

Ottawa County West Olive, Michigan

Adopted 2021 Budget





Ottawa County Board of Commissioners

I. Back Row (Left to Right): Doug R. Zylstra-District 3; Joseph S. Baumann-District 2 ;
Allen Dannenberg-District 4; Randall J. Meppelink-District 5 Francisco C. Garcia - District
1; Kyle J. Terpstra-District 6; Matthew R. Fenske-District 11

Front Row (Left to Right): Philip Dale Kuylers-District 9; Roger A. Bergman - District 10;
Gregory J. DeJong - District 8; James H. Holtvluwer - District 7



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Ottawa County

Michigan

For the Fiscal Year Beginning

January 1, 2020

Christopher P. Morrill

Executive Director

TABLE OF CONTENTS

<u>INTRODUCTORY SECTION</u>	<u>Page Number</u>
Distinguished Budget Presentation Award.....	3
Organizational Chart.....	7
 <u>BUDGET MESSAGE</u>	
Letter of Transmittal.....	8
 <u>SUMMARY INFORMATION</u>	
County Profile.....	16
County Strategic Plan.....	22
Budget Overview.....	35
Budget Summary.....	39
Revenues by Source.....	41
Expenditures by Source.....	46
 <u>BUDGET BY FUND</u>	
<u>General Fund (Fund 1010)</u>	50
 <u>Special Revenue Funds -in alphabetical order</u>	
General Fund: DB/DC - Fund 2970.....	53
General Fund: Infrastructure – Fund 2444.....	54
General Fund: Solid Waste Clean-Up – Fund 2271.....	55
General Fund: Stabilization – Fund 2570.....	56
Parks & Recreation – Fund 2081.....	57
Child Care - Fund 2920.....	59
Concealed Pistol Licenses – Fund 2631.....	61
Department of Health and Human Services – Fund 2901.....	62
Farmland Preservation – Fund 2340.....	63
Federal Forfeiture – Fund 2620.....	64
Friend of the Court – Fund 2160.....	65
Health – Fund 2210.....	67
Homestead Property Tax – Fund 2550.....	75
Landfill Tipping Fees – Fund 2272.....	76
Mental Health – Fund 2220.....	78
Mental Health: Millage – Fund 2221.....	81
Mental Health: Substance Use Disorder – Fund 2225.....	83
Other Governmental Grants – Fund 2180.....	85
Public Defender’s Office – Fund 2600.....	86
Register of Deeds Technology – Fund 2560.....	87
Sheriff Grants & Contracts – Fund 2630.....	88
 <u>Debt Service Funds</u>	
Debt Service – Fund 3010.....	89
 <u>Capital Improvement Fund</u>	
Capital Improvement - Fund 4020.....	89

TABLE OF CONTENTS, continued

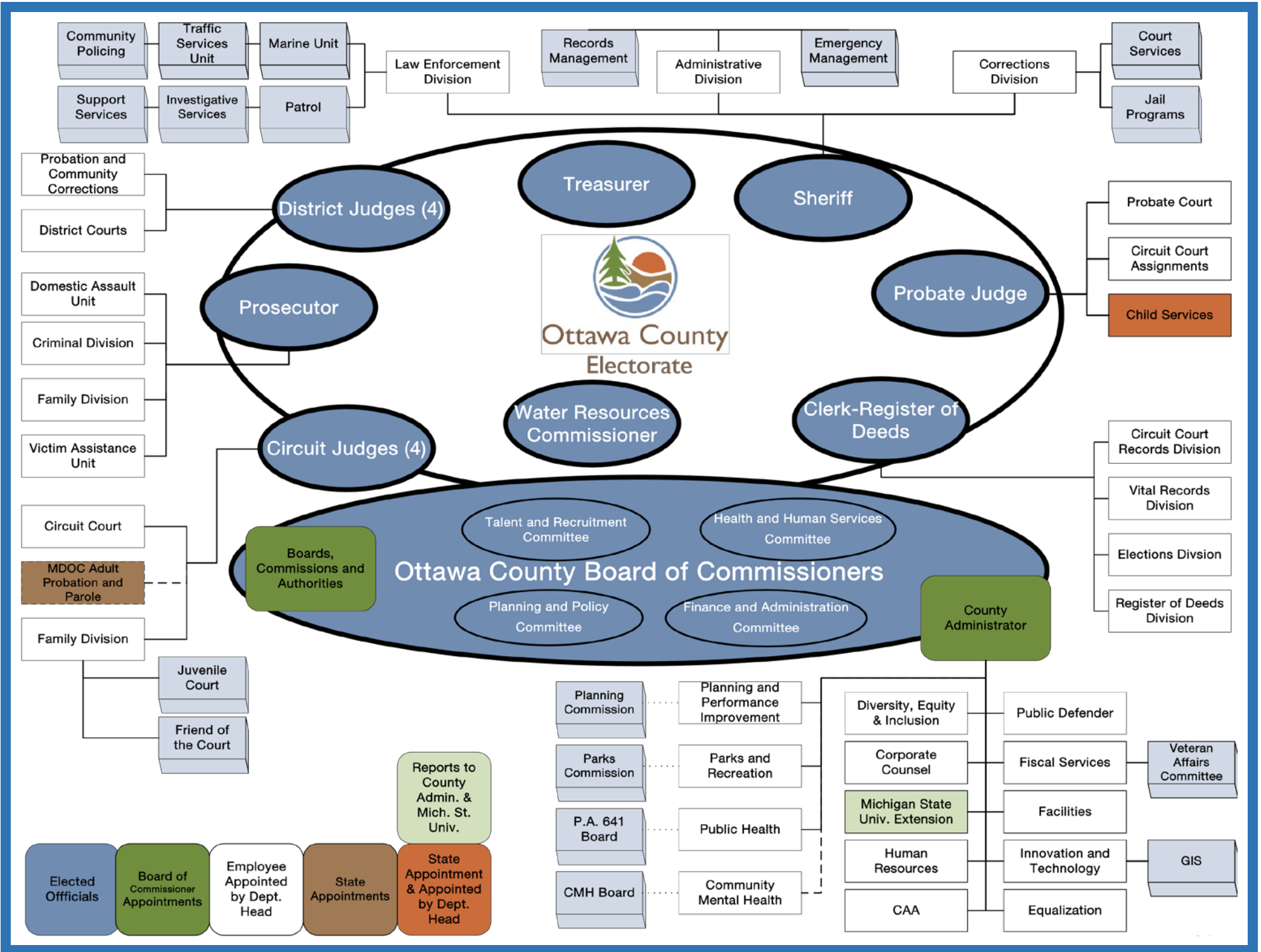
BUDGET BY DEPARTMENT

General Fund (1010) – in alphabetical order

Administrators.....	94
Canvassing Board.....	96
Central Dispatch.....	97
Circuit Court Trial Division.....	98
Circuit Court Adult Probation.....	100
Circuit Court Family Counseling.....	101
Commissioners.....	102
Contingency.....	103
Corporate Counsel.....	104
County Clerk.....	105
Crime Victim’s Rights.....	107
District Court.....	109
District Court Community Corrections.....	112
Diversity, Equity & Inclusion.....	113
Drain Assessments.....	114
Elections.....	115
Emergency Management.....	117
Equalization.....	119
Blendon Township Assessing – Equalization.....	121
Crockery Township Assessing – Equalization.....	122
Grand Haven Assessing – Equalization.....	123
Facilities.....	124
Fiscal Services.....	126
Geographic Information Systems.....	129
Human Resources.....	131
Innovation Initiatives.....	133
Insurance.....	134
Jury Board.....	135
Juvenile Services – Family Court.....	136
Legal Self Help Center.....	138
Medical Examiners.....	140
MSU Extension.....	141
Other Health & Welfare.....	143
Ottawa County Building Authority.....	143
Ottawa Soil/Water Conversation.....	143
Planning & Performance.....	144
Plat Board.....	147
Probate Court.....	148
Prosecuting Attorney.....	150

TABLE OF CONTENTS, continued

<u>General Fund (1010) – in alphabetical order (continued)</u>	<u>Page Number</u>
Reapportion/Tax Allocation.....	152
Register of Deeds.....	153
Road Commission.....	155
Sheriff.....	156
Sheriff Jail.....	159
Sheriff Animal Control.....	161
Sheriff Haz-Mat Response Team.....	163
Sheriff Marine Safety.....	164
Sheriff Training.....	166
Sheriff WEMET.....	167
Strategic Initiatives.....	168
Substance Abuse.....	169
Survey & Remonumentation.....	170
Tech Forum I/T.....	172
Treasurer.....	173
Veteran Affairs.....	175
Water Resources Commissioner.....	177
Transfers In/Transfers Out.....	179
<u>COUNTY DEBT</u>	
County Debt Information.....	181
Schedule of Debt Service Requirements.....	182
<u>CAPITAL PROJECTS</u>	
2019-2024 Capital Improvement Plan (schedule).....	184
2019 Capital Improvement (narrative).....	189
<u>APPENDIX</u>	
Resolution to approve 2019 Operating Budget.....	193
2019 Appropriation Act.....	195
History of Positions by Fund.....	198
2019 Approved Positions.....	202
County of Ottawa Budget Related Financial Policies.....	204
Glossary of Budget and Finance Terms.....	224
Glossary of Acronyms.....	330



September 22, 2020

Chair Bergman and Board of Commissioners:

Detailed herein are the 2021 Operating Budgets as proposed by the Finance and Administration Committee in accordance with the State of Michigan public Act of 1968 – The Uniform Budget and Accounting Act, as amended. This Budget Book includes the Transmittal Letter detailing significant issues and trends for 2021; the 2021 Appropriations Act; Budget Summaries by Fund in a format required by Public Act 2; 2021 New Position Recommendation; the Capital Improvement Plan; and County Financial policies. The proposed 2021 Budget is financially sound, balanced and responsible; which positions the County to meet both its short and long-term strategic goals.

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 maintain a consistent the level of services provided to the citizens.

The total recommended budget appropriations for 2021 is \$205,805,327 and is categorized in the following funds. The General Fund has budgeted an appropriation in the amount of \$92,959,748. The twenty-one Special Revenue Funds have a combined budget appropriation of \$105,541,950. The remaining budget is compiled of the Debt Service Fund and Capital Project Fund(s) that have appropriations of \$4,706,728 and \$2,596,901 respectively. More details about the changes in the budget for the revenues and expenditures from 2020 to 2021 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 2021 budget year. A few of these include a continued increase in the property tax value and favorable increases in health care expenditures.

The 2021 budget is balanced, with a planned use of reserves to offset department underspend, and with the proposed county operating millage at 3.9 mills, committing 0.30 mills to paying the unfunded liability of the Municipal Employees Retirement System (MERS) defined benefit plan. 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 plus planned use of fund balance match operating expenditures. To keep a conservative approach to estimating revenues without eliminating programs, the 2021 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 \$5.9 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 \$625,000 transfer from the Delinquent Tax Fund. As of completion of the last audit 09/30/19, this fund has unrestricted net position of \$18.9 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.
3. A \$2.4 million transfer from the Internal Service DB/DC Fund. This fund was established by the Board to assist in the cost of closing the DB Plan with MERS. The budgeted transfer is to reduce the cost to the General Fund generated by the increase in the benefit rate charged to cover the payment to MERS for the unfunded portion of the DB plan liability. The amount of this transfer is calculated from the comparison in the General Fund (as well as the funds that receive funding from the General Fund) of the 2021 budgeted amount for this benefit rate to the 2018 rate.

Additionally, the Board of Commissioners has appropriated \$1m of committed fund balance to offset department underspend. This, and other use of reserves are planned use of Board committed or legally restricted funds. No use of unassigned fund balance is proposed.

FUTURE BUDGET CHALLENGES & ISSUES

Capital Infrastructure

When possible, the County of Ottawa has dedicated excess General Fund revenues to one-time expenditures such as capital infrastructure. In 2020, the Board of Commissioners authorized \$1.2 million transfer to the Capital Improvement Fund from General Fund fund balance in excess of the policy limit.

In addition, the 2021 proposed budget includes a \$600,000 contribution to the Capital Improvement Fund for current operating revenues; an amount equal to the amount in 2020. As the County transitions from building new structures, to maintaining existing infrastructure; consistent, ongoing contributions will be necessary. In recent years, funding for projects requires \$2.5-\$4.0 million annually.

Retirement Plan Funding

Closing and fully funding the defined benefit plan is a complex, multi-year challenge that the County continues to manage. A high-level summary of the actions to date is outlined below:

Year	Unfunded Liability (in millions)	Percent Funded	Actions
2010	\$32.0	83%	
			Board resolution establish intent to close DB plan and move new hires to DC plan
2011	\$36.7	81%	
			Establish DB Financing tool with \$4.6m
2012	\$43.8	79%	
			First new hire moved to DC retirement plan.
2013	\$48.3	79%	
			All new hires move to DC retirement plan
2014	\$23.9	90%	
			Issued \$29.6 million in pension bonds
2015	\$44.7	83%	
			MERS reduced interest rate assumption from 8.0% to 7.75%
2019	\$77.2	77%	
			MERS reduced interest rate assumption from 7.75% to 7.35%
			Board extended the amortization of the unfunded liability by 5 years
			Board committed .3 mil to the unfunded liability

Early 2019, Municipal Employees Retirement System (MERS) announced that the investment earning rate will be decreased from 7.75% to 7.35% when the 12/31/19 actuary report is completed; this will impact the County's contribution rate in Fiscal Year 2022.

In response to changes MERS made in 2015 and in anticipation of the 2019 interest rate assumption changes, the Board of Commissioners committed .3 mils to the closed defined benefit plan and extended the amortization of the unfunded liability by five years.

As we wait for the impact of the 2019 changes to be fully realized, we are monitoring MERS 2020 market performance. The current expected rate of return is 7.35% and any deviation (gain or loss) is spread or smoothed over five years. As of June 30, 2020 MERS Chief Investment Officer reported the portfolio performance of negative 2.93% net of fees. The MERS year-end is December 31st and any underperformance will negatively impact the County's budget for five years (FY2023-FY2028).

2021 BUDGET SUMMARY

Revenue Summary

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

	2020	2021		%
	Adopted	Proposed	Increase/	Increase/
	Budget	Budget	(Decrease)	(Decrease)
Taxes	66,948,912	68,731,535	1,782,623	2.66%
Intergovernmental Revenue	78,229,739	83,903,233	5,673,494	7.25%
Charges for Services	18,944,955	18,442,601	(502,354)	-2.65%
Fines & Forfeits	108,575	89,175	(19,400)	-17.87%
Interest on Investments	581,400	729,177	147,777	25.42%
Rent	2,592,614	2,868,793	276,179	10.65%
Licenses & Permits	1,536,740	1,411,923	(124,817)	-8.12%
Other Revenue	2,922,979	3,192,230	269,251	9.21%
Operating Transfers In	21,483,028	22,820,753	1,337,725	6.23%
Total Revenues	193,348,942	202,189,420	8,840,478	

The overall projected revenues, excluding transfers, are projected to increase 4.37% or \$7,502,753. Below are further explanations for these changes.

Taxes

Taxes are based on an estimate of taxable value multiplied by the millage rate, but with the County's fiscal year ending on September 30th, special millages are collected in one tax year and county operating in the next.

County Operating millage are due September 2021; the 2021 tax year. The fiscal year 2021 budget includes a 3.5% increase in taxable values, basing revenue estimates on \$12.9 billion while the County operating millage remained 3.9 mills. The Board of Commissioners will officially take action to set the millage rate in June 2021.

Additionally, the County collects taxes for 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 collected in December. The 2021 budget is for the year October 1, 2020 through September 30, 2021, therefore fiscal year 2021 operating revenue for Parks and Mental Health is based on the December 2020 tax bill. With 2020 taxable values established, tax revenue will increase 5.02% in fiscal year 2021.

Intergovernmental Revenue

Intergovernmental revenue is money that is obtained from other governmental entities (Federal, State, Local, etc...) to fund various programs throughout the County. This year the State of Michigan updated the Uniform Chart of Accounts and included Local Community Stabilization Authority payment of \$1.5 million in this category, whereas in prior years it was budgeted and reported as tax revenue. The remaining increase of \$4.2 million is mostly Community Mental Health Fund, Substance Use Disorder Fund, and the General Fund.

In 2021, Community Mental Health (CMH) is expected to receive the second increase in Medicaid funding in an effort to more evenly distribute Medicaid funding throughout the state. Additionally, Medicaid enrollment is increasing and expected to increase through FY21, which will in turn increase the amount provided to CMH. All increases in this area were based off of conservative Lakeshore Regional Entity (LRE) projections.

CMH also received a System of Care grant and \$500,000 is budgeted in 2021. The focus of the grant is to connect providers of services for children and families with the intention of increasing effective family supports. This grant directs funds to staff and programs that strive to connect DHHS, Juvenile Court, CMH, Schools, and other areas servicing children.

In the General Fund, Planning and Performance Improvement is seeking grant funding to support two ground water initiatives. A monitoring network (\$750,000) to establish a network of groundwater monitoring sensors across a large portion of the County, in order to evaluate the critical conditions of our bedrock aquifer supply in real-time. Funds will be used for equipment, well-drilling, consulting services, and minor associated miscellany. The second, groundwater / surfacewater modeling project (\$140,000) to analyze existing and future groundwater datasets to build a 2D/3D conceptual model that will allow for broad collaboration across industry professionals and user-friendly interpretation of groundwater issues for local stakeholders and policy makers. Funds will be used for consultant work of data analysis and modeling.

Charges for Services

The decrease of \$502,354 in Charges for Services is in the General Fund and the majority of that is two main areas. Based on trends, District Court's revenue estimate was reduced by \$277,000. Additionally, with the elimination of the SWAP program in the Jail, the revenue budget was reduced by \$300,000, but this is offset by a greater reduction in expenses.

Transfers In

The total change in the budget for Transfers In is \$1.3 m, which is accumulated in increases in some funds and decreases in other funds. The changes are explained in more detail below.

The General Fund transfer in increased by \$840,000 and \$210,000 from the Internal Service DB/DC Fund for the increase retirement cost and the Other Post Employee Benefit Trust to offset the cost of health insurance respectively.

Park and Recreation Fund transfer from the General Fund increased by \$179,000 to fund the increase in the Administrative Cost Allocation Plan. This was budgeted for the first time in 2020 to show true cost of services provided by the County and, both transfer and administrative charge increased in 2021.

With the increased bed rental revenue and changes in the State payment model for the Child Care Fund, the transfer from the General Fund was reduced by \$900,000 in fiscal year 2021.

In 2020, the Health Fund received one-time revenues in the amount of \$1m as settlement for cost based reimbursement program and the General Fund contribution was decreased. Therefore, in 2021, the General Fund contribution of \$1m had to be reinstated, as well as an additional \$700,000 contribution to cover the increased costs of the operation, for a total increase of \$1.7million.

The Debt Fund has budgeted an increase of \$350,000 to fund the anticipated increase in the debt payments in 2021, including approximately \$60,000 for the marina bonds issued during 2020.

The Capital Project Fund's transfer decreased by \$1.2 m because the Board of Commissioners transferred General Fund fund balance in excess of policy requirements during Fiscal Year 2020.

Expense Summary

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

	2020 Adopted Budget	2021 Proposed Budget	Increase/ (Decrease)	% Increase/ (Decrease)
Salaries & Wages	55,860,401	57,879,685	2,019,284	3.61%
Benefits	35,220,045	36,040,925	820,880	2.33%
Supplies	5,887,820	6,492,986	605,166	10.28%
Contracted Services	42,268,132	46,259,566	3,991,435	9.44%
Operating Expenses	7,711,189	7,715,303	4,115	0.05%
Maintenance & Repair	1,300,324	1,443,378	143,054	11.00%
Utilities	1,996,248	2,222,278	226,030	11.32%
Insurance	1,815,244	1,979,165	163,921	9.03%
Indirect Expense	11,009,268	10,123,848	(885,420)	-8.04%
Contribution to Component Units	10,500,361	11,816,491	1,316,130	12.53%
Capital Outlay	3,519,892	3,508,354	(11,538)	-0.33%
Contingency	500,000	952,484	452,484	90.50%
Debt Service	4,375,655	4,706,728	331,073	7.57%
Operating Transfers Out	14,618,306	14,664,136	45,830	0.31%
Total Expenditures	196,582,884	205,805,327	9,222,443	

Salaries and Wages

The 3.61% increase reflects a budgeted 2% COLA increase for the bargaining groups and other employee classifications as well as the anticipated step increases for employees.

Benefits

Compared to the 2020 adopted budget, benefits increased by a relatively low amount; \$820,880 or 2.33%. The positive trend for 2021 is due to health insurance and retirement contributions.

Health Insurance: Although the 2020 budget was adopted with an estimated 3% increase in health insurance the premiums only increased by 1%. In 2021, starting with the lower premium, health insurance was increased by 3% again this year, but the savings experienced in 2020 will lower the percent increase when comparing the 2020 adopted budget to 2021 budget estimates.

Retirement: In 2019 the Board of Commissioners extended the amortization of the unfunded defined benefit liability from 10 to 15 years. MERS updated the County's contribution rate and the impact, which slowed the rate of growth, is reflected for the first time in fiscal year 2021. The 2021 payroll percentage dedicated to the unfunded liability is 17.16%, up from 15.47% in 2020.

Contracted Services.

The increase in contract services is the expenditure side of increased Intergovernmental revenue. CMH increases in Medicaid will be budgeted for client care in contractual services. The same is true for the Planning and Performance Improvement groundwater initiative.

Indirect Expense

The decrease in indirect expenditures is all related to the reduction in both the Administrative 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). As costs fluctuate, the amount allocated will too. For example, the County partnered with the City of Zeeland and Port Sheldon to pay legal expenses related to Consumer Energy appeals. With the expense decline, the allocation will also decline.

Contribution to Component Units

As the authorizing authority, the Board of Commissioners establishes the County millage rate, including the Ottawa County Dispatch Authority and Road Commission. Taxes collected are immediately disbursed to the separate organizations. As a pass-thru, all increases in this category have a corresponding increase in revenue.

Contingency

To validate market and maintain equity in the County's pay structure, the Board approved a contract in fiscal year 2020 to prepare a wage and classification study. The increase in contingency is a placeholder to fund the final recommendations as a result of the study.

CONCLUSION

Ottawa County remains committed to achieving its Vision Statement of being the place *where you belong*. The 2021 Proposed Annual Budget represents a fiscally responsible spending plan that balances the Board’s direction of providing citizens and businesses exemplary levels of service at reasonable expense, while continuing to address regulatory compliance.

The preparation of the 2021 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 2021 budget process has been achieved.

Sincerely,



Alan G. Vanderberg
County Administrator



Karen Karasinski, CPA
Fiscal Services Director

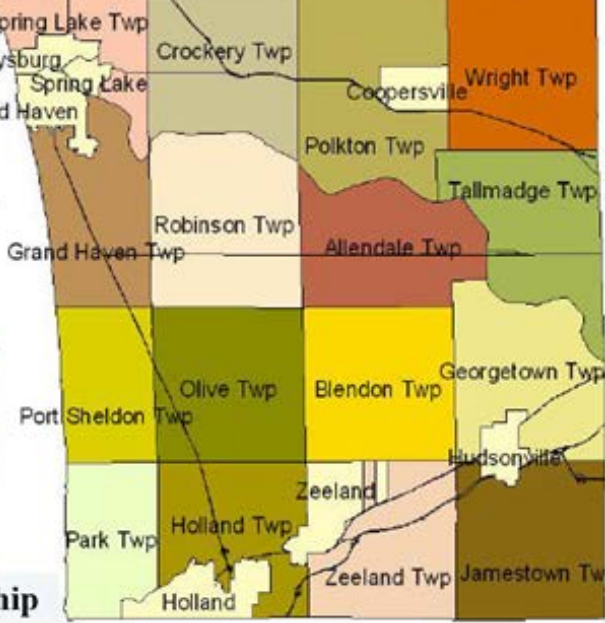
County Profile



Ottawa County
Where You Belong



Ottawa County



Port Sheldon Township



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 miles 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.

