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

- 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
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
<table>
<thead>
<tr>
<th>Economic Strength</th>
<th>Ottawa County</th>
<th>Michigan</th>
<th>Progress</th>
<th>Ottawa County</th>
<th>Michigan</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measure</strong></td>
<td>Prior</td>
<td>Current</td>
<td>Progress</td>
<td>Prior</td>
<td>Current</td>
<td>Progress</td>
</tr>
<tr>
<td>Monthly unemployment rate</td>
<td>9.2%</td>
<td>7.1%</td>
<td>+</td>
<td>11.1%</td>
<td>9.3%</td>
<td>+</td>
</tr>
<tr>
<td>Real Gross Domestic Product (GDP)</td>
<td>(8.7)%</td>
<td>5.2%</td>
<td>+</td>
<td>(5.0)%</td>
<td>2.9%</td>
<td>+</td>
</tr>
<tr>
<td>Percent of structurally deficient bridges</td>
<td>2.9%</td>
<td>1.5%</td>
<td>+</td>
<td>13.5%</td>
<td>13.2%</td>
<td>-</td>
</tr>
<tr>
<td>Real personal income per capita</td>
<td>$26,268</td>
<td>$25,953</td>
<td>-</td>
<td>$26,900</td>
<td>$27,396</td>
<td>-</td>
</tr>
<tr>
<td>Children living in poverty</td>
<td>9%</td>
<td>11%</td>
<td>-</td>
<td>23%</td>
<td>23%</td>
<td>-</td>
</tr>
</tbody>
</table>

1. “Prior” represents the same month of the previous year. Ottawa’s rate is not seasonally adjusted because seasonally adjusted rates are not available for counties.

<table>
<thead>
<tr>
<th>Value for Government</th>
<th>Ottawa County</th>
<th>Michigan</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measure</strong></td>
<td>Prior</td>
<td>Current</td>
<td>Progress</td>
</tr>
<tr>
<td>Bond rating (Standard &amp; Poor’s)</td>
<td>Aa1</td>
<td>Aaa</td>
<td>+</td>
</tr>
<tr>
<td>Government debt burden per capita</td>
<td>$96</td>
<td>$87</td>
<td>+</td>
</tr>
<tr>
<td>State govt operating cost as a percent of GDP</td>
<td>1.7%</td>
<td>1.4%</td>
<td>+</td>
</tr>
<tr>
<td>State/local govt operating cost as a percent of GDP</td>
<td>n/a</td>
<td>n/a</td>
<td>+</td>
</tr>
<tr>
<td>Access to state govt – number of online services</td>
<td>40</td>
<td>48</td>
<td>+</td>
</tr>
</tbody>
</table>

3. Ottawa’s rating is from Moody’s.
4. Ottawa’s data reflects the County’s operating cost as a percent of GDP.
5. Ottawa’s data reflects the County’s online services.

<table>
<thead>
<tr>
<th>Health &amp; Education</th>
<th>Ottawa County</th>
<th>Michigan</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measure</strong></td>
<td>Prior</td>
<td>Current</td>
<td>Progress</td>
</tr>
<tr>
<td>Infant mortality (Per 1,000 births)</td>
<td>6.7</td>
<td>4.9</td>
<td>+</td>
</tr>
<tr>
<td>Obesity in the population</td>
<td>24.0%</td>
<td>23.1%</td>
<td>+</td>
</tr>
<tr>
<td>3rd graders reading at grade level</td>
<td>95%</td>
<td>93%</td>
<td>-</td>
</tr>
<tr>
<td>ACT college readiness benchmarks</td>
<td>23.6%</td>
<td>26.4%</td>
<td>-</td>
</tr>
<tr>
<td>Pop. w/bachelor’s degree or higher (25+ yrs. old)</td>
<td>30.5%</td>
<td>29.5%</td>
<td>+</td>
</tr>
</tbody>
</table>

2. Ottawa’s rank is among Counties with populations of 65,000 or more.

<table>
<thead>
<tr>
<th>Quality of Life</th>
<th>Ottawa County</th>
<th>Michigan</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measure</strong></td>
<td>Prior</td>
<td>Current</td>
<td>Progress</td>
</tr>
<tr>
<td>State park popularity – annual visits per citizen</td>
<td>n/a</td>
<td>n/a</td>
<td>+</td>
</tr>
<tr>
<td>Percent of residents satisfied with County parks</td>
<td>95%</td>
<td>85%</td>
<td>+</td>
</tr>
<tr>
<td>Population growth (Ages 25-34)</td>
<td>(1.1)%</td>
<td>(0.5)%</td>
<td>+</td>
</tr>
<tr>
<td>Clean/safe water resources – water quality index</td>
<td>n/a</td>
<td>n/a</td>
<td>+</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Public Safety</th>
<th>Ottawa County</th>
<th>Michigan</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measure</strong></td>
<td>Prior</td>
<td>Current</td>
<td>Progress</td>
</tr>
<tr>
<td>Violent crimes per 100,000</td>
<td>155.6</td>
<td>169.1</td>
<td>-</td>
</tr>
<tr>
<td>Property crimes per 100,000</td>
<td>1,802.0</td>
<td>1,864.7</td>
<td>-</td>
</tr>
<tr>
<td>Individuals fatally/seriously injured in traffic accidents</td>
<td>161</td>
<td>160</td>
<td>-</td>
</tr>
</tbody>
</table>

Note: 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.

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*</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>

*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

<table>
<thead>
<tr>
<th>Measure</th>
<th>Prior</th>
<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
- Spring Lake - Finance
Mandated County Services

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
- Economic Development
- Vital Records
- Risk Management
- Elections
County Services

Health Department  Medical Examiner

Community Mental Health

Human Services

Veterans Affairs  Soldiers & Sailors Relief

Department of Human Services

Community Probation
County Services

Public Safety & Justice

- Circuit Court
- Probate Court
- Family Court
- 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

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

Three legged Stool

The Ottawa Way Customer Service

Innovation

Disney

LEDAC

The Ottawa Way Continuous Improvement

Sustainability

Social Media

The Ottawa Way Communication

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
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, AnnArbor.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.
The Conversation
The Art of Listening, Learning, and Sharing

Brought to you by Brian Solis and JESS3
Social Media Process v. 1.0

http://twitter.com/db
Customer Service

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

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

Customer Service Value Statement:
Empowered to Solve Problems with Integrity and Empathy to inspire Trust.
Customer Service Codes Of Conduct:

- We live the Golden Rule.
- We create a friendly and professional atmosphere.
- We take accountability for our actions and decisions.
- We are a team based upon positive relationships.
- We know our roles and the roles of others.
- We know our resources.
- We work while others enjoy their stay.
- We own the problem and know (or seek) the answers.
- We keep our facilities clean and safe.
- We create a culture of service in which every customer is valued!
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/