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

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

- To maintain and improve the strong financial position of the County.
- To maintain and enhance communication with citizens, employees and other stakeholders.
- To contribute to a healthy physical, economic and community environment.
- To continually improve the County’s organization and services.
Ottawa County Facts

- 565 square miles
- Michigan’s 7th largest county by population: 263,801
- 17 townships, 6 cities, 1 village
- 853 full-time employees, 1,220 total
- 35 departments, agencies, courts
Property tax millage rate of 3.6 mills is the 5th lowest of Michigan’s 83 counties

Debt to Debt Capacity Ratio is lowest in Michigan

One of four Michigan counties to achieve Moody’s Triple (Aaa) credit rating

SEV: $10,491,709,804

Total taxable value: $9,405,987,828

Operating levy: $33,861,556

Total levy: $40,977,186
OPEB Liability

- Ottawa County $793,596
- Muskegon County $71 million
- Macomb County $595 million
- Oakland County $888 million
Other Financial Initiatives

- DB transition to DC
- Health Benefit changes
- Health Management Plan
Dashboards
Dollars and Sense
# Ottawa County: County & State Government Dashboard

## Economic Strength

<table>
<thead>
<tr>
<th>Measure</th>
<th>Ottawa County</th>
<th>Michigan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly unemployment rate</td>
<td>7.1%</td>
<td>9.3%</td>
</tr>
<tr>
<td>Real Gross Domestic Product (GDP)</td>
<td>5.2%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Percent of structurally deficient bridges</td>
<td>1.5%</td>
<td>13.2%</td>
</tr>
<tr>
<td>Real personal income per capita</td>
<td>$25,953</td>
<td>$27,396</td>
</tr>
<tr>
<td>Children in poverty</td>
<td>11%</td>
<td>23%</td>
</tr>
</tbody>
</table>

---

## Value for Government

<table>
<thead>
<tr>
<th>Measure</th>
<th>Ottawa County</th>
<th>Michigan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bond rating (Standard &amp; Poor’s)³</td>
<td>AA-</td>
<td>AA-</td>
</tr>
<tr>
<td>Government debt burden per capita</td>
<td>$96</td>
<td>$762</td>
</tr>
<tr>
<td>State govt operating cost as a percent of GDP⁴</td>
<td>1.7%</td>
<td>14.6%</td>
</tr>
<tr>
<td>State/local govt operating cost as a percent of GDP⁵</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Access to state govt – number of online services⁶</td>
<td>48</td>
<td>385</td>
</tr>
</tbody>
</table>

---

## Health & Education

<table>
<thead>
<tr>
<th>Measure</th>
<th>Ottawa County</th>
<th>Michigan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infant mortality (Per 1,000 births)</td>
<td>4.9</td>
<td>7.7</td>
</tr>
<tr>
<td>Obesity in the population</td>
<td>23.1%</td>
<td>31.7%</td>
</tr>
<tr>
<td>3rd graders reading at grade level</td>
<td>93%</td>
<td>87%</td>
</tr>
<tr>
<td>ACT college readiness benchmarks</td>
<td>26.4%</td>
<td>17.3%</td>
</tr>
<tr>
<td>Pop. w/bachelor’s degree or higher (25+ yrs. old)</td>
<td>29.5%</td>
<td>24.6%</td>
</tr>
</tbody>
</table>

---

## Quality of Life

<table>
<thead>
<tr>
<th>Measure</th>
<th>Ottawa County</th>
<th>Michigan</th>
</tr>
</thead>
<tbody>
<tr>
<td>State park popularity – annual visits per citizen</td>
<td>n/a</td>
<td>2.3</td>
</tr>
<tr>
<td>Percent of residents satisfied with County parks</td>
<td>85%</td>
<td>85%</td>
</tr>
<tr>
<td>Population growth (Ages 25-34)</td>
<td>(0.5%)</td>
<td>(0.4%)</td>
</tr>
<tr>
<td>Clean/safe water resources – water quality index</td>
<td>n/a</td>
<td>85</td>
</tr>
</tbody>
</table>

---

## Public Safety

<table>
<thead>
<tr>
<th>Measure</th>
<th>Ottawa County</th>
<th>Michigan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Violent crimes per 100,000</td>
<td>169.1</td>
<td>490.3</td>
</tr>
<tr>
<td>Property crimes per 100,000</td>
<td>1,864.7</td>
<td>2,713.6</td>
</tr>
<tr>
<td>Individuals fatally/seriously injured in traffic accidents</td>
<td>160</td>
<td>6,917</td>
</tr>
</tbody>
</table>

### Notes
- In some cases, County-level data are not available from the same data source used by the State. In other cases, County-level data are not available for the same time frame used by the State. In these instances, data sources and time frames were selected that most closely match those of the State. Due to this difference, it must be noted that comparisons may not be completely equivalent in all cases.

