,659	2,222
Contracted Services	31,192	34,478	34,478	44,578	10,100
Operating Expenses	80,134	110,064	110,064	111,602	1,538
Maintenance & Repair	4,369	5,000	5,000	5,000	-
Utilities	34,017	28,300	28,300	35,567	7,267
Insurance	33,636	39,534	39,534	44,881	5,347
Indirect Expense	507,085	581,224	630,295	783,212	201,988
Total Expenditures	4,566,273	4,892,445	4,903,072	5,286,417	393,972
Revenues Over (Under) Expenditures	-	-	-	-	
Fund Balance, Beginning of Year		-	-	-	
Projected Fund Balance, End of Year		-	-	-	

## FRIEND OF THE COURT FUND (2160), continued

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Account Specialist	4.00	4.00	4.00
Assistant FOC - Field Services	1.00	1.00	1.00
Assistant FOC - Operations	1.00	1.00	1.00
Attorney/Referee	2.50	2.75	2.75
FOC Clerk I	4.00	4.00	4.00
FOC Clerk II	4.00	4.00	4.00
FOC Data Processing Specialist	4.00	4.00	4.00
FOC Family Services Coord/Custody Investigato	4.00	4.00	4.00
FOC Investigators	15.00	15.00	15.00
FOC Tech Specialist	1.00	1.00	1.00
Friend of the Court	1.00	1.00	1.00
Road Patrol Deputy	3.00	3.00	3.00
<b>Total for fund</b>	<b>44.50</b>	<b>44.75</b>	<b>44.75</b>

### Primary Goals and Objectives

<b>County Goal: Contribute to the long-term economic, social and environmental health of the County</b>
<b>Court Goal 1: Ensure that support is provided for the care and maintenance of children</b>
<i>Objective 1)</i> Establish paternity and support in initial orders
<i>Objective 2)</i> Enforce orders of support and manage the collection and disbursement of payments
<b>Court Goal 2: Ensure children have opportunities to develop relationships with both parents when appropriate</b>
<i>Objective 1)</i> Conduct parenting time and custody assessments
<i>Objective 2)</i> Enforce orders regarding parenting time and custody
<b>Court Goal 3: Strive to make families self-sustaining</b>
<i>Objective 1)</i> Effectively utilize enforcement tools including civil warrants and felony non-support charges
<i>Objective 2)</i> Comply with all state and federal regulations regarding child support, parenting time and custody

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Court Goal 1: Ensure that support is provided for the care and maintenance of children</b>			
Current child support collections rate	79.4%	80%	80%
<b>Court Goal 2: Ensure children have opportunities to develop relationships with both parents when appropriate</b>			
Percentage of parenting time complaints that are investigated	100%	100%	100%
<b>Court Goal 3: Strive to make families self-sustaining</b>			
Paternity establishment rate	97%	98%	98%



## HEALTH FUND (2210)

### Budget Year Ending September 30, 2019

#### Fund Description & Financial Summary

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

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Intergovernmental Revenue	4,422,010	4,238,196	4,339,538	4,118,177	(120,019)
Charges for Services	682,512	756,390	822,080	878,555	122,165
Fines & Forfeits	11,460	18,575	18,575	18,075	(500)
Licenses & Permits	912,356	961,690	1,069,820	1,189,660	227,970
Other Revenue	44,591	11,500	69,000	11,510	10
Operating Transfers In	4,330,511	4,559,423	4,454,541	4,610,714	51,291
Total Revenues	10,403,440	10,545,774	10,773,554	10,826,691	280,917
<b>Expenditures</b>					
Salaries & Wages	4,659,067	5,241,513	5,175,464	5,296,070	54,557
Benefits	2,493,883	2,974,241	2,804,659	2,994,222	19,981
Supplies	822,830	957,639	1,025,076	880,267	(77,372)
Contracted Services	429,893	443,527	418,880	364,319	(79,209)
Operating Expenses	458,645	460,852	486,473	518,249	57,397
Maintenance & Repair	20,458	23,245	24,927	23,750	505
Utilities	119,619	106,900	103,013	147,746	40,846
Insurance	171,261	187,116	187,116	181,639	(5,477)
Indirect Expense	587,000	741,755	749,301	971,291	229,536
Capital Outlay	6,325	-	-	-	-
Total Expenditures	9,768,980	11,136,788	10,974,907	11,377,553	240,765
Revenues Over (Under) Expenditures	634,460	(591,014)	(201,354)	(550,862)	
Fund Balance, Beginning of Year		1,455,163	1,455,163	1,253,810	
Projected Fund Balance, End of Year		864,149	1,253,810	702,947	

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

### Mission Statement

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

### Department Description

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

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Account Clerk	1.00	1.00	1.00
Accountant I	1.00	1.00	-
Administrative Assistant	1.00	1.00	1.00
Assistant Health Administrator	1.00	1.00	1.00
Communication Specialist	1.00	1.00	1.00
Epidemiologist	1.00	1.00	1.00
Senior Epidemiologist	-	-	1.00
Health Administrative Clerk	0.80	0.40	0.40
Health Officer/ Administrator	1.00	1.00	1.00
Health Promotion Clerk	0.10	0.10	0.10
Medical Director	1.00	1.00	1.00
Business Analyst	1.00	1.00	1.00
Senior Accountant	1.00	-	-
Custodian	0.10	0.10	0.10
<b>Total for Division</b>	<b>11.00</b>	<b>9.60</b>	<b>9.60</b>

### Primary Goals and Objectives

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

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

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

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

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

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Division Goal 1: Control the emergence and spread of disease in Ottawa County</b>			
% school systems participating in the Youth Assessment Survey (YAS)	31%	n/a	36%
% of Public Health Surveillance meetings resulting in process improvements	50%	25%	25%
Ottawa County communicable disease rate (per 100,000 residents)	631	600	600
County's Health Ranking	1	1	1

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

### Mission Statement

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

### Department Description

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

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Clinic Health Manager	-	1.00	1.00
Clinic Support	10.50	10.50	9.00
Community Health Nurse	11.70	10.20	9.90
Public Health Team Supervisor	2.90	4.90	3.00
Health Technician	1.80	1.80	1.80
Nurse Practitioner	1.20	1.30	1.30
Office Supervisor/Clinical Support	1.00	1.00	1.00
<b>Total for Division</b>	<b>29.10</b>	<b>30.70</b>	<b>27.00</b>

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

### Primary Goals and Objectives

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

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

*Objective 1)* Conduct reproductive physical health exams

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

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

**Division Goal 2: Minimize the spread of communicable disease**

*Objective 1)* Monitor and investigate reported cases of communicable disease

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

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

**Division Goal 3: Protect the public against vaccine preventable disease**

*Objective 1)* Provide vaccinations to eligible children and adults

*Objective 2)* Provide immunizations to travelers to high risk areas

*Objective 3)* Provide education about vaccinations and vaccine preventable disease

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

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Division Goal 1: Increase access to reproductive healthcare for family planning/STI services</b>			
% of clients who had an unintended pregnancy while receiving family planning services	4%	4%	4%
Positive Chlamydia reoccurrence rate of those who received STI treatment and education services	8%	8%	8%
<b>Division Goal 2: Minimize the spread of communicable disease</b>			
Ottawa County communicable disease rate (per 100,000 residents)	631	600	600
<b>Division Goal 3: Protect the public against vaccine preventable disease</b>			
Ottawa County vaccine preventable disease rate (per 100,000 residents)	29.7	30.0	30.0

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

### Mission Statement

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

### Department Description

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

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Clinical Health Supervisor	1.00	1.00	1.00
Community Health Clerk	1.00	1.00	1.00
Community Health Nurse	5.40	7.00	4.60
CSHCS Clerical *	1.00	1.00	1.00
Health Promotion Manager	0.34	-	-
Hearing & Vision Tech	3.40	3.40	3.40
CSHCS/HV Clerk	0.80	0.80	0.80
Maternal and Infant Health Clerk	0.75	0.75	1.00
Nutritionist	0.50	0.50	0.50
Public Health Social Worker	1.80	1.80	1.80
Public Health Team Supervisor	2.00	-	2.00
Community Services Manager	-	-	1.00
Community Health Worker	-	6.00	9.00
<b>Total for Division</b>	<b>17.99</b>	<b>23.25</b>	<b>27.10</b>

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

### Primary Goals and Objectives

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

**Division Goal 1: Reduce infant mortality for MIHP clients**

- Objective 1) Provide education and referrals to ensure MIHP clients receive prenatal care*
- Objective 2) Provide education and referrals to ensure MIHP infants receive pediatric care*
- Objective 3) Refer clients to domestic violence, substance abuse or mental health counseling as appropriate*
- Objective 4) Complete case management services, review dietary and medical needs, and foster positive interactions with children*

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

- Objective 1) Refer children with special health care needs to medical services*
- Objective 2) Provide financial assistance to reduce financial burden on parents obtaining special health care services*
- Objective 3) Provide support services to parents of children with chronic health problems*
- Objective 4) Conduct service contacts with clients to ensure services are being obtained*

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

- Objective 1) Screen children for hearing loss and/or visual impairment*
- Objective 2) Refer children with failed screens for medical services*
- Objective 3) Follow-up with referred children to encourage evaluation and treatment*

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Division Goal 1: Reduce infant mortality for MIHP clients</b>			
Infant mortality rate of MIHP clients	0.0	<6.4	<6.4
<b>Division Goal 2: Improve health care status of children age 0-21 with special health care needs enrolled in the CSHCS program</b>			
% CSHCS clients who receive specialized health care	100%	100%	100%
<b>Division Goal 3: Improve hearing and vision in children age 0 to 9th grade who have hearing loss or visual impairment</b>			
% of children screened with potential hearing loss who has had confirmed medical diagnosis and/or received treatment	85%	85%	86%
% of children screened with potential vision loss who has had confirmed medical diagnosis and/or received treatment	90%	90%	91%

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

### Mission Statement

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

### Department Description

Environmental Health licenses and inspects food service establishments for compliance with state and federal regulations to protect the public from foodborne illnesses. Public and private water supplies and onsite sewage disposal systems are evaluated for compliance with local and state regulations to protect the public from illness and resources from contamination. Water quality concerns and safety concerns are evaluated at public swimming pools, spas, and bathing beaches. The real estate evaluation program allows the department to evaluate the function and risk of existing private water supplies and sewage disposal systems. Environmental Health inspects and evaluates body art facilities, campgrounds, child care centers, and adult and child foster homes, housing developments with onsite water and/or sewage disposal systems, as well as response to complaints. Educational and consultative services for a variety of programs are provided to owners, operators, installers, and the public.

### Personnel

<b>Position Title</b>	<b>2017 # of Positions</b>	<b>2018 # of Positions</b>	<b>2019 # of Positions</b>
Environmental Health Clerk	2.40	2.40	2.80
Environmental Health Specialist	10.00	4.60	6.60
Environmental Health Manager	0.90	0.90	0.90
Team Supervisor	2.00	2.00	1.00
Environmental Technician	2.50	2.50	2.50
Senior Environmental Health Specialist	-	7.00	6.00
<b>Total for Division</b>	<b>17.80</b>	<b>19.40</b>	<b>19.80</b>

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

### Primary Goals and Objectives

<b>County Goal: Contribute to the long-term economic, social and environmental health of the County</b>
<b>Division Goal 1: Reduce the risk of contamination or illness due to improperly functioning groundwater wells</b>
<i>Objective 1)</i> Evaluate new, existing, and non-community wells to ensure compliance with standards
<i>Objective 2)</i> Educate homeowners and well drillers about groundwater wells and requirements
<b>Division Goal 2: Reduce the risk of contamination or illness due to improper disposal of sewage</b>
<i>Objective 1)</i> Evaluate sewage disposal systems, septage haulers, and new housing developments to ensure compliance with standards
<i>Objective 2)</i> Educate homeowners and installers about sewage disposal systems and requirements
<b>Division Goal 3: Reduce the risk of waterborne illness or injury due to recreational waters</b>
<i>Objective 1)</i> Evaluate recreational waters and public swimming pools to ensure compliance with water safety standards
<i>Objective 2)</i> Educate recreational water operators and users about safe practices to reduce risk
<b>Division Goal 4: Reduce the risk of foodborne illness from food service establishments</b>
<i>Objective 1)</i> Evaluate food service establishments to ensure compliance with all food safety standards
<i>Objective 2)</i> Investigate incidents of foodborne illnesses and consumer complaints
<i>Objective 3)</i> Educate owners, operators, and consumers regarding safe food practices
<b>Division Goal 5: Reduce health risks at regulated facilities</b>
<i>Objective 1)</i> Evaluate other regulated facilities to ensure compliance with applicable rules and regulations

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Division Goal 1: Reduce the risk of contamination or illness due to improperly functioning groundwater wells</b>			
% of assessed wells that were properly functioning	84%	90%	90%
Number of monitoring violations occurring for Type 2 non-community wells	1	0	0
<b>Division Goal 2: Reduce the risk of contamination or illness due to improper disposal of sewage</b>			
% of assessed septic systems that were properly functioning	82%	90%	90%
<b>Division Goal 3: Reduce the risk of waterborne illness or injury due to recreational waters</b>			
% of water quality samples collected at area beaches outside of acceptable parameters	0%	2%	2%
Average number of priority violations found at public pools per 100 inspected	11.0	10.0	10.0
<b>Division Goal 4: Reduce the risk of foodborne illness from food service establishments</b>			
% Food service establishments with priority violations	38%	37%	36%
<b>Division Goal 5: Reduce health risks at regulated facilities</b>			
% of inspections complete within 10 days or less	88%	90%	90%
Average number of days for inspections to be completed	9.1	8.0	8.0
% reduction in time spent working on permit approvals	0%	3%	0%



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

### Mission Statement

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

### Department Description

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

### Personnel

<b>Position Title</b>	<b>2017 # of Positions</b>	<b>2018 # of Positions</b>	<b>2019 # of Positions</b>
Dental Assistant Clinic Manager	0.80	0.80	0.80
Dental Hygienist Manager	0.80	0.80	0.80
Health Educator	2.50	2.00	2.95
Opioid Health Educator	-	0.60	-
Health Promotion Clerk	0.90	0.90	0.90
Health Promotion Manager	0.66	1.00	1.00
Health Promotion Team Supervisor	0.80	0.80	0.80
Oral Health Team Supervisor	1.00	1.00	1.00
<b>Total for Division</b>	<b>7.46</b>	<b>7.90</b>	<b>8.25</b>

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

### Primary Goals and Objectives

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

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

- Objective 1)* Collaborate with community partners to increase access to healthy food and physical activity
- Objective 2)* Educate residents about healthy eating and physical activity
- Objective 3)* Provide leadership and administrative support for the Ottawa County Food Policy Council

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

- Objective 1)* Educate retailers on how to decrease alcohol/tobacco sales to underage youth
- Objective 2)* Monitor tobacco and alcohol sales to underage youth

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

- Objective 1)* Provide preventative, diagnostic, and restorative dental services through the "Miles of Smiles" dental unit
- Objective 2)* Provide exams, fluoride varnish and sealant treatments in schools and Headstart centers

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

- Objective 1)* Collaborate with community partners to increase access to condoms
- Objective 2)* Educate community about sexual health services at the OCDPH
- Objective 3)* Provide community-based STI testing

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Division Goal 1: Increase the physical health status of Ottawa County residents</b>			
% Ottawa County residents with healthy Body Mass Index (3 year survey)	36%	n/a	n/a
<b>Division Goal 2: Prevent underage access to alcohol/tobacco products</b>			
Alcohol compliance rates	80%	85%	85%
Tobacco compliance rates	96%	95%	95%
<b>Division Goal 3: Reduce dental disease in low-income, uninsured, and Medicaid eligible children and adults</b>			
% reduction in dental disease within "Miles of Smiles" clients (children only)	37%	36%	35%
<b>Division Goal 4: Reduce Chlamydia rates among those 24 and under</b>			
Chlamydia rates among those 24 and under (per 100,000 people)	981	980	980

## HEALTH FUND (2210), continued (Public Health Preparedness Division)

### Mission Statement

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

### Department Description

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

### Personnel

Position Title	2017 # of	2018 # of	2019 # of
PH Preparedness Coordinator	1.00	1.00	1.00
<b>Total for Division</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

### Primary Goals and Objectives

<b>County Goal: Contribute to the long-term economic, social and environmental health of the County</b>
<b>Division Goal 1: Perform effective public health response during a public health emergency</b>
<i>Objective 1) Develop and maintain State required response plans</i>
<i>Objective 2) Assist community partners in developing their public health emergency preparedness plans</i>
<i>Objective 3) Conduct emergency response training and exercises</i>
<i>Objective 4) Coordinate efforts with community partners during public health emergencies</i>

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Division Goal 1: Perform effective public health response during a public health emergency</b>			
% State of Michigan required response plans complete	100%	100%	100%
% of federal capabilities for planning at Established or Advanced Stage	70%	75%	80%
% of staff knowledgeable in health preparedness based on the workforce developmental assessment	90%	100%	100%
% of corrective actions implemented from emergency response trainings and exercises	90%	95%	100%
% of outreach initiatives accomplished	90%	95%	100%

## HOMESTEAD PROPERTY TAX FUND (2550)

### Budget Year Ending September 30, 2019

#### Fund Description & Financial Summary

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

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Taxes	13,660	12,000	12,000	12,000	-
Interest on Investments	34	185	185	150	(35)
Total Revenues	13,694	12,185	12,185	12,150	(35)
<b>Expenditures</b>					
Supplies	-	100	100	100	-
Contracted Services	1,462	1,508	1,508	1,521	13
Total Expenditures	1,462	1,608	1,608	1,621	13
Revenues Over (Under) Expenditures	12,232	10,577	10,577	10,529	
Fund Balance, Beginning of Year		35,524	35,524	46,101	
Projected Fund Balance, End of Year		46,101	46,101	56,630	

#### Personnel

No Personnel has been allocated to this fund

## LANDFILL TIPPING FEES FUND (2272)

**Budget Year Ending September 30, 2019**

### Mission Statement

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

### Department Description

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

### Fund Description & Financial Summary

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

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Intergovernmental Revenue	23,590	28,000	28,000	28,000	-
Charges for Services	474,008	431,000	448,699	495,000	64,000
Total Revenues	497,599	459,000	476,699	523,000	64,000
<b>Expenditures</b>					
Salaries & Wages	167,693	180,775	179,296	192,995	12,220
Benefits	90,793	105,702	109,760	123,383	17,681
Supplies	12,860	13,493	13,493	15,926	2,433
Contracted Services	94,399	109,093	115,093	116,254	7,161
Operating Expenses	12,567	16,568	16,568	19,105	2,537
Maintenance & Repair	1,908	13,950	19,950	16,250	2,300
Utilities	7,060	8,400	8,400	9,339	939
Insurance	290	315	315	358	43
Indirect Expense	32,350	33,143	33,143	35,482	2,339
Total Expenditures	419,921	481,439	496,017	529,092	47,653
Revenues Over (Under) Expenditures	77,678	(22,439)	(19,318)	(6,092)	
Fund Balance, Beginning of Year		1,199,192	1,199,192	1,179,874	
Projected Fund Balance, End of Year		1,176,753	1,179,874	1,173,782	

## LANDFILL TIPPING FEES FUND (2272), continued

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Environmental Health Manager	0.10	0.10	0.10
Team Supervisor - Health	1.00	1.00	1.00
Technician	0.50	0.50	0.50
Sr Recycle Center Attendant	1.00	1.00	1.00
Recycle Center Attendant	1.05	1.05	2.05
Environmental Health Clerk	0.60	0.60	0.20
<b>Total for Fund</b>	<u>4.25</u>	<u>4.25</u>	<u>4.85</u>

### Primary Goals and Objectives

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

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

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

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

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

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

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

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Division Goal 1: Protect the public and environment from household hazardous waste</b>			
Gallons of used oil properly disposed of via OC sites	7,966	7,900	8,000
Pounds of solid household hazardous waste properly disposed of via OC sites	121,726	100,000	110,000
Pounds of pesticides properly disposed of via OC sites	16,751	13,000	14,000
<b>Division Goal 2: Prolong the useful life of County waste disposal facilities</b>			
Pounds of consumer electronics recycled at RRSC	27,726	22,000	24,000

## MENTAL HEALTH FUND (2220)

### Budget Year Ending September 30, 2019

#### Mission Statement

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

#### Department Description

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

#### Financial Summary

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Intergovernmental Revenue	34,786,445	35,286,658	35,362,985	36,973,647	1,686,989
Charges for Services	395,102	94,955	94,955	71,155	(23,800)
Interest on Investments	(1,961)	-	-	-	-
Other Revenue	374,645	66,873	66,873	-	(66,873)
Operating Transfers In	776,521	2,123,950	2,123,950	1,405,642	(718,308)
Total Revenues	36,330,752	37,572,436	37,648,763	38,450,444	878,008
<b>Expenditures</b>					
Salaries & Wages	5,907,136	6,245,215	6,245,215	6,075,033	(170,182)
Benefits	3,204,315	3,517,891	3,517,891	3,388,701	(129,190)
Supplies	139,071	151,005	154,255	140,375	(10,630)
Contracted Services	24,750,547	25,318,059	25,355,443	26,527,838	1,209,779
Operating Expenses	1,097,267	1,016,167	1,051,860	1,021,414	5,247
Maintenance & Repair	26,523	37,410	37,410	25,585	(11,825)
Utilities	101,398	98,100	98,100	109,707	11,607
Insurance	234,567	272,062	272,062	303,082	31,020
Indirect Expense	843,761	916,527	916,527	858,709	(57,818)
Total Expenditures	36,304,586	37,572,436	37,648,763	38,450,444	878,008
Revenues Over (Under) Expenditures	26,166	-	-	-	
Fund Balance, Beginning of Year		646,446	646,446	646,446	
Projected Fund Balance, End of Year		646,446	646,446	646,446	

## MENTAL HEALTH FUND (2220)

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Access Center Clerk	0.94	1.00	0.92
Account Clerk	4.70	5.00	4.00
Accountant II	1.78	2.00	2.00
Administrative Assistant	1.00	1.00	1.00
Assess Level Care Specialist	2.00	2.00	2.00
Business Analyst	0.71	1.00	1.00
Care Coordinator	1.00	1.00	1.00
CBS Team Leader	3.00	-	-
Clerk-Autism Services	-	1.00	1.00
Clinical Office Manager	1.00	-	-
Compliance Assistant	1.00	1.00	1.00
Compliance Manager	0.95	1.00	1.00
Consumer Services Coordinator	0.83	0.14	-
Contract Manager	0.83	1.00	1.00
Contract Serv and Housing Ast	-	0.89	0.63
Deputy Director	0.95	1.00	1.00
Director	1.00	1.00	1.00
Director of Recipient Rights	1.00	1.00	1.00
Medical Assistant	3.00	2.00	2.00
Mental Health Aide	6.00	-	-
Mental Health Clerk	7.50	7.00	7.00
Mental Health Clinician	22.55	18.05	20.05
Mental Health Finance Manager	0.90	1.00	1.00
Mental Health Nurse	5.25	4.50	4.50
Mental Health Prescriber	2.00	2.00	2.00
Mental Health Program Coordinator	10.85	12.00	10.63
Mental Health Program Supervisor	3.00	3.00	2.96
Mental Health Specialist	18.00	14.00	13.50
Mental Health Trainer	1.00	1.00	1.00
Occupational Therapist	1.50	0.50	0.50
Peer Specialist	1.00	1.00	1.00
Peer Support Specialist	6.00	5.00	2.00
Program Comm Dev Coordinator	-	0.26	0.04
Program Evaluator	0.95	1.00	1.00
QI Data Technician	1.00	1.00	1.00
Quality Improvement Clerk	1.00	1.00	1.00
Recovery Coach	-	1.00	1.00
Senior Reach Care Manager	0.50	0.50	0.50
Senior Reach Provider	1.00	1.00	1.00
Speech Language Therapist	0.50	-	-
Staff Psychiatrist	1.00	-	-
Support Coordinator Aid	7.00	7.00	6.50
Team Supervisor - M Health	4.00	2.00	2.00
Training Center Clerk	0.70	0.70	-
<b>Total for Fund</b>	<b>128.89</b>	<b>107.54</b>	<b>101.73</b>



## MENTAL HEALTH FUND (2220)

### Primary Goals and Objectives

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

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

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

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

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

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

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

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

*Objective 1)* Improve consumer satisfaction for all consumer population served

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Improve quality of life of persons with significant developmental disabilities and/or serious persistent mental illness</b>			
Timeliness measures: % of new consumers screened, assessed, and provided with CMH services within target timeframe	97.8%	≥95%	≥95%
Follow-up measures: % of detox and inpatient consumers seen within 7 days of discharge	99.7%	≥95%	≥95%
Recidivism rates measures: Recidivism rate for inpatient psychiatric unit consumers readmitted within 30 days	4.1%	≤15%	≤15%
<b>Department Goal 2: Integrated health care initiatives; coordination of care between physical and mental health and treatment of consumers as a whole</b>			
% of adult (consumers) seen by PCP or health care professional	77.2%	≥83%	≥83%
% of children (consumers) seen by PCP or health care professional	69.7%	≥93%	≥93%
% of identified consumers with Care Plan in CC360	100%	100%	100%
<b>Department Goal 3: Improve consumer satisfaction for services received from CMHOC</b>			
Average youth consumer satisfaction with home based services (on a 1 to 5 scale with 5 being the best)	4.11	>2.50	>2.50
Average consumer satisfaction using the Mental Health Statistics Improvement Program (MHSIP) ACT survey (on a 1 to 5 scale with 1 being the best)	1.92	<2.50	<2.50
Average consumer (MI, DD, Family Services, and SUD) satisfaction using the Lakeshore Regional Entity (LRE) survey (on a 1 to 5 scale with 5 being the best)	4.30	>2.50	>2.50
Average consumer satisfaction using the Lakeshore Regional Entity Recovery Self Assessment (RSA) survey (on a 1 to 5 scale with 5 being the best)	4.34	>2.50	>2.50

## MENTAL HEALTH – MILLAGE FUND (2221)

### Budget Year Ending September 30, 2019

#### Fund Description & Financial Summary

This fund is to account for the money received through the millage to provide mental health services through the County.