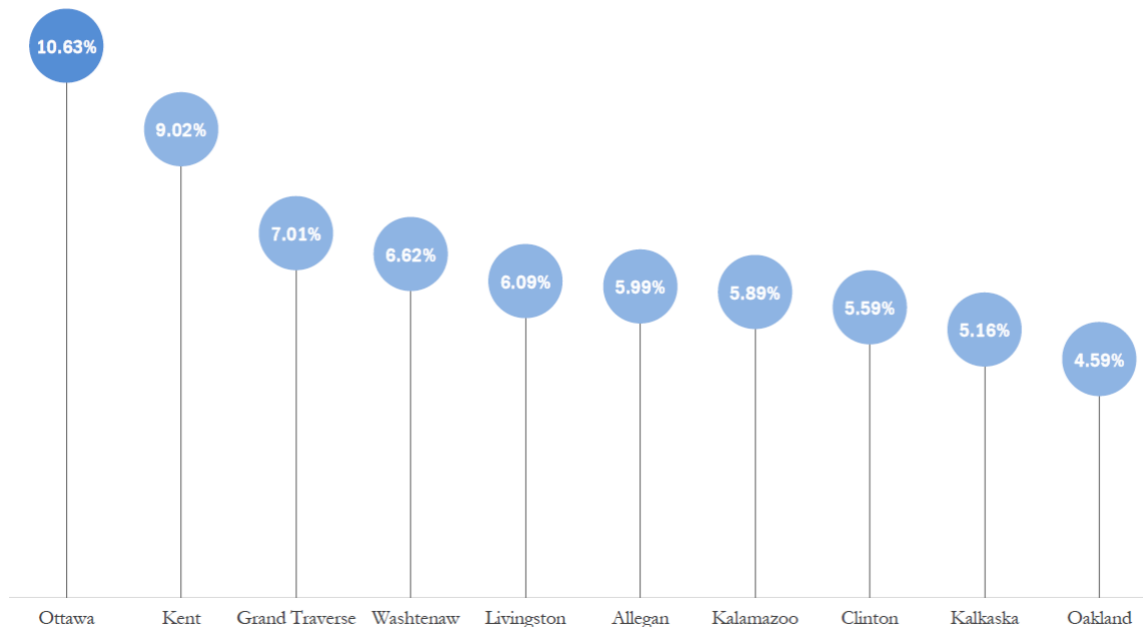
The County began full operations in April of 1838. The current County's legislative body is an eleven-member Board of Commissioners which is elected from single-member districts, determined by population, on a partisan basis for two-year terms. The Board annually elects from within its ranks a Chairman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



Population

Ottawa County has been named the fastest growing population in the state. Between 2010 and 2019 there was a 10.63% increase in population in Ottawa County. The estimated population in Ottawa County in 2019 was 291,830. This significant population growth is expected to continue in the years ahead.

2010 - 2019¹ population growth rates for Michigan's 10 fastest growing counties



Recreation & Tourism

Ottawa County 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, with Holland ranked number 4 as the best beach towns to live in. Ottawa County also has 36 miles of inland lake shorelines and 285 miles of tributaries. There are 40 County parks and natural areas with over 150 miles of trails 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. Located on the western edge of Lake Macatawa, near the Holland State Park, the county's new Ottawa Beach Marina welcomes those traveling by water with nearly 30 transient slips.

Each year the County welcomes millions of visitors to its vacation playground. Ottawa County has many different local attractions to offer. In 2017 within Ottawa County Grand Haven was voted the happiest places to live in the country. With Lake Michigan's beach right in town with its own boardwalk and the rolling dunes throughout the city. After a day of fun there is more than a dozen local restaurants to choose from right downtown. Not to mention all the other communities and events Ottawa County has to offer, including two nationally known festivals – Tulip Time in Holland and the Coast Guard festival in Grand Haven.



Education

Ottawa County has nine public school districts, six public school academies, 15 private schools within the Ottawa Area Intermediate School District (OAISD) jurisdiction. In addition, the OAISD operated a career and technical center for secondary students, a special education center, an alternative high school and, in cooperation with Grand Rapids Community College, an adult technical training center. The four year high school graduation rate in the county measured 92.5% for 2019-2020 compared to the state average of 81.4%.

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 400+ manufacturing companies in electronics, furniture, machinery metal, and transportation. The size of firms ranges from one & two-person shops to nationally known Fortune 500 corporations. The primary employer in Ottawa County is Manufacturing with a total gross regional product in 2019 was \$6.2 billion which is 42% of the Gross Regional Product (GRP). Also manufacturing jobs in Ottawa county pay 31% higher wages than the average job, which helps decrease the unemployment rate, but also increase the Ottawa County economy.

Agriculture & Food Processing

Agriculture is one of the three sectors that comprise the economic based in Ottawa County's economy. A total 1,130 farms with 171,883 acres of land in Ottawa County dedicated to agriculture. Notably, Ottawa County ranks third 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, nursery and floriculture crops, and blueberries.

There are 60+ 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 are 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 national recognition among the healthiest in the State of Michigan since the Robert Wood Johnson Foundation began its annual “County Health Rankings” a decade ago. The study shows overall West Michigan residents have better access to quality programs that promote good health, are less likely to die before age 82, and are more likely to engage in healthy behaviors leading to lower obesity rates. Of the ten years this study has been completed Ottawa County has ranked as the healthiest in the state for 6 of these years and second for four 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, M-104, and M-231. US-31, which parallels the Lake Michigan shoreline, and is a heavily traveled route, especially by tourists during the summer months.

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.





Ottawa County

Where You Belong[®]

**Strategic Plan and 2020-
2021 Business Plan**

Process Summary

Ottawa County, the eighth-largest county in Michigan, is a beautiful community of 291,830 people located along the Lake Michigan shoreline. The government that serves the community is comprised of approximately 1,200 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 August 6, 2020, to review the current Strategic plan and create the Business Plan for fiscal year 2020-2021. 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.

Components

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 serves, and why it does so. The Board of Commissioners has established the following mission statement:

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

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

The four goals of the Board of Commissioners are:

1. *To maintain and improve the strong financial position of the County.*
2. *To 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.

Business Plan 2019-2020

Objectives, Deliverables, Outputs, and Outcomes

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

Assigned Resources and Deadlines

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

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

- Team
- Dedicated and competent staff
- Financial stability
- Citizens' trust in County
- Quality of life
- Location
- Parks system
- Collaboration with local units of government
- Farming community
- County facilities
- Innovative with respect for tradition
- Growth
- Rebrand
- Great reputation
- Transparency
- Proactive response
- Relationship with MAC
- Groundwater
- Industry-diversity
- Business philanthropy
- County leadership team
- County employees
- Good relationship between BOC and elected officials
- Yearly strategic planning
- 3-year cycle of policy review
- DEI
- Faith Base

- Growth/loss of farmland
- Insufficient diversity with elected officials and employees
- Groundwater
- Broadband
- Expanding LEAN
- Lack of housing options
- CMH funding
- Funding for special projects
- Public transportation
- Non-unified MPO's
- Lack of countywide planning
- Legal structure of county government
- Rule of law
- Unfunded mandates
- Economic impact of COVID
- DEI
- COVID tourism
- Religion

WEAKNESSES

OPPORTUNITIES

- Proactive force for diversity—DEI
- Family Justice Center
- Promote housing choice
- Groundwater
- Countywide planning with local units of government
- Employees working remotely
- Recruit/attract quality employees
- Employee professional development
- Emerging technology
- Effect of municipal decisions on climate change
- Growth
- Land use
- Health preparedness plan
- Maintain fiscal condition
- Collaboration with local units of government to streamline operations
- Religion
- Grand River/Recreation
- Services for elderly to stay in homes

- Highwater levels
- Economic impact of COVID
- Increased demand for CMH services due to COVID
- Diversity
- COVID's impact on schools
- Protests
- COVID's impact on tourism
- Aging population
- Increased violence
- State/Federal legislation
- Social media
- Erosion of trust in media
- More divisive society
- Lack of state support for M-231

THREATS

What do we want to do?

Status Update

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

What will we do to get there?

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 in order to adopt 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.

- Work is progressing or complete on all listed deliverables.
- Budget timeline is on pace to meet the deadlines established.
- Updated to an annual user fee increase model. The goal is to review the fees on a rotating schedule every two or three years. The Sheriff has already reviewed some fees, including the inmate billing process. Independent from Fiscal Services, Public Health has also reviewed some of its fees and moved to a risk-based model.
- Implementing zero percent health insurance increase.
- OCIA balance at healthy levels, significant investment made to lower liability.

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 (MAC).
- 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.

- The legislation action plan and reporting are being maintained monthly with the Planning and Policy Committee.
- The County is in frequent communication with legislators, GCSI and MAC on important legislative issues.

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.

- The 2021 budget, adopted in September, was balanced.
- Communicate with bond rating agencies to maintain top ratings from all rating agencies.

What do we want to do?

Status Update

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

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 in order to address 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.
 - Comply with MIDC standards set for the Public Defender Office.
 - Assess feasibility of "futuring" plan by 2022.
 - Study countywide public transportation

- 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", support the 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.

- Objective 3: Consider initiatives that contribute to the environmental health and sustainability of the County and its residents.
- Resolve the Southwest Ottawa Landfill issue.
 - Implement Comprehensive Groundwater Management Strategies Plan.
 - Pursue deployment of Coordinated County-wide Future Land Use Vision.
 - 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.

- County Administrator is a member of Housing Next Leadership Council.
- Work on M-231 terminus point ongoing. County has purchased one of two parcels needed for the terminus. Discussions with MDOT to continue.
- Road Commission quarterly meetings held.
- Full participation with Lakeshore Advantage continues.
- Planning and Performance Improvement deploys comprehensive farmland preservation implementation strategy based on countywide survey results. Closed on Kruithoff property PDR in Chester Twp.
- The feasibility of a "futuring" plan is assessed by 2022.
- Countywide public transportation is studied.

- CMH continues to work with the Lakeshore Regional Entity to resolve the contract dispute with MDHHS, focusing on a solution to the region's past financial liabilities. CMH is working with the Community Mental Health Association of Michigan to address the proposed redesign of the public mental health system. Millage dollars have allowed the hiring of new staff, including a grant writer and additional mental health staff in the jail.
- Ottawa County named 2nd healthiest County in the State.
- County vision "Where you belong" is making an impact. Candidates for employment having been attracted by that statement on miOttawa.org
- The Diversity, Equity and Inclusion Director is working on developing a strategic plan and has completed an implicit bias template.

- Public Health completed review of risk-based models and presented a fee structure that includes two categories of risk. The Board approved the fee structure on May 1, 2020, which is when the annual food license fees are due.
- Obtaining costs estimates for partial slurry wall for Southwest Ottawa Landfill Slurry Wall project. Evaluating options to reduce operating costs.
- MSU Groundwater Study completed. Seeking state funding for proposed groundwater monitoring network and potential County ordinance.
- Public Health has allocated \$20,000 to water sustainability initiative. EH manager and Communications Specialist are working with PPI staff and other member of groundwater task force to identify and implement new education strategies. As of April 1, the team paused the project due to COVID-19 response.
- Planning and Performance Improvement pursuing coordinated land-use growth strategy for County.
- Grand River Greenway fundraising committee making major headway (developed Grand River Greenway campaign and Grand River Greenway Corporate outreach program).
- Planning and Performance Improvement nearing completion of MPO report with emphasis on enhancing collaboration with regional MPO agencies.
- Ag Preservation Board working to permanently preserve third, fourth and fifth agricultural parcels; Planning and Performance Improvement deploying comprehensive farmland preservation strategy plan.

What do we want to do?

Status Update

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

What will we do to get there?

Objective 1: Regularly review and update communication strategies that guide the work of the County in this goal area.

- Provide regular updates to the Board regarding communication strategies.
- Consider and evaluate new opportunities and methods of communication with stakeholders.

- Annually updates Board with GovDelivery citizen communication metrics.
- Commissioners are regularly attending their local board meetings and communicating with these stakeholders.
- Corporation Counsel to develop effective means to communicate with Board independent of Board meetings.

Objective 2: Maximize communication with citizens.

- Provide talking points for Commissioners on various topics for use when interacting with the public and other stakeholders.
- Evaluate existing and new technology and initiatives to improve engagement with citizens; including social media, GovDelivery and Zoom.
- Develop additional informational pieces to inform citizens about their Commissioners, the County relationship with the Road Commission and other topics.
- Continue to improve www.miOttawa.org, increasing and improving the information and services that citizens can access.
- Provide timely and thorough information updates on key issues and events, like the M-231 project.
- Stream and record Board of Commissioner meetings for public viewing.

- Continued success with social media and GovDelivery, subscribers are continually increasing. Monthly evaluations show increasing social media and email subscribers.
- Public Health, along with IT, has developed, a COVID information page and a statistical dashboard, which are both updated daily with the most current information available.
- Existing electronic communication tools are regularly used to inform citizens about key concepts, including services (e.g. online service center), quality (e.g. awards) and value (e.g. tax dollar report).
- Created two new GIS election apps (Find My Polling Place and Find My Elected Official).
- Seven of 11 Commissioner bio's on miOttawa.org.
- Began conducting Board meetings via Zoom and livestreaming them on YouTube.
- MiOttawa.org use and revenue continue to grow.
- Administrator provides timely updates to Commissioners on key issues and projects.

Objective 3: Continue to develop and implement methods of communicating with employees.

- Continue to develop and use effective methods for communications with employees, including newsletters, employee portal, GovDelivery and all-staff emails.
- Continue the Labor-Management Cooperation Committee.
- Continue brown-bag lunches and other information sessions.

- All methods of communication with employees are regular and well received.
- Ongoing IT Newsletter.
- Sent out several employee surveys dealing with County's COVID-19 response.

Objective 4: Evaluate communication with other key stakeholders.

- Meet with community leaders on a regular basis, increasing the involvement of Commissioners with the community.
- Continue the M-231 run.
- Conduct a Board of Commissioners meeting at GVSU in conjunction with the Student Senate and host a "Commissioner Ice Cream Social" in each quadrant.
- Continue communications with local units of government, including the use of legislative forums, all-unit meetings and the Administrator's Digest.
- Coordinate with OAISD for outreach to high school students.
- Conduct a Board of Commissioner meeting at Hope College by 2022.

- Commissioners are more involved in the community than ever before. Increased participation in chamber functions, LAUP, Minority Business Awards, etc.
- Commissioners are regularly attending their local board meetings and communicating with these stakeholders.
- Legislative Forums and all local unit meetings continue.

What do we want to do?

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

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

- Continue and expand the "4 C's" initiative by adding a fifth "C" (collaboration).
- Develop and incorporate systems of creativity (continuous improvement and innovation) for all employees.
- The broadband plan is implemented.
- Explore possible uses of artificial intelligence (AI) in County operation and service provision.
- Develop citizen engagement approach.
- Improve WIFI in County facilities.
- Evaluate constructing County campground.
- Update Campus Master Plan.

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

- Conduct organizational efficiency/structure reviews and program evaluations.
- 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.
- Implement LEAN projects in three new areas.

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.
- Conduct DEI training for all staff.

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.

Status Update

- Adding the 5th "C" of Collaboration.
- Collaborating with HR to develop a Creativity training for all staff.
- Developing an AITA Innovator Assessment manager's report to share countywide.
- Major progress with online innovation 2.0 playbook.
- Design thinking process nearly completed.
- Planning and Performance Improvement continues to pursue public-private partnership strategies to address areas of County with lack of broadband.
- Making CPTED-related improvements to facilities and conducting CPTED training for employees to improve security at County facilities.
- Facilities Maintenance is updating the Campus Mater Plan.
- The Purchasing initiative is generally on-schedule. The revised Purchasing Policy was passed by the Board in March, but countywide training was delayed due to COVID-19. Many departments were involved in the process of reviewing and updating the policy. The delay in training doesn't impact everyone. Fiscal is still planning to provide countywide training when staff return to the office.
- Online citizen engagement approach is developed.
- WIFI is being upgraded in County facilities.
- Construction of County Campground is evaluated.

- Planning and Performance Improvement is currently working with Public Health to evaluate Ottawa Food, Wear One, the Suicide Prevention Coalition, Pathways to Better Health and the Community Health Improvement Plan. The Department is also working with Parks and Public Health to evaluate Step It Up and a new Community Walking Group program.
- Planning and Performance Improvement continues to work with each department and court to update all Performance Outlines to the outcome-based format, with 37 of the 44 departmental outlines updated. Annual, performance, outline data continue to be collected for use in the Budget Book.
- Planning and Performance Improvement maintains the County's web-based Performance Dashboard by updating 19 datasets annually. The Department also continues to collect residential/commercial, construction, activity data from each local unit, as well as maintain annual population estimates and monthly, unemployment statistics.
- Public Health, Fiscal Services and CMH have made major progress with LEAN implementation. IT is starting a LEAN project on implementing a best practices project management system.

- Leadership Cohort training is complete. We are engaging in Crucial Conversation training to assist our employees in having hard conversations.
- Implemented an eLearning program to replace instructor-led IT courses.
- Developed significant capacity to deliver online training opportunities for employees.
- Staff receives DEI training.

- Agreements to provide IT Support Services to Polkton Township.
- Agreement to provide Assessing Service Agreement with the City of Hudsonville.
- Interdepartmental work team emphasis continues. Ambassador program is going strong. Leadership Cohorts are progressing well.
- Planning and Performance Improvement has extended its land-use data and evaluation services to the local units of government. The Department assisted Spring Lake Village with statistics, data and maps to update its Master Plan. Evaluation services are also being provided to the Lakeshore Nonprofit Alliance, the City of Holland and the City of Coopersville.

What will we do to get there?

Ottawa County Board of Commissioners Business Plan: Deadlines and Resources	Projected Completion	Resources Assigned
Goal 1: To Maintain and Improve the Strong Financial Position of the County.		
Objective 1: Maintain and improve current processes and implement new strategies		
Provide information to the Board necessary to make key decisions in order to adopt the budget by the end of September.	9/22/2021	Administrator, Fiscal Services
Annually adopt the Capital Improvement Plan, identifying and prioritizing projects and the funding to pay for it.	8/24/2021	Administrator, Fiscal Services, Facilities
Annually review millage rates during the budget process.	9/30/2021	Administrator, Fiscal Services
Continue to evaluate and adopt strategies to address remaining pension and retiree health liabilities.	9/30/2021	Administrator, Fiscal Services, Human Resources
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.	9/30/2021	Administrator, Fiscal Services, Human Resources
Identify financial threats and approve strategies to mitigate those threats.	9/30/2021	Administrator, Fiscal Services
Maintain the health of the County financing tools.	9/30/2021	Administrator, Fiscal Services
Maintain the health of the Insurance Authority, while investing funds for projects that lower County liabilities.	9/30/2021	Administrator, Fiscal Services
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.	Ongoing	Administrator
Maintain legislative positions with associated talking points that can be used with legislators, the public and other stakeholders.	Ongoing	Administrator
Coordinate legislative actions with our lobbyist and the Michigan Association of Counties (MAC).	Ongoing	Administrator
Continue meeting with our legislators to maintain and enhance relationships and County influence in State decisions.	Ongoing	Administrator
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.	Ongoing	Administrator
Objective 3: Maintain or improve bond credit ratings.		
Maintain a balanced budget with pro-active strategies.	9/30/2021	Administrator, Fiscal Services
Present high-quality information to bond rating agencies	Ongoing	Administrator, Fiscal Services
Continue to strive for "triple-triple" bond ratings.	Ongoing	Administrator, Fiscal Services
Goal 2: To Contribute to the Long-term Economic, Social and Environmental Health of the County		
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 in order to address the shortage of affordable housing.	Ongoing	Administrator
Facilitate work with stakeholders to plan for completion of M-231.	Ongoing	Administrator, Planning
Maintain regular communication and the relationship with the Road Commission.	Ongoing	Administrator, Planning
Continue work to facilitate and support a county-wide approach and contribution to economic development in the County.	Ongoing	Administrator
Recognize and support the role of agriculture in our economy.	Ongoing	Administrator, Planning
Assess feasibility of "futuring" plan by 2022	12/31/2022	Administrator
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.	Ongoing	Administrator, Public Health, CMH, Sheriff, Prosecutor, Courts
Continue to provide for the health of residents in the County through the Department of Public Health and Community Mental Health.	Ongoing	Public Health, CMH
Continue to provide for public safety in the County through the work of the Sheriff, Prosecutor and Courts.	Ongoing	Sheriff, Prosecutor, 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.	Ongoing	Administrator
Objective 3: Consider initiatives that contribute to the environmental health and sustainability of the County and its residents.		
Implement Comprehensive Groundwater Management Strategies Plan.	9/30/2021	Planning
Pursue deployment of Coordinated County-wide Future Land Use Vision.	12/31/2021	Planning
Complete and implement groundwater action and governance plan.	12/31/2021	Planning
Continue to support the work of the Parks and Recreation Commission and the new Parks Foundation.	Ongoing	Parks
Continued support of the Agricultural Preservation Board, discussing options to more aggressively pursue farmland preservation.	Ongoing	Planning
Continue efforts related to water quality and beach sand quality.	Ongoing	Administrator, Parks, Public Health, MSU Ext.

Review and report on the status of the County being part of multiple Metropolitan Planning Organizations.	12/31/2021	Administrator
Goal 3: To Maintain and Enhance Communication with Citizens, Employees and Other Stakeholders		
Objective 1: Regularly review and update communication strategies that guide the work of the County in this goal area.		
Provide regular updates to the Board regarding communication strategies.	Ongoing	Administrator
Consider and evaluate new opportunities and methods of communication with stakeholders.	Ongoing	Administrator
Objective 2: Maximize communication with citizens.		
Provide talking points for Commissioners on various topics for use when interacting with the public and other stakeholders.	Ongoing	Administrator
Evaluate existing and new technology and initiatives to improve engagement with citizens; including social media, GovDelivery and Zoom.	Ongoing	Administrator
Develop additional informational pieces to inform citizens about their Commissioners, the County relationship with the Road Commission and other topics.	Ongoing	Administrator
Continue to improve www.miOttawa.org, increasing and improving the information and services that citizens can access.	Ongoing	Administrator
Provide timely and thorough information updates on key issues and events, like the M-231 project.	Ongoing	Administrator, Planning
Stream and record Board of Commissioners meetings for public viewing.	Ongoing	Administrator
Objective 3: Continue to develop and implement methods of communicating with employees.		
Continue to develop and use effective methods for communications with employees, including newsletters, employee portal, GovDelivery and all-staff emails.	Ongoing	Administrator
Continue the Labor-Management Cooperation Committee.	Ongoing	Administrator, Human Resources
Continue brown-bag lunches and other information sessions.	Ongoing	Administrator
Objective 4: Evaluate communication with other key stakeholders.		
Meet with community leaders on a regular basis, increasing the involvement of Commissioners with the community.	Ongoing	Administrator
Continue the M-231 run.	Ongoing	Administrator
Conduct a Board of Commissioners meeting at Hope College and GVSU in conjunction with the Student Senate and host a "Commissioner Ice Cream Social" in each quadrant.	12/31/2022	Administrator
Continue communications with local units of government, including the use of legislative forums, all-unit meetings and the Administrator's Digest.	Ongoing	Administrator
Goal 4: To Continually Improve the County's Organization and Services.		
Objective 1: Conduct activities and maintain systems to continuously improve to gain efficiencies and improve effectiveness.		
Continue and expand the "4 C's" initiative by adding a fifth "C" (collaboration).	9/30/2021	Administrator, Human Resources
Develop and incorporate systems of creativity (continuous improvement and innovation) for all employees.	9/30/2021	Administrator, Human Resources
The broadband plan is implemented.	Ongoing	Planning
Explore possible uses of artificial intelligence (AI) in County operation and service provision.	12/31/2021	Administrator, IT
Complete analysis of purchasing process.	12/31/2021	Administrator, IT
Objective 2: Continue to perform program evaluations and implement outcome- based performance measurement systems		
Conduct organizational efficiency/structure reviews and program evaluations.	Ongoing	Planning
Continue to improve performance measurement systems and benchmarks relative to budgeted resources.	Ongoing	Planning
Continue to maintain and improve dashboards and other reports to increase transparency and demonstrate outcomes.	Ongoing	Planning
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.	Ongoing	Administrator, Human Resources
Continue to develop approaches to expand and retain a diverse workforce.	Ongoing	Administrator, Human Resources
Continue the investment in employee training and development through talent development and tuition reimbursement.	Ongoing	Administrator, Human Resources
Develop a succession planning method.	Ongoing	Administrator, Human Resources
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.	Ongoing	Administrator, Planning
Continue to improve culture of collaboration and teamwork among county departments/offices/agencies/courts.	Ongoing	Administrator

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), 21 Special Revenue funds, 1 Debt Service funds and 1 Capital fund.