### Progress Key

- **Performance Improved**
- **Performance Declined**
- **Performance Maintained**

---

*Prepared by: Planning and Performance Improvement Department (01/27/12)*
### Fiscal Responsibility

<table>
<thead>
<tr>
<th>Measure</th>
<th>Prior</th>
<th>Current</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual general fund expenditures per capita</td>
<td>$252</td>
<td>$224</td>
<td></td>
</tr>
<tr>
<td>Fund balance as a percent of annual general fund expenditures</td>
<td>25.3%</td>
<td>30.4%</td>
<td>+</td>
</tr>
<tr>
<td>Unfunded other post employment benefits (OPEB) liability as a percent of annual general fund revenue</td>
<td>61%</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Debt burden per capita</td>
<td>$96</td>
<td>$87</td>
<td>+</td>
</tr>
<tr>
<td>Percentage of road funding provided by the general fund</td>
<td>0%</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Ratio of pensioners to employees</td>
<td>0.41</td>
<td>0.44</td>
<td></td>
</tr>
<tr>
<td>Number of services delivered via cooperative venture</td>
<td>40</td>
<td>58</td>
<td>+</td>
</tr>
</tbody>
</table>

### Economic Strength

<table>
<thead>
<tr>
<th>Measure</th>
<th>Prior</th>
<th>Current</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of community with access to high speed broadband</td>
<td>55.0%</td>
<td>99.2%</td>
<td>+</td>
</tr>
<tr>
<td>Percent of community age 25+ with Bachelor Degree or higher</td>
<td>28.2%</td>
<td>30.5%</td>
<td>+</td>
</tr>
<tr>
<td>Average age of county maintained roads (years)</td>
<td>11.0</td>
<td>11.5</td>
<td></td>
</tr>
<tr>
<td>Average age of sewer and water infrastructure&lt;sup&gt;1&lt;/sup&gt;</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>

<sup>1</sup> Most sewer and water systems within the County are operated by local townships and cities. The financial information necessary to calculate the average age of the infrastructure, such as historical cost and depreciable life, are often calculated using different formulas and assumptions and/or are reported differently from one local community to the next.

### Quality of Life

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<tr>
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<th>Current</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miles of sidewalks and non-motorized trails per mile of local roads</td>
<td>0.13</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Percent of general fund budget committed to arts, culture and recreation</td>
<td>0%</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Acres of park per thousand residents</td>
<td>21.81</td>
<td>22.93</td>
<td>+</td>
</tr>
<tr>
<td>Percent of community with curbside recycling</td>
<td>&lt; 20%</td>
<td>98.9%</td>
<td>+</td>
</tr>
</tbody>
</table>

### Public Safety

<table>
<thead>
<tr>
<th>Measure</th>
<th>Prior</th>
<th>Current</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Violent crimes per thousand</td>
<td>1.62</td>
<td>1.55</td>
<td>+</td>
</tr>
<tr>
<td>Property crimes per thousand</td>
<td>18.8</td>
<td>18.0</td>
<td>+</td>
</tr>
<tr>
<td>Traffic injuries and fatalities</td>
<td>1,593</td>
<td>1,636</td>
<td>-</td>
</tr>
</tbody>
</table>

### PROGRESS KEY:

- Performance Improved
- Performance Declined
- Performance Maintained

Prepared by Planning and Performance Improvement Department (03/26/12)
Intergovernmental Collaboration

- Sheriff
- Grand Haven Assessing
- Holland - Facilities
The County is like an extension of the state for many mandated services

- Courts
- Jail
- Soldier’s and Sailor’s Relief (Veterans Affairs)
- Public Health
- Clerk, Treasurer, Register of Deeds, Prosecutor, Sheriff, Drain Commissioner
- Child Care
- Community Mental Health
- Equalization
- Medical Examiner
Discretionary Services

Sheriff Road Patrol

Sheriff Marine Patrol

Parks
County Services

County Board of Commissioners
County Administrator
Treasurer
Drain Commissioner

General Government
Planning
MSU Cooperative Extension
Register of Deeds
Economic Development
Dog Licenses
Fiscal Services
Equalization
Vital Records
Elections
Risk Management
County Services

Health Department  Medical Examiner

Community Mental Health

Human Services

Veterans Affairs  Soldiers & Sailors Relief

Department of Human Services

Community Probation
County Services

Circuit Court       Probate Court
Dive Team Emergency Rescue
WEMET

Family Court
Juvenile Detention

Public Safety & Justice

District Court       Emergency Management       Haz-Mat Authority
Friend of the Court       Sheriff       Jail
Ottawa County Central Dispatch Authority