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Taxes	3,080,698	3,121,176	3,121,176	3,201,609	80,433
Intergovernmental Revenue	385,976	651,903	651,903	704,215	52,312
Interest on Investments	2,111	-	-	5,000	5,000
Total Revenues	3,468,785	3,773,079	3,773,079	3,910,824	137,745
<b>Expenditures</b>					
Salaries & Wages	205,400	185,137	185,137	189,607	4,470
Benefits	107,196	113,154	113,154	117,711	4,557
Supplies	15,562	13,812	13,812	19,171	5,359
Contracted Services	1,113,823	1,519,238	1,713,855	2,199,481	680,243
Operating Expenses	73,503	4,250	4,250	6,350	2,100
Maintenance & Repair	276	600	600	600	-
Utilities	14,341	7,418	7,418	600	(6,818)
Insurance	771	1,497	1,497	1,445	(52)
Indirect Expense	-	-	-	149,711	149,711
Operating Transfers Out	554,621	1,897,450	1,892,033	1,179,142	(718,308)
Total Expenditures	2,085,492	3,742,556	3,931,756	3,863,818	121,262
Revenues Over (Under) Expenditures	1,383,293	30,523	(158,677)	47,006	
Fund Balance, Beginning of Year		1,383,293	1,383,293	1,224,616	
Projected Fund Balance, End of Year		1,413,816	1,224,616	1,271,622	

#### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Mental Health Specialist	-	1.50	1.50
Contract Serv & Housing Asst	-	0.26	-
Program Comm Dev Coordinator	-	0.74	0.96
Mental Health Clinician	-	0.50	0.50
Mental Health Program Supervisor	-	-	0.04
<b>Total for Fund</b>	-	3.00	3.00

## MENTAL HEALTH – SUBSTANCE ABUSE FUND (2225)

### Budget Year Ending September 30, 2019

#### Fund Description & Financial Summary

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

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Intergovernmental Revenue	2,296,139	2,464,297	2,515,297	3,271,443	807,146
Interest on Investments	(1,278)	-	-	-	-
Total Revenues	2,294,861	2,464,297	2,515,297	3,271,443	807,146
<b>Expenditures</b>					
Salaries & Wages	165,561	247,330	275,291	177,178	(70,152)
Benefits	101,587	150,950	162,990	101,819	(49,131)
Supplies	1,490	2,002	5,701	3,617	1,615
Contracted Services	1,869,232	2,033,736	2,033,246	2,587,096	553,360
Operating Expenses	2,404	3,986	9,386	166,697	162,711
Maintenance & Repair	-	200	850	700	500
Utilities	3	50	800	350	300
Insurance	-	689	1,189	700	11
Indirect Expense	154,584	25,354	25,354	233,286	207,932
Total Expenditures	2,294,861	2,464,297	2,514,807	3,271,443	807,146
Revenues Over (Under) Expenditures	-	-	490	-	
Fund Balance, Beginning of Year		21,720	21,720	22,210	
Projected Fund Balance, End of Year		21,720	22,210	22,210	

## MENTAL HEALTH – SUBSTANCE ABUSE FUND (2225), continued

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
CMH Deputy Director	0.05	-	-
Account Clerk	0.30	-	-
Compliance Manager	0.05	-	-
Contract Manager	0.17	-	-
Mental Health Finance Manager	0.10	-	-
Program Evaluator	0.05	-	-
Accountant II	0.22	-	-
Business Analyst	0.29	-	-
Consumer Services Coordinator	0.17	-	-
Access Center Clerk	0.06	-	0.08
Prevention Specialist	-	-	0.60
SUD Clinician-Access	1.00	1.00	1.00
Mental Health Clinician	1.00	1.00	1.00
Mental Health Program Coordinator	0.15	-	0.37
Contract Serv and Housing Ast	-	-	0.37
<b>Total for Fund</b>	<b>3.61</b>	<b>2.00</b>	<b>3.42</b>

## OTHER GOVERNMENTAL GRANTS FUND (2180)

Budget Year Ending September 30, 2019

### Fund Description & Financial Summary

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

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Intergovernmental Revenue	2,786,066	2,673,210	3,191,447	2,851,801	178,591
Charges for Services	59,313	65,000	71,600	78,100	13,100
Other Revenue	20,849	49,064	38,140	34,375	(14,689)
Operating Transfers In	34,849	52,890	51,494	37,147	(15,743)
Total Revenues	2,901,077	2,840,164	3,352,681	3,001,423	177,002
<b>Expenditures</b>					
Salaries & Wages	742,909	740,979	759,063	741,073	94
Benefits	335,461	360,662	366,460	375,103	14,441
Supplies	549,772	307,495	612,031	603,781	296,286
Contracted Services	851,590	927,895	1,016,209	849,574	(78,321)
Operating Expenses	306,147	348,576	374,700	324,011	(24,565)
Maintenance & Repair	15,511	65,794	135,422	65,572	(222)
Utilities	9,428	8,800	8,800	11,075	2,275
Insurance	7,716	6,326	6,326	7,075	749
Indirect Expense	62,990	73,182	73,182	47,366	(25,816)
Total Expenditures	2,881,525	2,839,709	3,352,193	3,024,630	232,500
Revenues Over (Under) Expenditures	19,552	455	488	(23,207)	
Fund Balance, Beginning of Year		332,779	332,779	333,267	
Projected Fund Balance, End of Year		333,234	333,267	310,060	

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Assistant Director - Probation	0.15	0.15	0.15
Probation Officer/SSA	1.00	1.00	1.00
Probation Specialist	1.47	1.47	1.47
Drug Court Coordinator	1.00	1.00	1.00
Case Work Surveillance Officer	0.63	0.63	0.69
Homeland Security Regional Planner	1.00	1.00	1.00
CAA Program Manager	1.00	1.00	1.00
Assessment & Eligibility Specialist	1.00	1.00	2.50
Weatherization Inspectors	1.00	1.80	1.60
Weatherization Program Coordinator	1.00	1.00	1.00
	9.25	10.05	11.41

## PARKS & RECREATION FUND (2081)

### Budget Year Ending September 30, 2019

#### Mission Statement

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

#### Department Description

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

#### Fund Description & Financial Summary

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

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Taxes	3,428,114	3,613,705	3,613,705	3,738,500	124,795
Intergovernmental Revenue	100,000	2,919,465	7,301,315	-	(2,919,465)
Charges for Services	767,823	593,300	613,300	758,300	165,000
Interest on Investments	1,188	60,000	30,000	30,000	(30,000)
Rent	10,665	15,998	16,324	-	(15,998)
Other Revenue	291,490	1,135,094	3,840,980	25,800	(1,109,294)
Operating Transfers In	25,000	-	6,000	-	-
Total Revenues	<u>4,624,280</u>	<u>8,337,562</u>	<u>15,421,624</u>	<u>4,552,600</u>	<u>(3,784,962)</u>
<b>Expenditures</b>					
Salaries & Wages	1,709,954	1,868,632	1,868,632	2,016,282	147,650
Benefits	669,267	721,855	703,879	709,361	(12,494)
Supplies	286,914	323,502	335,502	328,960	5,458
Contracted Services	181,547	58,249	97,889	55,269	(2,980)
Operating Expenses	172,102	231,967	231,967	256,798	24,831
Maintenance & Repair	318,620	351,420	613,638	271,400	(80,020)
Utilities	105,725	107,000	107,000	98,256	(8,744)
Insurance	53,918	56,919	56,919	61,447	4,528
Indirect Expense	54,930	74,066	74,066	87,875	13,809
Capital Outlay	2,378,383	4,596,232	13,885,284	321,000	(4,275,232)
Total Expenditures	<u>5,931,359</u>	<u>8,389,842</u>	<u>17,974,776</u>	<u>4,206,648</u>	<u>(4,183,194)</u>
Revenues Over (Under) Expenditures	(1,307,079)	(52,280)	(2,553,152)	345,952	
Fund Balance, Beginning of Year		<u>3,486,829</u>	<u>3,486,829</u>	<u>933,677</u>	
Projected Fund Balance, End of Year		<u>3,434,549</u>	<u>933,677</u>	<u>1,279,629</u>	

## PARKS & RECREATION FUND (2081), continued

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Director of Parks & Recreation	1.00	1.00	1.00
Coordinator of Park Planning & Development	1.00	1.00	1.00
Parks Planner	1.00	1.00	1.00
Park Operations Manager	1.00	1.00	1.00
Naturalist	1.00	1.00	1.00
Coordinator of Park Maintenance & Operations	1.00	1.00	1.00
Park Supervisor	4.00	4.00	4.00
Administrative Assistant	1.00	1.00	1.00
Natural Resources Management Supervisor	1.00	1.00	1.00
Secretary	0.75	0.75	0.75
Coordinator of Interpretive & Information Serv	1.00	1.00	1.00
Park Equipment Specialist	1.00	1.00	1.00
Communication Specialist	1.00	1.00	1.00
Park Maintenance Worker	3.00	3.00	3.00
Secretary Parks	-	0.63	0.63
Stewardship Supervisor	-	-	1.00
NEC Secretary	1.00	1.00	1.00
<b>Total for fund</b>	<b>19.75</b>	<b>20.38</b>	<b>21.38</b>

### Primary Goals and Objectives

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

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

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

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

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

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

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

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Enhance the quality of life for residents and visitors</b>			
% of park lands developed for accessible recreation	63%	63%	63%
Total acreage of land acquired (cumulative)	6,532	7,099	7,277
% of properties that are functionally invasive species free	3%	5%	5%
% of acreage that is actively managed for biodiversity	25%	28%	30%
Total non-millage funding received	\$1,196,148	\$11,807,919	\$814,100
% of operating costs covered by non-millage sources	23%	16%	21%
Volunteer hours as a % of total Parks & Recreation hours	21%	15%	16%
# of people served through park facility reservations in the county park system	82,358	84,500	85,000

## PUBLIC DEFENDER'S OFFICE (2600)

### Budget Year Ending September 30, 2019

#### Financial Summary

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Intergovernmental Revenue	-	-	-	1,954,737	1,954,737
Operating Transfers In	-	-	-	923,087	923,087
Total Revenues	-	-	-	2,877,824	1,954,737
<b>Expenditures</b>					
Salaries & Wages	-	-	-	2,258,022	2,258,022
Supplies	-	-	-	113,721	113,721
Contracted Services	-	-	-	108,621	108,621
Operating Expenses	-	-	-	87,898	87,898
Maintenance & Repair	-	-	-	74,462	74,462
Utilities	-	-	-	13,711	13,711
Insurance	-	-	-	16,000	16,000
Indirect Expense	-	-	-	205,389	205,389
Total Expenditures	-	-	-	2,877,824	2,480,364
Revenues Over (Under) Expenditures	-	-	-	-	-
Fund Balance, Beginning of Year	-	-	-	-	-
Projected Fund Balance, End of Year	-	-	-	-	-

#### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Public Defender	-	-	1.00
First Assistant Public Defender	-	-	2.00
Assistant Public Defender III	-	-	3.00
Assistant Public Defender II	-	-	3.00
Assistant Public Defender I	-	-	6.70
Office Coordinator	-	-	1.00
Legal Secretary	-	-	3.00
<b>Total for fund</b>	-	-	19.70



## REGISTER OF DEEDS AUTOMATION FUND (2560)

### Budget Year Ending September 30, 2019

#### Fund Description & Financial Summary

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

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Charges for Services	247,010	245,000	245,000	245,000	-
Interest on Investments	98	-	-	-	-
Total Revenues	247,108	245,000	245,000	245,000	-
<b>Expenditures</b>					
Salaries & Wages	37,912	39,929	39,929	15,138	(24,791)
Benefits	28,077	29,573	28,566	12,316	(17,257)
Supplies	3,394	9,176	9,176	40,752	31,576
Contracted Services	82,683	131,853	131,853	110,300	(21,553)
Operating Expenses	6,775	12,351	12,351	19,178	6,827
Indirect Expense	24,905	25,555	25,555	28,084	2,529
Capital Outlay	9,211	36,400	36,400	41,400	5,000
Total Expenditures	192,957	284,837	283,830	267,168	(17,669)
Revenues Over (Under) Expenditures	54,151	(39,837)	(38,830)	(22,168)	
Fund Balance, Beginning of Year		803,887	803,887	765,057	
Projected Fund Balance, End of Year		764,050	765,057	742,889	

#### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Public Service Center Clerk	0.35	0.35	0.35
Clerk/Register Supervisor	0.50	0.50	-
<b>Total for Fund</b>	0.85	0.85	0.35

## SHERIFF GRANTS AND CONTRACTS FUND (2630)

### Budget Year Ending September 30, 2019

#### Fund Description & Financial Summary

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

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Intergovernmental Revenue	7,649,698	7,981,545	7,991,352	8,569,333	587,788
Charges for Services	5,750	-	-	-	-
Operating Transfers In	427,207	480,321	482,689	520,965	40,644
Total Revenues	8,082,655	8,461,866	8,474,041	9,090,298	628,432
<b>Expenditures</b>					
Salaries & Wages	4,708,284	4,823,563	5,081,532	5,422,347	598,784
Benefits	2,572,396	2,699,483	2,792,984	3,038,467	338,984
Supplies	93,407	165,548	175,604	226,297	60,749
Contracted Services	-	-	(374,995)	(407,966)	(407,966)
Operating Expenses	392,893	396,513	411,883	421,920	25,407
Maintenance & Repair	85,710	104,500	109,500	117,400	12,900
Utilities	12,401	11,600	11,600	13,400	1,800
Insurance	206,543	246,893	252,167	244,306	(2,587)
Indirect Expense	11,021	13,766	13,766	14,127	361
Total Expenditures	8,082,655	8,461,866	8,474,041	9,090,298	628,432
Revenues Over (Under) Expenditures	(0)	-	-	-	
Fund Balance, Beginning of Year		-	-	-	
Projected Fund Balance, End of Year		-	-	-	

#### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Sergeant	8.00	7.00	7.00
Captain	-	-	0.30
Road Patrol Deputy	62.00	62.00	68.00
<b>Total for Fund</b>	62.00	62.00	68.00

**Debt Service  
Fund**

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**Capital  
Improvement  
Fund**

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**Permanent Fund**

## DEBT SERVICE FUNDS (3010)

Budget Year Ending September 30, 2019

### Fund Description & Financial Summary

This Fund is to account for all County debt payments.

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Intergovernmental Revenue	147,102	136,203	136,203	123,092	(13,111)
Operating Transfers In	4,888,074	4,984,254	4,983,554	4,011,785	(972,469)
Total Revenues	<u>5,035,176</u>	<u>5,120,457</u>	<u>5,119,757</u>	<u>4,134,877</u>	<u>(985,580)</u>
<b>Expenditures</b>					
Debt Service	5,034,476	5,120,457	5,120,457	4,134,877	(985,580)
Total Expenditures	<u>5,034,476</u>	<u>5,120,457</u>	<u>5,120,457</u>	<u>4,134,877</u>	<u>(985,580)</u>
Revenues Over (Under) Expenditures	700	-	(700)	-	
Fund Balance, Beginning of Year		<u>700</u>	<u>700</u>	-	
Projected Fund Balance, End of Year		<u>700</u>	-	-	

### Personnel

No Personnel has been allocated to this fund

## CAPITAL IMPROVEMENT FUND (4020)

### Budget Year Ending September 30, 2019

#### Fund Description & Financial Summary

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

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Intergovernmental Revenue	1,594,218	-	1,446,005	-	-
Charges for Services	114,715	-	-	-	-
Interest on Investments	(3,680)	-	-	-	-
Rent	104,815	282,350	282,350	244,480	(37,870)
Other Revenue	-	15,931	363,247	-	(15,931)
Operating Transfers In	485,310	1,428,217	2,694,434	1,849,289	421,072
Total Revenues	2,295,378	1,726,498	4,786,036	2,093,769	367,271
<b>Expenditures</b>					
Capital Outlay	3,796,615	2,555,588	7,965,679	1,854,399	(701,189)
Operating Transfers Out	171,750	379,588	380,588	316,813	(62,775)
Total Expenditures	3,968,365	2,935,176	8,346,267	2,171,212	(763,964)
Revenues Over (Under) Expenditures	(1,672,987)	(1,208,678)	(3,560,231)	(77,443)	
Fund Balance, Beginning of Year		3,995,467	3,995,467	435,236	
Projected Fund Balance, End of Year		2,786,789	435,236	357,793	

#### Personnel

No Personnel has been allocated to this fund

## CEMETERY TRUST FUND (1500)

**Budget Year Ending September 30, 2019**

### Fund Description & Financial Summary

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

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Interest on Investments	77	35	35	-	(35)
Total Revenues	77	35	35	-	(35)
<b>Expenditures</b>					
Contribution to Component Units	150	-	5,895	-	-
Total Expenditures	150	-	5,895	-	-
Revenues Over (Under) Expenditures	(73)	35	(5,860)	-	
Fund Balance, Beginning of Year		5,817	5,890	30	
Projected Fund Balance, End of Year		5,852	30	30	

### Personnel

No Personnel has been allocated to this fund

# Budget by Department (General Fund only)



**Ottawa County**  
*Where You Belong*

## GENERAL FUND (1010)

	2017 Actuals	2018 Adopted Budget	2018 Amended Budget	2019 Recommended Budget	Adopted Increase/ (Decrease)
<b>Revenues</b>					
Taxes	49,484,198	51,004,136	51,004,136	52,739,150	1,735,014
Intergovernmental Revenue	8,267,220	8,501,555	8,409,622	8,308,468	(193,087)
Charges for Services	14,669,953	14,389,390	14,392,290	15,159,234	769,844
Fines & Forfeits	72,511	90,600	90,600	102,600	12,000
Interest on Investments	311,408	309,400	309,400	403,932	94,532
Rent	2,098,049	2,022,271	2,022,271	2,253,872	231,601
Licenses & Permits	386,060	338,300	338,300	385,670	47,370
Other Revenue	801,072	716,584	765,962	711,089	(5,496)
Operating Transfers In	1,347,599	2,652,217	2,653,217	2,025,540	(626,677)
Total Revenues	<u>77,438,070</u>	<u>80,024,453</u>	<u>79,985,798</u>	<u>82,089,554</u>	<u>2,065,101</u>
<b>Expenditures</b>					
Salaries & Wages	23,937,384	24,603,651	24,528,177	25,762,096	1,158,445
Benefits	12,962,089	14,099,348	13,695,244	14,608,328	508,980
Supplies	2,293,083	2,650,848	2,730,115	2,990,909	340,061
Contracted Services	5,571,229	6,100,304	6,313,603	4,426,928	(1,673,376)
Operating Expenses	3,539,109	4,091,486	4,106,115	4,113,822	22,336
Maintenance & Repair	542,391	636,310	660,512	797,509	161,199
Utilities	1,541,552	1,498,960	1,414,758	1,592,780	93,820
Insurance	817,799	912,554	912,554	908,718	(3,836)
Indirect Expense	5,222,458	5,644,775	5,652,457	5,430,844	(213,931)
Contribution to Component Units	9,732,110	9,789,537	9,761,602	9,883,951	94,414
Contingency	-	400,000	154,691	400,000	-
Operating Transfers Out	10,524,879	10,848,793	10,814,529	12,966,279	2,117,486
Total Expenditures	<u>76,684,082</u>	<u>81,276,566</u>	<u>80,744,358</u>	<u>83,882,164</u>	<u>2,605,598</u>
Revenues Over (Under) Expenditures	753,988	(1,252,113)	(758,560)	(1,792,609)	
Fund Balance, Beginning of Year		26,461,673	26,461,673	25,703,113	
Projected Fund Balance, End of Year		<u>25,209,560</u>	<u>25,703,113</u>	<u>23,910,504</u>	
Estimated Underspend		992,502	504,384	985,393	
Planned/One Time		<u>259,611</u>	<u>254,176</u>	<u>807,216</u>	
Revenues Over (Under)		<u>1,252,113</u>	<u>758,560</u>	<u>1,792,609</u>	



## ADMINISTRATOR'S (10101720)

### Mission Statement

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

### Department Description

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

Personnel

### Financial Summary

	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Current Year Amended Budget</b>	<b>Board Approved Budget</b>
Administrator - 10101720			
<b>Expenditures</b>			
Salaries	449,212	468,719	480,244
Fringe Benefits	215,792	229,287	237,376
Supplies	11,275	13,154	13,615
Contracted Services	34,731	185,700	15,310
Operating Expenses	28,519	28,610	31,791
Utilities	6,254	5,000	5,657
Indirect Expenses	16,777	21,221	20,644
<b>Total Expenditures</b>	<b>762,560</b>	<b>951,691</b>	<b>804,637</b>

### Personnel

<b>Position Title</b>	<b>2017 # of Positions</b>	<b>2018 # of Positions</b>	<b>2019 # of Positions</b>
Administrator	0.84	0.84	0.84
Assistant County Administrator	1.00	1.00	1.00
Management Analyst	0.70	0.70	0.70
Communication Manager	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Secretary	0.50	0.50	0.50
<b>Total for Department</b>	<b>5.04</b>	<b>5.04</b>	<b>5.04</b>

## ADMINISTRATOR'S (10101720), continued

### Primary Goals and Objectives

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

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

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

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

**Department Goal 2: Promote a culture of engagement with stakeholders**

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

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

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

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

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

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

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Strive for "triple-triple" bond ratings</b>			
County Bond Rating - <i>Moody's</i>	Aaa	Aaa	Aaa
County Bond Rating - <i>Standard &amp; Poor's</i>	AA	AA	AA
County Bond Rating - <i>Fitch</i>	AAA	AAA	AAA
<b>Department Goal 2: Promote a culture of engagement with stakeholders</b>			
% of citizens satisfied with County Government services	n/a	79.0%	n/a
% of employees completely to fairly well satisfied with communication from Administration ( <i>Employee Survey</i> )	52.9%	n/a	55.0%
# of subscribers receiving communication through GovDelivery	26,667	35,000	40,000
% of subscribers accessing communications received through GovDelivery	35.0%	38.0%	40.0%
<b>Department Goal 3: Promote a culture of continuous improvement of County programs and services</b>			
Return-on-investment from projects funded through the Innovation Fund	\$0.00	\$198,000.00	\$121,095.00
<b>Department Goal 4: Promote a culture that strives to provide excellent customer service</b>			
% of citizens receiving excellent customer service	n/a	86.0%	n/a

## CANVASSING BOARD (10101920)

### Department Description

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

### Financial Summary

	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Current Year Amended Budget</b>	<b>Board Approved Budget</b>
Canvassing Board - 10101920			
<b>Expenditures</b>			
Salaries	4,420	4,480	4,500
Fringe Benefits	138	343	200
Operating Expenses	1,186	1,280	1,300
<b>Total Expenditures</b>	<b>5,744</b>	<b>6,103</b>	<b>6,000</b>

### Personnel

No Personnel has been allocated to this Department

## CENTRAL DISPATCH (10103250)

### Department Description

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

### Financial Summary

	2017	2018	2019
	Actual	Current Year Amended Budget	Board Approved Budget
Central Dispatch - 1010 3250			
<b>Revenue</b>			
Taxes	(4,557,681)	(4,554,547)	(4,598,778)
<b>Total Revenue</b>	<u>(4,557,681)</u>	<u>(4,554,547)</u>	<u>(4,598,778)</u>
<b>Expenditures</b>			
Contribution to Component Units	4,535,358	4,554,547	4,598,778
<b>Total Expenditures</b>	<u>4,535,358</u>	<u>4,554,547</u>	<u>4,598,778</u>

### Personnel

No Personnel has been allocated to this Department

## CIRCUIT COURT – TRIAL DIVISION (10101310)

### Department Description

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

### Financial Summary

Circuit Court - Trial Division - 10101310	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Current Year Amended Budget</b>	<b>Board Approved Budget</b>
<b>Revenues</b>			
Intergovernmental	(1,105)	(1,000)	(1,000)
Charges For Services	(306,092)	(330,000)	(330,000)
Fines & Forfeits	(17,220)	(24,500)	(26,500)
Other Revenue	(10,238)	(22,750)	(22,750)
<b>Total Revenues</b>	<b>(334,655)</b>	<b>(378,250)</b>	<b>(380,250)</b>
<b>Expenditures</b>			
Salaries	777,561	818,907	934,434
Fringe Benefits	404,998	429,405	434,911
Supplies	94,446	108,885	129,430
Contracted Services	602,532	580,320	73,619
Operating Expenses	113,762	163,405	134,465
Utilities	31,251	26,500	35,266
Insurance	12,477	12,706	12,805
Indirect Expenses	878,464	922,530	938,448
<b>Total Expenditures</b>	<b>2,915,491</b>	<b>3,062,658</b>	<b>2,693,378</b>

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Judge - Circuit Court	4.00	4.00	4.00
Trial Division Director	1.00	1.00	1.00
Senior Law Clerk	1.00	1.00	1.00
Chief Circuit Court Clerk	-	-	1.00
Circuit Court Clerk	4.75	4.75	4.55
Felony Collection Clerks	2.00	2.00	2.00
Court Reporter/Tech Specialist	2.00	2.00	2.00
Law Clerk/Bailiff	1.00	1.00	1.00
<b>Total for Department</b>	<b>15.75</b>	<b>15.75</b>	<b>16.55</b>

## CIRCUIT COURT – ADULT PROBATION (10101520)

### Mission Statement

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

### Department Description

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

### Financial Summary

	2017 Actual	2018 Current Year Amended Budget	2019 Board Approved Budget
Circuit Court Adult Probation - 10101520			
<b>Expenditures</b>			
Supplies	9,161	9,900	9,600
Contracted Services	2,013	1,500	480
Operating Expenses	1,927	547	-
Utilities	18,865	18,000	23,789
Indirect Expenses	121,346	116,164	122,053
<b>Total Expenditures</b>	<b>153,311</b>	<b>146,111</b>	<b>155,922</b>

### Personnel

No Personnel has been allocated to this Department

### Primary Goals and Objectives

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

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

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

*Objective 2)* Encourage offender education and employment

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

**Department Goal 2: Reduce cost of jail and prison**

*Objective 1)* Divert offenders from jail and/or prison

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Rehabilitate offenders by equipping them with enriching life skills</b>			
CBT referral rate	15%	25%	35%
<b>Department Goal 2: Reduce cost of jail and prison</b>			
Prison commitment rate	11.7%	10%	9%

## CIRCUIT COURT – FAMILY COUNSELING (10101660)

### Department Description

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

### Financial Summary

	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Current Year Amended Budget</b>	<b>Board Approved Budget</b>
Circuit Court Family Counseling - 10101660			
<b>Revenues</b>			
Licenses And Permits	(28,245)	(27,000)	(27,000)
<b>Total Revenues</b>	<b>(28,245)</b>	<b>(27,000)</b>	<b>(27,000)</b>
<b>Expenditures</b>			
Contracted Services	5,744	15,000	15,000
Indirect Expenses	788	692	834
<b>Total Expenditures</b>	<b>6,532</b>	<b>15,692</b>	<b>15,834</b>

### Personnel

No Personnel has been allocated to this Department

## COMMISSIONERS (10101010)

### Mission Statement

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

### Department Description

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

### Financial Summary

	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Current Year Amended Budget</b>	<b>Board Approved Budget</b>
Commissioners - 10101010			
<b>Expenditures</b>			
Salaries	195,415	201,244	205,943
Fringe Benefits	48,006	51,248	55,612
Supplies	7,075	10,894	20,900
Contracted Services	72,797	102,296	80,989
Operating Expenses	120,498	130,873	131,178
Utilities	6,242	6,300	5,519
Indirect Expenses	28,191	33,561	38,463
<b>Total Expenditures</b>	<b>478,223</b>	<b>536,416</b>	<b>538,604</b>

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Commissioners	11.00	11.00	11.00
<b>Total for Department</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>



## CONTINGENCY (10108900)

### Department Description

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

### Financial Summary

	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Current Year</b>	<b>Board Approved</b>
		<b>Amended Budget</b>	<b>Budget</b>
Contingency - 10108900			
<b>Expenditures</b>			
Contingency	-	154,691	400,000
<b>Total Expenditures</b>	-	154,691	400,000