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 need 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.

County of Ottawa 2021 Budget Calendar

February 18, 2020	Budget Calendar presented to the Finance Committee
February 25, 2020	Budget Calendar presented to the Board of Commissioners for approval
March 28, 2020	Departments/Agencies submit Capital Improvement Project requests
April 13, 2020	2021 Operating Budget Kick-off week
TBD	Board Strategic Planning Session
May 8, 2020	Departments/Agencies finalize 2021 Operating Budget Requests & 2021 New Personnel Request due
July 17, 2020	Fiscal Services and Administration budget review complete
July 27, 2020	Community Mental Health Board holds the Public Hearing and adopts the 2021 Community Mental Health Budget
August 5, 2020	Parks and Recreation Board reviews and adopts the 2021 Parks Budget
August 18, 2020	Planning and Policy Committee review the 2021 CIP
August 18, 2020	Finance Committee 1 st review of the 2021 County Budget; approve 2021 CIP; approve resolution for the distribution of Convention Facility Tax and sets the Public Hearing for the 2021 County Budget
August 25, 2020	Board sets the Public Hearing for the 2021 County Budget
August 31, 2020	Deadline for publication of the 2021 County Budget Public Hearing notice
September 8, 2020	Public Hearing for the 2021 County Budget; Board of Commissioners approve the 2021 CIP and the resolution regarding the distribution of the Convention Facility Tax
September 15, 2020	Finance Committee approve the 2021 County Budget
September 22, 2020	Board of Commissioners adopts the 2021 County Budget

Budget Summary



Ottawa County
Where You Belong

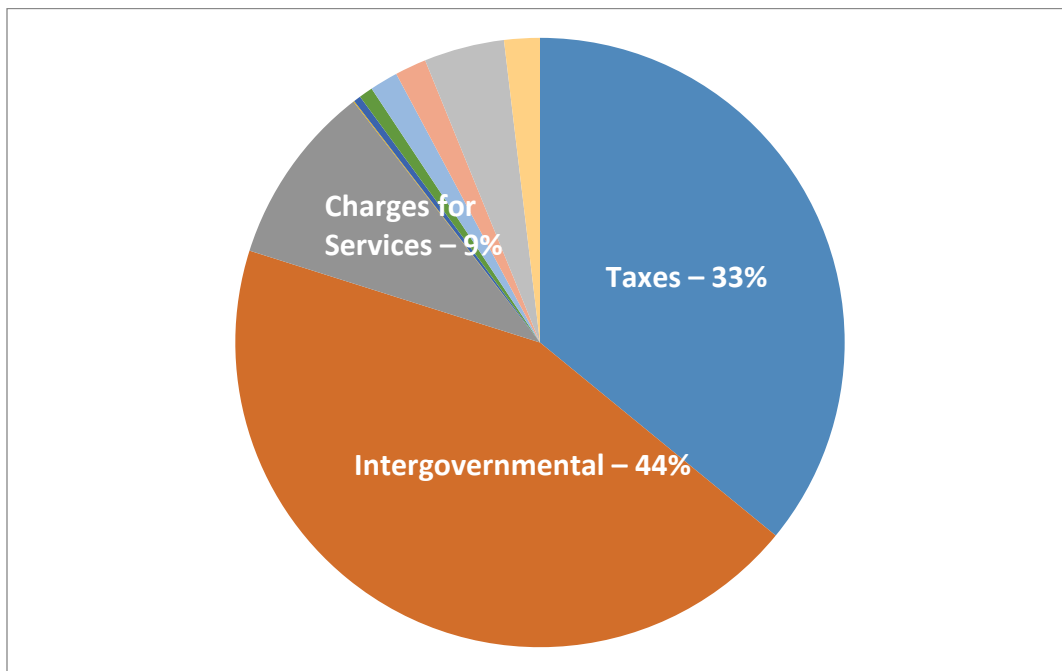
COUNTY OF OTTAWA
Summary of 2021 Budgeted and Estimated Fund Balance
Consolidated - All Budgeted Funds

	General Fund	Special Revenue Funds	Debt Service	Capital Projects	Total Primary Government
Revenues					
Taxes	57,124,665	11,606,870			68,731,535
Intergovernmental Revenue	11,063,519	72,740,347	99,367	-	83,903,233
Charges for Services	15,624,236	2,818,365			18,442,601
Fines & Forfeits	71,100	18,075			89,175
Interest on Investments	606,447	122,730			729,177
Rent	2,198,027	107,905		562,861	2,868,793
Licenses & Permits	393,538	1,018,385			1,411,923
Other Revenue	716,683	2,401,373		74,174	3,192,230
Operating Transfers In	3,864,814	13,386,819	4,607,361	961,759	22,820,753
Total Revenue	91,663,029	104,220,869	4,706,728	1,598,794	202,189,420
Expenditures					
Legislative	591,981	-	-	-	591,981
Judicial	13,837,217	9,398,666			23,235,883
General Government	22,556,294	4,214,925			26,771,219
Public Safety	32,195,478	9,605,168			41,800,646
Public Works	6,478,624	282,569			6,761,193
Health and Welfare	1,189,102	75,559,817			76,748,919
Culture & Recreation	-	6,233,056			6,233,056
Community & Economic Development	2,089,907	247,749			2,337,656
Other Government Functions	1,110,717				1,110,717
Capital Projects	-			2,596,901	2,596,901
Debt Service	-		4,706,728		4,706,728
Operating Transfers Out	12,910,428				12,910,428
Total Appropriations	92,959,748	105,541,950	4,706,728	2,596,901	205,805,327
Revenues Over (Under) Expenditures	-1,296,719	-1,321,081	-	-998,107	-3,615,907
Fund Balance (Usage)/Contribution					
Projected Fund Balance, Beginning of Year	21,371,948	25,384,587	3,340	1,606,725	48,366,600
Projected Fund Balance, End of Year	20,075,229	24,063,506	3,340	608,618	44,750,693

Revenue and Expenditure by Category

REVENUES

Revenues is the money that is received by the County mainly from external sources to fund the County's various programs and initiatives. 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 2019 tax levy is broken down as follows: General Operations 3.9000 mills, Parks & Recreation 0.3233 mills, E-911 0.4288 mills, Road Commission 0.4873 mills and Community Mental Health 0.2923 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	0.4377	0.3148	0.4974	0.2984	5.1483
2017	3.6000	0.4346	0.3277	0.4939	0.2963	5.1525
2018	3.6000	0.4346	0.3277	0.4939	0.2963	5.1525
2019	3.9000	0.4325	0.3261	0.4915	0.2948	5.4449
2020	3.9000	0.4288	0.3233	0.4873	0.2923	5.4317

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.

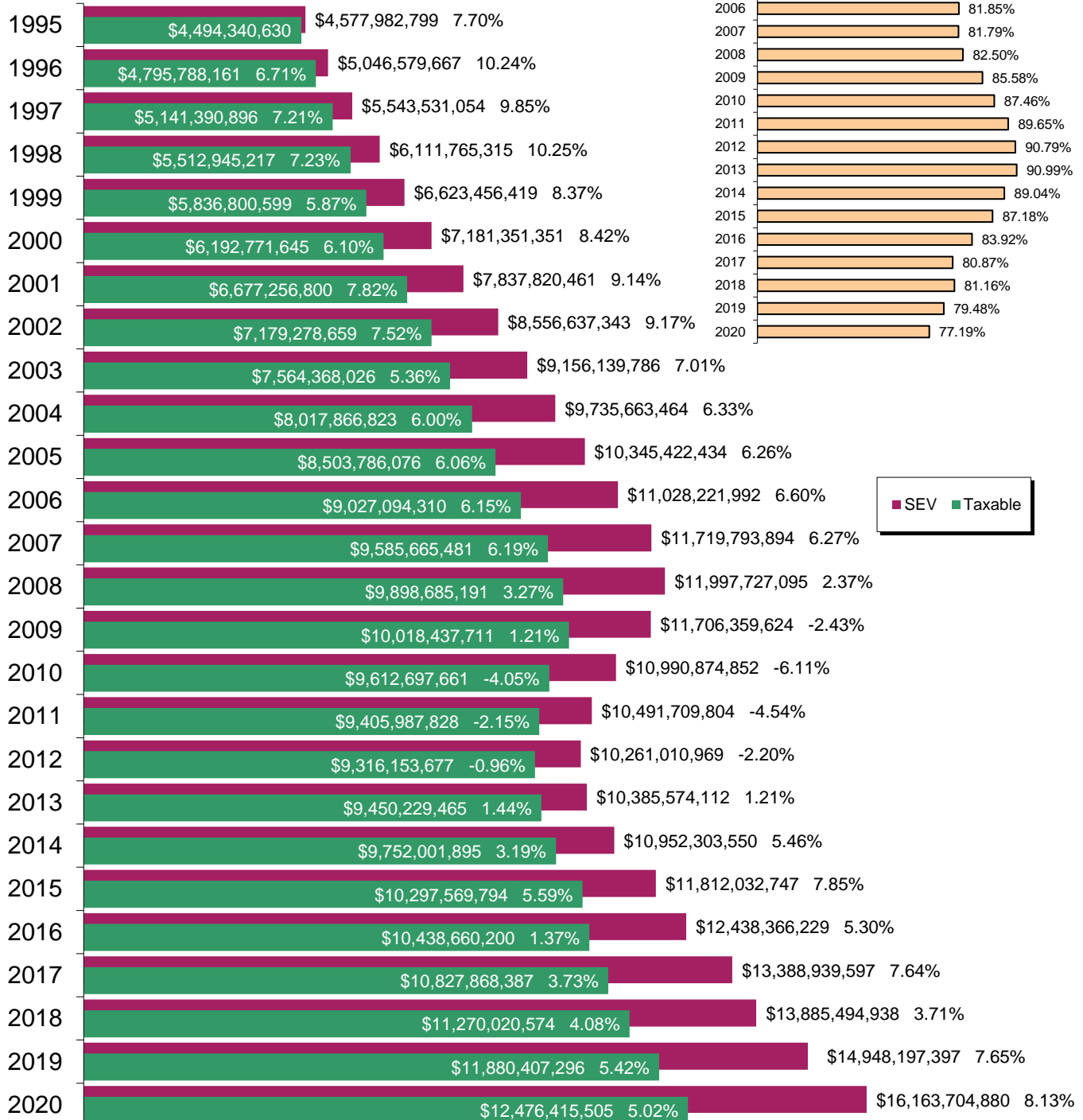
Proposal A of 1994 limits the increase in taxable value of property to the lower of the consumer price index or 5%. As shown in the chart on the next page, this equates to approximately a \$3.7 billion in decreased taxable value for the County and a total of approximately \$10 million in lost tax revenue 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)

Percentages are percent change
from the previous year



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 44% of the total revenue received. 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 for the cost of providing public safety services to these entities. This cost of service is based on the average for of a personnel and expenses related to each position
5. Child Care Fund revenue represents the State subsidy for net child care costs.
6. Public Defender's Office is 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 County's that use the Ottawa County's services for juveniles such as 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 statutes. The County invests these funds to keep up with their commitment of being financially responsible.

Rent

Most of the rent revenue is related to the expenses incurred by the Facilities Maintenance department for the upkeep of County space. These expenses are billed back through rent and is allocated back to various departments based on the percentage (%) of space that is occupied. The Parks and Recreation Fund also receives some of its revenue from the rental of its facilities to the public.

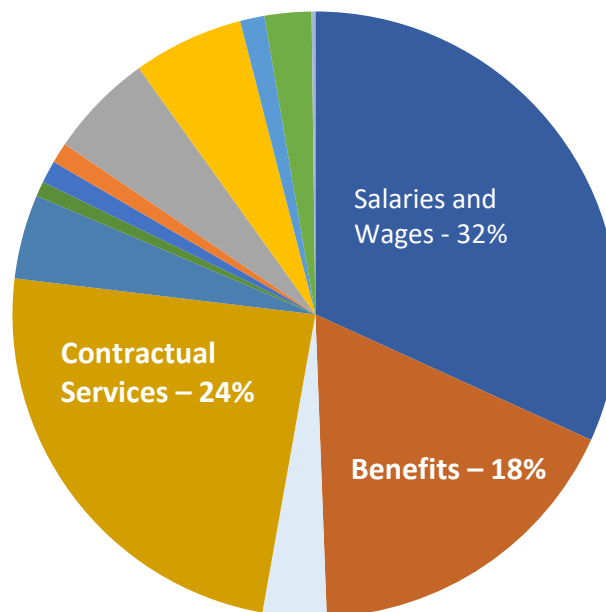
Other Revenue

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 2021 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 3% increase for health insurance and an 11% 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 2021 in this category remained consistent to prior years.

Contracted Services

These expenditures are related to contracts that the County has extended to various vendors to provide services throughout the County. The largest appropriations in contracted services is in the Mental Health Fund. These appropriations are related to the contracts 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 supply's category, but are for items needed for a department to carry out 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.

Maintenance & Repair (included with operating expenses total)

This budget is for costs of maintenance and repairs for the County's buildings, vehicles and equipment. Most of the costs related to the expenditures in this category are those that cannot be capitalized towards the building. It is the day to day costs of keeping the facilities and equipment up and running.

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 2020.

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 the 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 no reportable increase in rates this year which 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 2019 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 is related to the pass through of tax revenue that is collected by the County on behalf of 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 transferred to the Debt Service Fund from the fund that has been designated as the funding source.

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, 2021

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

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	52,482,025	55,924,029	54,624,029	57,124,665	1,200,636
Intergovernmental Revenue	10,956,292	8,708,526	10,119,376	11,063,519	2,354,993
Charges for Services	15,112,606	16,087,697	16,132,330	15,624,236	(463,461)
Fines & Forfeits	72,221	90,500	90,500	71,100	(19,400)
Interest on Investments	726,307	556,250	556,250	606,447	50,197
Rent	2,166,069	2,117,220	2,117,220	2,198,027	80,807
Licenses & Permits	376,231	396,105	396,105	393,538	(2,567)
Other Revenue	875,058	658,962	628,803	716,683	57,721
Operating Transfers In	709,196	2,863,657	2,810,205	3,864,814	1,001,157
Total Revenues	<u>83,476,005</u>	<u>87,402,946</u>	<u>87,474,818</u>	<u>91,663,029</u>	<u>4,260,083</u>
Expenditures					
Salaries & Wages	25,735,192	27,575,324	27,797,962	28,146,138	570,814
Benefits	14,330,432	15,807,483	15,440,613	15,897,299	89,816
Supplies	2,962,224	3,034,506	3,143,778	3,304,915	270,409
Contracted Services	4,313,663	4,870,332	4,921,511	6,052,908	1,182,576
Operating Expenses	3,692,029	4,245,046	4,260,741	4,340,515	95,469
Maintenance & Repair	770,109	715,766	744,764	784,641	68,875
Utilities	1,570,496	1,535,140	1,535,784	1,637,209	102,069
Insurance	925,187	915,808	917,340	1,021,775	105,967
Indirect Expense	5,444,970	6,249,310	6,249,310	6,094,945	(154,365)
Contribution to Component Units	10,726,842	10,500,361	10,500,361	11,816,491	1,316,130
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Contingency	-	500,000	268,874	952,484	452,484
Operating Transfers Out	12,721,685	12,832,706	14,514,491	12,910,428	77,722
Total Expenditures	<u>83,192,827</u>	<u>88,781,782</u>	<u>90,295,529</u>	<u>92,959,748</u>	<u>4,177,966</u>
Revenues Over (Under)	283,177	(1,378,836)	(2,820,711)	(1,296,719)	
Fund Balance, Beginning of Year		24,192,659	24,192,659	21,371,948	
Projected Fund Balance, End of Year		<u>22,813,823</u>	<u>21,371,948</u>	<u>20,075,229</u>	
Estimated Underspend Planned/One Time		1,000,000	976,695	947,343	
Revenues Over (Under)		<u>378,836</u>	<u>1,844,016</u>	<u>349,376</u>	
		<u>1,378,836</u>	<u>2,820,711</u>	<u>1,296,719</u>	

Special Revenue Funds



Ottawa County
Where You Belong

General Fund DB/DC Fund (2970)
Budget Year Ending September 30, 2021

Financial Summary

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	3,343,559	3,602,947	3,602,947	3,870,697	267,750
Intergovernmental Revenue	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Rent	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Other Revenue	-	-	-	-	-
Operating Transfers In	-	-	-	-	-
Total Revenues	<u>3,343,559</u>	<u>3,602,947</u>	<u>3,602,947</u>	<u>3,870,697</u>	<u>267,750</u>
Expenditures					
Salaries & Wages	-	-	-	-	-
Benefits	-	3,602,947	3,602,947	3,870,697	267,750
Supplies	-	-	-	-	-
Contracted Services	-	-	-	-	-
Operating Expenses	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Utilities	-	-	-	-	-
Insurance	-	-	-	-	-
Indirect Expense	-	-	-	-	-
Contribution to Component Units	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-
Total Expenditures	<u>-</u>	<u>3,602,947</u>	<u>3,602,947</u>	<u>3,870,697</u>	<u>267,750</u>
Revenues Over (Under) Expenditures	3,343,559	-	-	-	-
Fund Balance, Beginning of Year		3,343,559	3,343,559	3,343,559	
Projected Fund Balance, End of Year		<u>3,343,559</u>	<u>3,343,559</u>	<u>3,343,559</u>	

Personnel

No Personnel has been allocated to this fund.

General Fund Infrastructure (2444)
Budget Year Ending September 30, 2021

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.

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-
Interest on Investments	17,232	10,000	10,000	10,000	-
Rent	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Other Revenue	-	-	-	-	-
Operating Transfers In	-	-	-	-	-
Total Revenues	17,232	10,000	10,000	10,000	-
Expenditures					
Salaries & Wages	-	-	-	-	-
Benefits	-	-	-	-	-
Supplies	-	-	-	-	-
Contracted Services	-	-	-	-	-
Operating Expenses	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Utilities	-	-	-	-	-
Insurance	-	-	-	-	-
Indirect Expense	-	-	-	-	-
Contribution to Component Units	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Operating Transfers Out	625,000	125,000	125,000	125,000	-
Total	625,000	125,000	125,000	125,000	-
Revenues Over (Under)	(607,768)	(115,000)	(115,000)	(115,000)	
Fund Balance,	747,975	747,975	632,975		
Projected Fund Balance, End of Year		632,975	632,975	517,975	

Personnel

No Personnel has been allocated to this fund.

General Fund Solid Waste Clean-Up (2271)

Budget Year Ending September 30, 2021

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

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-
Interest on Investments	41,145	10,000	10,000	10,000	-
Rent	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Other Revenue	-	-	-	-	-
Operating Transfers In	-	-	-	-	-
Total Revenues	41,145	10,000	10,000	10,000	-
Expenditures					
Salaries & Wages	-	-	-	-	-
Benefits	-	-	-	-	-
Supplies	-	-	-	-	-
Contracted Services	371,598	240,000	318,000	317,000	77,000
Operating Expenses	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Utilities	-	-	-	-	-
Insurance	-	-	-	-	-
Indirect Expense	-	-	-	-	-
Contribution to Component Units	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-
Total Expenditures	371,598	240,000	318,000	317,000	77,000
Revenues Over (Under) Expenditures	(330,453)	(230,000)	(308,000)	(307,000)	
Fund Balance, Beginning of Year		2,924,914	2,924,914	2,616,914	
Projected Fund Balance, End of Year		2,694,914	2,616,914	2,309,914	

Personnel

No Personnel has been allocated to this fund.

General Fund Stabilization (2570)
Budget Year Ending September 30, 2021

Financial Summary

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

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Rent	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Other Revenue	-	-	-	-	-
Operating Transfers In	-	-	-	-	-
Total Revenues	-	-	-	-	-
Expenditures					
Salaries & Wages	-	-	-	-	-
Benefits	-	-	-	-	-
Supplies	-	-	-	-	-
Contracted Services	-	-	-	-	-
Operating Expenses	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Utilities	-	-	-	-	-
Insurance	-	-	-	-	-
Indirect Expense	-	-	-	-	-
Contribution to Component Units	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-
Total Expenditures	-	-	-	-	-
Revenues Over (Under) Expenditures	-	-	-	-	-
Fund Balance, Beginning of Year	9,255,217	9,255,217	9,255,217	9,255,217	
Projected Fund Balance, End of Year	9,255,217	9,255,217	9,255,217	9,255,217	

Personnel

No Personnel has been allocated to this fund.

Parks and Recreation (2081)

Budget Year Ending September 30, 2021

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.

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.

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	3,849,323	3,989,970	3,989,970	4,154,059	164,089
Intergovernmental Revenue	6,071,495	30,000	2,012,684	622,700	592,700
Charges for Services	808,535	691,300	691,300	692,110	810
Interest on Investments	34,204	-	40,000	40,000	40,000
Rent	29,461	107,945	107,945	107,905	(40)
Licenses & Permits	-	-	-	-	-
Other Revenue	2,101,698	48,100	361,755	209,950	161,850
Operating Transfers In	-	174,209	1,779,209	353,174	178,965
Total Revenues	<u>12,894,716</u>	<u>5,041,524</u>	<u>8,982,863</u>	<u>6,179,898</u>	<u>1,138,374</u>
Expenditures					
Salaries & Wages	1,861,781	2,031,450	2,045,608	2,073,665	42,215
Benefits	769,481	824,269	804,253	821,772	(2,497)
Supplies	291,919	365,193	424,076	398,487	33,294
Contracted Services	54,991	110,819	110,819	54,090	(56,729)
Operating Expenses	219,803	274,369	274,369	317,949	43,580
Maintenance & Repair	324,051	356,650	571,563	422,390	65,740
Utilities	123,442	136,127	136,127	146,688	10,561
Insurance	61,447	63,228	63,228	66,233	3,005
Indirect Expense	87,875	274,344	274,344	447,677	173,333
Capital Outlay	9,916,587	-	3,723,026	1,433,000	1,433,000
Operating Transfers Out	-	-	3,340	51,105	51,105
Total Expenditures	<u>13,711,376</u>	<u>4,436,449</u>	<u>8,430,753</u>	<u>6,233,056</u>	<u>1,796,607</u>
Revenues Over (Under) Expenditures	(816,660)	605,075	552,110	(53,158)	
Fund Balance, Beginning of Year		<u>2,026,739</u>	<u>2,026,739</u>	<u>2,578,849</u>	
Projected Fund Balance, End of Year		<u>2,631,814</u>	<u>2,578,849</u>	<u>2,525,691</u>	

Parks and Recreation (2081) Continued

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # 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 Services	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	0.63
Stewardship Supervisor	1.00	1.00	1.00
NEC Secretary	1.00	1.00	1.00
Total for fund	21.38	21.38	21.38

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	2019 Actual	2020 Target	2021 Target
Department Goal 1: Enhance the quality of life for residents and visitors			
% of park lands developed for accessible recreation	60%	60%	60%
Total acreage of land acquired (cumulative)	7,047	7,196	7,416
% of properties that are functionally invasive species free	12%	17%	20%
% of acreage that is actively managed for biodiversity	30%	38%	39%
Total non-millage funding received	\$8,090,327	\$2,326,339	\$790,200
% of operating costs covered by non-millage sources	27%	22%	21%
Volunteer hours as a % of total Parks & Recreation hours	20%	22%	5%
# of people served through park facility reservations in the county park system	82,093	82,632	82,650

Child Care - Circuit Court (2920)
Budget Year Ending September 30, 2021

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.