Prosecutor       Animal Control
Paramedic-EMS
County Services

Public Works & Parks

Landfill  Public Utilities Department
Airport  Drain Commissioner

Public Works & Parks

Soil Erosion District
Parks and Recreation  Steam Generation Plant

Recycling
We stand on the shoulders of those who came before us and we must lift the future County up on our shoulders.
Prior Boards and Administrations Gave Us

- High quality services
- Relatively low staff and low cost to provide services
- High credit ratings with a little room to grow to the top
- Relatively low legacy cost with no retiree health
- The Financing Tools
- Culture of innovative thinking to solve problems
This Board and Administration has Begun to Leave Their Legacy

- Buildings
- IT – miOttawa.org, Justice Imaging
- DB/DC Transformation
- Healthcare Revamp
- Wellness Plan
- Performance Evaluation
- Regional Leadership
Ottawa County Leads
Moving Ottawa County to the next level...

“The Four C’s”

- Communication
- Customer Service
- Continuous Improvement
- Cultural Intelligence
The Ottawa Way

- History
- Vision
- Mission
- Values
- Goals

The Ottawa Way Customer Service

Innovation

Disney

LEDA

Sustainability

The Ottawa Way Continuous Improvement

Social Media

The Ottawa Way Communication

Three legged Stool

The Ottawa Way Cultural Intelligence

11/9/2012
The Human Mind

COGNITIVE
- Education
- Intelligence
- Certification
- Credentials
- Skill Testing
- Experience
- Resume
- References
- Interviews
- Knowledge

IQ Test
Physical/Agility Test

AFFECTIVE
- Emotional
- Feeling
- Spiritual
- Personality
- Preferences
- Team v. Individual work
- Plays Well with Others
- Work Ethic
- Attitude

Myers-Briggs
DISC
Precision Plus

CONATIVE
- Instinctual
- Drive
- How We Are Wired
- Urges
- Where Is Our Best Energy Focus
- Talent

Kolbe

Alan G. Vanderberg
Technology Study

- Technology Management
- Emerging focus as business solutions provider
Communication

- Create new Countywide Marketing and Communications Manager position in County Administrator’s Office
- Make communications services available to County departments through County Administrator’s Office, much like GCSI
- Aggressively implement Board of Commissioner’s Communications Plan including social media approach
- Write County business related stories with quotes and send to various media markets, remediate impact of less press publishing days
- Manage and promote speaker’s bureau
Speakers Bureau

- Commissioners
- Administration
- Others that wish to participate
New company, MLive Media Group, formed to carry Booth Newspapers and MLive.com into next era of news media

Published: Wednesday, November 02, 2011, 10:20 AM  Updated: Monday, December 19, 2011, 3:23 PM

By Julie Hoogland | The Grand Rapids Press

One of Michigan's largest media companies is restructuring into a digital-first company that its president says will better serve the needs of consumers and advertisers in Michigan.

Two new companies, MLive Media Group and Advance Central Services Michigan, will take over the operations of MLive.com, Ann Arbor.com and Booth Newspapers, which operates papers in Grand Rapids, Kalamazoo, Muskegon, Flint, Saginaw, Bay City, Ann Arbor and Jackson. The changes take effect Feb. 2.

MLive Media Group will handle news and advertising, while Advance Central Services Michigan will handle production, distribution and human resources.
Customer Service

DREAM. BELIEVE. DARE. DO.
REVISED AND FULLY UPDATED EDITION

The Disney Way
Harnessing the Management Secrets of Disney in Your Company

Bill Capodagli and Lynn Jackson

Foreword by John Christensen, coauthor of the bestselling book FISH!
Engage County leaders in inclusive effort to develop Ottawa County brand of customer service that will be taught to all employees and all will be accountable to perform it.

- Develop process tools from Disney
- Apply customer service principles to both external and internal customers
The Lizard Brain is the unconscious part of our brain that protects us.

Organizations have lizard brains too...

- Fiscal Services - document stamping
Continuous Improvement

- Implement and communicate continuous improvement strategies.
- Develop and Implement County-wide training program for continuous improvement.
- Develop specific process improvement teams
City of Fort Wayne, IN, $33 million in savings

City of Grand Rapids, $1 million in savings per year
Ottawa County Business Case for Diversity and Inclusion

Lakeshore Ethnic Diversity Alliance (LEDA) training program for all County Employees

Create cross-departmental cultural insight team to study cultural intelligence issues and recommend action.

Develop in-house cultural intelligence program to complement efforts by major private sector and non-profit sector employers in Ottawa County to improve cultural intelligence across the board to better compete for the global talent pool.
Al Vanderberg
Ottawa County Administrator
616-738-4068
avanderberg@miottawa.org
This Presentation will be available at 
http://www.miottawa.org/Departments/Admin/