### Personnel

No Personnel has been allocated to this Department

## CORPORATE COUNSEL (10102660)

### Financial Summary

Corporate Counsel - 10102660	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Current Year Amended Budget</b>	<b>Board Approved Budget</b>
<b>Revenue</b>			
Charges For Services	(305)		
<b>Total Revenue</b>	(305)	-	-
<b>Expenditures</b>			
Salaries	122,439	41,969	42,036
Fringe Benefits	60,619	26,206	21,314
Supplies	2,784	4,000	2,600
Contracted Services	70,657	164,780	170,690
Operating Expenses	1,706	2,038	1,738
Utilities	1,510	1,500	1,919
Indirect Expenses	5,109	6,356	7,477
<b>Total Expenditures</b>	264,823	246,849	247,774

### Personnel

Position Title	<b>2017 # of Positions</b>	<b>2018 # of Positions</b>	<b>2019 # of Positions</b>
Corporate Counsel	0.95	0.95	0.95
Administrative Secretary	0.75	0.75	0.75
<b>Total for Department</b>	1.70	1.70	1.70

## COUNTY CLERK (10102150)

### Mission Statement

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

### Department Description

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

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

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

### Financial Summary

	2017	2018	2019
	Actual	Current Year Amended Budget	Board Approved Budget
County Clerk - 10102150			
Licenses And Permits	(19,032)	(18,300)	(18,200)
Charges For Services	(584,497)	(547,000)	(549,000)
Other Revenue	(3,308)	(3,443)	(1,853)
<b>Total Revenue</b>	<b>(606,837)</b>	<b>(568,743)</b>	<b>(569,053)</b>
Salaries	947,764	1,026,253	1,156,196
Fringe Benefits	569,422	613,418	701,166
Supplies	69,608	97,721	110,906
Contracted Services	39,554	33,732	34,458
Operating Expenses	32,845	34,940	45,233
Maintenance & Repair	394	500	500
Utilities	23,908	22,600	29,988
Indirect Expenses	140,428	158,949	156,918
<b>Total Expenditures</b>	<b>1,823,924</b>	<b>1,988,113</b>	<b>2,235,365</b>

## COUNTY CLERK (10102150), continued

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Clerk/Register of Deeds	0.50	0.50	0.50
Chief Deputy County Clerk	1.00	1.00	1.00
Clerk/Register Supervisor	0.50	0.50	0.50
Clerk/Register Specialist	1.00	1.00	1.00
Case Records Technician	13.00	14.00	15.00
Clerk/Register Technician	4.20	4.00	3.00
Court Records Supervisor	1.00	1.00	1.00
Court Records Data Technician	-	-	1.00
Senior Case Records Technician	1.00	1.00	1.00
<b>Total for Department</b>	<b>22.20</b>	<b>23.00</b>	<b>24.00</b>

### Primary Goals and Objectives

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

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

*Objective 1) Utilize technology and social media*

*Objective 2) Offer many services online*

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

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

*Objective 1) Process all records efficiently and accurately*

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

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Grow communication and allow ease of access to public records for customers</b>			
% of jurors using online system	85%	100%	100%
% of court documents e-filed	10%	100%	100%
<b>Department Goal 2: Ensure accuracy, protection, and confidentiality (where applicable) of records</b>			
% of people cross trained for handling deeds and vital records	71%	90%	100%
% of systems converted fully to MICA system	1%	50%	100%
% of business registrations and notaries processed electronically	0%	50%	100%
% of sensitive documents at highest level of security	70%	100%	100%

## COUNTY TREASURER (10102530)

### Mission Statement

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

### Department Description

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

### Financial Summary

	2017 Actual	2018 Current Year Amended Budget	2019 Board Approved Budget
Treasurer - 10102530			
<b>Revenues</b>			
Taxes	(39,754,434)	(41,242,534)	(42,883,525)
Licenses And Permits	(181,608)	(150,000)	(185,470)
Intergovernmental	(5,952,849)	(5,946,343)	(5,946,812)
Charges For Services	(62,002)	(66,156)	(59,016)
Fines & Forfeits	(6,923)	(6,000)	(6,000)
Interest	(311,216)	(309,400)	(403,920)
Other Revenue	(30,223)	(53,555)	(35,500)
<b>Total Revenue</b>	<b>(46,299,255)</b>	<b>(47,773,988)</b>	<b>(49,520,243)</b>
<b>Expenditures</b>			
Salaries	418,861	433,402	451,478
Fringe Benefits	246,982	252,652	273,394
Supplies	27,305	34,770	41,093
Contracted Services	25,689	27,079	47,996
Operating Expenses	18,926	25,017	70,950
Maintenance & Repair	224	200	200
Utilities	9,340	8,000	9,995
Insurance	50,371	51,355	54,430
Indirect Expenses	44,797	56,714	52,959
<b>Total Expenditures</b>	<b>842,495</b>	<b>889,189</b>	<b>1,002,495</b>

## COUNTY TREASURER (10102530), continued

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
County Treasurer	0.95	0.95	0.95
Chief Deputy Treasurer	1.00	1.00	1.00
Deputy Treasurer	1.00	1.00	1.00
Revenue Accounting Supervisor	1.00	1.00	1.00
Delinquent Property Tax Specialist	0.30	0.30	0.30
Revenue Accounting Technician	1.00	1.00	1.00
Warranty Deed Clerk	0.30	0.30	0.30
Public Service Center Clerk	1.00	1.00	1.00
Clerk - Treasurer	1.00	1.00	1.00
<b>Total for Department</b>	<b>7.55</b>	<b>7.55</b>	<b>7.55</b>

### Primary Goals and Objectives

<b>County Goal: Maintain and improve the strong financial position of the County</b>
<b>Department Goal 1: Protect public funds and ensure liquidity to meet County needs</b>
<i>Objective 1) Diversify and Ladder investments to meet security &amp; cash flow</i>
<b>Department Goal 2: Adhere to all state statutes regarding forfeiture and foreclosure to ensure fair treatment in all cases</b>
<i>Objective 1) Manage the annual forfeiture and foreclosure processes</i>
<b>County Goal: Contribute to the long-term economic, social and environmental health of the County</b>
<b>Department Goal 3: Protect residents and their financial interests</b>
<i>Objective 1) Issue dog licenses per statute</i>
<i>Objective 2) Correctly apply property tax certifications to all warranty deeds</i>
<i>Objective 3) Maintain custodial role over all tax rolls</i>

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Protect public funds and ensure liquidity to meet County needs</b>			
County Investment Portfolio rate of return	1.07%	1.12%	1.86%
Investment Portfolio weighted average maturity at year end	2.66	2.50	2.50
<b>Department Goal 2: Adhere to all state statutes regarding forfeiture and foreclosure to ensure fair treatment in all cases</b>			
% of delinquent properties forfeited	10%	12%	13%
% of properties foreclosed of those properties forfeited	3%	4%	4%
<b>Department Goal 3: Protect residents and their financial interests</b>			
% of dog license sales done closest to the customer (online, veterinarians, Humane Society)	72%	71%	73%
% of tax certifications completed and correct same day as presented	98.0%	100%	100%
Total dollar value of tax roll changes made from Michigan Tax Tribunal and Board of Review	-\$119,334,285	n/a	n/a

## CRIME VICTIM'S RIGHTS (10102320)

### Mission Statement

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

### Department Description

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

### Financial Summary

Crime Victim's Rights - 10102320	2017 Actual	2018 Current Year Amended Budget	2019 Board Approved Budget
<b>Revenues</b>			
Intergovernmental	(167,600)	(174,660)	(174,660)
<b>Total Revenue</b>	<b>(167,600)</b>	<b>(174,660)</b>	<b>(174,660)</b>
<b>Expenditures</b>			
Salaries	125,677	141,396	143,653
Fringe Benefits	65,824	70,771	77,890
Supplies	9,407	7,500	9,700
Operating Expenses	3,883	6,805	6,722
Utilities	1,793	1,700	2,319
Indirect Expenses	12,059	16,106	12,438
<b>Total Expenditures</b>	<b>218,643</b>	<b>244,278</b>	<b>252,722</b>

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Victims Rights Coordinator	1.00	1.00	1.00
Victim Advocate	2.00	2.00	2.00
<b>Total for Department</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

## CRIME VICTIM'S RIGHTS (10102320), continued

### Primary Goals and Objectives

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

**Department Goal 1:** Ensure crime victims' needs are met

*Objective 1)* Notify victims of their rights

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

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

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Ensure crime victims' needs are met</b>			
% of known crime victims receiving services	40.0%	55.0%	65.0%
Total funds raised for the Crime Victim Foundation through the Katty Shack Race (cumulative)	\$85,000	\$94,000	\$104,000



## DEPARTMENT OF VETERAN'S AFFAIRS (10106890)

### Mission Statement

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

### Department Description

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

### Financial Summary

	<b>2017</b>	<b>2018</b>	<b>2019</b>
Depart. Of Veteran's Affairs - 10106890	<b>Actual</b>	<b>Current Year Amended Budget</b>	<b>Board Approved Budget</b>
<b>Revenue</b>			
Intergovernmental	-	(3,000)	-
	-	(3,000)	-
<b>Expenditures</b>			
Supplies	19	125	50
Contracted Services	27,234	27,600	27,600
Operating Expenses	21,597	30,939	31,020
Utilities	1,419	1,400	1,819
Indirect Expense	-	392	572
Contributions to Other Units	2,643	-	-
<b>Total Expenditures</b>	<b>52,914</b>	<b>60,456</b>	<b>61,061</b>

### Personnel

No Personnel has been allocated to this Department

## DEPARTMENT OF VETERAN'S AFFAIRS (10106890), continued

### Primary Goals and Objectives

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

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

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

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

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

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

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Maintain and improve the quality of life of Ottawa County veterans and their families</b>			
% increase in the amount of federal benefits (direct allocations and grants) received per County veteran (over the previous year)	2.7%	2.7%	2.7%
County's ranking as it relates to the amount of federal benefits (direct allocations and grants) received per County veteran (out of 83 Michigan counties)	81	80	80
Number of veterans seen by a Veterans Service Office at the OCDVA	613	700	750
Total amount of County emergency financial assistance distributed to impoverished veterans and their families	\$10,263	\$12,000	\$15,000
Total amount of State emergency financial assistance distributed to impoverished veterans and their families	\$13,000	\$18,000	\$20,000
Total amount of County financial support for burials distributed to eligible widows and families of veterans	\$20,400	\$25,000	\$25,000

## DISTRICT COURT (10101360)

### Mission Statement

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

### Department Description

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

### Financial Summary

District Court - 10101360	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Current Year Amended Budget</b>	<b>Board Approved Budget</b>
<b>Revenues</b>			
Intergovernmental	(58,017)	(60,000)	(65,000)
Charges For Services	(3,217,710)	(3,481,000)	(3,539,500)
Fines & Forfeits	(48,368)	(60,000)	(70,000)
Other Revenue	(6,774)	(7,000)	(7,800)
Revenue	<u>(3,330,869)</u>	<u>(3,608,000)</u>	<u>(3,682,300)</u>
<b>Expenditures</b>			
Salaries	2,692,943	2,666,290	2,684,749
Fringe Benefits	1,459,538	1,511,214	1,631,435
Supplies	257,813	323,087	332,516
Contracted Services	1,103,549	1,074,220	97,120
Operating Expenses	148,613	196,329	182,275
Maintenance & Repair	(500)	4,500	2,500
Utilities	84,685	72,200	105,584
Insurance	51,810	53,247	53,987
Indirect Expenses	1,477,021	1,497,856	1,412,802
<b>Total Expenditures</b>	<u>7,275,473</u>	<u>7,398,943</u>	<u>6,502,968</u>

## DISTRICT COURT (10101360), continued

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Judge - District Court	4.00	4.00	4.00
Court Administrator	1.00	1.00	1.00
Director of Probation Services	0.50	0.50	0.50
Assistant Director of Probation Services	0.70	0.70	-
Dep Director of Prob & CM	-	-	0.65
Chief Deputy Court Clerk	3.00	3.00	3.00
Assignment Clerk	3.00	3.00	3.00
Trial Court Specialist	1.00	1.00	1.00
District Court Clerk II	10.00	10.00	10.00
Records Processing Clerk II	1.00	1.00	-
District Court Clerk I	10.25	10.25	11.25
Court Recorder Judicial Secretary	4.00	4.00	4.00
District Court Officer	0.88	0.80	0.80
Court Services Officer	-	-	0.55
Case Specialist	1.00	1.00	1.00
Probation-Treatment Specialist	9.20	8.55	9.05
Probation Assistant	0.48	-	-
Bailiff	0.70	0.70	0.70
Magistrate	1.00	1.00	1.00
Probation / Community Corrections Secretary	2.75	2.75	3.33
Court Services Coordinator	0.30	0.85	0.00
<b>Total for Department</b>	<b>54.76</b>	<b>54.10</b>	<b>54.83</b>

### Primary Goals and Objectives

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

**Court Goal 1: Effectively and appropriately manage caseload**

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

**Court Goal 2: Properly enforce court ordered financial obligations**

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

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

*Objective 1) Resolve traffic cases brought before the court*

*Objective 2) Resolve criminal cases brought before the court*

*Objective 3) Resolve civil cases brought before the court*

## DISTRICT COURT (10101360), continued

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Court Goal 1: Effectively and appropriately manage caseload</b>			
Overall Caseload Clearance Rate	100%	100%	100%
Percent of cases that are disposed of within recommended and established timeframes	98%	100%	100%
<b>Court Goal 2: Properly enforce court ordered financial obligations</b>			
Collection Rate	94%	95%	96%
<b>Court Goal 3: Interpret and apply the law with fairness, equality and integrity</b>			
% of Court users surveyed who indicated they were treated with courtesy and respect by Court staff	95%	96%	97%
% of Court users surveyed who indicated the judge/magistrate treated them with courtesy and respect	84%	90%	90%
% of Court users surveyed who indicated they left the Court with an understanding of what happened in their case	86%	88%	90%

## DISTRICT COURT – COMMUNITY CORRECTIONS (10101362)

### Mission Statement

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

### Department Description

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

### Financial Summary

	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Current Year</b>	<b>Board Approved</b>
Community Corrections - 10101362	<b>Actual</b>	<b>Amended Budget</b>	<b>Budget</b>
<b>Revenues</b>			
Intergovernmental	(318,307)	(326,282)	(344,656)
Charges For Services	(172,940)	(134,160)	(139,160)
Other Revenue	(177)	-	-
<b>Total Revenues</b>	<b>(491,423)</b>	<b>(460,442)</b>	<b>(483,816)</b>
<b>Expenditures</b>			
Salaries	355,059	383,416	404,403
Fringe Benefits	168,103	174,631	186,105
Supplies	32,842	35,156	54,840
Contracted Services	46,020	70,890	70,264
Operating Expenses	15,324	30,128	27,205
Maintenance & Repair	953	1,588	2,699
Utilities	10,805	10,200	13,835
Insurance	12,184	12,737	13,250
Indirect Expenses	236,374	277,987	296,739
<b>Total Expenditures</b>	<b>877,665</b>	<b>996,733</b>	<b>1,069,340</b>

## DISTRICT COURT – COMMUNITY CORRECTIONS (10101362), continued

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Assistant Director of Probation Services	0.15	0.15	-
Deputy Director of Prob & CM	-	-	0.85
Court Services Officer	1.00	0.45	0.45
Court Services Coordinator	0.70	0.70	-
Director of Probation & CC	0.50	0.50	0.50
Probation Officer/SSA	1.80	2.45	2.45
Probation / Community Corrections Secretary	0.32	0.32	0.32
Probation Specialist	0.49	0.49	0.49
<b>Total for Department</b>	<b>4.96</b>	<b>5.05</b>	<b>5.06</b>

### Primary Goals and Objectives

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

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

*Objective 1) Divert offenders from jail or prison*

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

**Department Goal 2: Ensure that offenders successfully complete programs**

*Objective 1) Rehabilitate offenders through alternative sentencing programs*

*Objective 2) Ensure compliance of court order through monitoring*

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Reduce the cost of jail and prison operations</b>			
Group 2 straddle cell prison commitment rate	14.9%	≤ 12.0%	≤ 11.5%
Prison commitment rate for technical probation violators	5.0%	≤ 3.0%	≤ 5.0%
Overall prison commitment rate	11.7%	≤ 6.0%	≤ 11.0%
<b>Department Goal 2: Ensure that offenders successfully complete programs</b>			
Programs successful completion rate	84%	>80%	>80%

## DRAIN ASSESSMENTS (10104450)

### Department Description

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

### Financial Summary

	2017	2018	2019
	Actual	Current Year Amended Budget	Board Approved Budget
Drain Assessments - 10104450			
<b>Expenditures</b>			
Operating Expenses	158,641	207,100	171,974
<b>Total Expenditures</b>	<u>158,641</u>	<u>207,100</u>	<u>171,974</u>

### Personnel

No Personnel has been allocated to this Department



## ELECTIONS (10102620)

### Mission Statement

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

### Department Description

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

### Financial Summary

	2017 Actual	2018 Current Year Amended Budget	2019 Board Approved Budget
Elections - 10102620			
<b>Revenues</b>			
Other Revenue	(149,122)	(122,018)	(83,058)
<b>Total Revenue</b>	<b>(149,122)</b>	<b>(122,018)</b>	<b>(83,058)</b>
<b>Expenditures</b>			
Salaries	73,745	93,151	68,437
Fringe Benefits	31,524	34,268	37,345
Supplies	131,327	109,888	84,916
Contracted Services	9,375	55,291	28,633
Operating Expenses	39,703	28,363	25,261
Utilities	4,932	4,000	4,738
Indirect Expenses	4,912	1,184	696
<b>Total Expenditures</b>	<b>295,519</b>	<b>326,145</b>	<b>250,026</b>

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Election Coordinator	1.00	1.00	1.00
<b>Total for Department</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## ELECTIONS (10102620), continued

### Primary Goals and Objectives

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

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

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

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

*Objective 3)* Train election workers

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

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: To provide free and fair elections for the citizens of Ottawa County</b>			
% of machines replaced during elections	3.0%	0.0%	0.0%
% of political candidates who submitted their campaign finances documents on time	99%	100%	100%
Average amount of time it takes for absentee results to be reported after polls close (minutes)	75	30	30

## EQUALIZATION (10102570)

### Mission Statement

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

### Department Description

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

### Financial Summary

	2017 Actual	2018 Current Year Amended Budget	2019 Board Approved Budget
Equalization - 10102570			
<b>Revenues</b>			
Charges For Services	(8,514)	(8,100)	(6,750)
<b>Total Revenue</b>	<u>(8,514)</u>	<u>(8,100)</u>	<u>(6,750)</u>
<b>Expenditures</b>			
Salaries	617,325	709,877	648,248
Fringe Benefits	343,028	387,117	418,076
Supplies	9,047	13,194	17,848
Contracted Services	24,271	28,815	30,493
Operating Expenses	19,535	23,909	25,842
Utilities	8,541	8,400	10,575
Indirect Expenses	42,107	46,003	53,793
<b>Total Expenditures</b>	<u>1,063,854</u>	<u>1,217,315</u>	<u>1,204,875</u>

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Equalization Director	1.00	1.00	1.00
Deputy Equalization Director	1.00	1.00	1.00
Appraiser III	2.00	2.00	3.00
Appraiser II	1.00	1.00	1.00
Appraiser I	1.00	1.00	1.00
Property Description Technician	2.00	2.00	2.00
Senior Abstracting Clerk	1.00	1.00	1.00
Abstracting/Indexing Clerk	2.75	2.75	2.75
Administrative Assistant	1.00	1.00	1.00
<b>Total for Department</b>	<u>12.75</u>	<u>12.75</u>	<u>13.75</u>

## EQUALIZATION (10102570), continued

### Primary Goals and Objectives

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

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

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

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

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

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

*Objective 1)* Audit millages requested by each taxing authority

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

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

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

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

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

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

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

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Ensure each local unit of government contributes uniformly and equitably to any taxing authority</b>			
# of classes where County Equalized Value was appealed	0	0	0
% of County General Fund budget from property taxes	62%	64%	64%
<b>Department Goal 2: Ensure the millages of each taxing authority are valid</b>			
% of time a requested millage is incorrectly audited	0%	0%	0%
<b>Department Goal 3: Ensure the assessment rolls are accurate and complete</b>			
% of new or changed property descriptions processed	100%	100%	100%
<b>Department Goal 4: Maintain and/or minimize cost to taxpayers</b>			
# of local units contracting with the County for Assessment Administration services	2	3	3

## CROCKERY TOWNSHIP ASSESSING (10102572)

### Financial Summary

	2017	2018	2019
	Actual	Current Year Amended Budget	Board Approved Budget
Crockery Twp. Assessing - 10102572			
<b>Revenues</b>			
Charges For Services	(42,908)	(49,724)	(49,857)
<b>Total Revenue</b>	<b>(42,908)</b>	<b>(49,724)</b>	<b>(49,857)</b>
<b>Expenditures</b>			
Salaries	33,273	-	49,557
Fringe Benefits	15,551	-	-
Supplies	38	75	100
Operating Expenses	744	2,050	1,400
<b>Total Expenditures</b>	<b>49,605</b>	<b>2,125</b>	<b>51,057</b>

### Personnel

No Personnel has been allocated to this Department

## GRAND HAVEN ASSESSING (10102571)

### Financial Summary

Grand Haven Assessing - 10102571	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Current Year Amended Budget</b>	<b>Board Approved Budget</b>
<b>Revenues</b>			
Charges For Services	(128,562)	(144,745)	(150,081)
<b>Total Revenue</b>	<b>(128,562)</b>	<b>(144,745)</b>	<b>(150,081)</b>
<b>Expenditures</b>			
Salaries	103,889	65,782	108,809
Fringe Benefits	50,273	35,614	42,048
Supplies	122	456	460
Operating Expenses	1,480	1,675	1,625
<b>Total Expenditures</b>	<b>155,764</b>	<b>103,527</b>	<b>152,942</b>

### Personnel

Position Title	<b>2017 # of Positions</b>	<b>2018 # of Positions</b>	<b>2019 # of Positions</b>
Assistant Assesor	1.00	1.00	1.00
<b>Total for Department</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## FACILITIES (2650)

### Department Description

The Ottawa County Facilities Maintenance Department is responsible for maintaining and protecting County-wide assets including all facilities, grounds, and related equipment. In addition, the department assures we operate in compliance with all federal, state, and local building codes. The Facilities Maintenance Department takes pride in maintaining a safe, clean, and comfortable environment for all employees, clients, and visitors.

### Financial Summary

	2017 Actual	2018 Current Year Amended Budget	2019 Board Approved Budget
Facilities - 2650			
<b>Revenues</b>			
Rents	(1,822,842)	(1,966,971)	(2,196,372)
Charges For Services	(1,540)	-	-
Other Revenue	(1,981)	-	-
<b>Total Revenue</b>	<b>(1,826,363)</b>	<b>(1,966,971)</b>	<b>(2,196,372)</b>
<b>Expenditures</b>			
Salaries	907,402	952,690	990,163
Fringe Benefits	543,210	592,056	617,891
Supplies	174,574	254,239	259,484
Contracted Services	484,715	575,068	535,691
Operating Expenses	152,578	200,929	210,618
Maintenance & Repair	413,384	509,539	654,610
Utilities	1,141,695	1,046,258	1,118,448
Insurance	104,936	112,277	123,991
Indirect Expenses	55,833	65,551	70,003
<b>Total Expenditures</b>	<b>3,978,327</b>	<b>4,308,607</b>	<b>4,580,899</b>

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Facilities Maintenance Director	1.00	1.00	1.00
Building & Grounds Supervisor	1.00	1.00	1.00
Custodial/Maintenance Supervisor	1.00	1.00	1.00
Custodian	4.90	4.90	4.90
Maintenance Worker	9.00	9.00	9.00
Maintenance Technician	2.00	2.00	2.00
Senior Secretary	1.00	1.00	1.00
Facilities Clerk	0.60	0.60	0.60
<b>Total for Department</b>	<b>20.50</b>	<b>20.50</b>	<b>20.50</b>

## FISCAL SERVICES (10101910)

### Mission Statement

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

### Department Description

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

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

### Financial Summary

	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Current Year Amended Budget</b>	<b>Board Approved Budget</b>
Fiscal Services - 10101910			
<b>Revenues</b>			
Charges For Services	(4,648,893)	(4,972,830)	(5,352,304)
Rents	(55,887)	(55,300)	(57,500)
Other Revenue	(83,845)	(25,000)	(36,000)
<b>Total Revenue</b>	<b>(4,788,625)</b>	<b>(5,053,130)</b>	<b>(5,445,804)</b>
<b>Expenditures</b>			
Salaries	720,363	845,753	885,183
Fringe Benefits	371,123	467,521	491,189
Supplies	24,487	32,108	63,410
Contracted Services	122,014	112,600	85,760
Operating Expenses	82,389	86,839	89,096
Maintenance & Repair	-	500	4,500
Utilities	11,411	10,000	11,854
Indirect Expenses	69,812	88,397	74,319
<b>Total Expenditures</b>	<b>1,401,599</b>	<b>1,643,718</b>	<b>1,705,311</b>



## FISCAL SERVICES (10101910), continued

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Fiscal Services Director	0.50	0.50	0.50
Assistant Fiscal Services Director	0.80	0.80	0.80
Budget Analyst	1.00	1.00	4.00
Accountant III	0.25	0.25	0.25
Accountant II	2.50	2.50	0.50
Accounts Payable Supervisor	-	-	1.00
Administrative Assistant/Buyer	1.00	1.00	1.00
Purchasing Manager	1.00	1.00	1.00
Account Clerk II	3.00	3.00	3.00
Local Unit Financial Liaison	1.00	1.00	1.00
Accounting Manager	0.60	0.60	0.60
Accountant I	2.00	2.00	0.00
<b>Total for Department</b>	<b>13.65</b>	<b>13.65</b>	<b>13.65</b>

### Primary Goals and Objectives

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

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

- Objective 1) Compile and distribute the County's annual Budget Book*
- Objective 2) Compile and distribute the County's Comprehensive Annual Financial Report*
- Objective 3) Ensure secured grants are used to their fullest potential for the County*
- Objective 4) Utilize the rebate rewards of the County's P-Card*

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

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

- Objective 1) Train department on the lean (Kata) mindset and practices*
- Objective 2) Implement lean (Kata) projects*

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Provide superior financial management and reporting services to the County</b>			
# of audit adjustments on Comprehensive Annual Financial Report (CAFR)	6	0	0
# of RFPs completed for contracts that have not been competitively bid in 36 months	8	8	8
# of years GFOA Distinguished Budget award has been consecutively received	24	25	26
# of years GFOA Excellence in Financial Reporting award has been consecutively received	33	34	35
County pension (% funded)	78.20%	78.20%	78.20%
Other Post-Employment Benefits (OPEB) (% funded)	72.30%	72.30%	74.00%
Bond rating - Moody's	Aaa	Aaa	Aaa
Bond rating - Fitch	AAA	AAA	AAA
P-Card rebate (\$)	\$26,350	\$31,540	
<b>Department Goal 2: Continually improve the efficiency of the Department's organization and services</b>			
% of Fiscal staff trained in lean methodologies	65%	100%	
# of lean projects completed in 12 months	1	0	

## GEOGRAPHIC INFORMATION SYSTEM (10102590)

### Mission Statement

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

### Department Description

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

### Financial Summary

	2017 Actual	2018 Current Year Amended Budget	2019 Board Approved Budget
GIS - 10102590			
<b>Revenues</b>			
Charges For Services	(85,101)	(88,150)	(92,750)
<b>Total Revenue</b>	<b>(85,101)</b>	<b>(88,150)</b>	<b>(92,750)</b>
<b>Expenditures</b>			
Salaries	226,456	256,236	272,824
Fringe Benefits	133,191	152,076	152,337
Supplies	4,601	8,590	16,130
Contracted Services	24,821	63,021	43,076
Operating Expenses	18,208	22,234	16,569
Utilities	2,010	2,000	2,559
Indirect Expenses	7,910	14,209	14,526
<b>Total Expenditures</b>	<b>417,196</b>	<b>518,366</b>	<b>518,021</b>

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
GIS Technician	1.00	1.00	1.00
GIS Programmer/Technician	1.00	1.00	1.00
Programmer/Analyst	1.00	1.00	1.00
GIS Supervisor	1.00	1.00	1.00
<b>Total for Department</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

## GEOGRAPHIC INFORMATION SYSTEM (10102590), continued

### Primary Goals and Objectives

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

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

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

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

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Enhance the decision-making capabilities of County employees, partner agencies, citizens, and other stakeholders through the utilization of GIS technology</b>			
# of GIS GeoCortex applications and specialized mapping applications created	4	2	4
# of GIS GeoCortex applications and specialized mapping applications supported	38	40	44
# of unique page views for GIS GeoCortex applications and specialized mapping applications	638,277	650,000	655,000
# of ArcGIS for Portal/ArcGIS Online content created	59	130	150
# of ArcGIS for Portal/ArcGIS Online content supported	214	344	494
# of unique downloads/views for ArcGIS for Portal/ArcGIS Online application and maps	292,625	350,000	425,000
# of unique users for ArcGIS for Portal/ArcGIS Online Supported	16	35	50
# of GIS users supported for login-based applications across all platforms (County employees) <sup>1</sup>	133	150	160
# of GIS users supported for login-in based applications across all platforms (Partner Agency employees) <sup>2</sup>	364	375	380
1. The number of County supported GIS users is based on known users, but a number of County users access the publicly accessible applications.			
2. The number of Local Unit supported GIS users is based on known users, but a number of Local Unit users access the publicly accessible applications.			