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	4,074,131	3,366,796	3,380,680	3,364,369	(2,427)
Other Revenue	1,742,319	1,782,800	1,782,800	1,768,250	(14,550)
Operating Transfers In	3,979,295	3,850,506	3,864,390	2,944,836	(905,670)
Total Revenues	<u>9,795,745</u>	<u>9,000,102</u>	<u>9,027,870</u>	<u>8,077,455</u>	<u>(922,647)</u>
Expenditures					
Salaries & Wages	3,273,715	3,484,524	3,525,289	3,547,770	63,246
Benefits	1,685,160	1,954,526	1,926,529	1,869,646	(84,880)
Supplies	242,894	325,819	325,764	282,347	(43,472)
Contracted Services	2,399,027	2,298,566	2,313,621	1,905,508	(393,058)
Operating Expenses	394,632	433,533	433,533	444,822	11,289
Maintenance & Repair	3,356	2,000	2,000	5,000	3,000
Utilities	37,333	52,389	52,389	53,323	934
Insurance	52,737	55,952	55,952	56,817	865
Indirect Expense	640,576	817,202	817,202	512,222	(304,980)
Total Expenditures	<u>8,729,430</u>	<u>9,424,511</u>	<u>9,452,279</u>	<u>8,677,455</u>	<u>(747,056)</u>
Revenues Over (Under) Expenditures	1,066,315	(424,409)	(424,409)	(600,000)	
Fund Balance, Beginning of Year		1,991,315	1,991,315	1,566,906	
Projected Fund Balance, End of Year		<u>1,566,906</u>	<u>1,566,906</u>	<u>966,906</u>	

Child Care - Circuit Court (2920) Continued

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Superintendent of Detention	1.00	1.00	1.00
Assistant Superintendent of Detention	1.00	1.00	1.00
Director of Juvenile Services	0.85	0.85	0.85
Assistant Director of Juvenile Services	1.85	1.85	1.85
Treatment Services Supervisor	2.00	2.00	1.00
Administrative Aide	1.00	1.00	1.00
Group Leader	6.00	6.00	6.00
Youth Specialist	19.65	19.65	19.65
Shift Supervisor	5.75	5.75	5.75
In Home Care Mgr - Program Analyst	1.00	1.00	1.00
Senior Court Officer	2.00	2.00	2.00
Treatment Specialist	5.00	5.00	5.00
Treatment Services Manager	1.00	-	-
Court Officer	8.00	8.00	8.00
Assistant Juvenile Register	1.00	1.00	1.00
In-Home Care Manager-Community Probation	-	1.00	1.00
Circuit Court Administrator	0.34	0.34	0.34
Juvenile Court Clerk II	1.00	1.00	1.00
Total for Fund	58.44	58.44	57.44

Concealed Pistol Licenses (2631)
Budget Year Ending September 30, 2021

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.

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	29,160	-	-	66,000	66,000
Licenses & Permits	78,600	120,000	120,000	75,000	(45,000)
Total Revenues	<u>107,760</u>	<u>120,000</u>	<u>120,000</u>	<u>141,000</u>	<u>21,000</u>
Expenditures					
Salaries & Wages	26,589	36,590	36,590	34,649	(1,941)
Benefits	22,388	30,749	30,749	30,639	(110)
Supplies	6,022	7,000	7,000	7,243	243
Indirect Expense	12,187	12,854	12,854	9,513	(3,341)
Total	<u>67,186</u>	<u>87,193</u>	<u>87,193</u>	<u>82,044</u>	<u>(5,149)</u>
Revenues Over (Under)	40,574	32,807	32,807	58,956	
Fund Balance, Beginning of Year		197,443	197,443	230,250	
Projected Fund Balance, End of Year		<u>230,250</u>	<u>230,250</u>	<u>289,206</u>	

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Clerk/Register Technician	1.00	1.00	1.00
Total for Fund	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

Department of Health & Human Services (2901)

Budget Year Ending September 30, 2021

Financial Summary

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

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Operating Transfers In	43,116	44,046	44,046	44,100	54
Total Revenues	43,116	44,046	44,046	44,100	54
Expenditures					
Contracted Services	33,501	33,500	33,500	33,500	-
Operating Expenses	9,615	10,600	10,600	10,600	-
Indirect Expense	-	(54)	(54)	-	54
Total Expenditures	43,116	44,046	44,046	44,100	54
Revenues Over (Under) Expenditures	-	-	-	-	
Fund Balance, Beginning of Year		-	-	-	
Projected Fund Balance, End of Year		-	-	-	

Personnel

No Personnel has been allocated to this fund.

Farmland Preservation (2340)
Budget Year Ending September 30, 2021

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.

	2019	2020	2020	2021	Adopted
	Actuals	Adopted	Amended	Recommended	Increase/ (Decrease)
		Budget	Budget	Budget	
Revenues					
Intergovernmental Revenue	-	200,000	200,000	157,500	(42,500)
Other Revenue	8,217	119,607	121,119	90,249	(29,358)
Total Revenues	<u>8,217</u>	<u>319,607</u>	<u>321,119</u>	<u>247,749</u>	<u>(71,858)</u>
Expenditures					
Supplies	2,320	2,401	3,913	4,293	1,892
Contracted Services	5,850	317,206	317,206	243,456	(73,750)
Total Expenditures	<u>8,170</u>	<u>319,607</u>	<u>321,119</u>	<u>247,749</u>	<u>(71,858)</u>
Revenues Over (Under) Expenditures	47	-	-	-	
Fund Balance, Beginning of Year		<u>497</u>	<u>497</u>	<u>497</u>	
Projected Fund Balance, End of Year		<u>497</u>	<u>497</u>	<u>497</u>	

Personnel

No Personnel has been allocated to this fund.

Federal Forfeiture (2620)
Budget Year Ending September 30, 2021

Financial Summary

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Rent	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Other Revenue	-	-	-	-	-
Operating Transfers In	-	-	-	-	-
Total Revenues	-	-	-	-	-
Expenditures					
Supplies	8,729	-	3,710	4,000	4,000
Total Expenditures	8,729	-	3,710	4,000	4,000
Revenues Over (Under) Expenditures	(8,729)	-	(3,710)	(4,000)	
Fund Balance, Beginning of Year		37,724	37,724	34,014	
Projected Fund Balance, End of Year		37,724	34,014	30,014	

Personnel

No Personnel has been allocated to this fund.

Friend of the Court (2160)

Budget Year Ending September 30, 2021

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

This fund accounts for operations of the Friend of the Court including Co-Op Reimbursement Grant, the Medical Support Enforcement Grant, and the 3% Friend of the Court incentive payments established under Act 297 of 1982, Section 2530.

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	3,479,437	3,544,596	3,536,343	3,550,390	5,794
Charges for Services	389,537	376,600	376,600	333,100	(43,500)
Operating Transfers In	1,181,756	1,303,925	1,299,381	1,314,437	10,512
Total Revenues	<u>5,050,730</u>	<u>5,225,121</u>	<u>5,212,324</u>	<u>5,197,927</u>	<u>(27,194)</u>
Expenditures					
Salaries & Wages	2,538,381	2,575,326	2,597,434	2,691,869	116,543
Benefits	1,416,203	1,562,099	1,521,194	1,542,701	(19,398)
Supplies	108,538	63,389	63,389	113,590	50,201
Contracted Services	42,379	53,990	53,990	54,882	892
Operating Expenses	85,774	105,866	110,622	90,097	(15,769)
Maintenance & Repair	3,570	5,000	5,000	5,000	-
Utilities	27,793	26,432	26,432	34,885	8,453
Insurance	44,881	43,005	44,249	44,344	1,339
Indirect Expense	783,212	790,014	790,014	620,559	(169,455)
Total Expenditures	<u>5,050,730</u>	<u>5,225,121</u>	<u>5,212,324</u>	<u>5,197,927</u>	<u>(27,194)</u>
Revenues Over (Under) Expenditures	-	-	-	-	
Fund Balance, Beginning of Year		-	-	-	
Projected Fund Balance, End of Year		<u>-</u>	<u>-</u>	<u>-</u>	

Friend of the Court (2160) Continued

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # 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	2.75	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	3.00	3.00
FOC Family Services Coord/Custody Investigator	4.00	4.00	4.00
FOC Investigators	15.00	15.00	15.00
FOC Tech Specialist	-	-	-
FOC Analyst/Operations Cord	1.00	1.00	1.00
Friend of the Court	1.00	1.00	1.00
Road Patrol Deputy	3.00	2.00	2.00
Total for fund	44.75	42.75	42.75

Primary Goals and Objectives

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

Court Goal 1: Ensure that support is provided for the care and maintenance of children

Objective 1) Establish paternity and support in initial orders

Objective 2) Enforce orders of support and manage the collection and disbursement of payments

Court Goal 2: Ensure children have opportunities to develop relationships with both parents when appropriate

Objective 1) Conduct parenting time and custody assessments

Objective 2) Enforce orders regarding parenting time and custody

Court Goal 3: Strive to make families self-sustaining

Objective 1) Effectively utilize enforcement tools including civil warrants and felony non-support charges

Objective 2) Comply with all state and federal regulations regarding child support, parenting time and custody

Primary Outcome Measures

Annual Measures	2019 Actual	2020 Target	2021 Target
Court Goal 1: Ensure that support is provided for the care and maintenance of children			
Current child support collections rate	79%	80%	80%
Court Goal 2: Ensure children have opportunities to develop relationships with both parents when appropriate			
Percentage of parenting time complaints that are investigated	100%	100%	100%
Court Goal 3: Strive to make families self-sustaining			
Paternity establishment rate	97%	99%	99%

Health Fund (2210)
Budget Year Ending September 30, 2021

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.

	2019	2020	2020	2021	Adopted
	Actuals	Adopted	Amended	Recommended	Increase/ (Decrease)
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	5,946,987	6,042,448	5,239,279	5,126,043	(916,405)
Charges for Services	699,304	779,105	779,105	741,155	(37,950)
Fines & Forfeits	6,525	18,075	18,075	18,075	-
Licenses & Permits	1,052,854	1,020,635	1,020,635	943,385	(77,250)
Other Revenue	135,976	10,800	492,233	208,706	197,906
Operating Transfers In	4,610,714	3,988,408	4,209,987	5,701,159	1,712,751
Total Revenues	<u>12,452,361</u>	<u>11,859,471</u>	<u>11,759,314</u>	<u>12,738,523</u>	<u>879,052</u>
Expenditures					
Salaries & Wages	5,109,351	5,860,964	6,092,834	5,970,626	109,662
Benefits	2,788,799	3,249,764	3,206,037	3,439,949	190,185
Supplies	1,072,516	821,524	1,042,770	1,126,181	304,657
Contracted Services	342,902	388,986	595,118	370,118	(18,868)
Operating Expenses	580,111	750,614	756,565	536,430	(214,184)
Maintenance & Repair	18,557	17,390	19,890	12,400	(4,990)
Utilities	127,011	121,418	121,418	160,095	38,677
Insurance	181,639	209,290	209,290	224,765	15,475
Indirect Expense	944,201	1,175,722	1,175,722	1,045,293	(130,429)
Total Expenditures	<u>11,165,089</u>	<u>12,595,671</u>	<u>13,219,643</u>	<u>12,885,857</u>	<u>290,186</u>
Revenues Over (Under)	1,287,272	(736,200)	(1,460,329)	(147,334)	
Fund Balance, Beginning of Year		<u>2,172,882</u>	<u>2,172,882</u>	<u>712,553</u>	
Projected Fund Balance, End of Year		<u>1,436,682</u>	<u>712,553</u>	<u>565,219</u>	

Health Fund (2210) Continued

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Account Clerk	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Business Analyst	1.00	1.00	1.00
Custodian	0.10	0.10	0.10
Deputy Health Administrator	1.00	1.00	1.00
Epidemiologist	1.00	1.00	2.00
Health Administrative Specialist	0.40	0.40	0.20
Medical Director	1.00	1.00	1.00
PH Communication Specialist	1.00	1.00	1.00
PH Office Administrator	1.00	1.00	1.00
Health Promotion Clerk	0.10	0.10	-
Senior Epidemiologist	1.00	1.00	1.00
PH Preparedness Coordinator	1.00	1.00	1.00
EH Clerk	1.80	1.80	1.80
EH Manager	0.90	0.90	0.90
EH Specialist	6.10	7.00	3.80
EH Supervisor - Environmental Sustainability	-	-	1.00
EH Team Supervisor	2.00	2.00	1.00
EH Technician	3.00	3.00	3.00
EH Technical Support Clerk	-	1.00	1.00
Senior Environmental Health Specialist	6.00	5.80	8.00
Clinical Health Supervisor	1.00	1.00	1.00
Community Health Clerk	1.00	1.00	1.00
Community Health Nurse	4.60	5.60	5.10
CSHCS Clerk	-	1.00	1.00
Hearing & Vision Tech	3.80	5.00	4.60
CSHCS/HV Clerk	0.80	0.50	0.50
CSHCS Clerical	1.00	1.00	1.00
Maternal and Infant Health Clerk	1.00	1.00	1.00
Nutritionist	0.50	0.50	0.50
Public Health Social Worker	1.80	1.80	2.00
Public Health Team Supervisor	2.00	2.00	2.00
Nurse Supervisor	1.00	1.00	1.00
Community Health Worker	8.00	10.00	10.00
Clinic Health Manager	1.00	1.00	1.00
Clinic Support	9.00	9.00	8.00
Community Health Nurse	9.90	10.90	11.43
Public Health Team Supervisor	3.00	3.00	3.00
Health Technician	1.80	1.80	2.80
Nurse Practitioner	1.30	1.30	1.30
Office Supervisor/Clinical Support	1.00	1.00	1.00
Dental Assistant Clinic Manager	0.80	0.80	0.80
Dental Hygienist Manager	0.80	0.80	0.80
Health Educator	2.95	2.10	2.65
Health Promotion Clerk	0.90	0.90	0.60
Health Promotion Manager	1.00	1.00	1.00
Health Promotion Team Supervisor	0.80	0.80	1.00
Oral Health Team Supervisor	1.00	1.00	1.00
Total for Division	92.15	98.90	98.88

Health Fund (2210) Continued

Mission Statement – Clinical Services

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.

Division Description – Clinical Services

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).

Primary Goals and Objectives – Clinical Services

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 – Clinical Services

Annual Measures	2019 Actual	2020 Target	2021 Target
Division Goal 1: Increase access to reproductive healthcare for family planning/STI services			
% 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	5%	6%	5%
Division Goal 2: Minimize the spread of communicable disease			
Ottawa County communicable disease rate (per 100,000 residents)	641	1,300	800
Division Goal 3: Protect the public against vaccine preventable disease			
Ottawa County vaccine preventable disease rate (per 100,000 residents)	23.0	25.0	25.0

Health Fund (2210) Continued

Mission Statement – Community Health Services

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.

Division Description – Community Health Services

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).

Primary Goals and Objectives – Community Health Services

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 – Community Health Services

Annual Measures	2019 Actual	2020 Target	2021 Target
Division Goal 1: Reduce infant mortality for MIHP clients			
Infant mortality rate of MIHP clients	0	0	0
Division Goal 2: Improve health care status of children age 0-21 with special health care needs enrolled in the CSHCS program			
% CSHCS clients who receive specialized health care	100%	100%	100%
Division Goal 3: Improve hearing and vision in children age 0 to 9th grade who have hearing loss or visual impairment			
% of children screened with potential hearing loss who has had confirmed medical diagnosis and/or received treatment	<1%	2%	3%
% of children screened with potential vision loss who has had confirmed medical diagnosis and/or received treatment	2%	3%	5%

Health Fund (2210) Continued

Mission Statement – Environmental Health

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

Division Description – Environmental Health

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, 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.

Primary Goals and Objectives – Environmental Health

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

Division Goal 1: Reduce the risk of contamination or illness due to improperly functioning groundwater wells

Objective 1) Evaluate new, existing, and non-community wells to ensure compliance with standards

Objective 2) Educate homeowners and well drillers about groundwater wells and requirements

Division Goal 2: Reduce the risk of contamination or illness due to improper disposal of sewage

Objective 1) Evaluate sewage disposal systems, septage haulers, and new housing developments to ensure compliance with standards

Objective 2) Educate homeowners and installers about sewage disposal systems and requirements

Division Goal 3: Reduce the risk of waterborne illness or injury due to recreational waters

Objective 1) Evaluate recreational waters and public swimming pools to ensure compliance with water safety standards

Objective 2) Educate recreational water operators and users about safe practices to reduce risk

Division Goal 4: Reduce the risk of foodborne illness from food service establishments

Objective 1) Evaluate food service establishments to ensure compliance with all food safety standards

Objective 2) Investigate incidents of foodborne illnesses and consumer complaints

Objective 3) Educate owners, operators, and consumers regarding safe food practices

Division Goal 5: Reduce health risks at regulated facilities

Objective 1) Evaluate other regulated facilities to ensure compliance with applicable rules and regulations

Primary Outcome Measures – Environmental Health

Annual Measures	2019 Actual	2020 Target	2021 Target
Division Goal 1: Reduce the risk of contamination or illness due to improperly functioning groundwater wells			
% of assessed wells that were properly functioning	94%	95%	95%
Number of monitoring violations occurring for Type 2 non-community wells	7	1	1
Division Goal 2: Reduce the risk of contamination or illness due to improper disposal of sewage			
% of assessed septic systems that were properly functioning	92%	93%	93%
Division Goal 3: Reduce the risk of waterborne illness or injury due to recreational waters			
% of water quality samples collected at area beaches outside of acceptable parameters	1%	0%	0%
Average number of priority violations found at public pools per 100 inspected	9.0	9.0	9.0
Division Goal 4: Reduce the risk of foodborne illness from food service establishments			
% Food service establishments with priority violations	36%	30%	30%
Division Goal 5: Reduce health risks at regulated facilities			
% of inspections complete within 10 days or less	94%	95%	95%
Average number of days for inspections to be completed	8.8	8.0	8.0
% reduction in time spent working on permit approvals	0%	1%	1%

Health Fund (2210) Continued

Mission Statement - Epidemiology

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

Division Description - Epidemiology

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.

Primary Goals and Objectives - Epidemiology

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 - Epidemiology

Annual Measures	2019 Actual	2020 Target	2021 Target
Division Goal 1: Control the emergence and spread of disease in Ottawa County			
% school systems participating in the Youth Assessment Survey (81%	n/a	85%
% of Public Health Surveillance meetings resulting in process impro	30%	25%	25%
Ottawa County communicable disease rate (per 100,000 residen	641	1,300	800
County's Health Ranking	2	1	1

Health Fund (2210) Continued

Mission Statement - Preparedness

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.

Division Description - Preparedness

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.

Primary Goals and Objectives - Preparedness

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

Division Goal 1: Perform effective public health response during a public health emergency

Objective 1) Develop and maintain State required response plans

Objective 2) Assist community partners in developing their public health emergency preparedness plans

Objective 3) Conduct emergency response training and exercises

Objective 4) Coordinate efforts with community partners during public health emergencies

Primary Outcome Measures - Preparedness

Annual Measures	2019 Actual	2020 Target	2021 Target
Division Goal 1: Perform effective public health response during a public health emergency			
% State of Michigan required response plans complete	100%	100%	100%
% of federal capabilities for planning at Established or Advanced Stage	85%	90%	95%
% of staff knowledgeable in health preparedness based on the workforce developmental	98%	100%	100%
% of corrective actions implemented from emergency response trainings and exercises	95%	98%	100%
% of outreach initiatives accomplished	100%	100%	100%

1. The Public Health Emergency Preparedness standard goals and outcomes have been temporarily suspended due to COVID 19 planning and response.

Health Fund (2210) Continued

Mission Statement - Promotions

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

Division Description - Promotions

The Health Promotion Division of the Ottawa County Department of Public Health 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.

Primary Goals and Objectives - Promotions

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 Ottawa Food

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 - Promotions

Annual Measures	2019 Actual	2020 Target	2021 Target
Division Goal 1: Increase the physical health status of Ottawa County residents			
% of program participants who increased their fruit and vegetable consumption (pre- to post-	56%	54%	54%
% of participants who report that their health improved as a result of the program	66%	70%	70%
Division Goal 2: Prevent underage access to alcohol/tobacco products			
Alcohol compliance rates	88%	n/a	85%
Tobacco compliance rates	90%	n/a	90%
Division Goal 3: Reduce dental disease in low-income, uninsured, and Medicaid eligible children and adults			
% reduction in dental disease within "Miles of Smiles" clients (children only)	61%	45%	40%
Division Goal 4: Reduce Chlamydia rates among those 24 and under			
Chlamydia rates among those 24 and under (per 100,000 people)	504	504	504

Homestead Property Tax (2550)
Budget Year Ending September 30, 2021

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).

	2019	2020	2020	2021	Adopted
	Actuals	Adopted	Amended	Recommended	Increase/ (Decrease)
Revenues					
Taxes	7,301	5,000	5,000	5,000	-
Interest on Investments	541	150	150	452	302
Total Revenues	<u>7,842</u>	<u>5,150</u>	<u>5,150</u>	<u>5,452</u>	<u>302</u>
Expenditures					
Supplies	-	100	100	100	-
Contracted Services	1,529	1,567	1,567	1,607	40
Total Expenditures	<u>1,529</u>	<u>1,667</u>	<u>1,667</u>	<u>1,707</u>	<u>40</u>
Revenues Over (Under) Expenditures	6,313	3,483	3,483	3,745	
Fund Balance, Beginning of Year		<u>43,242</u>	<u>43,242</u>	<u>46,725</u>	
Projected Fund Balance, End of Year		<u>46,725</u>	<u>46,725</u>	<u>50,470</u>	

Personnel

No Personnel has been allocated to this fund.

Landfill Tipping Fees (2272)

Budget Year Ending September 30, 2021

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.

Division 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.

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.

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	13,315	28,000	42,500	28,000	-
Charges for Services	526,241	539,500	539,500	522,000	(17,500)
Operating Transfers In	-	-	-	119	119
Total Revenues	<u>539,557</u>	<u>567,500</u>	<u>582,000</u>		
Expenditures					
Salaries & Wages	192,636	219,921	252,811	226,102	6,181
Benefits	103,787	126,393	125,289	117,010	(9,383)
Supplies	32,696	15,601	15,601	18,752	3,151
Contracted Services	109,324	167,554	174,354	156,380	(11,174)
Operating Expenses	24,191	16,592	247,636	26,385	9,793
Maintenance & Repair	16,451	16,250	16,250	15,250	(1,000)
Utilities	7,692	9,332	9,332	10,461	1,129
Insurance	358	334	334	423	89
Indirect Expense	35,482	42,609	42,609	44,597	1,988
Total Expenditures	<u>522,616</u>	<u>614,586</u>	<u>884,216</u>	<u>615,360</u>	<u>774</u>
Revenues Over (Under)	16,941	(47,086)	(302,216)	(65,241)	
Fund Balance, Beginning of Year		<u>1,315,867</u>	<u>1,315,867</u>	<u>1,013,651</u>	
Projected Fund Balance, End of Year		<u>1,268,781</u>	<u>1,013,651</u>	<u>948,410</u>	

Landfill Tipping Fees (2272) Continued

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
EH Manager	0.10	0.10	0.10
EH Supervisor - Env Sustain	1.00	1.00	1.00
EH Technician	0.50	0.50	-
Hazardous Waste Maintenance Worker	1.00	1.00	1.00
Recycle Center Attendant	2.05	2.05	2.05
EH Clerk	0.20	0.20	0.20
Total for Fund	4.85	4.85	4.35

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	2019 Actual	2020 Target	2021 Target
Division Goal 1: Protect the public and environment from household hazardous waste			
Gallons of used oil properly disposed of via OC sites	9,325	10,000	11,000
Pounds of solid household hazardous waste properly disposed of via OC sites	107,650	130,000	140,000
Pounds of pesticides properly disposed of via OC sites	24,176	25,000	25,000
Division Goal 2: Prolong the useful life of County waste disposal facilities			
Pounds of consumer electronics recycled at RRSC	64,004	70,000	70,000

Mental Health Fund (2220)

Budget Year Ending September 30, 2021

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

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.