## HUMAN RESOURCES (10102700)

### Financial Summary

	2016 Actual	2017 Current Year Amended Budget	2018 Board Approved Budget
Human Resources - 10102700			
<b>Revenue</b>			
Charges For Services	(415)	(2,000)	-
<b>Total Revenue</b>	(415)	(2,000)	-
<b>Expenditures</b>			
Salaries	400,764	394,276	435,250
Fringe Benefits	239,674	250,298	266,270
Supplies	21,855	33,179	32,980
Contracted Services	37,868	194,945	100,000
Operating Expenses	29,053	78,778	57,054
Utilities	6,029	5,900	7,476
Indirect Expenses	25,830	33,526	38,415
<b>Total Expenditures</b>	761,073	990,902	937,445

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Human Resources Director	0.60	0.60	0.60
Payroll Compliance Supervisor	-	-	0.90
Assistant Human Resource Director	0.50	0.50	-
Human Resources Generalist	0.33	-	-
Human Resources Benefit Analyst	-	-	0.08
Human Resources Specialist	2.08	2.08	2.90
Human Resources Employment Analyst	1.00	1.90	1.00
Human Resources Manager	1.00	1.00	1.00
Payroll Coordinator	1.00	1.00	1.00
<b>Total for Department</b>	6.51	7.08	7.48

## INNOVATION INITIATIVES (10101721)

### Department Description

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

### Financial Summary

Innovation Initiatives - 10101721	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Current Year Amended Budget</b>	<b>Board Approved Budget</b>
<b>Expenditures</b>			
Salaries	36,601	83,766	40,365
Fringe Benefits	29,545	31,657	-
Supplies	-	-	-
Contracted Services	10,230	6,500	-
Indirect Expenses	1,950	2,027	3,659
<b>Total Expenditures</b>	<b>78,326</b>	<b>123,950</b>	<b>44,024</b>

### Personnel

Position Title	<b>2017 # of Positions</b>	<b>2018 # of Positions</b>	<b>2019 # of Positions</b>
Dist Court Collections Officer	1.00	1.00	-
	1.00	1.00	-

## INSURANCE (10108650)

### Department Description

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

### Financial Summary

	2017	2018	2019
	Actual	Current Year Amended Budget	Board Approved Budget
Insurance - 10108650			
<b>Expenditures</b>			
Insurance	124,382	128,387	128,249
<b>Total Expenditures</b>	<u>124,382</u>	<u>128,387</u>	<u>128,249</u>

### Personnel

No Personnel has been allocated to this Department

## JURY BOARD (10101670)

### Department Description

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

### Financial Summary

	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Current Year</b>	<b>Board Approved</b>
		<b>Amended Budget</b>	<b>Budget</b>
10101670 - Jury Board			
<b>Expenditures</b>			
Supplies	10,949	19,350	19,350
Contracted Services	3,718	6,931	6,931
Operating Expenses	5,229	14,059	11,672
<b>Total Expenditures</b>	<b>19,896</b>	<b>40,340</b>	<b>37,953</b>

### Personnel

No Personnel has been allocated to this Department

## JUVENILE SERVICES – FAMILY COURT (10101490)

### Department Description

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

### Financial Summary

	2017 Actual	2018 Current Year Amended Budget	2019 Board Approved Budget
Juvenile Services - 10101490			
<b>Revenues</b>			
Intergovernmental	(91,611)	(104,348)	(104,348)
Charges For Services	(74,396)	(82,250)	(80,000)
<b>Total Revenues</b>	<b>(166,007)</b>	<b>(186,598)</b>	<b>(184,348)</b>
<b>Expenditures</b>			
Salaries	351,268	370,422	386,666
Fringe Benefits	207,510	215,832	230,668
Supplies	43,303	27,617	35,134
Contracted Services	257,429	250,574	288,544
Operating Expenses	72,009	86,211	83,899
Maintenance & Repair	484	-	-
Utilities	8,485	8,300	10,195
Insurance	7,033	5,636	4,852
Indirect Expenses	113,600	153,443	104,490
<b>Total Expenditures</b>	<b>1,061,121</b>	<b>1,118,035</b>	<b>1,144,448</b>

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Circuit Court Administrator	0.66	0.66	0.66
Juvenile Services Director	0.15	0.15	0.15
Assistant Director of Juvenile Services	0.15	0.15	0.15
Judicial Clerk Juvenile	1.00	-	-
Juvenile Register	1.00	1.00	1.00
Administrative Aide	1.00	1.00	1.00
Reimbursement Specialist	1.00	1.00	1.00
Juvenile Caseworker	2.00	2.00	2.00
<b>Total for Department</b>	<b>6.96</b>	<b>5.96</b>	<b>5.96</b>



## LEGAL SELF-HELP CENTER (10101370)

### Mission Statement

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

### Department Description

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

### Financial Summary

	2017 Actual	2018 Current Year Amended Budget	2019 Board Approved Budget
Legal Self Help Center - 10101370			
<b>Revenues</b>			
Charges For Services	(25,257)	(24,300)	(24,700)
Other Revenue	(2,412)	-	(12)
<b>Total Revenues</b>	<u>(27,669)</u>	<u>(24,300)</u>	<u>(24,712)</u>
<b>Expenditures</b>			
Salaries	119,314	121,943	83,139
Fringe Benefits	74,902	78,452	82,457
Supplies	5,026	6,750	10,185
Contracted Services	409	650	500
Operating Expenses	7,054	5,982	7,572
Utilities	2,978	2,500	3,059
Indirect Expenses	7,274	21,780	26,981
<b>Total Expenditures</b>	<u>216,957</u>	<u>238,057</u>	<u>213,893</u>

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Legal Self-Help Center Director	1.00	1.00	1.00
LSH Admin Assistant	1.00	1.00	0.50
<b>Total for Department</b>	<u>2.00</u>	<u>2.00</u>	<u>1.50</u>

## LEGAL SELF-HELP CENTER (10101370), continued

### Primary Goals and Objectives

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

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

*Objective 1)* Assist patrons with obtaining the relief they seek

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

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Court Goal 1: Facilitate access to justice for non-criminal, self-represented litigants</b>			
% of LSHC divorce cases whose final case disposition is anything other than "dismissed by court"	86%	88%	90%
% of overall satisfaction with LSHC services (according to LSHC Patron Satisfaction Survey)	n/a	80%	80%

## MEDICAL EXAMINER (10106480)

### Department Description

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

### Financial Summary

Medical Examiners - 10106480	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Current Year Amended Budget</b>	<b>Board Approved Budget</b>
<b>Revenues</b>			
Intergovernmental		(800)	-
Charges For Services	(46,140)	(41,625)	(44,415)
<b>Total Revenues</b>	<b>(46,140)</b>	<b>(42,425)</b>	<b>(44,415)</b>
<b>Expenditures</b>			
Salaries	46,221	63,212	68,034
Fringe Benefits	10,175	23,472	21,533
Supplies	885	2,390	1,885
Contracted Services	233,699	259,500	262,824
Operating Expenses	85,524	107,420	106,393
Insurance	57	100	-
Indirect Expenses	804	1,073	829
<b>Total Expenditures</b>	<b>377,363</b>	<b>457,167</b>	<b>461,498</b>

### Personnel

Position Title	<b>2017 # of Positions</b>	<b>2018 # of Positions</b>	<b>2019 # of Positions</b>
Health Admin Specialist	0.20	0.60	0.60
<b>Total for Department</b>	<b>0.20</b>	<b>0.60</b>	<b>0.60</b>

## MSU EXTENSION (10102610)

### Mission Statement

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

### Department Description

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

### Financial Summary

MSU Extension - 10102610	2017 Actual	2018 Current Year Amended Budget	2019 Board Approved Budget
<b>Revenues</b>			
Other Revenue	(5,473)	(5,000)	(5,000)
<b>Total Revenues</b>	<u>(5,473)</u>	<u>(5,000)</u>	<u>(5,000)</u>
<b>Expenditures</b>			
Salaries	55,830	57,666	58,990
Fringe Benefits	30,032	30,777	31,465
Supplies	968	3,892	2,660
Contracted Services	239,921	250,357	254,913
Operating Expenses	1,060	2,678	2,878
Maintenance & Repair	-	200	200
Utilities	12,058	11,800	14,953
Indirect Expenses	7,196	3,821	6,802
<b>Total Expenditures</b>	<u>347,065</u>	<u>361,191</u>	<u>372,861</u>

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Senior Extension Clerk	1.00	1.00	1.00
<b>Total for Department</b>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

## MSU EXTENSION (10102610), continued

### Primary Goals and Objectives

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

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

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

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

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

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

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

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Manage production risk and improve production efficiency for agriculture</b>			
# of small fruit production farms protected through effective management of insects, diseases, weeds or vertebrate pests by producers using Integrated Pest Management information provided	76	86	86
# of farms in the County that minimize crop damage caused by invasive pests and diseases	36	50	50
<b>Department Goal 2: Expand avenues of income for local agriculture producers</b>			
# of clients with projects referred to ACRE	1	12	12
% of vetted AgTech products from those referred that result in ACRE client agreements	100%	10%	10%
# of farms that participate in initial education and energy monitoring necessary to reduce peak demand charges for electricity	0	0	12

## OTHER HEALTH & WELFARE (10106039)

### Department Description

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

### Financial Summary

	2017	2018	2019
	Actual	Current Year Amended Budget	Board Approved Budget
Other Health & Welfare - 10106039			
<b>Expenditures</b>			
Contracted Services	28,250	29,750	29,000
<b>Total Expenditures</b>	<u>28,250</u>	<u>29,750</u>	<u>29,000</u>

### Personnel

No Personnel has been allocated to this Department

## OTTAWA COUNTY BUILDING AUTHORITY (10102790)

### Financial Summary

Ottawa County Building Authority - 10102790	2017 Actual	2018 Current Year Amended Budget	2019 Board Approved Budget
<b>Expenditures</b>			
Operating Expenses	54	145	145
<b>Total Expenditures</b>	54	145	145

### Personnel

No Personnel has been allocated to this Department

## OTTAWA SOIL/WATER CONSERVATION (10102800)

### Financial Summary

	2017	2018	2019
Ottawa Soil/Water Conservation - 10102800	Actual	Current Year Amended Budget	Board Approved Budget
<b>Expenditures</b>			
Operating Expenses	40,000	40,000	40,000
<b>Total Expenditures</b>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>

### Personnel

No Personnel has been allocated to this Department



## PLANNING & PERFORMANCE (10107211)

### Mission Statement

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

### Department Description

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

### Financial Summary

Planning & Performance - 10107211	2017	2018	2019
	Actual	Current Year Amended Budget	Board Approved Budget
<b>Revenues</b>			
Intergovernmental	(86,100)	(121,500)	-
Charges for Services	(25)	-	-
Other Revenue	(186,943)	(251,697)	(294,100)
<b>Total Revenues</b>	<b>(273,068)</b>	<b>(373,197)</b>	<b>(294,100)</b>
<b>Expenditures</b>			
Salaries	551,595	574,419	604,831
Fringe Benefits	284,791	297,282	338,105
Supplies	24,440	21,773	25,444
Contracted Services	281,833	288,397	236,070
Operating Expenses	17,876	17,787	25,074
Utilities	6,532	6,400	8,116
Indirect Expenses	43,202	52,232	42,830
<b>Total Expenditures</b>	<b>1,210,269</b>	<b>1,258,290</b>	<b>1,280,470</b>

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Planning & Performance Impv. Director	0.98	0.98	0.98
Asst Planning & Performance Impv. Director	1.00	1.00	1.00
Economic Development Coordinator	1.00	1.00	1.00
Research & Evaluation Analyst	1.00	1.00	1.00
Farm Preservation Analyst	0.50	0.50	0.50
Senior Secretary	1.00	1.00	1.00
Land Use Planning Specialist	1.92	1.92	1.92
Sr Business Development Manager	1.00	1.00	1.00
<b>Total for Department</b>	<b>8.40</b>	<b>8.40</b>	<b>8.40</b>

## PLANNING & PERFORMANCE (10107211), continued

### Primary Goals and Objectives

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

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

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

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

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

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

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

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

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

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

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

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

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Improve organizational performance and maximize the use of financial resources</b>			
Total verified cost-effective programming from administrative/outcome evaluations and special studies	\$5,879,969	\$5,982,150	\$6,085,940
Total cost-savings from programming requiring improvement, modification, privatization, or discontinuation as a result of administrative/outcome evaluations and special studies	\$2,147,899	\$2,197,496	\$2,298,004
County return-on-investment from Performance Improvement services	\$39.68	\$35.53	\$35.17
<b>Department Goal 2: Strengthen businesses and increase jobs in Ottawa County</b>			
# of new jobs created by ACRE AgTech clients (cumulative)	1	2	4
# of jobs created by projects assisted through Ottawa County Brownfield Redevelopment administered programs (cumulative)	497	518	522
Total private and/or public investment in projects assisted through the Ottawa County Brownfield Redevelopment Authority (cumulative)	\$49,836,353	\$50,986,353	\$51,986,353
<b>Department Goal 3: Protect and improve quality-of-life in Ottawa County</b>			
Miles of non-motorized separated pathways and paved shoulders constructed (cumulative)	5.1	7.1	8.8
Funds raised for non-motorized separated pathways and paved shoulders (cumulative)	\$3,146,565	\$3,226,970	\$3,226,970
Acres of farmland preserved (cumulative)	34.9	90.5	237.5
Cost per acre of farmland preserved (easement value of preserved farmland)	\$2,493	\$2,728	\$2,770
# of wells installed in confirmed high chloride zones	n/a	0	0

## PLANNING TRAINING (10107214)

### Financial Summary

	2017	2018	2019
	Actual	Current Year Amended Budget	Board Approved Budget
Planning Training - 10107214			
<b>Revenues</b>			
Intergovernmental	(3,000)	-	(3,000)
Charges for Services	(1,812)	(2,500)	(2,500)
Other Revenue	(3,050)	(5,500)	(2,500)
<b>Total Revenues</b>	<b>(7,862)</b>	<b>(8,000)</b>	<b>(8,000)</b>
<b>Expenditures</b>			
Contracted Services	7,724	8,000	8,000
<b>Total Expenditures</b>	<b>7,724</b>	<b>8,000</b>	<b>8,000</b>

### Personnel

No Personnel has been allocated to this Department

## PLAT BOARD (10102470)

### Department Description

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

### Financial Summary

	2017	2018	2019
	Actual	Current Year Amended Budget	Board Approved Budget
Plat Board - 10102470			
<b>Expenditures</b>			
Salaries	1,820	2,400	2,000
Fringe Benefits	218	184	-
<b>Total Expenditures</b>	<u>2,038</u>	<u>2,584</u>	<u>2,000</u>

### Personnel

No Personnel has been allocated to this Department

## PROBATE COURT (10101480)

### Department Description

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

### Financial Summary

	2017	2018	2019
	Actual	Current Year Amended Budget	Board Approved Budget
Probate Court - 10101480			
<b>Revenues</b>			
Charges For Services	(56,852)	(56,000)	(60,000)
Fines & Forfeits	-	(100)	(100)
Other Revenue	(124,365)	(107,695)	(108,195)
<b>Total Revenues</b>	<b>(181,216)</b>	<b>(163,795)</b>	<b>(168,295)</b>
<b>Expenditures</b>			
Salaries	357,222	374,052	377,939
Fringe Benefits	174,670	177,054	190,014
Supplies	30,549	56,589	25,741
Contracted Services	125,265	125,992	130,173
Operating Expenses	58,253	72,162	74,487
Maintenance & Repair	703	-	-
Utilities	5,630	5,000	6,297
Insurance	4,824	4,868	4,901
Indirect Expenses	90,354	108,319	78,509
<b>Total Expenditures</b>	<b>847,471</b>	<b>924,036</b>	<b>888,061</b>

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Judge - Probate Court	1.00	1.00	1.00
Probate Register	1.00	1.00	1.00
Chief Deputy Probate Register	1.00	1.00	1.00
Deputy Probate Register	1.00	1.00	1.00
Probate Clerk	2.00	2.00	2.00
<b>Total for Department</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

## PROSECUTING ATTORNEY (10102670)

### Mission Statement

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

### Department Description

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

### Financial Summary

	2017 Actual	2018 Current Year Amended Budget	2019 Board Approved Budget
Prosecutor's Attorney - 10102670			
<b>Revenues</b>			
Intergovernmental	(55,940)	(50,000)	(70,000)
Charges For Services	(19)	(25,000)	(25,000)
Other Revenue	(6,214)	(7,300)	(7,000)
<b>Total Revenues</b>	<b>(62,173)</b>	<b>(82,300)</b>	<b>(102,000)</b>
<b>Expenditures</b>			
Salaries	1,783,540	1,903,612	2,121,475
Fringe Benefits	902,746	997,172	1,084,163
Supplies	68,878	72,032	111,946
Contracted Services	37,108	33,734	38,195
Operating Expenses	73,711	81,820	89,856
Maintenance & Repair	310	800	800
Utilities	22,345	21,400	28,969
Insurance	22,126	21,337	21,731
Indirect Expenses	593,786	594,375	508,236
<b>Total Expenditures</b>	<b>3,504,550</b>	<b>3,726,282</b>	<b>4,005,371</b>

## PROSECUTING ATTORNEY (10102670), continued

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Prosecuting Attorney	1.00	1.00	1.00
Division Chief	3.00	2.00	3.00
Chief Prosecuting Attorney	1.00	1.00	1.00
Assistant Prosecuting Attorney II	6.00	6.00	8.00
Office Manager	1.00	1.00	3.00
Legal Clerk	1.00	1.00	1.00
Legal Assistant I	0.63	0.63	0.81
Legal Assistant Specialist	1.00	1.00	0.00
Legal Assistant II	5.00	5.00	5.00
Legal Assistant III	2.00	2.00	2.00
Violence Intervention Officer	1.00	1.00	1.00
Assistant Prosecuting Attorney I	2.00	4.00	3.00
	24.63	25.63	28.81

### Primary Goals and Objectives

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

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

*Objective 1)* Process warrant requests

*Objective 2)* Prosecute misdemeanants and felons

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

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

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Preserve or improve the quality of life for Ottawa County residents</b>			
% of warrants processed within 48 hours (electronically submitted via OnBase)	45.0%	75.0%	85.0%
% of juvenile petitions processed within 48 hours	52.0%	75.0%	85.0%
% of First Domestic Violence victims contacted within 48 hours after bond screen received	55.0%	60.0%	65.0%

**QEC BONDS (10109070)**

**Financial Summary**

	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Current Year Amended Budget</b>	<b>Board Approved Budget</b>
QEC Bonds - 10109070			
<b>Revenues</b>			
Rents	(219,320)	-	-
<b>Total Revenues</b>	<u>(219,320)</u>	<u>-</u>	<u>-</u>

**Personnel**

No Personnel has been allocated to this Department



## REAPPORTION/TAX ALLOCATION (10101290)

### Financial Summary

	2017	2018	2019
	Actual	Current Year Amended Budget	Board Approved Budget
Reappropriation/Tax - 10101290			
<b>Expenditures</b>			
Salaries	-	160	160
Fringe Benefits	30	-	35
Operating Expenses	591	1,135	1,100
<b>Total Expenditures</b>	<b>621</b>	<b>1,295</b>	<b>1,295</b>

### Personnel

No Personnel has been allocated to this Department

## REGISTER OF DEEDS (10102680)

### Mission Statement

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

### Department Description

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

### Financial Summary

	2017 Actual	2018 Current Year Amended Budget	2019 Board Approved Budget
Register of Deeds - 10102680			
<b>Revenues</b>			
Charges For Services	(3,207,253)	(3,080,300)	(3,129,000)
<b>Total Revenues</b>	<u>(3,207,253)</u>	<u>(3,080,300)</u>	<u>(3,129,000)</u>
<b>Expenditures</b>			
Salaries	329,802	346,108	345,471
Fringe Benefits	213,860	224,966	231,177
Supplies	15,959	36,000	51,000
Contracted Services	17,192	25,669	24,251
Operating Expenses	7,843	8,898	9,864
Maintenance & Repair	-	500	500
Utilities	8,411	8,700	9,756
Indirect Expenses	10,522	10,796	11,865
<b>Total Expenditures</b>	<u>603,588</u>	<u>661,637</u>	<u>683,884</u>

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Clerk/Register of Deeds	0.50	0.50	1.00
Chief Deputy Register of Deeds	1.00	1.00	1.00
Senior Abstracting/Indexing Clerk	1.00	1.00	1.00
Public Service Center Clerk	0.65	0.65	0.65
Clerk Register Technician	4.00	4.00	4.00
<b>Total for Department</b>	<u>7.15</u>	<u>7.15</u>	<u>7.65</u>

## REGISTER OF DEEDS (10102680), continued

### Primary Goals and Objectives

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

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

*Objective 1) Utilize technology and social media*

*Objective 2) Offer many services online*

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

**Department Goal 2: Provide convenient access to documents**

*Objective 1) Convert all useable records into electronic formats*

*Objective 2) Maintain microfilm*

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

*Objective 1) Promote e-filing and train third parties*

*Objective 2) Educate submitting agencies on sending acceptable documents*

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

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Grow communication and allow ease of access to public records for customers</b>			
% of documents received through e-recording	53%	58%	60%
<b>Department Goal 2: Provide convenient access to documents</b>			
% of people cross trained for handling deeds and vital records	71%	90%	100%
% of documents recorded and returned within 24 hours	100%	100%	100%
<b>Department Goal 3: Increase the utilization of electronic filing and reduce document errors</b>			
% of documents received that are rejected	20%	18%	15%
% of document recording done through Inspect software	75%	100%	100%
% of Passport appointments scheduled online	0%	50%	100%

## ROAD COMMISSION (10104490)

### Department Description

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

### Financial Summary

	2017	2018	2019
	Actual	Current Year Amended Budget	Board Approved Budget
Road Commission - 10104490			
<b>Revenues</b>			
Taxes	(5,172,083)	(5,207,055)	(5,256,847)
<b>Total Revenues</b>	<u>(5,172,083)</u>	<u>(5,207,055)</u>	<u>(5,256,847)</u>
<b>Expenditures</b>			
Contributions to Component Units	5,194,109	5,207,055	5,256,847
<b>Total Expenditures</b>	<u>5,194,109</u>	<u>5,207,055</u>	<u>5,256,847</u>

### Personnel

No Personnel has been allocated to this Department

## ROAD SALT MANAGEMENT (10104490)

### Department Description

During 2004, the County began working with area farmers and the Road Commission to form a road salt management plan with the goal of reducing salt application in environmentally sensitive areas. According to farmers, the road salt is causing extensive damage to blueberry bushes close to roads that receive significant salt application. In 2016 a study on the effects of Road Salt on the local farms and produce will be conducted.