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	36,618,922	38,473,755	37,936,027	40,938,596	2,464,841
Charges for Services	246,246	190,953	190,953	202,900	11,947
Interest on Investments	(27,889)	-	-	20,000	20,000
Other Revenue	102,690	46,452	46,667	46,407	(45)
Operating Transfers In	1,818,167	1,426,500	1,426,500	1,475,618	49,118
Total Revenues	<u>38,758,136</u>	<u>40,137,660</u>	<u>39,600,147</u>	<u>42,683,521</u>	<u>2,545,861</u>
Expenditures					
Salaries & Wages	5,790,633	6,241,586	6,503,731	6,850,992	609,406
Benefits	3,231,919	3,643,935	3,615,614	3,760,115	116,180
Supplies	120,415	172,241	211,037	168,360	(3,881)
Contracted Services	27,593,863	27,925,282	27,098,849	29,777,733	1,852,451
Operating Expenses	934,463	941,269	875,399	902,121	(39,148)
Maintenance & Repair	21,819	25,286	25,236	20,925	(4,361)
Utilities	80,070	80,464	79,514	130,362	49,898
Insurance	247,755	270,974	269,374	277,115	6,141
Indirect Expense	737,199	836,623	836,623	795,798	(40,825)
Total Expenditures	<u>38,758,136</u>	<u>40,137,660</u>	<u>39,515,377</u>	<u>42,683,521</u>	<u>2,545,861</u>
Revenues Over (Under) Expenditures	-	-	84,770	-	
Fund Balance, Beginning of Year		<u>643,537</u>	<u>643,537</u>	<u>728,307</u>	
Projected Fund Balance, End of Year		<u>643,537</u>	<u>728,307</u>	<u>728,307</u>	

Mental Health Fund (2220) Continued

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Access Center Clerk	0.92	1.00	1.00
Account Clerk	4.00	4.00	4.00
Accountant II	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00
Assess Level Care Specialist	2.00	1.00	1.00
Business Analyst	1.00	1.00	1.00
Care Coordinator	1.00	1.00	1.00
Clerk-Autism Services	1.00	1.00	1.00
Compliance Assistant	1.00	1.00	1.00
Compliance Manager	1.00	1.00	1.00
Contract Manager	1.00	1.00	1.00
Contract Serv and Housing Ast	0.63	1.00	1.00
Deputy Director	1.00	1.00	1.00
Director	1.00	1.00	1.00
Director of Recipient Rights	1.00	1.00	1.00
Medical Assistant	2.00	2.00	2.00
Mental Health Clerk	7.00	7.00	7.00
Mental Health Clinician	20.05	19.55	19.05
Mental Health Finance Manager	1.00	1.00	1.00
Mental Health Nurse	4.50	4.50	4.50
Mental Health Prescriber	2.00	2.00	2.00
Mental Health Program Coordinator	10.63	11.00	11.00
Mental Health Program Supervisor	2.96	2.96	2.96
Mental Health Specialist	13.50	14.00	14.00
Mental Health Trainer	1.00	1.00	1.00
Occupational Therapist	0.50	0.50	0.50
Peer Specialist	1.00	1.00	1.00
Peer Support Specialist	2.00	2.00	2.00
Program Comm Dev Coordinator	0.04	-	-
Program Evaluator	1.00	1.00	1.00
QI Data Technician	1.00	1.00	1.00
UM/EDI Technician	-	-	1.00
Quality Improvement Clerk	1.00	1.00	1.00
Recovery Coach	1.00	1.00	1.00
Senior Reach Care Manager	0.50	0.50	0.50
Senior Reach Provider	1.00	1.00	1.00
Staff Psychiatrist	-	-	1.00
Support Coordinator Aid	6.50	6.50	6.50
Team Supervisor - M Health	2.00	2.00	2.00
Total for Fund	101.73	101.51	103.01

Mental Health Fund (2220) Continued

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	2019 Actual	2020 Target	2021 Target
Department Goal 1: Improve quality of life of persons with significant developmental disabilities and/or serious persistent mental illness			
Timeliness measures: % of new consumers screened, assessed, and provided with CMH services within target timeframe	98.00%	n/a	n/a
Follow-up measures: % of detox and inpatient consumers seen within 7 days of discharge	99.70%	≥95%	≥95%
Recidivism rates measures: Recidivism rate for inpatient psychiatric unit consumers readmitted within 30 days	6.80%	≤15%	≤15%
Department Goal 2: Integrated health care initiatives; coordination of care between physical and mental health and treatment of consumers as a whole			
% of adult (consumers) seen by PCP or health care professional	87.95%	83.80%	83.80%
% of children (consumers) seen by PCP or health care professional	93.17%	92.60%	92.60%
% of identified consumers with Care Plan in CC360	100.00%	100.00%	100.00%
Department Goal 3: Improve consumer satisfaction for services received from CMHOC			
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)	4.41	n/a	n/a

Mental Health – Millage Fund (2221)
Budget Year Ending September 30, 2021

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.

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	3,431,219	3,426,966	3,426,966	3,577,114	150,148
Intergovernmental Revenue	641,507	743,393	800,717	1,209,520	466,127
Interest on Investments	39,984	5,000	5,000	32,278	27,278
Total Revenues	<u>4,112,711</u>	<u>4,175,359</u>	<u>4,232,683</u>	<u>4,818,912</u>	<u>643,553</u>
Expenditures					
Salaries & Wages	167,398	199,575	306,072	357,782	158,207
Benefits	89,306	132,799	252,088	234,997	102,198
Supplies	3,023	6,357	57,037	4,104	(2,253)
Contracted Services	2,090,000	2,220,539	2,311,539	2,909,466	688,927
Operating Expenses	10,727	7,625	15,184	14,434	6,809
Maintenance & Repair	524	600	600	1,400	800
Utilities	1,439	-	1,942	2,492	2,492
Insurance	1,586	-	1,600	2,700	2,700
Indirect Expense	375,552	149,711	157,201	91,537	(58,174)
Operating Transfers Out	1,591,667	1,275,000	1,275,000	1,200,000	(75,000)
Total Expenditures	<u>4,331,222</u>	<u>3,992,206</u>	<u>4,378,263</u>	<u>4,818,912</u>	<u>826,706</u>
Revenues Over (Under) Expenditures	(218,511)	183,153	(145,580)	-	
Fund Balance, Beginning of Year		<u>1,486,677</u>	<u>1,486,677</u>	<u>1,341,097</u>	
Projected Fund Balance, End of Year		<u>1,669,830</u>	<u>1,341,097</u>	<u>1,341,097</u>	

Mental Health – Millage Fund (2221) Continued

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Mental Health Specialist	1.50	1.50	1.00
Program Comm Dev Coordinator	0.96	1.00	1.00
Mental Health Clinician	0.50	0.60	1.60
Mental Health Program Supervisor	0.04	0.04	0.04
Grant Writer	-	-	1.00
Support Coord Aide	-	-	1.00
Community Navigator Aide	-	-	1.00
Total for Fund	3.00	3.14	6.64

Mental Health Substance Use Disorder (2225)

Budget Year Ending September 30, 2021

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.

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	2,927,256	3,034,121	3,498,251	3,657,572	623,451
Charges for Services	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-
Interest on Investments	39,137	-	-	10,000	10,000
Rent	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Other Revenue	2,015	-	-	-	-
Operating Transfers In	-	-	-	-	-
Total Revenues	<u>2,968,408</u>	<u>3,034,121</u>	<u>3,498,251</u>	<u>3,667,572</u>	<u>633,451</u>
Expenditures					
Salaries & Wages	209,169	157,160	223,110	319,176	162,016
Benefits	126,620	94,810	123,089	181,481	86,671
Supplies	4,494	4,507	117,617	9,345	4,838
Contracted Services	2,412,039	2,492,475	2,676,030	3,098,585	606,110
Operating Expenses	125,365	62,864	129,360	8,931	(53,933)
Maintenance & Repair	129	700	700	500	(200)
Utilities	682	350	830	1,150	800
Insurance	248	500	500	500	-
Indirect Expense	128,954	220,755	227,015	47,904	(172,851)
Contribution to Component Units	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-
Total Expenditures	<u>3,007,702</u>	<u>3,034,121</u>	<u>3,498,251</u>	<u>3,667,572</u>	<u>633,451</u>
Revenues Over (Under) Expenditures	(39,294)	-	-	-	
Fund Balance, Beginning of Year		<u>10,300</u>	<u>10,300</u>	<u>10,300</u>	
Projected Fund Balance, End of Year		<u>10,300</u>	<u>10,300</u>	<u>10,300</u>	

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Access Center Clerk	0.08	-	-
Prevention Specialist	0.60	0.60	-
SUD Clinician-Access	1.00	1.00	1.00
Mental Health Clinician	1.00	1.00	2.00
Recovery Coach	-	-	1.00
Mental Health Program Coordinator	0.37	-	-
Contract Serv and Housing Ast	0.37	-	-
Total for Fund	3.42	2.60	4.00

Other Governmental Grants Fund (2180)
Budget Year Ending September 30, 2021

Financial Summary

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

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	2,574,957	2,857,916	3,265,960	2,947,154	89,238
Charges for Services	78,064	79,800	78,100	77,100	(2,700)
Other Revenue	(3,041)	85,250	90,295	77,811	(7,439)
Operating Transfers In	2,159	16,660	-	30,579	13,919
Total Revenues	<u>2,652,139</u>	<u>3,039,626</u>	<u>3,434,355</u>	<u>3,132,644</u>	<u>79,099</u>
Expenditures					
Salaries & Wages	760,932	771,787	754,005	762,844	(8,943)
Benefits	346,419	374,416	370,293	422,417	48,001
Supplies	615,458	706,747	720,521	666,780	(39,967)
Contracted Services	814,778	882,146	935,961	897,048	14,902
Operating Expenses	136,817	186,916	550,103	182,107	(4,809)
Maintenance & Repair	23,309	33,682	33,682	45,872	12,190
Utilities	7,500	7,846	10,364	11,347	3,501
Insurance	7,075	6,874	6,874	7,071	197
Indirect Expense	47,366	69,212	69,212	146,302	77,090
Total Expenditures	<u>2,759,653</u>	<u>3,039,626</u>	<u>3,451,015</u>	<u>3,141,788</u>	<u>13,993</u>
Revenues Over (Under) Expenditures	(107,514)	-	(16,660)	(9,144)	
Fund Balance, Beginning of Year		<u>284,957</u>	<u>284,957</u>	<u>268,297</u>	
Projected Fund Balance, End of Year		<u>284,957</u>	<u>268,297</u>	<u>259,153</u>	

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Deputy Director Probation & Comm Corr	0.15	0.15	0.50
Probation Officer/SSA	1.00	1.00	-
Probation Specialist	1.47	1.47	1.67
Drug Court Coordinator	1.00	1.00	1.00
Case Work Surveillance Officer	0.69	0.69	0.69
Homeland Security Regional Planner	1.00	1.00	1.00
CAA Program Manager	1.00	1.00	1.00
Assessment & Eligibility Specialist	2.50	2.60	2.60
Weatherization Inspectors	1.60	1.60	1.60
Weatherization Program Coordinator	1.00	1.00	1.00
Total for fund	<u>11.41</u>	<u>11.51</u>	<u>11.05</u>

Public Defender's (2600)
Budget Year Ending September 30, 2021

Financial Summary

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	1,817,942	2,303,706	2,344,089	2,316,905	13,199
Operating Transfers In	923,087	943,395	942,945	962,330	18,935
Total Revenues	<u>2,741,029</u>	<u>3,247,101</u>	<u>3,287,034</u>	<u>3,279,235</u>	<u>13,199</u>
Expenditures					
Salaries & Wages	1,011,195	1,499,801	1,555,404	1,657,871	158,070
Benefits	460,366	765,001	784,321	848,498	83,497
Supplies	167,343	127,216	105,490	37,680	(89,536)
Contracted Services	786,019	298,324	228,279	255,651	(42,673)
Operating Expenses	111,490	188,378	236,009	193,933	5,555
Utilities	9,733	11,021	11,021	17,626	6,605
Insurance	14,938	17,580	26,730	31,406	13,826
Indirect Expense	179,944	339,780	339,780	236,570	(103,210)
Total	<u>2,741,029</u>	<u>3,247,101</u>	<u>3,287,034</u>	<u>3,279,235</u>	<u>109,358</u>
Revenues Over (Under)	-	-	-	-	
Fund Balance, Beginning of Year		-	-	-	
Projected Fund Balance, End of		<u>-</u>	<u>-</u>	<u>-</u>	

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Public Defender	1.00	1.00	1.00
First Assistant Public Defender	2.00	2.00	2.00
Assistant Public Defender III	3.00	3.00	3.00
Assistant Public Defender II	3.00	3.00	3.00
Assistant Public Defender I	6.70	7.00	7.00
Office Coordinator	1.00	1.00	1.00
Legal Secretary	3.00	3.00	3.00
Legal Investigator	-	-	1.00
Total for fund	<u>19.70</u>	<u>20.00</u>	<u>21.00</u>

Register of Deeds Automation Fund (2560)
Budget Year Ending September 30, 2021

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.

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Charges for Services	231,940	200,000	200,000	250,000	50,000
Interest on Investments	11,023	-	-	-	-
Operating Transfers In	-	-	-	411	411
Total Revenues	<u>242,963</u>	<u>200,000</u>	<u>200,000</u>	<u>250,411</u>	<u>50,411</u>
Expenditures					
Salaries & Wages	15,686	15,500	15,815	16,099	599
Benefits	12,478	12,868	12,553	12,529	(339)
Supplies	33,455	4,090	4,585	14,250	10,160
Contracted Services	92,969	143,700	143,700	130,100	(13,600)
Operating Expenses	5,258	14,718	14,718	16,568	1,850
Indirect Expense	28,084	31,186	31,186	30,931	(255)
Capital Outlay	232	37,000	36,505	40,000	3,000
Total	<u>188,163</u>	<u>259,062</u>	<u>259,062</u>	<u>260,477</u>	<u>1,415</u>
Revenues Over (Under)	54,800	(59,062)	(59,062)	(10,066)	
Fund Balance, Beginning of Year		863,538	863,538	804,476	
Projected Fund Balance, End of		<u>804,476</u>	<u>804,476</u>	<u>794,410</u>	

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Public Service Center Clerk	0.35	0.35	0.35
Total for Fund	<u>0.35</u>	<u>0.35</u>	<u>0.35</u>

Sheriff Grants and Contracts Fund (2630)

Budget Year Ending September 30, 2021

Financial Summary

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

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	8,004,050	8,684,026	8,808,711	8,755,598	71,572
Charges for Services	47,606	-	-	-	-
Operating Transfers In	441,539	443,155	443,155	560,056	116,901
Total Revenues	<u>8,493,195</u>	<u>9,127,181</u>	<u>9,251,866</u>	<u>9,315,654</u>	<u>188,473</u>
Expenditures					
Salaries & Wages	4,946,848	5,190,893	5,163,054	5,224,102	33,209
Benefits	2,759,733	3,037,986	2,906,556	2,991,175	(46,811)
Supplies	157,924	231,129	204,564	332,559	101,430
Contracted Services	(104,755)	(176,854)	200	1,534	178,388
Operating Expenses	364,562	469,599	408,349	446,467	(23,132)
Maintenance & Repair	115,660	127,000	125,500	130,000	3,000
Utilities	17,301	15,729	15,729	16,640	911
Insurance	235,921	231,699	227,914	246,016	14,317
Total Expenditures	<u>8,493,195</u>	<u>9,127,181</u>	<u>9,051,866</u>	<u>9,388,493</u>	<u>261,312</u>
Revenues Over (Under) Expenditures	-	-	200,000	(72,839)	
Fund Balance, Beginning of Year		-	-	200,000	
Projected Fund Balance, End of Year		-	200,000	127,161	

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Sergeant	7.00	7.00	7.00
Captain	0.30	-	-
Road Patrol Deputy	65.00	64.00	64.00
Total for Fund	<u>72.30</u>	<u>71.00</u>	<u>71.00</u>

Debt Service Fund

Capital Improvement Fund



Ottawa County

Where You Belong

Debt Service Funds (3010)
Budget Year Ending September 30, 2021

Financial Summary

This Fund is to account for all County debt payments

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	122,655	110,849	110,849	99,367	(11,482)
Operating Transfers In	4,010,972	4,264,806	4,268,146	4,607,361	342,555
Total Revenues	4,133,627	4,375,655	4,378,995	4,706,728	331,073
Expenditures					
Debt Service	4,134,327	4,375,655	4,375,655	4,706,728	331,073
Operating Transfers Out	-	-	-	-	-
Total Expenditures	4,134,327	4,375,655	4,375,655	4,706,728	331,073
Revenues Over (Under) Expenditures	(700)	-	3,340	-	
Fund Balance, Beginning of Year		-	-	3,340	
Projected Fund Balance, End of Year		-	3,340	3,340	

Personnel

No Personnel has been allocated to this fund.

Capital Improvement Fund (4020 & 4690)
Budget Year Ending September 30, 2021

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

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	-	101,607	1,972,427	-	(101,607)
Interest on Investments	36,888	-	-	-	-
Rent	256,944	367,449	367,449	562,861	195,412
Other Revenue	23,797	171,008	1,010,892	74,174	(96,834)
Operating Transfers In	2,653,631	2,163,761	6,308,660	961,759	(1,202,002)
Total Revenues	<u>2,971,259</u>	<u>2,803,825</u>	<u>9,659,428</u>	<u>1,598,794</u>	<u>(1,205,031)</u>
Expenditures					
Operating Expenses	3,059	3,200	3,200	183,944	180,744
Capital Outlay	3,057,423	3,482,892	11,319,356	2,035,354	(1,447,538)
Operating Transfers Out	514,879	385,600	385,600	377,603	(7,997)
Total Expenditures	<u>3,575,360</u>	<u>3,871,692</u>	<u>11,708,156</u>	<u>2,596,901</u>	<u>(1,274,791)</u>
Revenues Over (Under) Expenditures	(604,102)	(1,067,867)	(2,048,728)	(998,107)	
Fund Balance, Beginning of Year		<u>3,655,453</u>	<u>3,655,453</u>	<u>1,606,725</u>	
Projected Fund Balance, End of Year		<u>2,587,586</u>	<u>1,606,725</u>	<u>608,618</u>	

Personnel

No Personnel has been allocated to this fund.

Budget by Department

(General Fund only)



Ottawa County

Where You Belong

General Fund (1010)
Budget Year Ending September 30, 2021

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.

	2019 Actuals	2020 Adopted Budget	2020 Amended Budget	2021 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	52,482,025	55,924,029	54,624,029	57,124,665	1,200,636
Intergovernmental Revenue	10,956,292	8,708,526	10,119,376	11,063,519	2,354,993
Charges for Services	15,112,606	16,087,697	16,132,330	15,624,236	(463,461)
Fines & Forfeits	72,221	90,500	90,500	71,100	(19,400)
Interest on Investments	726,307	556,250	556,250	606,447	50,197
Rent	2,166,069	2,117,220	2,117,220	2,198,027	80,807
Licenses & Permits	376,231	396,105	396,105	393,538	(2,567)
Other Revenue	875,058	658,962	628,803	716,683	57,721
Operating Transfers In	709,196	2,863,657	2,810,205	3,864,814	1,001,157
Total Revenues	<u>83,476,005</u>	<u>87,402,946</u>	<u>87,474,818</u>	<u>91,663,029</u>	<u>4,260,083</u>
Expenditures					
Salaries & Wages	25,735,192	27,575,324	27,797,962	28,146,138	570,814
Benefits	14,330,432	15,807,483	15,440,613	15,897,299	89,816
Supplies	2,962,224	3,034,506	3,143,778	3,304,915	270,409
Contracted Services	4,313,663	4,870,332	4,921,511	6,052,908	1,182,576
Operating Expenses	3,692,029	4,245,046	4,260,741	4,340,515	95,469
Maintenance & Repair	770,109	715,766	744,764	784,641	68,875
Utilities	1,570,496	1,535,140	1,535,784	1,637,209	102,069
Insurance	925,187	915,808	917,340	1,021,775	105,967
Indirect Expense	5,444,970	6,249,310	6,249,310	6,094,945	(154,365)
Contribution to Component Units	10,726,842	10,500,361	10,500,361	11,816,491	1,316,130
Contingency	-	500,000	268,874	952,484	452,484
Operating Transfers Out	12,721,685	12,832,706	14,514,491	12,910,428	77,722
Total Expenditures	<u>83,192,827</u>	<u>88,781,782</u>	<u>90,295,529</u>	<u>92,959,748</u>	<u>4,177,966</u>
Revenues Over (Under) Expenditures	283,177	(1,378,836)	(2,820,711)	(1,296,719)	
Fund Balance, Beginning of Year		24,192,659	24,192,659	21,371,948	
Projected Fund Balance, End of Year		<u>22,813,823</u>	<u>21,371,948</u>	<u>20,075,229</u>	
Estimated Underspend Planned/One Time		1,000,000	976,695	947,343	
Revenues Over (Under)		<u>378,836</u>	<u>1,844,016</u>	<u>349,376</u>	
		<u>1,378,836</u>	<u>2,820,711</u>	<u>1,296,719</u>	

Administrator's Office (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.

Financial Summary

Administrator	10101720	2019	2020	2021
		Actual	Current Year Amended Budget	Board Approved Budget
Revenues				
Other Revenue		(1,994)	(45,218)	-
Total Revenues		(1,994)	(45,218)	-
Expenditures				
Salaries		487,082	502,243	509,391
Fringe Benefits		228,852	248,218	262,599
Supplies		14,036	57,393	17,180
Contracted		310	34,321	180,000
Operating		26,819	33,345	33,345
Utilities		3,968	4,060	5,326
Indirect Expenses		20,644	30,432	24,956
Total		781,711	910,012	1,032,797

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Administrator	0.84	0.84	0.84
Assistant County Administrator	1.00	1.00	1.00
Management Analyst	0.70	0.80	0.80
Communication Manager	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Secretary	0.50	0.50	0.50
Total for Department	5.04	5.14	5.14

Administrator's Office (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 that proposed legislation that would positively impact the County is passed

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	2019 Actual	2020 Target	2021 Target
Department Goal 1: Strive for "triple-triple" bond ratings			
County Bond Rating - <i>Moody's</i>	Aaa	Aaa	Aaa
County Bond Rating - <i>Standard & Poor's</i>	n/a	AA	AA
County Bond Rating - <i>Fitch</i>	n/a	AAA	AAA
Department Goal 2: Promote a culture of engagement with stakeholders			
% of citizens satisfied with County Government services	n/a	80.0%	81.0%
% of employees completely to fairly well satisfied with communication from Administration (<i>Employee Survey</i>)	100.0%	100.0%	100.0%
# of subscribers receiving communication through GovDelivery	39,421	43,000	47,000
% of subscribers accessing communications received through GovDelivery	57.5%	65.0%	65.0%
Department Goal 3: Promote a culture of continuous improvement of County programs and services			
Return-on-investment from projects funded through the Innovation Fund	\$0.00	\$0.00	\$0.00
Department Goal 4: Promote a culture that strives to provide excellent customer service			
% of citizens receiving excellent customer service	n/a	n/a	88.0%

Canvassing Board (10101920)

Department Description

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

Financial Summary

		2019	2020	2021
		Actual	Current Year Amended Budget	Board Approved Budget
Canvassing Board	10101920			
Revenues				
Other Revenue		-	-	(4,010)
Total Revenue		-	-	(4,010)
Expenditures				
Salaries		2,995	4,500	10,080
Fringe Benefits		23	100	-
Operating Expenses		1,213	1,300	1,949
Total Expenditures		4,231	5,900	12,029

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

		2019	2020	2021
		Actual	Current Year Amended Budget	Board Budget
Central Dispatch	10103250			
Revenue				
Taxes		(5,109,878)	(4,954,751)	(5,551,867)
Total Revenue		<u>(5,109,878)</u>	<u>(4,954,751)</u>	<u>(5,551,867)</u>
Expenditures				
Contribution to Component		5,092,179	4,954,751	5,551,867
Total Expenditures		<u>5,092,179</u>	<u>4,954,751</u>	<u>5,551,867</u>

Personnel

No Personnel has been allocated to this Department.