### Financial Summary

	2017	2018	2019
	Actual	Current Year Amended Budget	Board Approved Budget
Road Salt Management - 10107212			
<b>Expenditures</b>			
Contribution to Other Units	-	-	28,326
<b>Total Expenditures</b>	-	-	28,326

### Personnel

No Personnel has been allocated to this Department

## SHERIFF (10103020)

### Mission Statement

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

### Department Description

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

### Financial Summary

Sheriff - 10103020	2017 Actual	2018 Current Year Amended Budget	2019 Board Approved Budget
<b>Revenues</b>			
Licenses And Permits	(9,495)	(18,000)	(18,000)
Charges For Services	(289,246)	(310,000)	(318,000)
Other Revenue	(102,058)	(113,504)	(79,133)
<b>Total Revenues</b>	<b>(400,799)</b>	<b>(441,504)</b>	<b>(415,133)</b>
<b>Expenditures</b>			
Salaries	5,502,427	5,442,174	5,686,715
Fringe Benefits	2,993,973	3,125,252	3,331,495
Supplies	391,593	482,555	542,597
Contracted Services	160,408	202,280	230,419
Operating Expenses	544,944	616,124	579,742
Maintenance & Repair	91,089	96,000	82,500
Utilities	59,873	58,100	68,298
Insurance	243,956	287,079	285,426
Indirect Expenses	715,898	717,460	778,685
<b>Total Expenditures</b>	<b>10,704,163</b>	<b>11,027,024</b>	<b>11,585,877</b>

## SHERIFF (10103020), continued

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Sheriff	1.00	1.00	1.00
Undersheriff	1.00	1.00	1.00
Director of Records and Tech Services	1.00	1.00	1.00
Sergeant	9.25	11.00	11.00
Captain	3.70	3.70	3.70
Evidence Technician	1.00	1.00	1.00
Road Patrol Deputy	33.00	33.00	33.00
Crime Data Analyst	-	1.00	1.00
Detective	14.00	13.00	13.00
Office Supervisor	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00
Clerk Typist III/Matron	-	-	3.00
Clerk Typist II/Matron	11.00	11.00	8.00
<b>Total for Department</b>	<b>77.95</b>	<b>79.70</b>	<b>79.70</b>

### Primary Goals and Objectives

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

**Department Goal 1: Minimize crime in Ottawa County**

*Objective 1) Patrol communities for criminal activity*

*Objective 2) Arrest persons who commit crime*

*Objective 3) Respond to calls regarding crime*

**Department Goal 2: Maintain safe roadways in Ottawa County**

*Objective 1) Patrol county roadways*

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

*Objective 3) Provide public traffic safety education*

**Department Goal 3: Maintain accurate records management system**

*Objective 1) Transcribe deputies reports promptly and accurately*

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

*Objective 3) Process public records, reports, and FOIA*

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Minimize crime in Ottawa County</b>			
Violent index crimes per 1,000 residents	1.6	1.6	1.5
Non-violent index crimes per 1,000 residents	8.9	9.0	9.1
Non-index crimes per 1,000 residents	52.2	52.8	53.3
% of priority one calls responded to within 5 minutes	92%	94%	96%
<b>Department Goal 2: Maintain safe roadways in Ottawa County</b>			
Fatal traffic crashes per 100,000 residents	5.9	4.5	4.0
Alcohol-involved crashes per 100,000 residents	137.2	136.2	134.1
<b>Department Goal 3: Maintain accurate records management system</b>			
Average # of days to completion for FOIA requests	8.0	5.0	5.0

## SHERIFF - CORRECTIONS (10103510)

### Mission Statement

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

### Department Description

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

### Financial Summary

Jail - 101013510	2017 Actual	2018 Current Year Amended Budget	2019 Board Approved Budget
<b>Revenues</b>			
Intergovernmental	(35,574)	(32,000)	(32,000)
Charges For Services	(1,613,231)	(850,000)	(1,150,000)
Other Revenue	(35,354)	(20,500)	(20,500)
<b>Total Revenues</b>	<u>(1,684,159)</u>	<u>(902,500)</u>	<u>(1,202,500)</u>
<b>Expenditures</b>			
Salaries	4,361,346	4,350,214	4,669,102
Fringe Benefits	2,419,056	2,495,888	2,673,874
Supplies	697,616	775,958	794,777
Contracted Services	1,039,444	1,049,891	985,619
Operating Expenses	888,877	960,591	1,015,910
Maintenance & Repair	8,478	17,000	17,000
Utilities	20,405	19,900	24,489
Insurance	148,081	184,049	167,568
Indirect Expenses	340,744	477,048	387,976
<b>Total Expenditures</b>	<u>9,924,048</u>	<u>10,330,539</u>	<u>10,736,315</u>



## SHERIFF - CORRECTIONS (10103510), continued

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Captain	1.00	1.00	1.00
Sergeant	6.00	6.00	6.00
Corrections Officer	47.00	47.00	51.00
Court Services Officer	16.00	16.00	16.00
Clerk Typist III/Matron	-	-	1.00
Clerk Typist II/Matron	4.00	4.00	3.00
<b>Total for Department</b>	<b>74.00</b>	<b>74.00</b>	<b>78.00</b>

### Primary Goals and Objectives

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

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

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

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

*Objective 3)* Maintain the security of the County court houses

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Rehabilitate offenders and protect the public from offenders who pose a danger</b>			
Rate of compliance on MDOC inspections	100%	100%	100%
Number of contraband items confiscated by court security staff	998	< 950	< 900

## SHERIFF – EMERGENCY SERVICES (10104260)

### Mission Statement

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

### Department Description

The Emergency Services Department is the designated agency to coordinate disaster preparedness/response actions and recovery assistance on behalf of Ottawa County. The department performs hazards analysis, makes assessments of the response capabilities available locally and maintains an emergency 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 declaration/assistance requests to state and federal government. The department also routinely seeks ways and means to enhance local capabilities including financial assistance, performs public information/education activities, and recruits citizens for volunteer disaster response groups performing specific tasks (i.e. alternate radio liaison via amateur radio, weather spotting, and more).

### Financial Summary

	2017	2018	2019
	Actual	Current Year Amended Budget	Board Approved Budget
Emergency Services - 1010 4260			
<b>Revenues</b>			
Intergovernmental	(47,809)	(47,228)	(51,889)
Other Revenue	(500)	-	-
<b>Total Revenues</b>	<u>(48,309)</u>	<u>(47,228)</u>	<u>(51,889)</u>
<b>Expenditures</b>			
Salaries	128,485	131,241	118,363
Fringe Benefits	71,014	73,139	73,724
Supplies	18,518	16,237	54,510
Contracted Services	11,549	19,317	16,696
Operating Expenses	6,835	8,285	7,655
Maintenance & Repair	1,062	5,500	2,500
Utilities	14,613	13,200	16,476
Insurance	1,750	1,983	2,118
Indirect Expenses	103,234	113,233	120,436
<b>Total Expenditures</b>	<u>357,060</u>	<u>382,135</u>	<u>412,478</u>

## SHERIFF – EMERGENCY SERVICES (10104260), continued

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Director of Emergency Management	1.00	1.00	1.00
Coordinator	0.60	0.60	0.60
Records Processing Clerk II	0.50	0.50	0.50
<b>Total for Department</b>	<b>2.10</b>	<b>2.10</b>	<b>2.10</b>

### Primary Goals and Objectives

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

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

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

*Objective 2) Conduct emergency response training exercises with local communities*

*Objective 3) Coordinate effective emergency response to actual disaster events*

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

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Mitigate property damage and loss of life that may result from natural, technological or terrorist-related disasters</b>			
Amount of property damage from natural, technological, or terrorist-related disasters for declared state of emergency instances only	\$0	\$0	\$0
% of corrective actions implemented in the emergency response plans as a result of the emergency response trainings and exercises	100%	100%	100%

## SHERIFF – ANIMAL CONTROL (10104300)

### Mission Statement

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

### Department Description

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

### Financial Summary

	2017 Actual	2018 Current Year Amended Budget	2019 Board Approved Budget
Animal Control - 10104300			
<b>Revenues</b>			
Licenses & Permits	-	-	(2,000)
<b>Total Revenues</b>	-	-	(2,000)
<b>Expenditures</b>			
Salaries	83,771	94,984	95,788
Fringe Benefits	49,782	62,197	61,789
Supplies	3,146	1,858	3,360
Contracted Services	203,645	245,000	225,000
Operating Expenses	22,645	28,186	38,434
Maintenance & Repair	3,341	3,300	4,000
Insurance	7,655	7,431	7,194
<b>Total Expenditures</b>	373,986	442,956	435,565

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Animal Control Officer	2.00	2.00	2.00
<b>Total for Department</b>	2.00	2.00	2.00

## SHERIFF – ANIMAL CONTROL (10104300), continued

### Primary Goals and Objectives

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

**Department Goal 1: Reduce incidences of animal cruelty**

*Objective 1)* Respond to and investigate calls regarding animal cruelty

*Objective 2)* Arrest persons that violate State animal control laws

**Department Goal 2: Protect the public from stray animals**

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

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

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Reduce incidences of animal cruelty</b>			
Cruelty cases per 100,000 residents	10.8	8.0	6.0
<b>Department Goal 2: Protect the public from stray animals</b>			
# of reported animal bites per 100,000 residents	63.2	58.0	50.0

## SHERIFF – HAZ-MAT RESPONSE TEAM (10104263)

### Department Description

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

### Financial Summary

	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Current Year</b>	<b>Board Approved</b>
	<b>Actual</b>	<b>Amended Budget</b>	<b>Budget</b>
Haz-Mat Response Team - 10104263			
<b>Revenues</b>			
Intergovernmental	(34,399)	(47,300)	(40,113)
<b>Total Revenues</b>	<b>(34,399)</b>	<b>(47,300)</b>	<b>(40,113)</b>
<b>Expenditures</b>			
Salaries	15,894	17,180	18,538
Fringe Benefits	10,479	11,001	11,640
Supplies	24,880	27,718	22,639
Contracted Services	7,224	13,180	11,930
Operating Expenses	6,678	22,000	13,750
Maintenance & Repair	1,314	3,850	3,500
Utilities	633	600	756
Insurance	1,694	1,765	1,873
<b>Total Expenditures</b>	<b>68,798</b>	<b>97,294</b>	<b>84,626</b>

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Coordinator	0.40	0.40	0.40
<b>Total for Department</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>

## SHERIFF – MARINE SAFETY (10103310)

### Mission Statement

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

### Department Description

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

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

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

### Financial Summary

	2017 Actual	2018 Current Year Amended Budget	2019 Board Approved Budget
Marine Safety - 101013310			
<b>Revenues</b>			
Intergovernmental	(99,100)	(95,100)	(97,100)
Charges For Services	(72)	-	-
<b>Total Revenues</b>	<u>(99,172)</u>	<u>(95,100)</u>	<u>(97,100)</u>
<b>Expenditures</b>			
Salaries	155,725	144,616	147,059
Fringe Benefits	46,748	56,481	43,465
Supplies	13,971	24,360	15,859
Contracted Services	-	2,120	2,120
Operating Expenses	47,020	56,551	72,308
Maintenance & Repair	19,681	12,000	17,000
Utilities	822	900	700
Insurance	6,140	6,859	6,326
Indirect Expenses	2,108	3,547	3,767
<b>Total Expenditures</b>	<u>292,214</u>	<u>307,434</u>	<u>308,604</u>

## SHERIFF – MARINE SAFETY (10103310), continued

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Sergeant	0.75	1.00	1.00
	0.75	1.00	1.00

### Primary Goals and Objectives

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

**Department Goal 1: Reduce marine accidents and drownings**

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

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

*Objective 3)* Provide boater safety education classes to residents

**Department Goal 2: Perform marine rescue and recovery operations**

*Objective 1)* Maintain adequately trained Dive Team

*Objective 2)* Rescue persons who are in distress in waterways

*Objective 3)* Assist in recovery of bodies and submerged property

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Reduce marine accidents and drownings</b>			
# of hours spent on boating accidents	67	< 55	< 50
<b>Department Goal 2: Perform marine rescue and recovery operations</b>			
# of search and rescue cases	4	< 10	< 10
# of bodies recovered	2	0	0



## SHERIFF – MARINE ACADEMY (10103311)

### Department Description

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

### Financial Summary

	2017	2018	2019
	Actual	Current Year Amended Budget	Board Approved Budget
Marine Safety Academy - 10103311			
<b>Revenues</b>			
Intergovernmental	(18,666)	(16,100)	(16,100)
Charges For Services	(8,550)	(5,700)	(5,700)
<b>Total Revenues</b>	<b>(27,216)</b>	<b>(21,800)</b>	<b>(21,800)</b>
<b>Expenditures</b>			
Salaries	1,865	-	-
Fringe Benefits	978	-	-
Supplies	13,691	14,800	14,800
Contracted Services	7,000	7,000	7,000
<b>Total Expenditures</b>	<b>23,534</b>	<b>21,800</b>	<b>21,800</b>

### Personnel

No Personnel has been allocated to this Department

## SHERIFF – TRAINING (10103200)

### Mission Statement

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

### Department Description

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

### Financial Summary

Sheriff Training - 10103200	2017 Actual	2018 Current Year Amended Budget	2019 Board Approved Budget
<b>Revenues</b>			
Intergovernmental	(25,965)	(26,000)	(26,000)
<b>Total Revenues</b>	<b>(25,965)</b>	<b>(26,000)</b>	<b>(26,000)</b>
<b>Expenditures</b>			
Operating Expenses	13,282	26,000	26,000
<b>Total Expenditures</b>	<b>13,282</b>	<b>26,000</b>	<b>26,000</b>

### Personnel

No Personnel has been allocated to this Department

### Primary Goals and Objectives

County Goal: Continually improve the County's organization and services
Department Goal 1: Improve the knowledge and skills of the Sheriff's Office employees to better serve the community
Objective 1) Ensure all required employees complete mandatory training

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Improve the knowledge and skills of the Sheriff's Office employees to better serve the community</b>			
% of required employees who completed yearly mandatory training	100%	100%	100%

## SHERIFF – WEMET(10103100)

### Mission Statement

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

### Department Description

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

### Financial Summary

Sheriff WEMET - 10103100	2017 Actual	2018 Current Year Amended Budget	2019 Board Approved Budget
<b>Revenues</b>			
Intergovernmental	(16,793)	(17,000)	(18,000)
<b>Total Revenues</b>	<u>(16,793)</u>	<u>(17,000)</u>	<u>(18,000)</u>
<b>Expenditures</b>			
Salaries	380,482	427,007	433,516
Fringe Benefits	215,518	240,086	263,615
Supplies	5,546	3,715	1,289
Operating Expenses	45,032	45,000	45,500
Insurance	10,746	13,554	12,392
<b>Total Expenditures</b>	<u>657,324</u>	<u>729,362</u>	<u>756,312</u>

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Sergeant	1.00	1.00	1.00
Road Patrol Deputy	5.00	5.00	5.00
<b>Total for Department</b>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>

### Primary Goals and Objectives

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

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

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

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

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Reduce the use, manufacturing, and trafficking of illegal drugs</b>			
Drug related incidents per 1,000 residents	1.0	1.8	2.0
% of investigations resulting in arrest	75%	81%	85%

## STRATEGIC INITIATIVES (10102230)

### Department Description

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

### Financial Summary

	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Current Year Amended Budget</b>	<b>Board Approved Budget</b>
Strategic Initiatives - 10102230			
<b>Revenues</b>			
Other Revenue	(20,016)	(15,000)	-
<b>Total Revenues</b>	<b>(20,016)</b>	<b>(15,000)</b>	<b>-</b>
<b>Expenditures</b>			
Supplies	7,786	26,000	24,890
Contracted Services	54,908	61,300	95,000
Operating Expenses	36,320	19,700	19,000
<b>Total Expenditures</b>	<b>99,014</b>	<b>107,000</b>	<b>138,890</b>

### Personnel

No Personnel has been allocated to this Department

## SUBSTANCE ABUSE (10106300)

### Department Description

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

### Financial Summary

	2017	2018	2019
	Actual	Current Year Amended Budget	Board Approved Budget
Substance Abuse - 10106300			
<b>Revenues</b>			
Intergovernmental	(1,022,743)	(1,089,159)	(1,065,988)
<b>Total Revenues</b>	<u>(1,022,743)</u>	<u>(1,089,159)</u>	<u>(1,065,988)</u>
<b>Expenditures</b>			
Operating Expenses	511,371	544,580	532,994
<b>Total Expenditures</b>	<u>511,371</u>	<u>544,580</u>	<u>532,994</u>

### Personnel

No Personnel has been allocated to this Department

## SURVEY & REMONUMENTATION (10102450)

### Mission Statement

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

### Department Description

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

### Financial Summary

	2017	2018	2019
	Actual	Current Year Amended Budget	Board Approved Budget
Survey & Remonumentation - 10102450			
<b>Revenues</b>			
Intergovernmental	(230,143)	(251,802)	(251,802)
<b>Total Revenues</b>	<u>(230,143)</u>	<u>(251,802)</u>	<u>(251,802)</u>
<b>Expenditures</b>			
Salaries	6,040	6,400	6,653
Fringe Benefits	2,596	2,450	3,697
Supplies	272	800	770
Contracted Services	47,096	71,816	71,816
Operating Expenses	-	800	800
Indirect Expense	115	574	607
<b>Total Expenditures</b>	<u>56,118</u>	<u>82,840</u>	<u>84,343</u>

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Planning & Performance Improvemt. Director	0.02	0.02	0.02
Land Use Planning Specialist	0.08	0.08	0.08
	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>

## SURVEY & REMONUMENTATION (10102450), continued

### Primary Goals and Objectives

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

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

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

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

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

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: To effectively administer the State-mandated Remonumentation Program</b>			
% of original PLS corners with established GPS coordinates	100.0%	100.0%	100.0%
# of PLS corners replaced due to construction activities	6	0	0
Total expedited funds reimbursed to the County (\$1,867,737 spent) (cumulative)	\$524,718	\$699,625	\$874,531

## TECH FORUM (10102281)

### Department Description

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

### Financial Summary

	2017	2018	2019
	Actual	Current Year Amended Budget	Board Approved Budget
Tech Forum I/T - 10102281			
<b>Revenues</b>			
Charges For Services	(582)	(750)	(1,500)
Other Revenue	(7,205)	(5,000)	(6,500)
<b>Total Revenues</b>	<u>(7,787)</u>	<u>(5,750)</u>	<u>(8,000)</u>
<b>Expenditures</b>			
Supplies	1,695	2,000	2,500
Contracted Services	2,799	3,500	5,000
Operating Expenses	-	200	200
<b>Total Expenditures</b>	<u>4,495</u>	<u>5,700</u>	<u>7,700</u>

### Personnel

No Personnel has been allocated to this Department



## WATER RESOURCES COMMISSIONER (10102750)

### Mission Statement

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

### Department Description

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

### Financial Summary

	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Current Year Amended Budget</b>	<b>Board Approved Budget</b>
Water Resources - 10102750			
<b>Revenues</b>			
Licenses And Permits	(147,680)	(125,000)	(135,000)
Charges For Services	(86,124)	(90,000)	(50,000)
Other Revenue	(1,607)	(1,000)	(1,200)
<b>Total Revenues</b>	<b>(235,412)</b>	<b>(216,000)</b>	<b>(186,200)</b>
<b>Expenditures</b>			
Salaries	496,387	512,760	531,185
Fringe Benefits	256,472	273,777	290,853
Supplies	15,812	10,800	28,995
Contracted Services	39,219	39,288	39,748
Operating Expenses	35,783	37,013	45,273
Maintenance & Repair	1,472	4,535	4,500
Utilities	8,018	7,900	9,376
Insurance	6,815	7,284	7,625
Indirect Expenses	23,915	35,331	43,073
<b>Total Expenditures</b>	<b>883,893</b>	<b>928,688</b>	<b>1,000,628</b>

## WATER RESOURCES COMMISSIONER (10102750), continued

### Personnel

Position Title	2017 # of Positions	2018 # of Positions	2019 # of Positions
Drain Commissioner	1.00	1.00	1.00
Chief Deputy Drain Commissioner	1.00	1.00	1.00
Soil Erosion Control Agent	1.00	1.00	1.00
Soil Erosion Control Inspector	1.00	1.00	1.00
Drain Clerk	1.00	1.00	1.00
Stormwater Technician	-	1.00	1.00
Secretary	0.75	0.75	0.75
Drain Inspector	1.00	1.00	1.00
Civil Engineer	1.00	1.00	1.00
<b>Total for Department</b>	<b>7.75</b>	<b>8.75</b>	<b>8.75</b>

### Primary Goals and Objectives

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

**Department Goal 1: Protect agricultural and improved land from flooding**

*Objective 1)* Respond to drainage complaints and petition requests promptly

*Objective 2)* Coordinate with community partners during flooding emergencies

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

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

**Department Goal 2: Protect surface water quality**

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

*Objective 2)* Eliminate illicit stormwater connections

*Objective 3)* Promote water quality awareness

### Primary Outcome Measures

Annual Measures	2017 Actual	2018 Target	2019 Target
<b>Department Goal 1: Protect agricultural and improved land from flooding</b>			
% of high priority drainage complaints responded to within 48 hours	100%	100%	100%
% of new development site plans reviewed & approved within 30 days as required by the published drainage standards	34%	75%	100%
<b>Department Goal 2: Protect surface water quality</b>			
% of soil erosion permits issued within 30 days of receipt as required by County Ordinance	100%	100%	100%
Average number of days for issuing soil erosion permits from time of receipt	8.0	14.0	14.0
% of illicit complaints responded to within 24 hours	100%	100%	100%

## TRANSFERS IN/OUT

### Financial Summary

	2017 Actual	2018 Current Year Amended Budget	2019 Board Approved Budget
Transfers In - 10109300			
<b>Revenues</b>			
Transfers In from Other Funds	(1,347,599)	(2,653,217)	(2,025,540)
<b>Total Revenues</b>	<u>(1,347,599)</u>	<u>(2,653,217)</u>	<u>(2,025,540)</u>

	2017 Actual	2018 Current Year Amended Budget	2019 Board Approved Budget
Transfers Out - 10109650			
<b>Expenditures</b>			
Transfers Out	10,524,879	10,814,529	12,966,279
<b>Total Expenditures</b>	<u>10,524,879</u>	<u>10,814,529</u>	<u>12,966,279</u>

### Personnel

No Personnel has been allocated to this Department

# County Debt



**Ottawa County**  
*Where You Belong*

## DEBT SERVICE

The issuance of debt by the County is controlled by various State of Michigan statutes, which limits amounts and times for capital and other projects. Ottawa County's 2018 assessed value of \$13,885,494,938 is limited to no more than \$1,388,549,494 of debt or 10% of the assessed value. The County's total debt at September 30, 2018 is \$156,329,000 or approximately 11.26% of the assessed value - well below the legal limit.

The majority of the general obligation bonds, \$117,229,000, were issued by the Ottawa County Public Utilities Department, a component unit of Ottawa County, for water and sewer projects. The County has entered into a lease agreement with Public Utilities representing the amount of the bonds sold by the County to finance the construction of water and sewer systems for Public Utilities. In compliance with Act 185, P.A. Michigan 1957, as amended, the County maintains ownership, and the local units of government and agencies operate, maintain, repair, insure and manage the systems. The principal and interest payments on these water and sewer project issues are repaid generally from funds received from local municipalities in the County.

The rest of the County debt in the amount of \$39,100,000 is general obligation debt owed by the County. The breakdown of this debt is included in the table on the adjoining page. Also included in the table, is the funding source for each bond payment. The County does not fund any of its debt payments from its general obligation levy.

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

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

The County refunded a portion of its general obligation debt in 11/2015. This debt was previously funded through the Ottawa County Building Authority and is now listed as general obligation debt for the County. The refunding of the debt will save the County over the life of the debt.

The County has pledged its full faith and credit for payment on the above obligations. Ottawa County has obtained an AAA rating from Fitch on General Obligation Limited Tax Bonds. Moody's Bond Rating is Aaa for General Obligation Unlimited and Limited Tax Bonds. Standard and Poor's Bond Rating is AA for General Obligation Unlimited and Limited Tax Bonds.

County of Ottawa  
Schedule of Annual Debt Services Requirements

Budget Year	Amount Outstanding Beginning of Year	Qualified Energy Conservation 2013 Bond Issue		Pension Obligation Bonds 2014 Bond Issuance		General Obligation Bond Refunding Bonds, Series 2015		Total Requirements	Total Principal	Total Interest
		Principal	Interest	Principal	Interest	Principal	Interest			
2019	39,100,000	365,000	139,460	1,645,000	764,667	805,000	413,950	\$ 4,133,077	2,815,000	1,318,077
2020	36,285,000	365,000	125,590	1,925,000	731,365	855,000	372,450	\$ 4,374,405	3,145,000	1,229,405
2021	33,140,000	365,000	111,720	2,270,000	684,053	895,000	328,700	\$ 4,654,473	3,530,000	1,124,473
2022	29,610,000	365,000	97,850	2,705,000	620,631	940,000	282,825	\$ 5,011,306	4,010,000	1,001,306
2023	25,600,000	365,000	83,980	3,345,000	537,124	990,000	234,575	\$ 5,555,679	4,700,000	855,679
2024	20,900,000	365,000	70,110	2,810,000	446,605	1,035,000	183,950	\$ 4,910,665	4,210,000	700,665
2025	16,690,000	370,000	56,240	2,405,000	364,671	1,085,000	130,950	\$ 4,411,861	3,860,000	551,861
2026	12,830,000	370,000	42,180	2,355,000	285,555	1,135,000	75,450	\$ 4,263,185	3,860,000	403,185
2027	8,970,000	370,000	28,120	2,310,000	206,250	660,000	35,525	\$ 3,609,895	3,340,000	269,895
2028	5,630,000	370,000	14,060	2,295,000	125,670	685,000	11,988	\$ 3,501,718	3,350,000	151,718
2029	2,280,000			2,280,000	42,180			\$ 2,322,180	2,280,000	42,180
		\$3,670,000	\$769,310	\$26,345,000	\$4,808,771	\$9,085,000	\$2,070,363	\$46,748,444		

All figures are as of 09/30/2018

Issue Date	Issue Amount	Project	Funding Source	% of Funding Source
10/2013	5,495,000	Quality Energy Conversation	General Fund (fund 1010)	100% of payment
12/2014	29,285,000	Pension Obligation Bonds	DB/DC Conversion Fund (fund 2970)	100% of payment
12/2015	11,955,000	Refunding	Ottawa County, Michigan Insurance Authority (fund 6780)	20%, up to \$150,000/yr
			Telecommunications Fund (fund 6550)	20%, up to \$150,000/yr
			Delinquent Tax Revolving Fund (fund 5160)	20%, up to \$150,000/yr
			Infrastructure Fund (fund 2444)	17%, up to \$125,000/yr
			Capital Improvement Fund (fund 4020)	23%, remainder of

# Capital Improvement Plan



**Ottawa County**  
*Where You Belong*

**County of Ottawa  
Capital Improvement Plan Fiscal  
Years 2019-2024**

Project Description	Funding Source	Current Approved	2019	2020	2021	2022	2023	2024 & Beyond	Estimated Cost
<b>Facilities</b>									
Standardize IT equipment in Conference Spaces	4020	80,000							80,000
Facilities Condition Assessment	4020		100,000						100,000
Deputy station upgrade	OCIA			50,000					50,000
Install window tinting and safety film	OCIA			50,000					50,000
Clear vegetation and woodlots	OCIA			50,000					50,000
<b>Roofs</b>									
Roof Replacement-Jail/Detention Center -Region 1	4020	256,000		256,000					256,000
Roof Replacement-Jail/Detention Center -Region 4	4020							55,000	256,000
Fulton ST., Grand Haven CMH	4020					154,000			55,000
James Street - Bldg A	4020							160,000	154,000
James Street - Bldg C	4020							60,000	160,000
James Street - DHHS Bldg	4020							60,000	60,000
Fillmore Admin Bldg	4020				225,000				225,000
<b>Carpet/Flooring</b>									
Replace carpet in Admin thru Fiscal Services	4020	85,000							85,000
Replace carpet lower level Fillmore, original bldg	4020				56,000				56,000
James St - Building C	4020		170,000						170,000
Hudsonville	4020							100,000	100,000
Holland DC - 1st floor	4020	95,000							95,000
Holland DC - 2nd Floor	4020			100,000					100,000
<b>Painting/Wall Coverings</b>									
Jail cell painting - Region 4	4020			100,000					100,000
Fillmore Admin Bldg	4020		95,000						195,000
<b>Furniture</b>									
Replace Fiscal Services workstations	4020	82,000							82,000
Replace It workstations - Fillmore	4020	82,000							82,000
Replace workstations James St. - Bldg A	4020			250,000					250,000
Replace workstations James St. - Bldg C	4020		360,000						360,000
<b>Pavement</b>									
Pavement Upgrades - James St.	4020	128,286						703,000	1,161,286
Pavement Upgrades - Fillmore	4020		208,000					313,000	521,000
Pavement Upgrades - DHHS	4020			117,000				247,000	364,000
Pavement Upgrades - Hudsonville	4020	165,054		120,000					285,054
Pavement Upgrade - Grand Haven Courthouse	4020							460,000	460,000
<b>Systems</b>									
Cooling Tower Bldg B replacement	4020		50,000						50,000
Air Handling Units 1 & 2 Fillmore Admin Bldg replacement	4020	180,000							180,000
Air Handling Units 3 & 4 Fillmore Admin Bldg replacement	4020			150,000					150,000
Roof Top Units 1 & 2 Fillmore Admin Bldg replacement	4020	250,000							250,000
Make-Up Air Unit replacement - Jail kitchen	4020			65,000					65,000
Security DVR System	OCIA	800,000							800,000
Card Access Readers/System - upgrade	4020		50,000						50,000
Card Access Readers/System - placeholder								TBD	-
HVAC & Roof Replacement - Hudsonville	4020	25,000		500,000					525,000