Circuit Court – Trial Division (10101310)

Mission Statement

To administer justice and restore wholeness in a manner that inspires public trust.

Court Description

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

Financial Summary

Circuit Court	10101310	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenues				
Intergovernmental		(1,428)	(1,400)	(1,400)
Charges for Services		(370,585)	(330,000)	(330,000)
Fines & Forfeits		(21,335)	(24,500)	(22,500)
Other Revenue		(19,672)	(22,750)	(22,750)
Total Revenues		(413,019)	(378,650)	(376,650)
Expenditures				
Salaries		858,284	911,479	927,848
Fringe Benefits		450,329	487,060	516,110
Supplies		94,892	139,114	126,768
Contracted Services		118,096	170,500	162,500
Operating Expenses		126,438	146,186	186,276
Utilities		26,454	25,731	34,984
Insurance		12,805	15,166	15,158
Indirect Expenses		938,448	1,189,450	1,143,075
Total Expenditures		2,625,746	3,084,686	3,112,719

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Judge - Circuit Court	4.00	4.00	4.00
Trial Division Director	1.00	1.00	1.00
Research Attorney	-	2.00	2.00
Senior Law Clerk	1.00	-	-
Chief Circuit Court Clerk	1.00	1.00	1.00
Circuit Court Clerk	4.55	4.80	4.80
Felony Collection Clerks	2.00	2.00	2.00
Court Reporter/Tech Specialist	2.00	2.00	2.00
Law Clerk/Bailiff	1.00	-	-
Total for Department	16.55	16.80	16.80

Primary Goals and Objectives

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

Court Goal 1: Provide the highest quality of justice and court services to the people of Ottawa County*

Objective 1) Effectively manage the juror process and maximize the rate at which they are selected to serve on a jury panel

Objective 2) Administer justice with fairness, equality and respect

Primary Outcome Measures

Annual Measures	2019 Actual	2020 Target	2021 Target
Court Goal 1: Provide the highest quality of justice and court services to the people of Ottawa County*			
Juror yield (% who were sent qualification questionnaires, qualified for duty, and available to serve)	54%	54%	54%
Juror utilization (% of qualified and available jurors used at least once in trial or during voir dire)	32%	23%	23%
% agreed they were able to get their court business done in a reasonable amount of time that day (according to Public Satisfaction Survey conducted even years)	84%	84%	84%
% agreed they were treated with courtesy and respect by court staff (according to Public Satisfaction Survey conducted even years)	91%	91%	91%
% agreed the way their case was handled was fair (according to Public Satisfaction Survey conducted even years)	80%	80%	80%
% agreed the outcome in their case was favorable to them (according to Public Satisfaction Survey conducted even years)	67%	67%	67%

*Court performance measures are based on state (<http://courts.mi.gov/education/stats/performance-measures/pages/Ottawa.aspx>) and national (www.courtools.org/Trial-Court-Performance-Measures.aspx) requirements.

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

Adult Probation	10101520	2019	2020	2021
		Actual	Current Year Amended Budget	Board Approved Budget
Expenditures				
Supplies		10,716	9,750	12,000
Contracted Services		894	768	700
Operating Expenses		1,212	1,117	1,643
Utilities		16,948	16,990	12,581
Indirect Expenses		122,053	61,499	75,961
Total Expenditures		151,823	90,124	102,885

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	2019 Actual	2020 Target	2021 Target
Department Goal 1: Rehabilitate offenders by equipping them with enriching life skills			
CBT referral rate	25%	30%	35%
Department Goal 2: Reduce cost of jail and prison			
Prison commitment rate	15%	13%	11%

Circuit Court Family (10101660)

Department Description

This department is a result of Public Act 155 of 1964 (as amended by Public Act 16 of 1980) which established 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

		2019	2020	2021
		Actual	Current Year Amended Budget	Board Approved Budget
CC Fam Counseling	10101660			
Revenues				
Licenses & Permits		(31,455)	(27,000)	(24,000)
Total Revenues		<u>(31,455)</u>	<u>(27,000)</u>	<u>(24,000)</u>
Expenditures				
Contracted Services		9,381	15,000	15,000
Indirect Expenses		834	2	1,782
Total Expenditures		<u>10,215</u>	<u>15,002</u>	<u>16,782</u>

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 committee system to discuss and direct County policies.

Financial Summary

		2019	2020	2021
		Actual	Current Year Amended Budget	Board Approved Budget
Commissioners	10101010			
Revenues				
Other Revenue		(3,371)	-	-
Total Revenues		<u>(3,371)</u>	<u>-</u>	<u>-</u>
Expenditures				
Salaries		206,924	210,287	215,305
Fringe Benefits		56,364	61,809	66,366
Supplies		17,755	7,590	10,553
Contracted Services		81,522	113,009	113,009
Operating Expenses		129,074	129,185	132,285
Utilities		5,414	5,973	5,464
Indirect Expenses		38,463	44,659	43,599
Total Expenditures		<u>535,515</u>	<u>572,512</u>	<u>586,581</u>

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Commissioners	11.00	11.00	11.00
Total for Department	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>

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

		2019	2020	2021
		Actual	Current Year Amended Budget	Board Approved Budget
Contingency	10108900			
Total Expenditures		-	268,874	952,484

Personnel

No Personnel has been allocated to the Department.

Corporate Counsel (10102660)

Financial Summary

	2019	2020	2021
	Actual	Current Year Amended Budget	Board Approved Budget
Corporate Counsel 10102660			
Revenues			
Charges for Services	(16)	-	-
Total Revenue	<u>(16)</u>	<u>-</u>	<u>-</u>
Expenditures			
Salaries	42,781	43,042	43,734
Fringe Benefits	20,652	23,172	24,644
Supplies	3,116	1,600	2,185
Contracted Services	183,622	230,000	226,447
Operating Expenses	1,154	250	225
Utilities	1,325	2,000	1,776
Indirect Expenses	7,477	8,193	7,855
Total Expenditures	<u>260,127</u>	<u>308,257</u>	<u>306,866</u>

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Corporate Counsel	0.95	0.95	0.95
Administrative Secretary	0.75	0.75	0.75
Total for Department	<u>1.70</u>	<u>1.70</u>	<u>1.70</u>

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

County Clerk	10102150	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenues				
Licenses & Permits		(21,234)	(18,200)	(18,200)
Charges for Services		(608,242)	(582,500)	(592,000)
Other Revenue		(1,221)	(1,913)	(1,976)
Total Revenue		(630,696)	(602,613)	(612,176)
Expenditures				
Salaries		1,070,146	1,112,640	1,155,106
Fringe Benefits		663,311	721,493	728,478
Supplies		98,741	76,600	84,678
Contracted Services		36,736	27,600	30,251
Operating Expenses		32,204	44,165	44,419
Maintenance & Repair		-	500	500
Utilities		23,065	22,593	29,146
Indirect Expenses		156,918	183,604	176,437
Total Expenditures		2,081,121	2,189,195	2,249,015

County Clerk (10102150) Continued

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # 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	15.00	15.00	15.00
Clerk/Register Technician	3.00	3.00	3.00
Court Records Supervisor	1.00	1.00	1.00
Court Records Data Technician	1.00	1.00	1.00
Senior Case Records Technician	1.00	1.00	1.00
Total for Department	24.00	24.00	24.00

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	2019 Actual	2020 Target	2021 Target
Department Goal 1: Grow communication and allow ease of access to public records for customers			
% of jurors using online system	78%	85%	98%
% of court documents e-filed	40%	40%	100%
Department Goal 2: Ensure accuracy, protection, and confidentiality (where applicable) of records			
% of people cross trained for handling deeds and vital records	85%	95%	100%
% of systems converted fully to MICA system	0%	0%	0%
% of business registrations and notaries processed electronically	0%	50%	100%
% of sensitive documents at highest level of security	80%	80%	100%

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

Strategic Initiatives	10102230	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenues				
Charges for Services		(377)	-	-
Other Revenue		(22,655)	-	-
Total Revenues		(23,032)	-	-
Expenditures				
Supplies		14,418	14,268	10,000
Contracted Services		50,668	82,000	52,000
Operating Expenses		13,562	16,000	21,000
Total Expenditures		78,648	112,268	83,000

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Victim's Rights Coordinator	1.00	1.00	1.00
Victim Advocate	2.00	2.00	2.00
Victim Advocate Assistant	-	1.00	1.00
Total for Department	3.00	4.00	4.00

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)

Crime Victim's Rights (10102320) Continued

Primary Outcome Measures

Annual Measures	2019 Actual	2020 Target	2021 Target
Department Goal 1: Ensure crime victims' needs are met			
% of known crime victims receiving services	43.0%	55.0%	60.0%
Total funds raised for the Crime Victim Foundation through the Katty Shack Race (cumulative)	\$103,000	n/a	\$113,000

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	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenues				
Intergovernmental		(48,613)	(55,000)	(35,000)
Charges for Services		(3,009,532)	(3,265,000)	(2,987,500)
Fines & Forfeits		(32,002)	(60,000)	(33,500)
Other Revenue		(11,731)	(10,000)	(15,000)
Revenue		<u>(3,101,877)</u>	<u>(3,390,000)</u>	<u>(3,071,000)</u>
Expenditures				
Salaries		2,772,105	2,885,114	2,956,952
Fringe Benefits		1,545,671	1,678,634	1,710,214
Supplies		305,445	383,741	430,509
Contracted Services		103,827	109,240	99,640
Operating Expenses		179,894	189,423	202,904
Maintenance & Repair		650	2,500	2,500
Utilities		94,166	82,755	94,158
Insurance		53,987	57,716	61,569
Indirect Expenses		1,412,802	1,538,174	1,419,708
Total Expenditures		<u>6,468,547</u>	<u>6,927,297</u>	<u>6,978,154</u>

District Court (10101360) Continued

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # 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
Dep Director of Prob & CM	0.65	0.65	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	11.00	11.00
District Court Clerk I	11.25	10.25	10.25
Court Recorder Judicial Secretary	4.00	4.00	4.00
District Court Officer	0.80	0.80	0.80
Court Services Officer	0.55	0.55	0.55
Case Specialist	1.00	1.00	1.00
Probation-Treatment Specialist	9.05	9.05	9.05
Bailiff	0.70	0.70	0.70
Magistrate	1.00	1.00	1.00
Probation / Community Corrections Secretary	3.34	3.34	3.34
Total for Department	54.84	54.84	54.84

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	2019 Actual	2020 Target	2021 Target
Court Goal 1: Effectively and appropriately manage caseload			
Overall Caseload Clearance Rate	100%	100%	100%
Percent of cases that are disposed of within recommended and established timeframes	100%	100%	100%
Court Goal 2: Properly enforce court ordered financial obligations			
Collection Rate	80%	85%	90%
Court Goal 3: Interpret and apply the law with fairness, equality and integrity			
% of Court users surveyed who indicated they were treated with courtesy and respect by Court staff	93%	95%	97%
% of Court users surveyed who indicated the judge/magistrate treated them with courtesy and respect	88%	90%	92%
% of Court users surveyed who indicated they left the Court with an understanding of what happened in their case	82%	85%	87%

District Courts 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.

Personnel

Position Title	2019 # of	2020 # of	2021 # of
Assistant Director of Probation Services	0.15	0.15	0.15
Court Services Officer	0.45	0.45	0.45
Court Services Coordinator	0.70	0.70	0.70
Director of Probation & CC	0.50	0.50	0.50
Probation Officer/SSA	2.45	2.45	2.95
Probation / Community Corrections Secretary	0.32	0.32	0.32
Probation Specialist	0.49	0.49	0.44
Total for Department	5.05	5.05	5.50

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	2019 Actual	2020 Target	2021 Target
Department Goal 1: Reduce the cost of jail and prison operations			
Group 2 straddle cell prison commitment rate	32.50%	19.00%	21.00%
Prison commitment rate for technical probation violators	1%	5%	5.7%
Overall prison commitment rate	16%	13%	13%
Department Goal 2: Ensure that offenders successfully complete programs			
Programs successful completion rate	93%	90%	90%

Diversity, Equity & Inclusion (10101725)

Financial Summary

10101725	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenues			
Charges for Services	-	(5,948)	-
Other Revenue	(210,230)	-	-
Total Revenues	(210,230)	(5,948)	-
Expenditures			
Salaries	37,648	130,010	145,844
Fringe Benefits	9,260	79,822	70,633
Supplies	8,591	3,700	12,085
Operating Expenses	638	20,298	15,910
Contracted Services	-	10,150	-
Utilities	-	-	1,182
Indirect Expenses	-	-	7,246
Total Expenditures	56,136	243,980	252,900

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Director of DEI	-	1.00	1.00
Senior Secretary	-	1.00	1.00
Total for Department	-	2.00	2.00

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

		2019	2020	2021
		Actual	Current Year Amended Budget	Board Approved Budget
Drain Assessments	10104450			
Expenditures				
Operating Expenses		173,445	205,000	214,000
Total Expenditures		<u>173,445</u>	<u>205,000</u>	<u>214,000</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

		2019	2020	2021
		Actual	Current Year Amended Budget	Board Approved Budget
Elections	10102620			
Revenues				
Other Revenue		(98,384)	(132,721)	(110,613)
Total Revenue		<u>(98,384)</u>	<u>(132,721)</u>	<u>(110,613)</u>
Expenditures				
Salaries		67,395	84,664	74,941
Fringe Benefits		37,624	39,389	40,746
Supplies		99,081	298,466	188,306
Contracted		28,798	2,560	28,772
Operating		30,339	36,807	40,227
Utilities		6,389	8,132	6,504
Indirect Expenses		696	3,072	3,644
Total		<u>270,321</u>	<u>473,090</u>	<u>383,140</u>

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Election Coordinator	1.00	1.00	1.00
Total for Department	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

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

Elections (10102620) Continued

Primary Outcome Measures

Annual Measures	2019 Actual	2020 Target	2021 Target
Department Goal 1: To provide free and fair elections for the citizens of Ottawa County			
% of machines replaced during elections	2.0%	0.0%	0.0%
% of political candidates who submitted their campaign finances documents on time	98%	100%	100%
Average amount of time it takes for absentee results to be reported after polls close (minutes)	35	30	30

Emergency Management (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 operation 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

Emergency Services	10104260	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenues				
Intergovernmental		(29,134)	(51,889)	(51,889)
Other Revenue		(3,951)	-	-
Total Revenues		(33,086)	(51,889)	(51,889)
Expenditures				
Salaries		121,492	125,254	141,370
Fringe Benefits		73,072	86,550	96,052
Supplies		48,376	58,835	39,970
Contracted Services		5,899	21,974	10,438
Operating Expenses		9,780	8,903	10,253
Maintenance & Repair		2,335	2,500	3,000
Utilities		12,551	13,091	17,308
Insurance		2,118	2,043	2,251
Indirect Expenses		120,436	106,117	137,309
Total Expenditures		396,058	425,267	457,951

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # 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	0.75
Total for Department	2.10	2.10	2.35

Emergency Management (10104260) Continued

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	2019 Actual	2020 Target	2021 Target
Department Goal 1: Mitigate property damage and loss of life that may result from natural, technological or terrorist-related disasters			
Amount of property damage from natural, technological, or terrorist-related disasters for declared state of emergency instances only	\$2,500,000	\$1,600,000	\$0
% of corrective actions implemented in the emergency response plans as a result of the emergency response trainings and exercises	100%	100%	100%

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, 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

		2019	2020	2021
		Actual	Current Year Amended Budget	Board Approved Budget
Equalization	10102570			
Revenues				
Charges for Services		(5,938)	(6,750)	(6,750)
Total Revenue		<u>(5,938)</u>	<u>(6,750)</u>	<u>(6,750)</u>
Expenditures				
Salaries		635,665	619,067	531,418
Fringe Benefits		388,600	463,697	538,061
Supplies		14,634	16,455	21,208
Contracted Services		25,540	32,476	33,280
Operating Expenses		18,519	25,945	26,716
Utilities		7,496	7,668	10,060
Indirect Expenses		53,793	66,746	70,620
Total Expenditures		<u>1,144,246</u>	<u>1,232,054</u>	<u>1,231,363</u>

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Equalization Director	1.00	1.00	1.00
Deputy Equalization Director	1.00	1.00	1.00
Appraiser III	3.00	4.00	4.00
Appraiser II	1.00	-	-
Appraiser I	1.00	2.00	2.00
Assistant Assessor	-	-	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
Total for Department	<u>13.75</u>	<u>14.75</u>	<u>15.75</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	2019 Actual	2020 Target	2021 Target
Department Goal 1: Ensure each local unit of government contributes uniformly and equitably to any taxing authority			
# of classes where County Equalized Value was appealed	0	0	0
% of County General Fund budget from property taxes	64%	64%	64%
Department Goal 2: Ensure the millages of each taxing authority are valid			
% of time a requested millage is incorrectly audited	0%	0%	0%
Department Goal 3: Ensure the assessment rolls are accurate and complete			
% of new or changed property descriptions processed	100%	100%	100%
Department Goal 4: Maintain and/or minimize cost to taxpayers			
# of local units contracting with the County for Assessment Administration services	3	4	4

Equalization Blendon Township (10102573)

Financial Summary

	2019	2020	2021
	Actual	Current Year Amended Budget	Board Approved Budget
Blendon Township Assessing 10102573			
Revenues			
Charges for Services	(74,841)	(71,500)	(74,258)
Total Revenue	(74,841)	(71,500)	(74,258)
Expenditures			
Salaries	61,000	68,413	70,000
Fringe Benefits	21,838	-	-
Supplies	102	100	100
Operating Expenses	1,748	2,000	2,150
Total Expenditures	84,688	70,513	72,250

Personnel

No Personnel has been allocated to this Department.

Equalization Crockery Township (10102572)

Financial Summary

	2019	2020	2021
	Actual	Current Year	Board
		Amended Budget	Budget
Crockery Twp. Assessing 10102572			
Revenues			
Charges for Services	(52,889)	(62,975)	(65,217)
Total Revenue	(52,889)	(62,975)	(65,217)
Expenditures			
Salaries	44,179	64,056	58,000
Fringe Benefits	15,244	-	-
Supplies	75	100	100
Operating Expenses	2,125	2,050	2,220
Total Expenditures	61,623	66,206	60,320

Personnel

No Personnel has been allocated to this Department.

Equalization Grand Haven Township (10102571)

Financial Summary

	2019	2020	2021
	Actual	Current Year Amended Budget	Board Approved Budget
Grand Haven Assessing 10102571			
Revenues			
Charges for Services	(150,907)	(156,850)	(166,624)
Total Revenue	(150,907)	(156,850)	(166,624)
Expenditures			
Salaries	96,671	110,951	155,000
Fringe Benefits	41,434	43,142	-
Supplies	170	500	460
Operating Expenses	1,621	1,625	2,240
Total Expenditures	139,895	156,218	157,700

Personnel

No Personnel has been allocated to this Department.

Facilities Maintenance (2650)

Mission Statement

To manage County facilities and preserve County assets in a fiscally responsible manner in order to provide a safe environment for employees and visitors.

Department Description

The Facilities Maintenance Department renovates, repairs, maintains and operates County properties as well as manages major capital improvement projects. The department is also involved in the purchase and sale of County facilities and real estate. The department has budgetary control over the operation and maintenance of multiple County properties, including the County Administration building, all County Courthouses, Health and Mental health buildings, the County jail and numerous other County facilities and properties. Approximately 669,000 square feet of County facilities are included in the responsibilities of the department.

Financial Summary

	2650	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenues				
Charges for Services		-	-	-
Rent		(2,106,779)	(2,059,720)	(2,135,169)
Other Revenue		(4,222)	-	-
Total Revenue		<u>(2,111,000)</u>	<u>(2,059,720)</u>	<u>(2,135,169)</u>
Expenditures				
Salaries		962,320	1,007,593	1,020,875
Fringe Benefits		603,271	654,345	630,318
Supplies		212,867	273,685	359,187
Contracted Services		486,782	546,004	549,442
Operating Expenses		181,366	157,023	141,745
Maintenance & Repair		573,354	589,166	603,841
Utilities		1,179,959	1,160,639	1,166,243
Insurance		123,981	117,003	145,151
Indirect Expenses		70,003	94,155	80,888
Total Expenditures		<u>4,393,900</u>	<u>4,599,613</u>	<u>4,697,690</u>

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # 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
Total for Department	<u>20.50</u>	<u>20.50</u>	<u>20.50</u>

Facilities Maintenance (2650) Continued

Primary Goals and Objectives

County Goal: Continually improve the County's organizations and services

Department Goal 1: Provide safe, quality, value-based Facilities Management services to the County

Objective 1) Manage routine and preventive maintenance programs tracked by Facility Dude at assigned facilities

Objective 2) Ensure a safe working environment for Facilities Maintenance employees

County Goal: Maintain and Improve the strong financial position of the County

Department Goal 2: Manage County facilities energy consumption to minimize cost

Objective 1) Identify and transition Facilities systems/devices to high energy-efficiency opportunities

Objective 2) Work with utility providers to minimize expenses related to utility consumption

Department Goal 3: Plan, organize, and administer building projects to maximize value, minimize cost, and preserve assets

Objective 1) Acquire and sell County properties

Objective 2) Manage County construction and renovation projects

Primary Outcome Measures

Annual Measures	2019 Actual	2020 Target	2021 Target
Department Goal 1: Provide safe, quality, value-based Facilities Management services to the County			
% of Facilities work orders completed	99%	95%	95%
# of lost-time safety incidents for Facilities Maintenance employees	0	0	0
Department Goal 2: Manage County facilities energy consumption to minimize cost			
Utility cost of County properties per square foot of interior space	1.73	1.82	1.82
Department Goal 3: Plan, organize, and administer building projects to maximize value, minimize cost, and preserve assets			
% of planned building projects completed	157%	95%	95%

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

Fiscal Services	10101910	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenues				
Charges for Services		(5,423,183)	(6,208,072)	(5,962,184)
Rent		(59,291)	(57,500)	(62,858)
Other Revenue		(52,837)	(31,000)	(35,000)
Total Revenue		<u>(5,535,311)</u>	<u>(6,296,572)</u>	<u>(6,060,042)</u>
Expenditures				
Salaries		745,404	934,964	993,495
Fringe Benefits		409,604	574,738	578,373
Supplies		46,442	26,505	60,457
Contracted Services		109,900	156,005	138,150
Operating Expenses		81,602	101,521	88,147
Maintenance & Repair		433	500	500
Utilities		8,378	9,425	11,243
Indirect Expenses		74,319	79,251	72,239
Total Expenditures		<u>1,476,083</u>	<u>1,882,909</u>	<u>1,942,604</u>

Fiscal Services (10101910) Continued

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Fiscal Services Director	0.49	0.50	0.50
Assistant Fiscal Services Director	0.80	0.80	0.80
Administrative Assistant	-	1.00	1.00
Budget Analyst	4.00	4.80	4.80
Accountant III	0.26	-	-
Accountant II	0.50	0.50	0.50
Accounts Payable Supervisor	1.00	0.50	0.50
Administrative Assistant/Buyer	1.00	3.00	3.00
Purchasing Manager	1.00	1.00	1.00
Account Clerk II	3.00	2.00	2.00
Local Unit Financial Liaison	1.00	1.00	1.00
Accounting Manager	0.60	0.60	0.60
Total for Department	13.65	15.70	15.70

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	2019 Actual	2020 Target	2021 Target
Department Goal 1: Provide superior financial management and reporting services to the County			
# of audit adjustments on Comprehensive Annual Financial Report (CAFR)	0	0	0
# of RFPs completed for contracts that have not been competitively bid in 36 months	10	12	15
# of years GFOA Distinguished Budget award has been consecutively received	26	27	28
# of years GFOA Excellence in Financial Reporting award has been consecutively received	35	36	37

County pension (% funded)	75.00%	80.00%	80.00%
Other Post-Employment Benefits (OPEB) (% funded)	107.00%	107.00%	107.00%
Bond rating - Moody's	Aaa	Aaa	Aaa
Bond rating - Fitch	NA	AAA	AAA
P-Card rebate (\$)	\$25,439	\$20,000	\$20,000
Department Goal 2: Continually improve the efficiency of the Department's organization and services			
% of Fiscal staff trained in lean methodologies	95%	100%	100%
# of lean projects completed in 12 months	1	2	2

Geographic Information Systems (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

GIS	10102590	2019 Actual	2020 Current Year Amended	2021 Board Approved Budget
Revenues				
Charges for Services		(102,541)	(94,750)	(93,000)
Total Revenue		(102,541)	(94,750)	(93,000)
Expenditures				
Salaries		267,459	283,890	292,828
Fringe Benefits		149,102	158,783	165,897
Supplies		13,861	11,580	4,411
Contracted Services		38,603	55,699	60,854
Operating Expenses		12,622	15,390	13,495
Utilities		2,230	1,804	2,803
Indirect Expenses		14,526	28,183	14,582
Total Expenditures		498,402	555,329	554,870

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # 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
Total for Department	4.00	4.00	4.00

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

Geographic Information Systems (10102590) Continued

Primary Outcome Measures

Annual Measures	2019 Actual	2020 Target	2021 Target
Department Goal 1: Enhance the decision-making capabilities of County employees, partner agencies, citizens, and other stakeholders through the utilization of GIS technology			
# of GIS GeoCortex applications and specialized mapping applications created	3	2	2
# of GIS GeoCortex applications and specialized mapping applications supported	17	19	21
# of unique page views for GIS GeoCortex applications and specialized mapping applications	744,597	775,000	800,000
# of ArcGIS for Portal/ArcGIS Online content created	32	30	30
# of ArcGIS for Portal/ArcGIS Online content supported	42	72	102
# of unique downloads/views for ArcGIS for Portal/ArcGIS Online application and maps	649,634	750,000	800,000
# of unique users for ArcGIS for Portal/ArcGIS Online Supported	154	170	190
# of GIS users supported for login-based applications across all platforms (County employees) ¹	137	150	175
# of GIS users supported for login-in based applications across all platforms (Partner Agency employees) ²	265	270	275

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)

Mission Statement

To provide policies, programs, and expertise that ensure the successful recruitment, employment, and retention of a diverse, qualified workforce to serve Ottawa County residents.

Department Description

The Human Resources Department is broken into two categories: Talent Management and Operational and Core Services. Talent Management focuses on marketing, recruiting, hiring, onboarding, employee development, performance improvement, employee recognition, succession planning, off boarding, and reassessment of department and County needs. Operational and Core Services focuses on labor relations, benefits, payroll, unemployment, safety and compliance, discipline, wage classification, and legal matters.

Financial Summary

Human Resources - 10102700	10102700	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenue				
Charges for Services		(3,985)	-	-
Other Revenue		-	-	(44,444)
Total Revenue		(3,985)	-	(44,444)
Expenditures				
Salaries		466,140	483,554	496,522
Fringe Benefits		270,432	291,916	305,649
Supplies		27,658	27,684	27,980
Contracted Services		101,059	141,750	151,000
Operating Expenses		50,950	158,513	59,303
Utilities		5,291	5,413	7,101
Indirect Expenses		38,415	61,588	50,659
Total Expenditures		959,944	1,170,418	1,098,214

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Human Resources Director	0.60	0.60	0.60
Payroll Compliance Supervisor	0.90	0.95	0.95
Human Resources Benefit Analyst	0.08	0.08	0.08
Human Resources Specialist	2.90	2.90	2.90
Human Resources Employment Analyst	1.00	1.00	1.00
Human Resources Manager	1.00	1.00	1.00
Payroll Coordinator	1.00	1.00	1.00
Total for Department	7.48	7.53	7.53

Human Resources (10102700) Continued

Primary Goals and Objectives

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

Department Goal 1: Recruit and hire qualified, diverse workforce

Objective 1) Obtain an ideal pool of qualified candidates by targeting recruitment efforts

Objective 2) Ensure the utilization of interview techniques, testing, and questions that maximize the interviewers' ability to select qualified applicants

Department Goal 2: Retain qualified employees through appropriate compensation and growth opportunities

Objective 1) Provide a competitive compensation and benefits package

Objective 2) Improve proficiency and performance of County employees by providing effective leadership and general skills training

Objective 3) Conduct payroll

Department Goal 3: Provide professional and legal labor relations services to the County Board of Commissioners, departments, and employees

Objective 1) Negotiate fair and timely collective bargaining agreements with all labor unions

Objective 2) Enforce and adhere to collective bargaining agreements, personnel-related policies and employee benefit manuals

Objective 3) Provide counsel to department managers on employee discipline, performance issues, and labor relations

Objective 4) Ensure compliance with state and federal employment laws and recordkeeping

Primary Outcome Measures

Annual Measures	2019 Actual	2020 Target	2021 Target
Department Goal 1: Recruit and hire a qualified, diverse workforce			
Hiring manager satisfaction from survey (% satisfied)	94%	90%	90%
New hire net promoter score (from supervisor 6 month survey)	0.77	0.75	0.75
% of new hires that met or exceeded expectations (from supervisor 6 month survey)	98%	95%	95%
Department Goal 2: Retain qualified employees through appropriate compensation and growth opportunities			
County employee turnover ratio (excluding retirements)	7%	10%	10%
% of employees who leave during their first year (excluding temporary/seasonal employment)	10%	10%	10%
County net promoter score (from County Employee Engagement Survey)	0.77	70.00	70.00
Employee benefit cost to County as a percent of labor cost	26%	25%	25%
% of payrolls processed on-time (within 2 days after all payroll data received)	100%	100%	100%
Department Goal 3: Provide professional and legal labor relations services to the County Board of Commissioners, departments, and employees			
% of contested unemployment claims settled in the County's favor	100%	95%	95%
% of discrimination claims filed that were settled in the County's favor	100%	95%	95%
% of wrongful termination cases filed that were settled in the County's favor	100%	95%	95%
% of contested W/C claims settled in the County's favor	100%	95%	95%

Innovation Initiatives (10101721)

Department Description

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

Financial Summary

		2019	2020	2021
		Actual	Current Year Amended Budget	Board Approved Budget
Innovation Initiatives	10101721			
Expenditures				
Salaries		-	-	-
Fringe Benefits		-	-	-
Supplies		-	-	-
Contracted Services		-	-	-
Indirect Expenses		3,659	-	(2,804)
Total Expenditures		<u>3,659</u>	<u>-</u>	<u>(2,804)</u>

Personnel

No Personnel has been allocated to this Department.

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

		2019	2020	2021
	10108650	Actual	Current Year Amended Budget	Board Approved Budget
Insurance				
Expenditures				
Insurance		128,249	142,644	158,233
Total Expenditures		<u>128,249</u>	<u>142,644</u>	<u>158,233</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

		2019	2020	2021
		Actual	Current Year Amended Budget	Board Approved Budget
Jury Board	10101670			
Expenditures				
Supplies		4,666	20,000	19,200
Contracted Services		14,062	7,144	7,680
Operating Expenses		11,551	11,672	11,672
Total Expenditures		<u>30,280</u>	<u>38,816</u>	<u>38,552</u>

Personnel

No Personnel has been allocated to this Department.

Juvenile Court (10101490)

Mission Statement

To administer justice and restore wholeness in a manner that inspires public trust.

Court Description

The function of the 20th Circuit Court, Family Division, Juvenile Court is to process cases and resolve legal disputes involving delinquency and neglect/abuse cases, and other legal matters mandated by statute. The target population includes vulnerable children who are neglected and/or abused and delinquent minors referred to the Juvenile Court.

Financial Summary

Circuit Court Juv Serv	10101490	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenues				
Intergovernmental		(142,592)	(104,198)	(104,248)
Charges for Services		(54,488)	(61,000)	(54,100)
Total Revenues		(197,080)	(165,198)	(158,348)
Expenditures				
Salaries		385,598	392,544	472,620
Fringe Benefits		224,678	225,482	249,395
Supplies		30,659	23,045	57,025
Contracted Services		260,716	258,040	301,450
Operating Expenses		71,005	71,001	79,069
Utilities		8,219	8,242	13,106
Insurance		4,852	5,227	4,398
Indirect Expenses		104,490	109,348	98,047
Total Expenditures		1,090,216	1,092,929	1,275,110

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # 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
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
Total for Department	5.96	5.96	5.96

Juvenile Court (10101490) Continued

Primary Goals and Objectives

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

Court Goal 1: Ensure fair and efficient processing and resolutions for vulnerable children and delinquent minors

Objective 1) Process cases in compliance with National Center for State Courts (NCSC) established time frames

Primary Outcome Measures

Annual Measures	2019 Actual	2020 Target	2021 Target
Court Goal 1: Ensure fair and efficient processing and resolutions for vulnerable children and delinquent minors			
Disposition rate of delinquency juvenile detained cases within 98 days	90%	90%	90%
Disposition rate of delinquency juvenile not detained cases within 210 days	98%	98%	98%
Clearance rate of delinquency proceedings	100%	100%	100%

Legal Self Help (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

		2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
CC Legal Self Help	10101370			
Revenues				
Charges for Services		(22,893)	(23,000)	(23,000)
Interest		(13)	(10)	(10)
Other Revenue		-	-	-
Total Revenues		(22,906)	(23,010)	(23,010)
Expenditures				
Salaries		119,148	127,841	129,896
Fringe Benefits		80,823	82,298	87,897
Supplies		8,992	9,405	7,534
Contracted Services		690	516	500
Operating Expenses		2,214	7,905	7,837
Utilities		2,369	2,273	3,040
Indirect Expenses		26,981	27,987	23,438
Total Expenditures		241,217	258,225	260,142

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Legal Self-Help Center Director	1.00	1.00	1.00
LSH Admin Assistant	1.00	1.00	1.00
Total for Department	2.00	2.00	2.00

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

Legal Self Help (10101370) Continued

Primary Outcome Measures

Annual Measures	2019 Actual	2020 Target	2021 Target
Court Goal 1: Facilitate access to justice for non-criminal, self-represented litigants			
% of LSHC divorce cases whose final case disposition is anything other than "dismissed by court"	84%	84%	84%
% of overall satisfaction with LSHC services (according to LSHC Patron Satisfaction Survey)	100%	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

	10106480	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Medical Examiners				
Revenues				
Charges for Services		(57,563)	(44,500)	(47,000)
Total Revenues		<u>(57,563)</u>	<u>(44,500)</u>	<u>(47,000)</u>
Expenditures				
Salaries		65,369	74,704	85,610
Fringe Benefits		24,638	22,431	30,800
Supplies		2,952	2,285	2,575
Contracted Services		246,164	270,713	289,286
Operating Expenses		100,500	107,598	113,805
Indirect Expenses		829	6,498	4,101
Total Expenditures		<u>440,452</u>	<u>484,229</u>	<u>526,177</u>

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Health Admin Specialist	0.60	0.60	0.80
Total for Department	<u>0.60</u>	<u>0.60</u>	<u>0.80</u>

Michigan State University 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

		2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
MSU Extension	10102610			
Revenues				
Other Revenue		(5,000)	(5,000)	(5,000)
Total Revenues		(5,000)	(5,000)	(5,000)
Expenditures				
Salaries		51,728	60,347	61,373
Fringe Benefits		22,737	24,603	24,820
Supplies		2,775	4,380	2,125
Contracted Services		247,026	262,136	262,136
Operating Expenses		2,793	4,568	2,752
Maintenance & Repair		-	200	200
Utilities		10,582	10,826	14,202
Indirect Expenses		6,802	7,189	7,417
Total Expenditures		344,444	374,249	375,025

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Senior Extension Clerk	1.00	1.00	1.00
Total for Department	1.00	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: 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 educate farms on reducing electricity charges

Objective 2) Work with local agricultural operators to diversify farm commodities

Michigan State University Extension (10102610) Continued

Primary Outcome Measures

Annual Measures	2019 Actual	2020 Target	2021 Target
Department Goal 1: Manage production risk and improve production efficiency for agriculture			
# of small fruit production farms protected through effective management of insects, diseases, weeds or vertebrate pests by producers using Integrated Pest Management information provided	59	85	85
# of farms in the County that minimize crop damage caused by invasive pests and diseases	53	75	75
Department Goal 2: Expand avenues of income for local agriculture producers			
# of farms that participate in initial education to reduce peak demand charges for electricity	0	15	20
# of farms that participate in initial education of switchgrass production	0	15	20
% of educated farmers that indicate interest in growing switchgrass as value-added product	0%	70%	70%

Other Health & Welfare (10106039)

Department Description

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

Financial Summary

	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Other Health & Welfare 10106039			
Expenditures			
Contracted Services	29,000	29,003	29,000
Total Expenditures	29,000	29,003	29,000

Personnel

No Personnel has been allocated to this Department

Ottawa County Building Authority (10102790)

Financial Summary

	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Building Authority 10102790			
Expenditures			
Operating Expenses	-	-	-
Total Expenditures	-	-	-

Personnel

No Personnel has been allocated to this Department

Ottawa Soil/Water Conservation (10102800)

Financial Summary

	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Ott Soil/Water Cons 10102800			
Expenditures			
Operating Expenses	40,000	80,000	80,000
Total Expenditures	40,000	80,000	80,000

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

		2019	2020	2021
		Actual	Current Year Amended Budget	Board Approved Budget
Planning & Performance	10107211			
Revenues				
Intergovernmental		-	-	-
Charges for Services		-	-	-
Other Revenue		(128,242)	(75,575)	(21,340)
Total Revenues		(128,242)	(75,575)	(21,340)
Expenditures				
Salaries		595,049	594,848	544,970
Fringe Benefits		318,212	342,543	299,694
Supplies		21,550	23,166	26,657
Contracted Services		153,667	223,256	212,256
Operating Expenses		22,811	28,157	29,315
Utilities		5,732	5,864	7,693
Indirect Expenses		42,830	47,870	46,262
Total Expenditures		1,159,851	1,265,704	1,166,847
		2019	2020	2021
		Actual	Current Year Amended Budget	Board Approved Budget
Road Salt Management - 10107212	10107212			
Revenues				
Intergovernmental		-	-	(750,000)
Other Revenue		-	-	(140,000)
Total Revenues		-	-	(890,000)
Expenditures				
Supplies		-	1,860	5,060
Contracted Services		-	20,000	910,000
Contribution to Component Units		-	28,326	-
Total Expenditures		-	50,186	915,060

Planning & Performance (10107211) Continued

Financial Summary, continued

	10107214	2019 Actual	2020 Current Year Amended Budget	2021 Board Budget
Revenues				
Intergovernmental		-	(3,000)	(3,000)
Charges for Services		-	(2,500)	(2,500)
Other Revenue		-	(2,500)	(2,500)
Total Revenues		-	(8,000)	(8,000)
Expenditures				
Supplies		-	25	25
Contracted Services		-	7,975	7,975
Total Expenditures		-	8,000	8,000

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Planning & Performance Impv. Director	0.98	0.98	0.99
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	1.99
Sr Business Development Manager	1.00	1.00	1.00
Total for Department	8.40	8.40	8.48

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 for providing services/programs

Objective 3) Assist local units of government and nonprofit agencies with performance improvement strategies

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) Redevelop brownfield sites to productive use

Objective 2) Build economic development capacity of local units of government

Objective 3) Implement a robust farmland preservation program

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

Objective 1) Ensure safe and efficient transportation corridors

Objective 2) Expand non-motorized connectivity

Objective 3) Mitigate the impacts of development on water quality and quantity

Objective 4) Implement a countywide, coordinated land use planning strategy

Planning & Performance (10107211) Continued

Primary Outcome Measures

Annual Measures	2019 Actual	2020 Target	2021 Target
Department Goal 1: Improve organizational performance and maximize the use of financial resources			
Total verified cost-effective programming from administrative/outcome evaluations and special studies	\$6,080,763	\$6,120,028	\$6,330,660
Total cost-savings from programming requiring improvement, modification, privatization, or discontinuation as a result of administrative/outcome evaluations and special studies	\$2,239,662	\$2,271,774	\$2,357,999
County return-on-investment from Performance Improvement services	\$42.01	\$40.33	\$40.75
Department Goal 2: Strengthen businesses and increase jobs in Ottawa County			
# of jobs created by projects assisted through Ottawa County Brownfield Redevelopment administered programs (cumulative)	518	521	571
Total private and/or public investment in projects assisted through the Ottawa County Brownfield Redevelopment Authority (cumulative)	\$52,186,353	\$59,836,353	\$64,836,353
Department Goal 3: Protect and improve quality-of-life in Ottawa County			
Miles of non-motorized separated pathways and paved shoulders constructed (cumulative)	7.1	8.8	10.3
Funds raised for non-motorized separated pathways and paved shoulders (cumulative)	\$3,277,048	\$3,896,250	\$4,428,900
Acres of farmland preserved (cumulative)	238.5	406.5	443.5
Total value of Development Rights on County balance sheet	\$407,389	\$585,000	\$315,000
# of groundwater level data collection points installed (cumulative)	0	10	45

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

		2019	2020	2021
		Actual	Current Year Amended Budget	Board Approved Budget
Plat Board	10102470			
Expenditures				
Salaries		60	2,000	2,000
Fringe Benefits		14	-	-
Total Expenditures		74	2,000	2,000

Personnel

No Personnel has been allocated to this Department

Probate Court (10101480)

Mission Statement

To administer justice and restore wholeness in a manner that inspires public trust.

Court 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, guardianships, conservatorships, and mental commitments. The Judge of Probate also serves in the Circuit Court/Family Division and handles the Adult Drug Treatment Court docket.

Financial Summary

Probate Court	10101480	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenues				
Charges for Services		(66,595)	(60,000)	(60,000)
Fines & Forfeits		-	-	(100)
Other Revenue		(123,785)	(115,000)	(126,000)
Total Revenues		<u>(190,380)</u>	<u>(175,000)</u>	<u>(186,100)</u>
Expenditures				
Salaries		384,601	388,772	428,620
Fringe Benefits		173,921	184,117	216,903
Supplies		20,315	29,038	22,045
Contracted Services		138,803	134,053	138,828
Operating Expenses		61,132	69,982	72,059
Utilities		4,496	4,528	6,495
Insurance		4,901	5,285	5,350
Indirect Expenses		78,509	102,964	108,544
Total Expenditures		<u>866,678</u>	<u>918,739</u>	<u>998,844</u>

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # 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	2.00
Probate Clerk	2.00	2.00	2.00
Total for Department	<u>6.00</u>	<u>6.00</u>	<u>7.00</u>

Primary Goals and Objectives

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

Court Goal 1: Establish formal record of the legal status of estates of the deceased

Objective 1) Efficiently and fairly resolve estate proceedings

Objective 2) Efficiently and fairly interpret wills of the deceased

Court Goal 2: Ensure the health and well-being of minors, individuals with developmental disabilities, and incapacitated seniors

Objective 1) Establish legal guardianship and/or conservatorship in an efficient and fair manner

Objective 2) Ensure the appropriateness of commitments for hospitalization of persons with mental illness

Objective 3) Ensure effective, proper treatment of individuals afflicted with mental health issues

Probate Court (10101480) Continued

Primary Outcome Measures

Annual Measures	2019 Actual	2020 Target	2021 Target
Court Goal 1: Establish formal record of the legal status of estates of the deceased			
Clearance rate of total estate cases	100%	100%	100%
Court Goal 2: Ensure the health and well-being of minors, individuals with developmental disabilities, and incapacitated seniors			
Clearance rate of total guardianships/conservatorship cases	99%	100%	100%
Clearance rate of mental illness cases	100%	100%	100%

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

Prosecuting Attorney	10102670	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenues				
Intergovernmental		(55,979)	(50,000)	(100,000)
Charges for Services		(40,054)	(30,000)	(30,000)
Other Revenue		(7,841)	(5,000)	(5,000)
Total Revenues		(103,875)	(85,000)	(135,000)
Expenditures				
Salaries		1,942,618	2,200,783	2,241,098
Fringe Benefits		962,115	1,154,657	1,242,303
Supplies		101,201	76,577	104,988
Contracted Services		50,527	38,195	58,424
Operating Expenses		82,694	88,861	91,962
Maintenance & Repair		983	800	800
Utilities		23,826	22,556	29,320
Insurance		21,731	25,947	26,390
Indirect Expenses		508,236	701,334	921,036
Total Expenditures		3,693,931	4,309,710	4,716,321

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Prosecuting Attorney	1.00	1.00	1.00
Division Chief	3.00	3.00	3.00
Chief Assistant Prosecuting Attorney	1.00	1.00	1.00
Assistant Prosecuting Attorney II	8.00	8.00	8.00
Office Manager	2.00	2.00	2.00
Legal Clerk	1.00	1.00	1.00
Legal Assistant I	0.81	0.81	0.81
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	3.00	3.00	4.00
	27.81	27.81	28.81

Prosecuting Attorney (10102670) Continued

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	2019 Actual	2020 Target	2021 Target
Department Goal 1: Preserve or improve the quality of life for Ottawa County residents			
% of warrants processed within 48 hours (electronically submitted via OnBase)	40.5%	50.0%	60.0%
% of juvenile petitions processed within 48 hours	43.2%	50.0%	60.0%
% of First Domestic Violence victims contacted within 48 hours after bond screen received	48.3%	55.0%	60.0%

Reappropriation/Tax Allocation (10101290)

Financial Summary

Reappropriation/Tax	10101290	2019	2020	2021
		Actual	Current Year Amended Budget	Board Approved Budget
Expenditures				
Salaries		-	-	1,440
Fringe Benefits		26	-	-
Supplies		-	-	500
Operating Expenses		120	-	3,460
Total Expenditures		<u>146</u>	<u>-</u>	<u>5,400</u>

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

Register of Deeds	10102680	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenues				
Charges for Services		(3,201,140)	(3,080,000)	(3,146,428)
Total Revenues		<u>(3,201,140)</u>	<u>(3,080,000)</u>	<u>(3,146,428)</u>
Expenditures				
Salaries		373,010	388,996	403,344
Fringe Benefits		234,976	251,374	261,390
Supplies		42,095	27,128	27,937
Contracted Services		15,398	28,681	26,114
Operating Expenses		8,763	8,695	9,026
Maintenance & Repair		-	500	500
Utilities		7,432	7,304	9,049
Indirect Expenses		11,865	13,175	13,256
Total Expenditures		<u>693,539</u>	<u>725,853</u>	<u>750,616</u>