**County of Ottawa  
Capital Improvement Plan Fiscal  
Years 2019-2024**

Project Description	Funding Source	Current Approved	2019	2020	2021	2022	2023	2024 & Beyond	Estimated Cost
<b>Systems</b>									
Cooling Tower Replacement James st. - Bldg A	4020			65,000					65,000
Holland DC HVAC - 14 units	4020						100,000		100,000
Jail HVAC units 19 (only using 11, 8 turned off)	4020	51,000	49,500		68,000	50,000			218,500
Fulton St HVAC systems	4020		22,000	66,000					88,000
Generators/Transfer Switches - Countywide	4020	62,500	67,500						130,000
LED/Lighting Replacement	4020				1,500,000				1,500,000
<b>Building Projects</b>									
Fillmore Admin Bldg									
Range Upgrade	4020	60,000							60,000
Conference Spaces									
Transitional / Innovation Space	4020	72,000							72,000
Renovate H/R		158,937							158,937
Jail & Related									
Jail Sally Port	4020				600,000				600,000
Build EOC Wing at Central Dispatch	4020							TBD	-
Juvenile Services/Probate Court									
Plan Phase for New Facility - Fillmore	4020	40,000							40,000
Bid Phase for New Facility - Fillmore	4020	80,000							80,000
Build Phase for New Facility - Fillmore			10,000,000						10,000,000
Temporary Location for Juvenile Courts during const	4020		10,000						10,000
Renovate Juvenile Services Space - Fillmore	4020			150,000					150,000
Teaching Kitchen	4020		150,000						150,000
Courthouse - Grand Haven									
First Refusal Right - 115 S. 5th St.	4020							250,000	250,000
Maintenance Building	4020							100,000	100,000
Plan/Bid Phase for Renovations	4020	20,000	40,000						60,000
Renovate & Move in Probate Court	4020			1,250,000					1,250,000
Move Prosecutors to 2nd Floor, Renovate sections of Circuit & District Court space									
<b>Hudsonville</b>									
Rest Room Renovations/showers -Hudsonville	4020		75,500						75,500
Probation area rework/drug testing/health space	4020	120,000							120,000
Holland District Court									
Locker Room-Holland District Court	4020			125,000					125,000
Lock system modification	OCIA		50,000						50,000
James St. Campus									
Bldg A Renovations									
Rest Room Renovations - Building A James St.	4020	51,000							51,000
Bldg C Renovations									
Rework Public Health Clinic Flow	4020					75,000			75,000
Rework Public Service Center, Provide 2 Conference Spaces, Rework IT space	4020		100,000						100,000
DHHS Bldg Renovations									
Exterior access to lower level conference space	4020				50,000				50,000
<b>Subtotal</b>		<b>2,943,777</b>	<b>\$ 11,597,500</b>	<b>\$ 3,464,000</b>	<b>\$ 2,929,000</b>	<b>\$ 125,000</b>	<b>\$ 254,000</b>	<b>\$ 2,448,000</b>	<b>\$ 23,761,277</b>

**County of Ottawa**  
**Capital Improvement Plan Fiscal**  
**Years 2019-2024**

Project Description	Funding Source	Current Approved	2019	2020	2021	2022	2023	2024 & Beyond	Estimated Cost
<b>Information Technology</b>									
Justice System (MICA)	6360	5,311,739	382,599						5,694,338
Justice Suite (MICA) Future Enhancements	6360		120,000	120,000	120,000	\$ 120,000	\$	120,000	600,000
MICA Historical Data Access	6360	211,000							211,000
MICA Justice Integration Financials	6360	85,000							85,000
CourtStream MICA Project Juvenile Justice Data Sharing	4020	236,860							236,860
Touch Screen Self Service Center	4020								-
OCCDA-LEIN-MICA Interface	4020		50,000						50,000
Public Safety Digital Media	OCIA	950,000							950,000
Court X-ray Machines replacement	4020	90,000							90,000
Touch Print fingerprint machines replacement	4020		70,000						70,000
GIS Oblique & Orthophoto Imagery/LIDAR Update	Aerial	364,217		132,500	98,677	98,677		330,000	1,024,071
Phone System Replacement	6550	1,000,000							1,000,000
Courtroom Tools	4020		192,512						192,512
Server/Storage Infrastructure Refresh	6641		1,300,000					1,500,000	2,800,000
MUNIS payroll	4020			161,268					161,268
Wireless Infrastructure Refresh	4020			89,480					89,480
Building Cabling/Recabling	6550			400,000		200,000			600,000
WAN Refresh	6550							240,600	240,600
EHR Patagonia Software Replacement	4020	360,000							360,000
	Subtotal	8,608,816	2,115,111	903,248	218,677	418,677		2,190,600	\$ 14,455,129
<b>Planning &amp; Performance Improvement</b>									
Cell Tower Construction	4020	200,000			200,000				400,000
Spoonville Trail - Phase II	4020	2,116,418	620						2,117,038
LakeShore Dr. Paved Shoulders	4020	76,931		60,011	74,174				211,116
Leonard Rd Paved Shoulders	4020	79,194	(79,194)						-
SW Landfill construction plan	Bond		3,000,000						3,000,000
	Subtotal	2,472,543	2,921,426	60,011	274,174	-	-	-	5,728,154

**County of Ottawa  
Capital Improvement Plan Fiscal  
Years 2019-2024**

<b>Project Description</b>	<b>Funding Source</b>	<b>Current Approved</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024 &amp; Beyond</b>	<b>Estimated Cost</b>
<b>Parks &amp; Recreation</b>									
Grand Ravines Improvements	2081	102,857							102,857
Historic Beach Pumphouse	2081	212,335							212,335
Paw Paw Park Renovations	2081	108,499							108,499
Bend Area Expansion	2081	1,264,850							1,264,850
Riverside East Access Road Raising	2081	100,000							100,000
Macatawa Greenway Acquisition	2081	67,500							67,500
Eastmanville Farms North Operations Shop	2081	279,000							279,000
Grand River Greenway - Complete Phase 1	2081	3,019,404							3,019,404
Greenway West Land Acquisition	2081	340,000							340,000
Greenway East Land Acquisition	2081	40,000							40,000
Hager Park Operations Renovations	2081	108,000							108,000
Hager Paving Reconstruction/Improvements	2081	147,000							147,000
Hob Marina Development	2081	2,435,839							2,435,839
Paw Paw West Paving Renovation	2081	50,000							50,000
Spring Grove Paving Reconstruction	2081	77,000							77,000
Stearns Creek Acquisition Project	2081	1,155,000							1,155,000
Ottawa Sand Acquisition	2081	5,674,000							5,674,000
Grand River Greenway Phase 2	2081		3,237,500						3,237,500
Grand River Paving Reconstruction	2081		150,000						150,000
Riverside Paving Reconstruction	2081		171,000						171,000
Bend Expansion (Gr Gravel)	2081			395,000					395,000
Bend Area Connector West (55 acres)	2081			380,000					380,000
Connor Bayou Cabin Renovation	2081			53,000					53,000
Umna 84th Ave Restroom	2081			175,000					175,000
Kirk Park Deck Reconstruction	2081			140,000					140,000
Kirk Park Play Improvements	2081			122,000					122,000
Kirk Park Restroom Reconstruction	2081			245,000					245,000
Pigeon Creek Lodge Renovations	2081			73,000					73,000
Crockery Creek Day Use	2081				500,000				500,000
Grand River Greenway Phase 4	2081				3,237,500				3,237,500
Grand River Park Greenway Support Facilities	2081				150,000				150,000
Riverside Renovations	2081				64,000				64,000
Tunnel Deck & Stairway Reconstruction	2081				112,000				112,000
Adams Street Landing Linkage (40 Acres)	2081						225,000		225,000
Grand River Greenway Phase 5	2081						3,237,500		3,237,500
HOB Cottage Area Improvements	2081							339,000	339,000
<b>Subtotal</b>		<b>15,181,284</b>	<b>3,558,500</b>	<b>1,003,000</b>	<b>580,000</b>	<b>4,063,500</b>	<b>3,462,500</b>	<b>339,000</b>	<b>28,187,784</b>
<b>Grand Total</b>		<b>29,206,420</b>	<b>20,192,537</b>	<b>5,430,259</b>	<b>4,001,851</b>	<b>4,607,177</b>	<b>3,716,500</b>	<b>4,977,600</b>	<b>72,132,344</b>

**County of Ottawa**  
**Capital Improvement Plan Fiscal**  
**Years 2019-2024**

Project Description	Funding Source	Current Approved	2019	2020	2021	2022	2023	2024 & Beyond	Estimated Cost
<b>Summary of Funding Source:</b>									
MDOT Grant Spoonville II		1,320,781	125,224						1,446,005
Donations for Spoonville II		495,501	(148,185)						347,316
(4020) Capital Project Fund Planning Spoonville II		300,136	23,581						323,717
Holland Zeeland Community Foundation - LakeShore Dr. Paved		15,000	(15,000)						-
Parks - LakeShore Dr. Paved Shoulders					54,000				54,000
Private Donations - LakeShore Dr. Paved Shoulders		931	(2,116)	6,011	20,174				25,000
Park Township - LakeShore Dr. Paved Shoulders				54,000					54,000
Reserve from Donations		7,000	17,116						24,116
(4020) Capital Project Fund Planning LakeShore Shoulders		54,000							54,000
(4020) Capital Project Fund Planning Leonard Shoulders		79,194	(79,194)						-
Aerial Reserve		364,217		132,500	98,677	98,677		9,010	703,081
Aerial Reserve 4020 I/T costs								320,990	320,990
(6360) Innovation and Technology Fund		5,607,739	502,599	120,000	120,000	120,000		120,000	6,590,338
(6641) Equipment Pool Fund			1,300,000					1,500,000	2,800,000
(6550) Telecommunications Fund		1,000,000		400,000		200,000			1,600,000
(2081) Parks & Recreation Fund		15,181,284	3,558,500	1,003,000	580,000	4,063,500	3,462,500	339,000	28,187,784
(4020) Capital Project Fund I/T		686,860	312,512	250,748				240,600	1,490,720
(4020) Capital Project Fund Facilities		2,143,777	1,547,500	3,314,000	2,929,000	125,000	254,000	2,448,000	12,761,277
(4020) Capital Project Fund Planning Building		200,000	-		200,000				400,000
SW Landfill - Bond issue			10,000,000						10,000,000
Insurance Authority		1,750,000	3,000,000	150,000					3,000,000
<b>Total Funding</b>		<b>29,206,420</b>	<b>20,192,537</b>	<b>5,430,259</b>	<b>4,001,851</b>	<b>4,607,177</b>	<b>3,716,500</b>	<b>4,977,600</b>	<b>72,132,344</b>

## **2019 CAPITAL IMPROVEMENTS**

Capital Improvements fall into two categories within the County. Capital Projects that have costs that generally exceed \$50,000 and have an estimated useful life of at least ten years or are part of an existing structure and has an estimated useful life of at least the remaining life of the original structure. The other type can be described as capital equipment outlays, which consist of equipment purchase with an initial individual cost of more than \$5,000 and an estimated useful life in excess of two years.

### **CAPITAL IMPROVEMENTS**

The total amount for Capital Projects budgeted in 2019 is \$20,192,537. They are divided into 4 categories: Facilities, Information Technology (I/T), Parks and Recreation, and Planning and Performance. These projects are funded from various areas within the County based on the category that the project has been classified and availability of funding. The distribution of these projects for 2019 is as follows:

1. Facilities - \$11,597,500
2. Information Technology - \$2,115,111
3. Parks and Recreation - \$3,558,500
4. Planning and Performance - \$2,921,246

Projects are submitted by the various departments throughout the County by March 31. These projects are then reviewed by a committee as part of the County's 5-year Capital Improvement Plan (CIP). The projects are approved based on necessity and funding and assigned to a year based on these factors. If a project is not approved in the current budget it is either moved to another year of the CIP for further evaluation or deemed unnecessary by the committee. The committee then submits their CIP as a part of the budget for approval by the Board of Commissioners.

The projects that are approved for 2019 are described below.

#### **Facilities**

1. Facilities Condition Assessment \$100,000 - Utilize a facility condition assessment provided by an outside engineering firm to define operational life of equipment, roofs, pavement and all other assets. This will be used to populate and track capital improvements and forecast future replacements and renovations.  
Effects on budget – improve efficiencies
2. Replace Carpet James St. Building C \$170,000 – The carpet is outdated and showing its age. The area is set to be renovated and the new carpet is needed because of the considerable wear on the current carpet which would be noticeable with workstation reconfiguration.  
Effects on budget – routine maintenance costs
3. Paint Fillmore Administration Building \$95,000 - Continue updating paint and wallcoverings in the Fillmore Admin building  
Effects on budget – routine maintenance costs
4. Replace workstations James St. Building C \$360,000 - The current workstations are outdated and the layout is ineffective for the office and staff needs.  
Effects on budget – routine maintenance costs

5. Pavement Upgrades Fillmore \$208,000 - After a completion of a parking lot study by an engineering firm, various parking lot re-pavement/reconstruction were identified. The third phase of this project includes the completion of the pavement upgrades at the Fillmore complex. These upgrades were established based on the continuing need for upkeep of the parking lot for safety and functionality.  
Effects on budget – routine maintenance costs
6. Cooling Tower Building B replacement \$50,000 – The condition of the tower is deteriorating and its capacity has reduced greatly due to scaling and age.  
Effects on budget – improve efficiencies of the system
7. Card Access readers/system upgrade \$50,000 – The card reader system in the County facilities is nearing the end of its life cycle. The County plans on replacing it in a future CIP project. This update is needed to make the current system function effectively.  
Effects on budget – improve efficiencies of the system
8. Jail HVAC Units \$49,500 - All of these units are currently functioning, but are getting to the end of their life expectancy as well as are outdated in regards to the refrigerant used that is no longer made or used in the industry. Currently there are 21 units, but the jail is only using 19 of these units. A rework will be completed of the units to ensure that all 19 of the remaining units are needed. Replacing these units with more efficient units will allow the County to save on energy use overall.  
Effects on budget – improve efficiencies of the system
9. Fulton St. HVAC system replacement \$22,000 - Replacement of three roof top units at the Grand Haven Fulton St building, which currently uses R22, a refrigerant no longer allowed in production due to its ability to degrade the ozone layer.  
Effects on budget – improve efficiencies of the system
10. Generators/Transfer Switches – Countywide \$67,500 - This project is a multi-year project to replace the backup systems that are set in place to prevent downtime throughout the County for its various systems. The current systems are getting to the end of their useful life and need to be replaced to ensure that the backups are working to prevent potential downtime.  
Effects on budget – improve efficiencies of the system
11. New Juvenile Center \$10,000,000 - The Family Court and Juvenile Services Court have outgrown their current space. To accommodate this growth the County will build new facility at the Fillmore Complex.  
Effects on budget – improve efficiencies of the system
12. Temporary location for Juvenile Courts during build \$10,000

13. Teaching Kitchen JCI \$150,000 - This project represents an opportunity to construct a “teaching kitchen” in the Holland satellite office to teach youth under Court jurisdiction how to cook; learn about healthy eating habits and nutrition; and develop a certification in culinary arts for court-involved youth. Working in partnership with local colleges, universities and community partners such as local chefs, the goal of a culinary arts certification program is to develop partnerships with local area restaurants and/or businesses to provide trained, potential employees and to enhance youths’ employment abilities – creating a sense of belonging in the community and contributing to society.  
Effects on budget – improve efficiencies of the system
  
14. Probate Court Plan Phase for Renovation \$40,000 – A part of the new Family Court building will be the relocation of the Probate Court from its current location into the Grand Haven space that will be vacated by other offices that have moved to the new Family Court building.  
Effects on budget – improve efficiencies of the system
  
15. Hudsonville Restroom/Shower renovation \$75,500 - Renovate the older style Men's and Women's rest rooms on the south side of the building. Expand the space to incorporate a small locker room and showers to compliment the Fitness room.  
Effects on budget – routine maintenance costs
  
16. Holland District Court lock system modification \$50,000 – This project was added in response to potential risk. The system is old and out of date and needs to be updated to insure the security of the individuals who are in the Court House.  
Effects on budget – routine maintenance costs
  
17. James St Public Service Center area renovation \$100,000 – The layout of the current Public Clinical area is outdated for the current use of this area. This renovation will assist in providing better customer service to Public Health clients and provide the needed workflow for the employees providing these services.  
Effects on budget – improve efficiencies of the system

**Information Technology**

1. Justice Suite (MICA) \$382,599 - This project consists of the development of new Justice System to replace the AS400. The current system lacks functionality needed by the courts, law enforcement, and the prosecutor. This project began in 2015 and has many phases with an anticipated completion date in 2019.  
Effects on budget – improve efficiencies
  
2. Justice Suite (MICA) Enhancements \$120,000 - Additional capabilities to the JusticeSuite post completion. Based on experience with the existing Justice System and the MICA Jail Management System (JMS), expected ongoing enhancements are a natural part of the system life cycle. These enhancements are beyond the normal annual support for the system. Based on portion of JMS relative to the entire JusticeSuite, the post production enhancements for the future years (FY19 through FY23) are estimated to be \$120,000. This project would cover dedicated resources from the contractor to develop these enhancements and additions.  
Effects on budget – improve efficiencies

3. OCCDA-LEIN-MICA Interface \$50,000 - This project will cover the costs of an integration between MICA and TALON. A key component of this project is to integrate MICA with OCCDA's new system which will allow information to be loaded directly from Dispatch into MICA  
Effects on budget – improve efficiencies
4. TouchPrint fingerprint machine replacement \$70,000 – Replacement of fingerprint machines at Hudsonville Court, Holland Court and County Jail. These machines have exceeded their useful life.  
Effects on budget – improve efficiencies
5. Courtroom Tools \$192,512 - For several years Ottawa County has supported the OnBase electronic content management system to achieve efficiencies for County Clerk/Register staff, Court staff, Prosecutors office and Sheriff's Dept. To maximize the potential of this ECM system, it is necessary to provide easy access judicial tools in each courtroom and hearing room so the judges and judicial officers can access file documents faster and more accurately than with the current paper files. This also will transition the Court to a paperless environment.  
Effects on budget – improve efficiencies of the system
6. Server/Storage Infrastructure Refresh \$1,300,000 - Replace Servers and Storage at County Facilities that support Department and Enterprise operations. The Server/Storage refresh is based on a five year replacement cycle for technology equipment with the current schedule of 2019 and then 2024. Also, based on technology changes and the five year service for these infrastructure components a five year life cycle is considered the maximum to maintain operations and County services at a reliable.  
Effects on budget – improve efficiencies of the system

#### **Planning and Performance Improvement**

1. Southwest Landfill Construction Plan \$3,000,000

#### **Parks and Recreation**

1. Grand River Greenway Phase 2 \$3,237,500 - Over the past two decades, a primary focus of the Ottawa County Parks Department has been its \$41 million Grand River Greenway Initiative, with the goal of protecting thousands of acres of natural lands, creating green infrastructure, developing new recreational opportunities, and connecting communities. So far, \$20 million in mostly public funding has been invested to preserve over 2,400 of land and create 13 parks and open spaces along the Greenway. Over the next five years, Ottawa County Parks proposes to invest an additional \$21 million to acquire 1,000 acres of land and construct 27 miles of new multi-modal pathway
2. Grand River Paving Reconstruction \$150,000 - To maintain, reconstruct, and improve the parking areas
3. Riverside Paving Reconstruction \$171,000 - To maintain, reconstruct, and improve the parking areas



# Appendix



**Ottawa County**

*Where You Belong*

The Ottawa County Board of Commissioners West  
Olive, Michigan

RESOLUTION TO APPROVE 2019 OPERATING BUDGET

At a meeting of the Board of Commissioners of the County of Ottawa, Ottawa County, Michigan, held at the Ottawa County Administrative Annex, Olive Township, Michigan, in said County on September 25, 2018, at 1:30 p.m. local time.

**PRESENT:** Members - Joseph Baumann, Donald Disselkoen, Allen Dannenberg, Michael Haverdink, Kelly Kuiper, James Holtvluwer, Gregory DeJong, Philip Kuyers, Roger Bergman, Matthew Fenske. (10)

**ABSENT:** Member - Frank Garcia. (1)

The following preamble and resolution were offered by Commissioner Disselkoen and supported by Commissioner Bergman:

**WHEREAS**, this resolution is known as the FY 2019 General Appropriations Act;

And

**WHEREAS**, pursuant to State law, notice of a public hearing on the proposed budget was published in a newspaper on general circulation August 30, 2018, and a public hearing on the proposed budget was held on September 11, 2018; and

**WHEREAS**, the Ottawa County voters authorized .3277 mills for Park development, expansion, and maintenance;

**WHEREAS**, the Ottawa County voters authorized .2963 mills for Community Mental Health Services; and

**WHEREAS**, the Board of Commissioners will be requested to authorize, in May 2019, a general property tax levy on all real and personal property within the County upon the tax roll for County general operations; and

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

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

Primary Government Budgeted Fund

Fund	Revenue Sources	Reserve Sources	Appropriations
General Fund	82,089,554	1,792,609	83,882,163
Special Revenue Funds	92,016,664	1,013,178	93,029,842
Debt Service Funds	4,134,877	-	4,134,877
Capital Project Funds	2,093,769	77,443	2,171,212
Permanent Funds	-	-	-
<b>Total</b>	<b>180,334,864</b>	<b>2,883,230</b>	<b>183,218,094</b>

NOW, THEREFORE, BE IT RESOLVED that the Ottawa County Board of Commissioners hereby adopts the FY2019 Appropriations Act as the official budget for FY2019; and

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

BE IT FURTHER RESOLVED, except for the Capital Project Fund, the Ottawa County Board adopts the FY2019 budgets by department per the attached schedule;

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

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

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

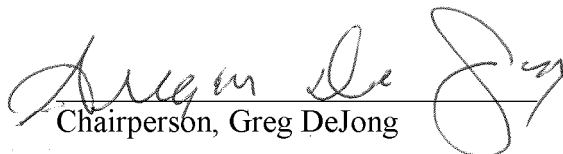
FURTHER BE IT RESOLVED THAT all resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution are hereby rescinded.

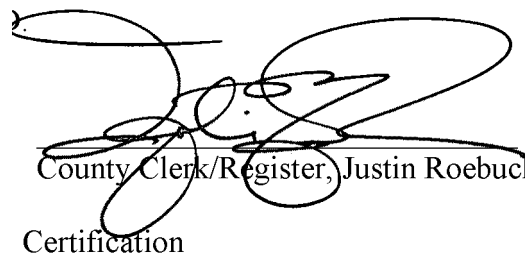
YEAS: Members -Donald Disselkoen, Matthew Fenske, Joseph Baumann, Philip Kuyers, Kelly Kuiper, Allen Dannenberg, Roger Bergman, James Holtvluwer, Michael Haverdink, Gregory DeJong. (10)

NAYS: Members-None ABSTAIN:

Members - None RESOLUTION

DECLARED ADOPTED

  
Chairperson, Greg DeJong

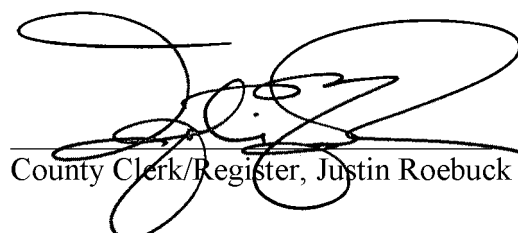
  
County Clerk/Register, Justin Roebuck  
Certification

I, the undersigned, duly qualified Clerk of the County of Ottawa, Michigan, do hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Board of Commissioners of the County of Ottawa, Michigan, at a meeting held on September 25, 2018, 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

25

st day of September, AD., 2018.

  
County Clerk/Register, Justin Roebuck

**COUNTY OF OTTAWA**  
**2019 Appropriations Act**  
**General Fund**

<b>Revenues:</b>	
Taxes	52,739,150
Intergovernmental	8,308,468
Charges for services	15,159,234
Fines and forfeits	102,600
Interest on investments	403,932
Rental income	2,253,872
Licenses and permits	385,670
Other Revenue	711,089
Transfers In from Other Funds	2,025,540
<b>Total Estimated Revenues</b>	<b><u>82,089,554</u></b>
<b>Appropriations:</b>	
<b>Legislative (Commissioners)</b>	539,899
<b>Judicial:</b>	
Circuit Court	2,907,271
District Court	7,572,308
Probate Court	888,061
Juvenile Services Division	1,144,448
Circuit Court Adult Probation	155,922
All Other Judicial	15,834
<b>General Government:</b>	
Administrator	987,551
Fiscal Services	1,705,311
County Clerk	2,529,344
Prosecuting Attorney	4,258,093
County Treasurer	1,004,495
Equalization	1,408,874
Geographic Information Systems	518,021
MSU Extension	372,861
Facilities Maintenance	4,580,899
Corporate Counsel	247,774
Register of Deeds	683,884
Human Resources	937,445
Water Resources Commissioner	1,000,628
All Other General Government	132,188
<b>Public Safety:</b>	
Sheriff	11,585,877
Jail	10,736,315
All Other Public Safety	6,644,163
<b>Public Works (drain assessments)</b>	5,428,821
<b>Health &amp; Welfare:</b>	
Substance Abuse	532,994
All Other Health & Welfare	551,559
<b>Culture &amp; Recreation</b>	
<b>Community &amp; Economic Development</b>	1,316,796
<b>Other Expenditures:</b>	
Insurance	128,249
Contingency	400,000
<b>Transfers Out to Other Funds</b>	<u>12,966,279</u>
<b>Total Appropriations</b>	<b><u>83,882,163</u></b>
<b>Fund Balance (Usage)/Contribution</b>	<b><u>(1,792,609)</u></b>

### Special Revenue Funds

<b>Revenues:</b>	
Taxes	6,952,109
Intergovernmental	65,908,249
Charges for services	2,994,760
Fines and forfeits	18,075
Interest on investments	55,150
Rental income	-
Licenses and permits	1,309,660
Other	1,649,211
Transfers In from Other Funds	13,129,450
<b>Total Estimated Revenues</b>	<b><u>92,016,664</u></b>
<b>Appropriations:</b>	
General Fund Infrastructure	125,000
General Fund Solid Waste Clean-Up	321,272
General Fund Stabilization	-
Parks & Recreation	4,206,648
Child Care	10,041,118
Concealed Pistol License	82,985
Department of Health & Human Services	45,435
Farmland Preservation	167,076
Federal Forfeiture	-
Friend of the Court	5,286,417
Health	11,377,553
Homestead Property Tax	1,621
Landfill Tipping Fees	529,092
Mental Health	38,450,444
Mental Health Millage	3,863,818
Mental Health Substance Use Disorder	3,271,443
Other Governmental Grants	3,024,630
Public Defender's Offic	2,877,824
Register of Deeds Technology	267,168
Sheriffs Grants & Contracts	9,090,298
<b>Total Appropriations</b>	<b><u>93,029,842</u></b>
<b>Fund Balance (Usage)/Contribution</b>	<b><u>(1,013,178)</u></b>

### Debt Service

<b>Revenues:</b>	
Intergovernmental	123,092
Transfers In from Other Funds	4,011,785
<b>Total Estimated Revenues</b>	<b>4,134,877</b>
<b>Appropriations:</b>	
Debt Service	4,134,877
<b>Total Appropriations</b>	<b>4,134,877</b>
<b>Fund Balance (Usage)/Contribution</b>	<b>\$ -</b>

### Capital Projects

<b>Revenues:</b>	
Rental income	244,480
Transfers In from Other Funds	1,849,289
<b>Total Estimated Revenues</b>	<b>2,093,769</b>
<b>Appropriations:</b>	
Capital Improvement Plan	2,171,212
<b>Total Appropriations</b>	<b>2,171,212</b>
<b>Fund Balance (Usage)/Contribution</b>	<b>\$ (77,443)</b>

### Permanent Fund

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

**County of Ottawa  
History of Positions By Fund  
For the Years 2017 - 2019**

Fund #	Dept #	Department Name	2017 Full-Time Equivalents	2018 Full-Time Equivalents	2019 Full-Time Equivalents	Change	Change Code
<b>GENERAL FUND</b>							
1010	1010	Commissioners	11.00	11.00	11.00	-	
1010	1310	Circuit Court	15.75	15.75	16.55	0.80	2,3
1010	1360	District Court	54.76	54.10	54.83	0.73	3
1010	1362	Community Corrections	4.96	5.05	5.05	-	
1010	1370	Legal Self-Help Center	2.00	2.00	1.50	(0.50)	3
1010	1480	Probate Court	6.00	6.00	6.00	-	
1010	1490	Family Court - Juvenile Services	6.97	5.96	5.96	-	
1010	1720	Administrator	5.04	5.04	5.04	-	
1010	1721	Innovation Initiatives	1.00	1.00	-	(1.00)	4
1010	1910	Fiscal Services	13.65	13.65	13.65	-	
1010	2150	County Clerk	22.20	23.00	24.00	1.00	2
1010	2320	Crime Victims Rights	3.00	3.00	3.00	-	
1010	2450	Survey & Remonumentation	0.10	0.10	0.10	-	
1010	2530	County Treasurer	7.55	7.55	7.55	-	
1010	2570	Equalization	11.71	12.75	13.75	1.00	1
1010	2571	Grand Haven Assessing	1.45	1.00	1.00	-	
1010	2572	Crockery Township Assessing	0.59	-	-	-	
1010	2590	Geographic Information System	4.00	4.00	4.00	-	
1010	2610	Michigan State University Extension	1.00	1.00	1.00	-	
1010	2620	Elections	1.00	1.00	1.00	-	
1010	2650	Facilities Department	20.50	20.50	20.50	-	
1010	2660	Corporate Counsel	1.70	1.70	1.70	-	
1010	2670	Prosecuting Attorney	24.63	25.63	28.81	3.19	1,2
1010	2680	Register of Deeds	7.15	7.15	7.65	0.50	3
1010	2700	Human Resources	6.91	7.08	7.48	0.40	3
1010	2750	Drain Commission	7.75	8.75	8.75	-	
1010	3020	Sheriff	78.95	79.70	79.70	-	
1010	3100	West Michigan Enforcement Team	6.00	6.00	6.00	-	
1010	3310	Marine Safety	0.75	1.00	1.00	-	3
1010	3510	Jail	74.00	74.00	78.00	4.00	1,2
1010	4260	Emergency Services	2.10	2.10	2.10	-	
1010	4263	HAZMAT Response Team	0.40	0.40	0.40	-	
1010	4265	Homeland Security	1.00	-	-	-	
1010	4300	Animal Control	2.00	2.00	2.00	-	
1010	6480	Medical Examiner	0.20	0.60	0.60	-	
1010	7211	Planner/Grants	8.40	8.40	8.40	-	
<b>TOTAL GENERAL FUND</b>			<b>416.16</b>	<b>417.96</b>	<b>428.07</b>	<b>10.12</b>	
<b>PARKS &amp; RECREATION</b>							
2081	7510	Parks Department	19.75	20.38	21.38	1.00	2

**County of Ottawa**  
**History of Positions By Fund**  
**For the Years 2017 - 2019**

Fund #	Dept #	Department Name	2017 Full-Time Equivalents	2018 Full-Time Equivalents	2019 Full-Time Equivalents	Change	Code
<b>FRIEND OF THE COURT</b>							
2160	1410	Friend of the Court	41.50	41.75	41.75	-	
2160	1440	FOC Warrant Officer	3.00	3.00	3.00	-	
<b>TOTAL FRIEND OF THE COURT</b>			<b>44.50</b>	<b>44.75</b>	<b>44.75</b>	<b>-</b>	
<b>PUBLIC DEFENDER'S OFFICE</b>							
			-	-	19.70	19.70	1
<b>OTHER GOVERNMENTAL GRANTS</b>							
2180	1361	Dist. Ct. Sobriety Treatment	2.13	2.13	2.62	0.49	3
2180	1371	Dist. Ct. SCAO Drug Ct. Grant	1.63	1.63	1.69	0.06	3
2180	1376	ADTC Discretionary Grant	0.48	0.49	-	(0.49)	3
2180	4265	Homeland Security	-	1.00	1.00	-	
2180	6000	CAA Grants	5.00	4.80	6.10	1.30	1,2
<b>TOTAL OTHER GOVERNMENTAL GRANTS</b>			<b>9.24</b>	<b>10.04</b>	<b>11.41</b>	<b>0.81</b>	
<b>HEALTH FUND</b>							
2210	6010	Agency Support	7.00	9.60	9.60	-	
2210	6011	Preparedness October-June	1.00	1.00	1.00	-	
2210	6012	Fiscal Services/IT	4.00	-	-	-	
2210	6020	Environmental Health	17.80	19.40	19.80	0.40	1
2210	6030	Hearing/Vision	4.20	4.20	4.20	-	
2210	6034	CMH Pathways Grant	-	-	2.60	2.60	3
2210	6035	Pathways to Better Health	-	7.00	7.00	-	
2210	6036	MCH Bock Grants	0.50	0.50	-	(0.50)	4
2210	6041	Clinic Clerical	10.50	10.50	10.00	(0.50)	4
2210	6042	Family Planning	7.60	7.60	8.00	0.40	3
2210	6044	Immunization Clinic	5.20	5.40	5.00	(0.40)	3
2210	6045	Healthy Children's Contract	2.60	2.60	2.60	-	
2210	6048	Substance Abuse Prevention	0.50	-	-	-	
2210	6050	Children's Special Health Care Services	4.00	4.00	4.00	-	
2210	6053	Maternal/Infant Support Services	8.65	8.65	8.90	0.25	3
2210	6055	AIDS/Sexually Transmitted Diseases (STD)	2.60	2.60	-	(2.60)	3
2210	6059	Communicable Disease	4.00	4.00	4.00	-	
2210	6070	Functions & Infrastructure	-	-	0.70	0.70	3
2210	6310	Health Education	1.53	2.13	1.53	(0.60)	3
2210	6311	Nutrition/Wellness	2.67	2.67	2.82	0.15	3
<b>TOTAL HEALTH FUND</b>			<b>84.35</b>	<b>91.85</b>	<b>91.75</b>	<b>(0.10)</b>	
<b>MENTAL HEALTH FUND</b>							
2220	6491	Developmentally Disabled	50.15	32.96	32.11	(0.85)	4
2220	6492	Hud Grants (leasing assistance & homeless)	0.10	-	-	-	
2220	6493	Mentally Impaired Adults	51.07	47.10	42.93	(4.17)	4
2220	6494	Mentally Impaired Child	9.75	9.16	9.32	0.16	4
2220	6495	Administration	17.83	18.33	17.37	(0.96)	4
<b>TOTAL MENTAL HEALTH</b>			<b>128.89</b>	<b>107.55</b>	<b>101.73</b>	<b>(5.82)</b>	



**County of Ottawa  
History of Positions By Fund  
For the Years 2017 - 2019**

Fund #	Dept #	Department Name	2017 Full-Time Equivalents	2018 Full-Time Equivalents	2019 Full-Time Equivalents	Change	Change Code
<b>CMH MILLAGE FUND</b>							
2221	6491	D.D. Treatment Programs	-	1.50	1.50	-	
2221	6492	HUD 1	-	0.25	-	(0.25)	3
2221	6492	HUD 4	-	0.01	-	(0.01)	3
2221	6494	Family Services Treatment Prg	-	0.50	0.50	-	
2221	6495	CMH Millage Administration	-	0.74	1.00	0.26	3
<b>TOTAL CMH MILLAGE</b>			<b>-</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	
<b>SUBSTANCE USE DISORDER FUND</b>							
2225	6493	SUD Services	3.61	2.00	3.42	1.42	3
<b>TOTAL SUBSTANCE USE DISORDER</b>			<b>3.61</b>	<b>2.00</b>	<b>3.42</b>	<b>1.42</b>	
<b>LANDFILL TIPPING FEES</b>							
2272	5250	Laidlaw Surcharge	4.25	4.25	4.85	0.60	1
<b>REGISTER OF DEEDS</b>							
2560	2680	Automation Fund	0.85	0.85	0.35	(0.50)	3
<b>SHERIFF CONTRACTS</b>							
2630	3113	COPS - Holland/West Ottawa	1.00	1.00	1.00	-	
2630	3114	Community Policing-Grand Haven Township	3.00	3.00	3.00	-	
2630	3115	Spring Lake Township	1.00	1.00	1.00	-	
2630	3119	City of Coopersville	5.00	5.00	5.00	-	
2630	3120	City of Hudsonville	6.00	6.00	6.00	-	
2630	3129	City of Ferrysburg/Spring Lake Village	8.00	8.00	8.00	-	
2630	3131	Community Policing-Holland Township	4.00	4.00	4.00	-	
2630	3132	Community Policing-Park Township	1.00	1.00	1.00	-	
2630	3133	Community Policing- Zeeland Township	1.00	1.00	1.00	-	
2630	3134	Community Policing- Port Sheldon Twp/West Ottawa	1.00	1.00	1.00	-	
2630	3135	Community Policing- Allendale Twp/Allendale Schools	1.00	1.00	1.00	-	
2630	3136	Community Policing- Grand Haven Township & Schools	1.00	1.00	1.00	-	
2630	3137	Community Policing- Georgetown Twp/Jenison Schools	1.00	1.00	1.00	-	
2630	3138	Community Policing- Zeeland Twp/Zeeland Schools	1.00	1.00	1.00	-	
2630	3139	Community Policing- Holland Township/Park Twp.	10.00	10.00	10.00	-	
2630	3141	Community Policing- Holland/Park	1.00	1.00	1.00	-	
2630	3142	Community Policing- Spring Lake Twp/ Schools	1.00	1.00	1.00	-	
2630	3143	Community Policing- Jamestown Township	1.00	1.00	1.00	-	
2630	3144	Community Policing- Tallmadge/Chester/Polkton	1.00	1.00	1.00	-	
2630	3146	Community Policing- Georgetown Township	13.00	13.00	13.00	-	
2630	3148	Community Policing- Allendale	2.00	2.00	3.00	1.00	1
2630	3149	Community Policing-Communities that Care	1.00	1.00	1.00	-	
2630	3151	OAISD/Child Care Fund	1.00	1.00	-	(1.00)	4
2630	3152	ISP	-	-	1.30	1.30	1
2630	3153	Jamestown Township	-	-	1.00	1.00	2
2630	3154	Jenison Schools/Georgetown Township	-	-	1.00	1.00	2
2630	3170	Blendon/Holland/Robinson/Zeeland	1.00	1.00	1.00	-	
2630	3150	Sheriff Road Patrol	3.00	2.00	2.00	-	
<b>TOTAL COPS UNIVERSAL</b>			<b>70.00</b>	<b>69.00</b>	<b>72.30</b>	<b>3.30</b>	

**County of Ottawa  
History of Positions By Fund  
For the Years 2017 - 2019**

Fund #	Dept #	Department Name	2017 Full-Time Equivalents	2018 Full-Time Equivalents		Change	Change Code
<b>CONCEALED PISTOL LICENSE</b>							
2631	2150	Concealed Pistol License	0.80	1.00	1.00	-	
<b>CHILD CARE</b>							
2920	6620	Family Court - Detention Services	31.70	30.70	36.44	5.74	3
2920	6622	Juvenile Intensive Supervision	3.30	3.30	-	(3.30)	
2920	6623	Juvenile Treatment/Div Services	8.32	-	-	-	
2920	6624	Juvenile In-Home Services	15.66	24.98	22.00	(2.98)	3
<b>TOTAL CHILD CARE</b>			<b>58.98</b>	<b>58.98</b>	<b>58.44</b>	<b>(0.54)</b>	
<b>DELINQUENT TAX REVOLVING FUND</b>							
5160	8950	Taxes	1.40	1.40	1.40	-	
<b>INNOVATION AND TECHNOLOGY</b>							
6360	2280	Data Processing (I.T.)	21.90	21.90	22.90	1.00	2
<b>DUPLICATING</b>							
6450	2890	General Services Administration	0.03	0.03	0.03	-	
<b>TELECOMMUNICATIONS</b>							
6550	2890	Telephones	1.13	1.13	1.13	-	
<b>EQUIPMENT POOL FUND</b>							
6641	9010	Equipment Pool	0.20	0.20	0.20	-	
<b>PROTECTED SELF-FUNDED PROGRAMS</b>							
6770	8690	P.S.F. Liability Insurance	1.13	1.13	1.13	-	
6770	8710	P.S.F. Worker's Compensation Insurance	0.46	0.32	0.32	-	
6771	8520	P.S.F. Health Insurance	1.57	1.51	1.26	(0.25)	3
6771	8540	P.S.F. Dental Insurance	0.20	0.22	0.17	(0.05)	3
6771	8550	P.S.F. Vision Insurance	0.22	0.24	0.16	(0.08)	3
6772	8700	P.S.F. Unemployment Insurance	0.28	0.29	0.24	(0.05)	3
6775	8580	P.S.F. Long-Term Disability	0.09	0.10	0.05	(0.05)	3
			<b>3.95</b>	<b>3.81</b>	<b>3.33</b>	<b>(0.48)</b>	
<b>GRAND TOTAL OF ALL FUNDS</b>			<b>869.98</b>	<b>860.06</b>	<b>891.13</b>	<b>31.07</b>	

**CHANGE CODES**

- 1 Net positions approved/eliminated during 2018
- 2 Positions added/eliminated with the 2019 budget
- 3 The net change is due to a change in the salary distribution (salary split) and does not reflect a change in staffing levels
- 4 Position added/eliminated due to changes in funding

**Ottawa County**  
**2019 Personnel Requests (Recommended)**

<b>Depart</b>	<b>Position Title</b>	<b>FTE</b>	<b>Personnel Cost Increase</b>	<b>Cost for Equipment</b>
<b>Permanent (Benefited) Positions</b>				
Circuit Court - Trial Division	Circuit Court Clerk	0.80	56,163	-
Clerk/Register	Court Records Data Technician - Archive Records	1.00	63,537	-
Prosecuting Attorney	APA I (mothballed) 6 months	1.00	56,385	4,750
Sheriff - Jail	Corrections Deputy	2.00	152,320	-
<b>Position Reorganization</b>				
District Court	Bailiff Hours from 2,000 to 2,100	-	1,764	-
District Court - Community Corrections	Drug Lab Technician - hours from 7 hr. to 12 hr.	-	3,642	-
<b>TOTAL GENERAL FUND</b>		<b>4.80</b>	<b>333,811</b>	<b>4,750</b>
<b>Permanent (Benefited) Positions</b>				
Innovation & Technology	PC Technician I/II	1.00	77,004	2,450
Child Care Fund	(2) Youth Specialist	2.00	140,748	-
Child Care Fund	Shift Supervisor	1.00	64,248	-
Parks & Recreation	Stewardship Supervisor	1.00	83,446	-
<b>Temporary Positions</b>				
Child Care Fund	(4) PT Temp Youth Specialists	1.60	66,480	-
<b>TOTAL OTHER FUNDS</b>		<b>6.60</b>	<b>431,926</b>	<b>2,450</b>
<b>TOTAL ALL FUNDS</b>		<b>11.40</b>	<b>765,737</b>	<b>7,200</b>

**Ottawa County**

**2019 Personnel Requests (Not Recommended)**

<b>Department</b>	<b>Position Title</b>	<b>FTE</b>	<b>Personnel Cost Increase</b>	<b>Cost for Equipment</b>
<b>Permanent (Benefited) Positions</b>				
Circuit Court - Trial Division	Recovery Court Coordinator	1.00	101,930	-
Circuit Court - Trial Division	Recovery Court Caseworker	1.00	86,103	-
Circuit Court - Trial Division	Circuit Court Clerk	0.25	19,927	-
District Court	Deputy Clerk I	0.53	47,149	-
District Court - Community Corrections	Probation Specialist	0.53	20,112	-
Planning	Land Use Planning Specialist	1.00	67,288	-
Probate Court	Deputy Probate Register	1.00	67,545	1,750
Prosecuting Attorney	Legal Assistant Specialist	1.00	72,786	4,750
Sheriff	Clerk Typist III	1.00	67,153	-
<b>Position Reorganization</b>				
Circuit Court - Trial Division	Research Attorney	-	-	-
Circuit Court - Trial Division	Research Attorney	-	10,058	-
Water Resources	Senior Secretary to Administrative Assistant	-	2,416	-
<b>Temporary Positions</b>				
Juvenile Court	Juvenile Court Temp Clerk	0.50	28,320	-
Sheriff	(4) Cadets	2.00	55,702	8,000
<b>TOTAL GENERAL FUND</b>		<b>10</b>	<b>646,489</b>	<b>14,500</b>
<b>Permanent (Benefited) Positions</b>				
Innovation & Technology	Service Desk Technician I/II	1.00	77,004	2,450
<b>Position Reorganization</b>				
Friend of the Court	Analyst/Operations Coordinator	-	5,020	-
Friend of the Court	FOC Manager Field Services	-	17,767	-
Friend of the Court	FOC Manager Internal Operations	-	15,051	-
Innovation & Technology	Technical Service Center Supervisor	-	12,545	-
<b>Temporary Positions</b>				
Public Health	Preparedness Intern	0.05	5,280	-
<b>TOTAL OTHER FUNDS</b>		<b>1.05</b>	<b>132,667</b>	<b>2,450</b>
<b>TOTAL ALL FUNDS</b>		<b>10.86</b>	<b>779,156</b>	<b>16,950</b>

## **OPERATING BUDGET POLICY**

### **I. POLICY**

The Ottawa County Board of Commissioners supports principles of budgeting, management, and accounting which promote the fiscal integrity of the County. The goal of the budget is to provide financial plan for County operations that align to the Board of Commissioner Strategic Plan/ Business Plan and communicate the same to Ottawa County residents.

### **II. STATUTORY REFERENCES**

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

### **III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES**

Board of Commissioners Policy Adoption Date and Resolution Number: June 13, 2017; B/C 17-118

Board of Commissioners Review Date and Resolution Number: May 23, 2017; B/C 17-101 Name and Date of Last

Committee Review: Planning and Policy Committee, May 11, 2017 Last Review by Internal Policy Review Team:

May 1, 2017

### **IV. PROCEDURE**

#### **A. County Budget Philosophy**

1. Alignment with Strategic Plan: The Board of Commissioners reviews and updates the County's strategic plan annually which serves as a guide for County operations. Since the budget is the main tool for implementation of the Strategic Plan/Business Plan, the budget, to the extent possible, will be consistent with the goals and objectives of the Strategic Plan/Business Plan.
2. Prudence: As stewards of taxpayer dollars and to promote stability, the budget will be prepared using conservative, but realistic estimates. The County will also avoid budgetary procedures such as accruing future years' revenues or rolling over short-term debt to balance the current budget at the expense of future budgets.

The County will include a contingency amount in the budget for unforeseen and emergency type expenditures. The amount of contingency will not exceed 3% of the General Fund's actual expenditures for the most recently completed audit.

3. Balancing the Budget: In accordance with Public Act 621, no fund will be budgeted with a deficit (expenditures exceeding revenues and fund balance). Prudence requires that the ongoing operating budget be matched with ongoing, stable revenue sources to maintain consistent service levels.

**B. Budget Formulation**

1. **Responsibility:** The County Administrator is responsible for the preparation, presentation and control of the budget, and shall prepare an annual budget calendar and budget resolution packet for each fiscal year.
2. State law requires the County to adopt a budget for the General Fund and all Special Revenue Funds. In addition to what is required by law, the County will adopt a budget for all Debt Service Funds and Capital Projects Funds.
3. With the exception of the Capital Improvement Fund, the legal level of control, at a minimum, is the department in each fund for which a budget is adopted. The Capital Improvement Fund is appropriated by project and unexpended resources will carry over until complete. Fiscal Services may implement safeguards or guidelines for processing budget reallocations within a department to ensure sufficient resources are available.
4. **Budget Basis:** Except capital assets, the budget will be prepared on the same basis as the County's financial statements. Capital assets are budgeted on cash basis of accounting.
5. **Required Budget Data:** As part of the budget preparation process, Department Heads and Elected Officials will provide information and justification to the County Administrator as it pertains to any of their budget requests, including new/replacement equipment and positions.
6. Departments and Elected Officials are responsible for administering their respective programs within the budget, as adopted or amended.
7. **Budget Document:** The County will prepare the budget document in compliance with Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award Program and industry best practices.

**V. REVIEW PERIOD**

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

## **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 help them assess their programs and aid in decision-making.

The intent of this policy is to establish guidelines and standards for the County's accounting, auditing and financial reporting process.

### **II. STATUTORY REFERENCES**

Public Act 2 of 1968, Uniform Budgeting and Accounting Act

Public Act 71 of 1919, Uniform System of Accounting MCL 141.921(1)

Public Act 34 of 2001, the Revised Municipal Finance Act

SEC Rule 15c2-12

### **III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES**

Board of Commissioners Policy Adoption Date and Resolution Number: May 27, 2008; 08-123

Board of Commissioners Review Date and Resolution Number: May 13, 2008; 08-110

Name and Date of Last Committee Review: Planning and Policy Committee, September 10, 2015

Last Review by Internal Policy Review Team: August 11, 2015

### **IV. PROCEDURE**

A. The County will comply with generally accepted accounting principles as contained in the following publications:

1. *Codification of Governmental Accounting and Financial Reporting Standards* issued by the Governmental Accounting Standards Board (GASB) including all statements, interpretations, technical bulletins, and implementation guides.
2. *Governmental Accounting, Auditing and Financial Reporting (GAAFR)* issued by the Government Finance Officers Association (GFOA) of the United States and Canada
3. *Audits of State and Local Government Units*, an industry guide published by the American Institute of Certified Public Accountants (AICPA) including statements of position and practice bulletins.
4. *Government Auditing Standards* issued by the Controller General of the United States
5. *Uniform Budgeting and Accounting Act*, State of Michigan Public Act 2 of 1968
6. *Uniform System of Accounting Act*, State of Michigan Public Act 71 of 1919
7. Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards 2 CFR 200
8. *Municipal Finance Act*

B. The County will issue all required financial reports by their established deadlines:

1. A comprehensive financial audit including an audit of federal grants according to the United States Office of Management and Budget will be performed annually by an independent public accounting firm. The firm will express an opinion on the County's financial statements.
2. The Comprehensive Annual Financial Report will be issued within six months of the County's fiscal year end.
3. The Comprehensive Annual Financial Report will be in compliance with the standards and guidelines established by the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting program.
4. The Schedule of expenditures of Federal awards (Single Audit) will be issued within nine months of the County's fiscal year end.
5. The County will submit a qualifying statement to the State of Michigan in compliance with Public Act 34 of 2001, the Revised Municipal Finance Act.
6. The County will meet all continuing disclosure filings required by the Securities and Exchange Commission (SEC) including the guidelines established by SEC Rule 15c2-12.
7. The local unit annual fiscal report (F-65).

C. Capitalization of Assets

1. Capital outlay or fixed assets is used to refer to land, buildings, and equipment with the following characteristics.
  - a. An estimated useful life greater than one-year.
  - b. Fixed assets' capitalization threshold is applied to individual fixed assets (single unit) rather than groups of assets (desks, tables etc.)
  - c. The capitalization threshold for each individual item is \$5,000.
  - d. Departments and Elected Officials should exercise control over all assets by establishing and maintaining adequate control procedures at the department or office level.
2. At least biennially Departments and Elected Officials shall confirm a list of assets maintained by their Office. Once confirmed, Fiscal Services shall select a small sample to validate the inventory process.



- D. The County will provide accurate and timely financial reports to departments and the Board of Commissioners to aid them in assessing the financial condition of the County and individual departments:
1. A system of internal accounting controls will be maintained to adequately safeguard assets and provide reasonable assurances of proper recording of the County's financial transactions.
  2. The internal control practices of individual departments will be reviewed annually in connection with the annual audit.
  3. Electronic financial reports including a budget to actual comparison, transaction listing and budget exception report will be available to departments.
  4. Fiscal Services Department will provide the Finance and Administration Committee of the Board with budget to actual comparisons for the General Fund, Mental Health Fund and Health Fund on a quarterly basis or as requested.

**V. REVIEW PERIOD**

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

## **FINANCIAL GOALS POLICY**

### **I. POLICY**

The Ottawa County Board of Commissioners is the governing body and the primary policy and budgetary approval center for county government. It is the policy of the Board of Commissioners to plan for the future financial needs of the County by establishing prudent financial goals and procedures, so that the ongoing and emerging needs of the public are met, future needs are adequately planned for, and the fiscal integrity and reputation of Ottawa County government are preserved.

### **II. STATUTORY REFERENCES**

The Board of Commissioners may establish such rules and regulations regarding the business concerns of the County as the Board considers necessary and proper. See: MCL 46.11(m); Act 156 of 1851, as amended.

### **III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES**

Board of Commissioners Policy Adoption Date and Resolution Number: May 27, 2008; 08-123

Board of Commissioners Review Date and Resolution Number: May 13, 2008; 08-110

Name and Date of Last Committee Review: Planning and Policy Committee, May 8, 2008

Last Review by Internal Policy Review Team: August 11, 2015

### **PROCEDURE**

1. Maintain an adequate financial base to sustain a prescribed level of services as determined by the State of Michigan and the County Board of Commissioners.
2. Adhere to the highest accounting and management practices as set by the Financial Accounting Standards Board, the Governmental Accounting Standards Board, the Government Finance Officers' Association standards for financial reporting and budgeting, and other applicable professional standards.
3. Assure the public that the County government is well managed by using prudent financial management practices and maintaining a sound fiscal condition.
4. Establish priorities and funding mechanisms which allow the County to respond to local and regional economic conditions, changes in service requirements, changes in State and Federal priorities and funding, as they affect the County's residents.
5. Preserve, maintain and plan for replacement of physical assets.

6. Promote fiscal conservation and strive to obtain the highest credit rating in the financial community, by ensuring that the County:
  - a. pays current bills in a timely fashion;
  - b. balances the budget;
  - c. provides for future costs, services and facilities;
  - d. maintains needed and desired services.

#### **IV. REVIEW PERIOD**

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

## **DEBT MANAGEMENT POLICY**

### **I. POLICY**

Debt financing is an important tool for municipalities in meeting their service obligations to the public. However, used inappropriately, debt financing can cause serious, long-term problems that significantly affect on-going operations. It is important for municipalities to have appropriate guidelines in place to avoid the potential pitfalls of debt financing. The intent of this policy is to establish parameters and guidance for the issuance, management, monitoring, assessment and evaluation of all debt obligations of the County.

### **II. STATUTORY REFERENCES**

State of Michigan Constitution of 1963, Article VII, Section 11

Public Act 34 of 2001, the Revised Municipal Finance Act

Public Act 470 of 2002, the Agency Reporting Act

### **III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES**

Board of Commissioners Policy Adoption Date and Resolution Number: May 27, 2008; 08-123

Board of Commissioners Review Date and Resolution Number: May 13, 2008; 08-110

Name and Date of Last Committee Review: Planning and Policy Committee, August 14, 2014

Last Review by Internal Policy Review Team: August 11, 2015

### **IV. PROCEDURE**

#### **A. Conditions for Debt Issuance**

1. In order to maintain a high credit rating and provide accountability to the taxpayers, debt issuance is subject to current conditions. Specifically, debt issuance is limited to the following conditions:
  - a. Debt financing may be used to finance the construction or acquisition of infrastructure and other capital assets for the purpose of meeting its service obligations to the public.
  - b. Debt (short-term or long-term) will not be issued to finance current, on-going operations of the County except in the case of an extreme financial emergency which is beyond its control or reasonable ability to forecast.
  - c. The County may issue debt to refund outstanding debt or to fund outstanding pension liabilities, when indicated by market conditions or to remove a restrictive covenant imposed by the bonds to be refinanced.
  - d. The County may guarantee debt issued by the County's component units for the construction or acquisition of infrastructure and other capital assets for the purpose of meeting its service obligations to the public.
  - e. Every proposed bond issue to be financed by County funds will be accompanied by an analysis to ensure that the new issue combined with current debt does not negatively impact the County's debt capacity and conformance with County debt policies.
  - f. An internal feasibility analysis will be prepared for each debt proposal to be financed by County funds which analyzes the impact on current and future budgets to ensure that the County's operating budget can absorb the additional costs.

## B. Limitations on Debt Issuance

1. The County faces both legal restrictions on debt issuance as well as self-imposed limitations.
  - a. The County will comply with the State of Michigan Constitution of 1963, Article VII, Section 11, which states “No County shall incur indebtedness which shall increase its total debt beyond 10% of its assessed valuation.”
  - b. The County will comply with the provisions of the State of Michigan Public Act 34 of 2001, the Revised Municipal Finance Act.
  - c. The County will manage debt in a manner than ensures the long-term financial integrity of the County.
  - d. The maximum maturity of the issue will not exceed the expected useful life of the project.
  - e. Exclusive of the debt service payments for the Ottawa County Central Dispatch Authority (which has a separate funding source), direct debt will not be issued if it will cause the total annual debt service payments to exceed 10% of the revenue sources that cover them. These revenue sources include the general operating levy, the interest, penalties, and collection fees earned by the Delinquent Tax Revolving Fund, and other identified sources.
  - f. Additional debt will not be issued or guaranteed if doing so may jeopardize the County’s current bond rating.

## C. Debt Issuance Process and Maintenance

1. The County will issue debt in the manner providing the best financial benefit and maintain its obligation to the purchasers in an efficient and responsible manner.
  - a. The County may sell bonds with a competitive bid process or as a negotiated sale. Certain issue specific conditions or market conditions may exist that necessitate a negotiated sale.
  - b. Credit enhancements (e.g., insurance) may be considered if the projected benefits equal or exceed the additional cost.
  - c. The County will comply with all disclosure requirements of the Securities Exchange Commission.
  - d. The County will comply with State of Michigan Public Act 470 of 2002, the Agency Reporting Act.
  - e. The County will make every effort to maintain or improve its bond rating.
  - f. Debt Service payments will be made for all issues on or before the due date.
  - g. Debt Service payments will be made via electronic funds transfer in order to enhance the security and timeliness of payments and to maximize the investment return on County funds.

## V. REVIEW PERIOD

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

## **CAPITAL PLANNING POLICY**

### **I. POLICY**

Capital assets have a significant impact on the ability of the County to deliver services, the economic vitality and overall quality of life for County of Ottawa residents. The Ottawa County Board of Commissioners support multi-year planning process to fund capital projects with a focus on preserving current systems and accounting for future needs. The results of planning or Capital Improvement Plan (CIP) will be incorporated into the strategic planning and annual budget processes.

### **II. STATUTORY REFERENCES**

MCL 141.421 et seq.

Governmental Accounting Standards Board Statement # 51, Accounting and Financial Reporting for Intangible Assets (6/2007)

Governmental Accounting Standards Board Statement # 42, Accounting and Financial Reporting for Impairment of Capital Assets and for Insurance Recoveries (11/2003)

### **III. COUNTY LEGISLATION OR HISTORICAL REFERENCES**

The original Board policy on this subject matter was adopted 9/23/97 per BC 97-340.

Board of Commissioners Policy Adoption Date and Resolution Number: October 13, 2015; B/C 15-195

Board of Commissioners Review Date and Resolution Number: September 23, 2015; B/C 15-175

Name and Date of Last Committee Review: Planning and Policy Committee: September 10, 2015

Last Review by Internal Policy Review Team: August 11, 2015

### **IV. PROCEDURE**

1. The Board of Commissioners must grant approval to all capital projects. To assist the Board in the capital improvement decision making, County administrative staff will:
  - a. Prepare a 5-10 year Capital Improvement Plan for new and existing County assets. Capital projects are defined as the acquisition, expansion, or major rehabilitation of a County asset. Capital projects generally exceed \$50,000 and have an estimated useful life of at least ten years, or, if part of an existing structure, an estimated useful life of at least the remaining life of the original structure.
  - b. Project requests will identify additional operating costs that will result from the project.
2. Financial Planning and Budgeting for Capital Assets:
  - a. The nature and amount of capital projects as well as the County's financial resources and market conditions determine the financing method for capital projects. Specifically, care must be exercised to ensure that the payment stream for the project does not exceed the expected life of the project. Although the County has paid for several projects with cash, each project must be analyzed separately to determine if it is in the County's financial interest to pay cash, borrow or bond. The County's cash balances and the ability of the operating budget to absorb debt service payments will also influence the financing method selection process.
  - b. Once the Board of Commissioners has approved a capital project, the Fiscal Services department will incorporate the approved sources and uses of funds applicable to the County's fiscal year into the annual operating budget. This may be a part of the annual budget process or a separate budget

adjustment during the year. The Fiscal Services Department is also responsible for monitoring the projects for conformance with approved spending levels.

3. Impairment:

- a. If changes in factors and conditions result in an unexpected and significant decline in the service utility of a capital asset which is not considered temporary, the reportable value of the asset will be adjusted accordingly. Assets impaired that will no longer be used by the County will be adjusted to the lower of carrying value or fair value. For assets that will continue to be used by the County, reportable values will be adjusted to reflect the impairment based on the most appropriate method (e.g., restoration cost, service units, etc.).

**V. REVIEW PERIOD**

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

# **GENERAL FUND BUDGET SURPLUS POLICY**

## **I. POLICY**

The Ottawa County Board of Commissioners does not assume that the County will finish each fiscal year with a budget surplus in the General Fund. If such a surplus does exist, the Board will use such surplus funds to meet the identified long-term fiscal goals of Ottawa County. Generally, such funds should not be used toward payment of ongoing operational costs. Ottawa County defines a surplus as the amount of undesignated fund balance that exceeds the lesser of (a) three months of the most recently adopted budget, or (b) 10% to 15% of the General Fund's expenditures from the most recently completed audit.

## **II. STATUTORY REFERENCES**

The Board of Commissioners may establish such rules and regulations regarding the business concerns of the County as the Board considers necessary and proper. See: MCL 46.11(m); Act 156 of 1851, as amended.

## **III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES**

Board of Commissioners Policy Adoption Date and Resolution Number: May 27, 2008; 08-123

Board of Commissioners Review Date and Resolution Number: May 13, 2008; 08-110

Name and Date of Last Committee Review: Planning and Policy Committee, May 8, 2008

Last Review by Internal Policy Review Team: April 16, 2013

## **IV. GASB REFERENCES**

## **V. PROCEDURE**

1. Board will use surplus funds left over at the close of the fiscal year in the following order of priority:
  - a. Such funds may be added to the Committed or Assigned Fund Balance of the General Fund for a specified purpose;
  - b. The Board may use the funds to fund the county financing tools;
  - c. Such funds may be used to address emergency needs, concerns, or one time projects as designated by the Board;
  - d. After funding the county financing tools, any remaining fund balance may be used toward a millage reduction factor to be applied to the next levied millage;
2. The Board will designate surplus funds projected during the budgetary process for use in the following order of priority:
  - a. The Board may use such funds to grant additional equipment requests which were not originally approved in the proposed budget;
  - b. The Board may use such funds to add to the Committed or Assigned Fund Balance of the General Fund for a specified purpose;
  - c. The Board may use such funds to fund the county financing tools;
  - d. The Board may use the funds in the form of a millage reduction factor;



3. In making its decisions about the use and allocation of such funds on new, unbudgeted projects, the Board will use the following criteria:
  - a. Any request for funding must be designed to meet a significant public need. The request must be supportable and defensible;
  - b. Any proposal for funding must be cost effective, affordable, and contain a realistic proposal for available, ongoing funding, if necessary to successfully complete the project or provide the service;
  - c. Any proposal for funding must be consistent with the Board's Strategic Plan;
  - d. Any proposal for funding must be specific, attainable, have measurable results, be realistic, and timely;
  - e. Any proposal for funding must identify long-term benefits for the general public which would benefit in an identifiable way the "majority" of citizens'
  - f. In making decisions about the use of such funds, the Board will consider whether the program or goal can be performed better by a person or entity other than the County.

#### **VI. REVIEW PERIOD**

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

## FUND BALANCE POLICY

### I. POLICY

To define the components of fund balance in accordance with Governmental Accounting Standards Board Statement #54 – Fund Balance Reporting and Governmental Fund Type Definitions and any subsequent applicable Standards, direct officials and staff in the process followed to commit and assign fund balance and to define the balances first utilized when applicable expenditures are incurred.

### II. STATUTORY REFERENCES

### III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

Board of Commissioners Resolution Number and Policy Adoption Date: May 28, 2013 B/C 13-106

Board of Commissioner Review Date and Resolution Number: May 14, 2013 B/C 13-098

Name and Date of Last Committee Review: Planning and Policy Committee May 9, 2013

Last Review by Internal Policy Review Team: April 16, 2013

### IV. PROCEDURE

- A. Fund balance is only reported in governmental funds and is created from revenues in excess of expenditures. It is the balance of assets in excess of liabilities, unless otherwise restricted, available for spending. Following are the five components of fund balance:
1. Nonspendable Fund Balance - This portion of fund balance is *nonspendable* because of the related asset's form. The assets are either (a) not in a spendable form or (b) legally or contractually required to be maintained intact. Examples of nonspendable fund balance include inventory, prepaid items, non-current financial assets, and the nonspendable portion of endowments.
  2. Restricted Fund Balance - This portion of fund balance is *restricted* due to limitations placed on the use of the related assets. Restrictions have been placed on the use of the related assets either (a) externally by creditors (debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) internally through enabling legislation or constitutional provisions. The limitations on the use of the related assets in this component of fund balance are legally enforceable.
  3. Committed Fund Balance - This portion of fund balance is *committed* due to limitations placed on the use of related assets by formal action of the County Board (legislation, resolution, and ordinance). The limitations remain binding until the governing body takes formal action to remove applicable limitations. This balance also incorporates contractual obligations to the extent that existing assets have been specifically committed for use in satisfying contractual requirements.

*Budget Stabilization* – the County will commit fund balance in the General Fund in an amount not to exceed the lesser of 1) 15% of the most recently adopted General Fund budget or 2) 15% of the average of the most recent five years of General Fund budgets, as amended. Uses of these funds include:

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

4. Assigned Fund Balance - This portion of fund balance is *assigned* to reflect the intended use of the related assets. Such assignments cannot exceed the available (spendable, unrestricted, or uncommitted) fund balance in any particular fund. Less formality is needed to impose, remove, or modify a constraint reflected in *assigned fund balance*. The County Board delegate's authority to assign fund balances to the (County Administrator). No governmental funds other than the General Fund may have unassigned fund balance, therefore any amounts remaining in excess of non-spendable, restricted, or committed fund balance in a governmental fund other than the General Fund will automatically be reported as *assigned fund balance*. If any portion of existing fund balance will be used to eliminate a projected deficit in the subsequent year's budget, this amount will also be categorized as *assigned fund balance*.
5. Unassigned Fund Balance - The General Fund, and no other governmental fund, may have resources that cannot be classified in one of the four categories described above. Only the General Fund can report an *unassigned fund balance*.

**B. Order of Spending Fund Balance**

1. When an expenditure is incurred for purposes for which both restricted and unrestricted (committed, assigned, or unassigned) amounts are available, it shall be the policy of the County of Ottawa to consider restricted amounts to have been reduced first. When an expenditure is incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used, it shall be the policy of the County of Ottawa that committed amounts would be reduced first, followed by assigned amounts and then unassigned amounts.

**C. Minimum Fund Balance**

1. It is the County of Ottawa's policy to maintain a fund balance in the General Fund of not less than 10% and not more than 15% of the most recently audited General Fund expenditures and transfers out for cash flow and flexibility purposes.  
Such assignments cannot exceed the available (spendable, unrestricted, uncommitted) fund balance in any particular fund.

**V. REVIEW PERIOD**

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

## GLOSSARY OF TERMS

**ACCRUAL BASIS:** The basis of accounting under which generally accepted accounting principles are followed in recognizing revenues when earned and expenditures as soon as they result in liabilities for benefits received. This is in contrast to the cash basis of accounting where revenues and expenditures are only recognized when cash receipts or payments take place. The accrual basis is used by the County in accounting for its proprietary funds to maintain a capital maintenance focus.

**APPROPRIATION:** An authorization granted by the Board of Commissioners. County resources cannot be expended nor can County obligations be incurred without this formal authorization.

**ASSESSED VALUE:** The value placed on real and other property as a basis for levying taxes.

**ASSET:** Resources owned or held by a government, which have monetary value.

**AUDIT:** A comprehensive review of the financial operations of the County for that fiscal year. The purpose of an audit is to express an opinion on the presentation of the financial statements. In addition, the internal controls over the safekeeping of assets is tested and recommendations are made. The audit is performed by certified public accountants (CPA)

**BALANCED BUDGET:** By law the county must maintain a balanced budget in which revenues, plus fund balance (when the use of fund balance is budgeted) are equal to expenditures.

**BASIS OF ACCOUNTING:** Basis of accounting refers to when revenues and expenditures/expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

**BOARD OF COMMISSIONERS (BOC):** The County's legislative and administrative body comprised of eleven commissioners who are elected by direct vote from single member districts.

**BOND:** A written promise to pay a specified sum of money, called the face value or principal, at specified dates, called maturity dates, together with periodic interest at a specified rate.

**BUDGET:** A financial operating plan embodying an estimate of proposed county expenditures for a given period and the proposed means of financing them.

**BUDGET ADJUSTMENT:** A legal procedure utilized by County staff and the Board of Commissioners to revise a budget appropriation.

**BUDGET CALENDAR:** The schedule of key dates which a government follows in the preparation and adoption of the budget.

**CAPITAL ASSETS:** Long-term (with an expected life of more than one year) assets with a value in excess of \$5,000 dollars.

## **GLOSSARY OF TERMS, continued**

**CAPITAL OUTLAY:** The amount expended in acquiring capital assets. Also an expenditure category including line items for the purchase of capital assets. **CAPITAL IMPROVEMENT PLAN:** A detailed list of capital outlays to be incurred over the six years to meet the capital needs of the County. The lists includes each contemplated project or outlay and specifies the resources or funding estimated to be available to finance them.

**CAPITAL PROJECT FUND:** A fund created to account for financial resources to be used for the spending of appropriations made or incurred in accordance with the Capital Improvement Plan.

**COMPONENT UNIT:** A separate government unit, agency, or non-profit corporation that is combined with other component units to constitute the reporting entity in conformity with GAAP. The elected officials of the primary government are financially accountable for the component unit.

**CONSUMER PRICE INDEX (CPI):** A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

**CONTINGENCY:** A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**COST ALLOCATION PLAN (CAP):** Plan developed annually to allocate costs for support services. The plan must adhere to guidelines of the Federal Office of Management and Budget Circular A-87. The purpose of the plan is to show the full cost of programs and to ensure reimbursement under state and federally funded programs.

**DEBT SERVICE FUND:** A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**DEFICIT:** The excess of an entity's liabilities over its assets, or the excess of expenditures/expenses over revenues during a single accounting period.

**DEPARTMENT:** The basic organizational unit of government which is functionally unique in its delivery of services.

**DISTINGUISHED BUDGET PRESENTATION AWARDS PROGRAM:** A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**ENCUMBRANCE:** The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure. **NOTE:** an encumbrance is not an expenditure (nor an expense); to encumber a certain quantity of money means to reserve it for a future designated purpose. Encumbrances generally arise at the time goods or services are ordered from outside parties.

**EXPENDITURE:** Decreases in net financial resources (usually a decrease in cash).

**EXPENSES:** Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures. The concept of an expense is applicable to accrual basis accounting whereas expenditure is a modified accrual basis concept.

**FISCAL YEAR:** A twelve month period to which the Operating Budget applies and at the end of which the County determines its financial position and results of operation.

## **GLOSSARY OF TERMS, continued**

**FTE - FULL-TIME EQUIVALENT:** The amount of time considered the normal or standard amount for working during a given period. The County considers a 100% position to be at least 37.5 hours worked per week. To be eligible for fringe benefits an individual must work at least 50% or 18.75 hours per week.

**FUND:** A fiscal and accounting entity containing a set of self-balancing accounts for recording all financial transactions for specified activities or government functions.

**FUND BALANCE:** The portion of Fund Equity that is available for appropriation (i.e. not already reserved).

**FUND EQUITY:** The excess of fund assets and resources over liabilities. A portion of the fund equity may be reserved or designated; any remaining amount is referred to as Fund Balance.

**GAAP:** Generally Accepted Accounting Principles are those accounting principles that are considered essential if a governmental entity is to report and fully disclose its financial condition and results of operations for a given period. The primary sources of these principles are the following: FASB - Financial Accounting Standards Board GASB - Governmental Accounting Standards Board AICPA - American Institute of Certified Public Accountants

**GENERAL FUND:** The largest fund within the county, it accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges and other types of revenue. The General Fund includes most of the basic operating services such as administration, Sheriff, Trial Court, finance, data processing, public works, County Clerk, etc.

**GRANT:** A contribution by another governmental unit (e.g. State of Michigan, Federal Government) or private entity to the County. The contribution is usually made to aid in the support of a specified function but it is sometimes also for general purposes.

**HEADLEE AMENDMENT:** 1978 Amendment to Michigan State Constitution limiting property tax rate increases without voter approval. Headlee requires that tax rates be "rolled back" if the increase in a taxing unit's equalized valuation (excluding changes from new construction, improvements and losses) is greater than the rate of inflation. Headlee also requires the State to appropriate necessary funds to local units for any new state-required services and prohibits the State from reducing State share of existing required services.

**INDIRECT COST:** A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**INTERFUND TRANSFERS:** The movement of monies between funds of the same governmental entity.

**INTERGOVERNMENTAL REVENUES:** Those revenues received from another governmental entity, such as State grants or Federal Revenue sharing.

**INFORMATION TECHNOLOGY:** The County department working collaboratively with all County departments to identify, evaluate, plan, implement and support automated solutions in areas of computerization and telecommunication in accordance with County policies procedures and standards.

## **GLOSSARY OF TERMS, continued**

**LONG-TERM DEBT:** Debt with a maturity of more than one year after the date of issue.

**MILLAGE:** The millage rate is the amount of taxes to be paid per thousand dollars of taxable value. For example, a property with taxable value of \$100,000, taxed at 1.0 mills, would be taxed \$100.

**MODIFIED ACCRUAL BASIS:** Used for governmental, agency, and expendable trust funds, this basis of accounting recognizes revenues at the time they become available and measurable; expenditures are recognized when a liability is incurred (debt service and special assessment funds modify this recognition criterion slightly), in accord with appropriation authority. The modified accrual basis has a spending measurement focus as contrasted to a full accrual basis which focuses on capital maintenance measurement.

**OPERATING BUDGET:** A budget which applies to all outlays other than capital outlays.

**OTHER SERVICES & CHARGES:** An expenditure category made up of line items for services (i.e. Consultants, etc.) necessary for departmental operations.

**PERFORMANCE MEASUREMENTS:** Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

**PERSONNEL SERVICES:** Expenditures for salaries, wages, and fringe benefits of a government's employees

**PROGRAM:** A group of related activities performed by one of more organizational units for the purpose of accomplishing a function of which the governmental unit is responsible.

**PROPOSAL A:** Proposal A was passed in 1994 and changed the way in which the taxable value of a parcel of property is calculated in Michigan. The net result of these changes was that the taxable value of each parcel adjusted for additions and losses will not increase more than the increase in the Consumer Price Index (CPI) or 5%, whichever is less, until ownership is transferred.

**RESERVE:** An account used to indicate that a portion of a fund's equity is legally restricted for a specific purpose, and is not available for general appropriation.

**RESOLUTION:** A special or temporary order of a legislative body requiring less legal formality than an ordinance or statute.

**REVENUE:** Funds that the County receives as income. Revenue includes such items as tax payments, fees from specific services, fines, grants, shared revenues and interest income.

**RISK MANAGEMENT:** An organized attempt to protect a government's assets against accidental loss via the most economical method.

**SEV - STATE EQUALIZED VALUE:** The taxable value of a parcel of land. Prior to 1994 the taxable value of a parcel was equal to 50% of the current assessed value. Due to Proposal A, passed in 1994, the taxable values of each parcel adjusted for additions and losses will not increase more than the increase in the CPI (Consumer Price Index) or 5%, whichever is less, until ownership is transferred

## **GLOSSARY OF TERMS, continued**

**SPECIAL REVENUE FUND:** A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for a specified purpose.

**SUPPLIES:** An expenditure category including expendable materials and operating supplies necessary to conduct departmental operations.

**TAX RATE:** The amount of taxes (in mills) levied for each \$1,000 of assessed valuation. Example: A commercial building with an assessed value of \$200,000, when the applicable tax rate is 5.0 mills, would be taxed for \$1,000 (= \$200,000 x .005).

**TAXABLE VALUE:** The amount of allowable taxes charged for a parcel of land. In Michigan, the taxable value is based on SEV (State Equalized Value).

**TRANSFERS IN/OUT:** Amounts transferred from one fund to another to finance services in the recipient fund.

**UNIFORM BUDGETING AND ACCOUNTING ACT OF 1968:** An act to provide for the formulation and establishment of uniform charts of accounts and reports in local units of government; to define local units of government; to provide for the examination of the books and accounts of local units of government; to provide for annual financial reports from local units of government; to provide for the administration of this act; to prescribe the powers and duties of the state treasurer, the attorney general, the library of Michigan and depository libraries, and other officers and entities; to provide penalties for violation of certain requirements of this act; to provide for meeting the expenses authorized by this act; to provide a uniform budgeting system for local units; and to prohibit deficit spending by a local unit of government.

**USE OF FUND BALANCE:** This is the use of fund equity that is available for appropriation to balance the budget.



## GLOSSARY OF ACRONYMS

**4C:** Strategic Initiative involving Communication, Customer service, Continuous improvement, Cultural competency

**AICPA:** American Institute of Certified Public Accountants

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

**BOC:** Board of Commissioners

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

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

**CAFR:** Comprehensive Annual Financial Report

**CCF:** Child Care Fund (Special Revenue fund 2920)

**CCW:** Carrying Concealed Weapons

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

**CMH:** Community Mental Health

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

**DB/DC:** Defined Benefit/Defined Contribution

**DHS:** Department of Human Services

**EH:** Environmental Health

**EM:** Emergency Management

**FOC:** Friend of the Court

**FOIA:** Freedom of Information Act

**FTE:** Full time equivalent – Number of hours worked per year divided by 2,080.

## GLOSSARY OF ACRONYMS, continued

**GAAP:** Generally Accepted Accounting Principles\_- Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the GASB.

**GASB:** Governmental Accounting Standards Board is the authoritative accounting and financial reporting standard-setting body for government entities.

**GFOA:** Government Finance Officers Association

**GIS:** Geographic Information Systems

**GOLD:** Growth Opportunities in Learning and Development (Employee Training)

**IT:** Information Technology

**MDOC:** Michigan Department of Corrections

**MDOT:** Michigan Department of Transportation

**MERS:** Michigan Employees Retirement System

**MI:** Mentally Impaired

**MICA:** Many Integrated Court Applications

**MIHP:** Maternal and Infant Health Program; **a program for all Michigan women with Medicaid health insurance who are pregnant and all infants with Medicaid. MIHP provides support to promote healthy pregnancies, good birth outcomes, and healthy infants.**

**OAISD:** Ottawa Area Intermediate School District

**OCCDA:** Ottawa County Central Dispatch Authority

**OPEB:** Other Post-Employment Benefits: Post-employment benefits that an employee will begin to receive at the start of retirement. This does not include pension benefits paid to the retired employee. Primarily, OPEB benefits include reductions in the amount an employee has to pay for continued health insurance upon retirement.

**PH:** Public Health

**PNC:** Pre-natal care

**S.E.V.:** In Michigan means "State Equalized Value", which is approximately one half the value of the property.

## **GLOSSARY OF ACRONYMS, continued**

**STD:** Sexually Transmitted Disease or Short Term Disability

**STI:** Sexually Transmitted Infection

**TV:** Taxable Value

**WEMET:** West Michigan Enforcement Team; a joint venture with participants from Ottawa, Muskegon, and Allegan Counties and the Michigan Department of State Police. This legally separate entity was formed in 2002 under the Urban Cooperation Act of 1967 and is governed by a board made up of member-designated representatives. The purpose of the WEMET is to establish a cooperative law enforcement force assembled for the purpose of enforcing narcotics and other controlled substances laws.

**YAS:** Youth Assessment Survey; survey performed periodically by the Health Department to assist in program valuation and development