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Clerk/Register of Deeds	0.50	0.50	0.50
Chief Deputy Register of Deeds	1.00	1.00	1.00
Clerk/Register Supervisor	0.50	0.50	0.50
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
Total for Department	<u>7.65</u>	<u>7.65</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	2019 Actual	2020 Target	2021 Target
Department Goal 1: Grow communication and allow ease of access to public records for customers			
% of documents received through e-recording	67%	72%	77%
Department Goal 2: Provide convenient access to documents			
% of people cross trained for handling deeds and vital records	85%	95%	100%
% of documents recorded and returned within 24 hours	100%	100%	100%
Department Goal 3: Increase the utilization of electronic filing and reduce document errors			
% of documents received that are rejected	14%	12%	10%
% of document recording done through Inspect software	100%	100%	100%
% of Passport appointments scheduled online	100%	100%	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

		2019	2020	2021
	10104490	Actual	Current Year Amended Budget	Board Approved Budget
Revenues				
Taxes		(5,720,182)	(5,517,284)	(6,264,624)
Total Revenues		<u>(5,720,182)</u>	<u>(5,517,284)</u>	<u>(6,264,624)</u>
Expenditures				
Contribution to Component Units		5,634,662	5,517,284	6,264,624
Total Expenditures		<u>5,634,662</u>	<u>5,517,284</u>	<u>6,264,624</u>

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

		2019	2020	2021
		Actual	Current Year Amended Budget	Board Approved Budget
Sheriff - 10103020	10103020			
Revenues				
Licenses & Permits		(6,660)	(10,000)	(10,000)
Charges for Services		(371,999)	(428,000)	(398,000)
Other Revenue		(107,454)	(118,156)	(125,000)
Total Revenues		<u>(486,113)</u>	<u>(556,156)</u>	<u>(533,000)</u>
Expenditures				
Salaries		5,740,372	6,224,421	6,366,764
Fringe Benefits		3,245,553	3,443,835	3,633,936
Supplies		783,492	465,970	546,668
Contracted Services		217,061	240,092	273,269
Operating Expenses		710,018	539,542	663,024
Maintenance & Repair		129,283	95,000	105,000
Utilities		61,852	58,241	77,369
Insurance		291,157	269,260	309,738
Indirect Expenses		778,684	821,592	772,801
Total Expenditures		<u>11,957,472</u>	<u>12,157,953</u>	<u>12,748,569</u>

Sheriff (10103020) Continued

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # 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	11.00	11.00	12.00
Captain	3.70	4.00	4.00
Evidence Technician	1.00	1.00	1.00
Lieutenant	-	2.00	2.00
Road Patrol Deputy	33.00	33.00	33.00
Crime Data Analyst	1.00	1.00	1.00
Detective	13.00	13.00	13.00
Office Supervisor	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00
Clerk Typist Iii	3.00	3.00	4.00
Clerk Typist II	8.00	8.00	9.00
Total for Department	79.70	82.00	85.00

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*

Sheriff (10103020) Continued

Primary Outcome Measures

Annual Measures	2019 Actual	2020 Target	2021 Target
Department Goal 1: Minimize crime in Ottawa County			
Violent index crimes per 1,000 residents	1.0	1.1	1.2
Non-violent index crimes per 1,000 residents	7.8	7.5	7.4
Non-index crimes per 1,000 residents	51.4	50.0	49.5
% of priority one calls responded to within 5 minutes	94%	95%	95%
Department Goal 2: Maintain safe roadways in Ottawa County			
Fatal traffic crashes per 100,000 residents	6.9	6.0	5.8
Alcohol-involved crashes per 100,000 residents	54.4	50.0	48.0
Department Goal 3: Maintain accurate records management system			
Average # of days to completion for FOIA requests	5.1	5.0	4.5

Sheriff - Jail (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	10103510	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenues				
Intergovernmental		(61,702)	(20,000)	(40,000)
Charges for Services		(1,250,086)	(1,315,000)	(1,250,000)
Other Revenue		(18,912)	(15,600)	(20,500)
Total Revenues		<u>(1,330,700)</u>	<u>(1,350,600)</u>	<u>(1,310,500)</u>
Expenditures				
Salaries		4,828,197	5,038,578	4,905,620
Fringe Benefits		2,807,032	2,928,502	2,930,330
Supplies		730,778	823,896	859,426
Contracted Services		1,058,301	1,112,728	1,148,979
Operating Expenses		938,424	936,436	994,646
Maintenance & Repair		20,861	17,000	22,000
Utilities		20,021	18,610	30,960
Insurance		167,688	165,866	173,574
Indirect Expenses		387,976	420,014	355,280
Total Expenditures		<u>10,959,278</u>	<u>11,461,630</u>	<u>11,420,815</u>

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Captain	1.00	1.00	1.00
Sergeant	6.00	6.00	7.00
Lieutenant	-	1.00	1.00
Corrections Officer	51.00	51.00	47.00
Court Services Officer	16.00	16.00	16.00
Clerk Typist III/Matron	1.00	1.00	1.00
Clerk Typist II/Matron	3.00	3.00	3.00
Total for Department	<u>78.00</u>	<u>79.00</u>	<u>76.00</u>

Sheriff - Jail (10103510) Continued

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	2019 Actual	2020 Target	2021 Target
Department Goal 1: Rehabilitate offenders and protect the public from offenders who pose a danger			
Rate of compliance on MDOC inspections	100%	100%	100%
Number of contraband items confiscated by court security staff	910	< 950	< 950

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

Animal Control	10104300	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenues				
Licenses & Permits		(1,755)	(2,000)	(2,000)
Total Revenues		(1,755)	(2,000)	(2,000)
Expenditures				
Salaries		98,832	98,987	100,571
Fringe Benefits		60,973	64,709	66,942
Supplies		13,341	2,650	5,217
Contracted Services		215,649	250,000	250,000
Operating Expenses		30,218	32,984	32,120
Maintenance & Repair		3,583	4,500	4,500
Insurance		7,194	6,900	7,190
Total Expenditures		429,788	460,730	466,540

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Animal Control Officer	2.00	2.00	2.00
Total for Department	2.00	2.00	2.00

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

Sheriff - Animal Control (10104300)

Primary Outcome Measures

Annual Measures	2019 Actual	2020 Target	2021 Target
Department Goal 1: Reduce incidences of animal cruelty			
Cruelty cases per 100,000 residents	7.9	8.0	8.0
Department Goal 2: Protect the public from stray animals			
# of reported animal bites per 100,000 residents	31.0	29.0	28.0

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

	10104263	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Haz-Mat Response Team				
Revenues				
Intergovernmental		(33,751)	(43,252)	(52,338)
Other Revenue		-	(2,570)	-
Total Revenues		<u>(33,751)</u>	<u>(45,822)</u>	<u>(52,338)</u>
Expenditures				
Salaries		18,700	19,837	20,155
Fringe Benefits		11,320	12,232	14,107
Supplies		22,251	27,293	28,398
Contracted Services		7,146	8,030	6,400
Operating Expenses		3,936	13,400	28,000
Maintenance & Repair		1,668	2,568	3,500
Utilities		609	613	673
Insurance		1,873	3,407	3,443
Total Expenditures		<u>67,502</u>	<u>87,380</u>	<u>104,676</u>

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Coordinator	0.40	0.40	0.40
Total for Department	<u>0.40</u>	<u>0.40</u>	<u>0.40</u>

Sheriff – Marine Safety & Academy (10103310 & 10103311)

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

	10103310	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenues				
Intergovernmental		(97,100)	(97,100)	(97,100)
Charges for Services		(88)	-	-
Other Revenue		(6,500)	-	-
Total Revenues		(103,688)	(97,100)	(97,100)
Expenditures				
Salaries		137,797	146,199	148,797
Fringe Benefits		50,439	50,503	53,112
Supplies		8,007	53,650	35,475
Contracted Services		500	600	600
Operating Expenses		61,984	72,042	78,611
Maintenance & Repair		23,064	17,000	22,000
Utilities		372	540	617
Insurance		6,206	6,145	9,957
Indirect Expenses		3,767	13,603	17,848
Total Expenditures		292,137	360,282	367,017

Sheriff – Marine Safety & Academy (10103310 & 10103311) Continued

Financial Summary - continued

Marine Safety Academy	10103311	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenues				
Intergovernmental		(16,100)	(16,100)	(16,100)
Charges for Services		(8,550)	(9,450)	(9,450)
Total Revenues		<u>(24,650)</u>	<u>(25,550)</u>	<u>(25,550)</u>
Expenditures				
Salaries		3,948	7,000	8,200
Fringe Benefits		1,498	2,850	2,850
Supplies		17,522	15,700	16,700
Contracted Services		-	-	-
Total Expenditures		<u>22,968</u>	<u>25,550</u>	<u>27,750</u>

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Sergeant	1.00	1.00	1.00
Total for Department	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

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	2019 Actual	2020 Target	2021 Target
Department Goal 1: Reduce marine accidents and drownings			
# of hours spent on boating accidents	32	30	30
Department Goal 2: Perform marine rescue and recovery operations			
# of search and rescue cases	9	< 10	< 10
# of bodies recovered	3	3	3

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.

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

	10103200	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenues				
Intergovernmental		(24,344)	(26,000)	(26,000)
Total Revenues		<u>(24,344)</u>	<u>(26,000)</u>	<u>(26,000)</u>
Expenditures				
Operating Expenses		26,000	26,000	26,000
Total Expenditures		<u>26,000</u>	<u>26,000</u>	<u>26,000</u>

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	2019 Actual	2020 Target	2021 Target
Department Goal 1: Improve the knowledge and skills of the Sheriff's Office employees to better serve the community			
% 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	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenues				
Intergovernmental		(20,243)	(26,000)	(18,000)
Total Revenues		<u>(20,243)</u>	<u>(26,000)</u>	<u>(18,000)</u>
Expenditures				
Salaries		432,887	448,250	422,306
Fringe Benefits		242,051	249,534	262,387
Supplies		725	2,000	4,193
Operating Expenses		45,000	45,500	45,500
Insurance		12,392	11,466	12,311
Total Expenditures		<u>733,055</u>	<u>756,750</u>	<u>746,697</u>

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Sergeant	1.00	1.00	1.00
Road Patrol Deputy	5.00	5.00	5.00
Total for Department	<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	2019 Actual	2020 Target	2021 Target
Department Goal 1: Reduce the use, manufacturing, and trafficking of illegal drugs			
Drug related incidents per 1,000 residents	0.6	0.7	0.7
% of investigations resulting in arrest	76%	80%	83%

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

		2019	2020	2021
	10102230	Actual	Current Year Amended Budget	Board Approved Budget
Revenues				
Charges for Services		(377)	-	-
Other Revenue		(22,655)	-	-
Total Revenues		<u>(23,032)</u>	<u>-</u>	<u>-</u>
Expenditures				
Supplies		14,418	14,268	10,000
Contracted Services		50,668	82,000	52,000
Operating Expenses		13,562	16,000	21,000
Total Expenditures		<u>78,648</u>	<u>112,268</u>	<u>83,000</u>

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

		2019	2020	2021
		Actual	Current Year Amended Budget	Board Approved Budget
Substance Abuse	10106300			
Revenues				
Intergovernmental		(1,095,762)	(1,118,498)	(1,139,968)
Total Revenues		<u>(1,095,762)</u>	<u>(1,118,498)</u>	<u>(1,139,968)</u>
Expenditures				
Operating Expenses		254,056	569,249	569,984
Total Expenditures		<u>254,056</u>	<u>569,249</u>	<u>569,984</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

	10102450	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Survey & Remonument				
Revenues				
Intergovernmental		(223,303)	(244,846)	(246,574)
Total Revenues		(223,303)	(244,846)	(246,574)
Expenditures				
Salaries		4,378	1,543	1,487
Fringe Benefits		2,529	1,276	746
Supplies		566	650	620
Contracted Services		57,995	66,090	66,160
Operating Expenses		-	800	800
Indirect Expenses		607	1,585	6,308
Total Expenditures		66,075	71,945	76,121

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
Planning & Performance Improvemt. Director	0.02	0.02	0.01
Land Use Planning Specialist	0.08	0.08	0.01
	0.10	0.10	0.02

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 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

Survey & Remonumentation (10102450) Continued

Primary Outcome Measures

Annual Measures	2019 Actual	2020 Target	2021 Target
Department Goal 1: To effectively administer the State-mandated Remonumentation Program			
# of PLS corners replaced due to construction activities	0	0	0
Total expedited funds reimbursed to the County (\$1,867,737 spent) (cumulative)	\$874,531	\$1,049,437	\$1,224,343

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

		2019	2020	2021
		Actual	Current Year Amended Budget	Board Approved Budget
Tech Forum	10102281			
Revenues				
Charges for Services		-	(1,500)	-
Other Revenue		-	(6,500)	-
Total Revenues		-	(8,000)	-
Expenditures				
Supplies		-	2,500	-
Contracted Services		-	5,000	-
Operating Expenses		-	200	-
Total Expenditures		-	7,700	-

Personnel

No Personnel has been allocated to this Department.

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

County Treasurer	10102530	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenues				
Taxes		(41,651,965)	(44,151,994)	(45,308,174)
Licenses & Permits		(186,142)	(188,905)	(194,338)
Intergovernmental		(8,394,646)	(7,447,306)	(7,736,107)
Charges for Services		(64,143)	(59,800)	(63,525)
Fines & Forfeits		(18,884)	(6,000)	(15,000)
Interest		(726,295)	(556,240)	(606,437)
Other Revenue		(44,178)	(37,500)	(35,950)
Total Revenue		(51,086,253)	(52,447,745)	(53,959,531)
Expenditures				
Salaries		439,806	435,887	451,583
Fringe Benefits		255,928	262,228	271,082
Supplies		39,932	49,947	33,927
Contracted Services		71,486	71,606	56,369
Operating Expenses		20,254	68,882	55,111
Maintenance & Repair		-	200	200
Utilities		7,531	7,453	9,989
Insurance		57,094	52,555	57,665
Indirect Expenses		52,959	56,003	46,636
Total Expenditures		944,991	1,004,761	982,562

Treasurer (10102530) Continued

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # of Positions
County Treasurer	0.95	0.95	0.95
Chief Deputy Treasurer	1.00	1.00	1.00
Deputy Treasurer	1.00	0.67	0.67
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
Total for Department	7.55	7.22	7.22

Primary Goals and Objectives

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

Department Goal 1: Protect public funds and ensure liquidity to meet County needs

Objective 1) Diversify and Ladder investments to meet security & cash flow

Department Goal 2: Adhere to all state statutes regarding forfeiture and foreclosure to ensure fair treatment in all cases

Objective 1) Manage the annual forfeiture and foreclosure processes

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

Department Goal 3: Protect residents and their financial interests

Objective 1) Issue dog licenses per statute

Objective 2) Correctly apply property tax certifications to all warranty deeds

Objective 3) Maintain custodial role over all tax rolls

Primary Outcome Measures

Annual Measures	2019	2020 Target	2020 Target
Department Goal 1: Protect public funds and ensure liquidity to meet County needs			
County Investment Portfolio rate of return	5.80%	1.87%	1.00%
Investment Portfolio weighted average maturity at year end	0.59	2.00	1.14
Department Goal 2: Adhere to all state statutes regarding forfeiture and foreclosure to ensure fair treatment in all cases			
% of delinquent properties forfeited	13%	12%	13%
% of properties foreclosed of those properties forfeited	0.03%	0.04%	0.04%
Department Goal 3: Protect residents and their financial interests			
% of dog license sales done closest to the customer (online, veterinarians, Humane Society)	74%	75%	75%
% of tax certifications completed and correct same day as presented	100%	100%	100%
Total dollar value of tax roll changes made from Michigan Tax Tribunal and Board of Review	-\$17,715,888	n/a	n/a

Veteran's Affair (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

	10106890	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenue				
Intergovernmental		-	(50,000)	-
Other Revenue		(944)	-	-
Total Revenues		(944)	(50,000)	-
Expenditures				
Supplies		109	14,290	1,120
Contracted Services		27,562	27,600	27,600
Operating Expenses		34,977	66,669	32,765
Utilities		1,131	1,218	1,834
Indirect Expenses		572	810	622
Total Expenditures		64,352	110,587	63,941

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: 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

Veteran's Affair (10106890) Continued

Primary Outcome Measures

Annual Measures	2019 Actual	2020 Target	2021 Target
Department Goal 1: Maintain and improve the quality of life of Ottawa County veterans and their families			
Number of veterans seen by a Veterans Service Office at the OCDVA	60	53	65
Total amount of County emergency financial assistance distributed to impoverished veterans and their families	\$10,000	\$11,500	\$13,000
Total amount of State emergency financial assistance distributed to impoverished veterans and their families	\$18,000	\$15,000	\$18,000
Total amount of County financial support for burials distributed to eligible widows and families of veterans	\$20,000	\$15,000	\$20,000

Water Resources (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 stormwater drainage and minimize flooding through organization of maintenance and petitioned projects and review of stormwater 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

Water Resources	10102750	2019 Actual	2020 Current Year Amended Budget	2021 Board Approved Budget
Revenues				
Licenses & Permits		(128,985)	(150,000)	(145,000)
Charges for Services		(40,824)	(50,000)	(50,000)
Other Revenue		(1,434)	(1,800)	(1,600)
Total Revenues		(171,244)	(201,800)	(196,600)
Expenditures				
Salaries		493,885	539,726	534,230
Fringe Benefits		268,728	295,493	287,530
Supplies		31,913	18,807	14,079
Contracted Services		76,810	45,000	45,500
Operating Expenses		41,100	45,755	28,421
Maintenance & Repair		5,000	5,500	7,700
Utilities		8,130	7,985	10,032
Insurance		7,625	7,656	7,715
Indirect Expenses		43,073	56,509	45,012
Total Expenditures		976,264	1,022,431	980,219

Personnel

Position Title	2019 # of Positions	2020 # of Positions	2021 # 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	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
Total for Department	8.75	8.75	8.75

Water Resources (10102750) Continued

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	2019 Actual	2020 Target	2021 Target
Department Goal 1: Protect agricultural and improved land from flooding			
% 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	95%	97%	100%
Department Goal 2: Protect surface water quality			
% 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	7.0	7.0	7.0
% of illicit complaints responded to within 24 hours	100%	100%	100%

Transfers In/Out (10109300 & 10109650)

Financial Summary

		2019	2020	2021
		Actual	Current Year Amended Budget	Board Approved Budget
Transfers In	10109300			
Revenues				
Operating Transfers In		(709,196)	(2,810,205)	(3,864,814)
Total Revenues		<u>(709,196)</u>	<u>(2,810,205)</u>	<u>(3,864,814)</u>
Transfers Out	10109650			
Expenditures				
Other Financing Sources		12,721,685	14,514,491	12,910,428
Total Expenditures		<u>12,721,685</u>	<u>14,514,491</u>	<u>12,910,428</u>

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 2020 assessed value of \$16,163,704,880 is limited to no more than \$1,615,370,480 of debt or 10% of the assessed value. The County's total debt at September 30, 2019 is \$174,289,000 or approximately 10.8% of the maximum allowable.

The majority of the general obligation bonds, \$140,349,000, 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 \$33,940,000 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 November, 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.

In July of 2020 the County issued \$800,000 in debt to fund the construction of a marina. Although issued as general obligation, all debt service for this issue will be paid from revenue generated from marina operations.

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	General Obligation Limited Tax Bonds, Series 2020	Total Requirements	Total Principal	Total Interest				
General Obligation Bonds												
		Principal	Interest	Principal	Interest	Principal	Interest					
2021	33,140,000	365,000	111,720	2,270,000	684,053	895,000	328,700	40,000	11,105	\$4,705,578	3,570,000	1,135,578
2022	29,610,000	365,000	97,850	2,705,000	620,631	940,000	282,825	35,000	14,212	\$5,060,518	4,045,000	1,015,518
2023	25,600,000	365,000	83,980	3,345,000	537,124	990,000	234,575	35,000	13,827	\$5,604,506	4,735,000	869,506
2024	20,900,000	365,000	70,110	2,810,000	446,605	1,035,000	183,950	35,000	13,439	\$4,959,104	4,245,000	714,104
2025	16,690,000	370,000	56,240	2,405,000	364,671	1,085,000	130,950	35,000	13,033	\$4,459,894	3,895,000	564,894
2026	12,830,000	370,000	42,180	2,355,000	285,555	1,135,000	75,450	35,000	12,599	\$4,310,784	3,895,000	415,784
2027	8,970,000	370,000	28,120	2,310,000	206,250	660,000	35,525	35,000	12,116	\$3,657,011	3,375,000	282,011
2028	5,630,000	370,000	14,060	2,295,000	125,670	685,000	11,988	35,000	11,594	\$3,548,312	3,385,000	163,312
2029	2,280,000			2,280,000	42,180			40,000	11,038	\$2,373,218	2,320,000	53,218
2030								40,000	10,374	\$50,374	40,000	10,374
2031								40,000	9,682	\$49,682	40,000	9,682
2032								40,000	8,950	\$48,950	40,000	8,950
2033								40,000	8,174	\$48,174	40,000	8,174
2034								40,000	7,350	\$47,350	40,000	7,350
2035								45,000	6,498	\$51,498	45,000	6,498
2036								45,000	5,503	\$50,503	45,000	5,503
2037								45,000	4,482	\$49,482	45,000	4,482
2038								45,000	3,433	\$48,433	45,000	3,433
2039								45,000	2,358	\$47,358	45,000	2,358
2040								50,000	1,255	\$51,250	50,000	1,255
		<u>\$2,940,000</u>	<u>\$504,260</u>	<u>\$22,775,000</u>	<u>\$3,312,739</u>	<u>\$7,425,000</u>	<u>\$1,283,963</u>	<u>\$800,000</u>	<u>\$181,016</u>	<u>\$38,678,922</u>		

All figures are as of 09/30/2020

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 payment
07/2020	800,000	Marina Bonds	Marina	100% of payment

CAPITAL IMPROVEMENT PLAN



Ottawa County
Where You Belong

**County of Ottawa
Capital Improvement Plan
Fiscal Years 2021-2026**

Project Description	Funding Source	Current Approved	2021	2022	2023	2024	2025	2026 & Beyond	Estimated Cost
Facilities									
Standardize IT equipment in Conference Spaces	4020	61,125							61,125
Facilities Condition Assessment	4020	100,000							100,000
Roofs/Windows									
Roof Replacement-Jail/Detention Center -Region 4	4020	326,400							326,400
Fulton ST., Grand Haven CMH	4020					55,000			55,000
James Street - Bldg A	4020				154,000				154,000
James Street - Bldg C	4020					160,000			160,000
James Street - DHHS Bldg	4020					60,000			60,000
Fillmore Admin Bldg	4020								-
Carpet/Flooring									
James St - Building C	4020	65,000							65,000
Hudsonville	4020					100,000			100,000
Holland DC - 2nd Floor	4020	110,000							110,000
Grand Haven Courthouse Lobby Carpet	4020			35,000	35,000				70,000
Fillmore Carpet Replacement	4020			66,000					66,000
Grand Haven Courthouse Flooring Replacement	4020			140,859					140,859
Painting/Wall Coverings									
Jail cell painting - Region 4	4020	110,000							110,000
Fillmore Admin Bldg	4020	95,000		100,000					195,000
Grand Haven Courthouse Wall Coverings	4020						217,444		217,444
Furniture									
Replace workstations James St. - Bldg C	4020	410,000							410,000
Pavement									
Pavement Upgrades - James St.	4020		330,000			703,000			1,033,000
Pavement Upgrades - Fillmore	4020	195,550		313,000					508,550
Pavement Upgrades - DHHS	4020	80,650				247,000			327,650
Pavement Upgrades - Hudsonville Phase II	4020	102,600							102,600
Pavement Upgrade - Grand Haven Courthouse	4020				605,000				605,000
Systems									
Air Handling Roof Unit Fillmore Emergency Operation Center (EOC)	4020	137,500							137,500
Make-Up Air Unit replacement - Jail kitchen	4020			71,500					71,500
Jail Makeup Air Units	4020			151,900					151,900
Card Access Readers/System - upgrade	OCIA	95,000							95,000
Card Access Readers/System - placeholder						TBD			-
HVAC & Roof Replacement - Hudsonville	4020	1,105,500							1,105,500
Cooling Tower Replacement James st. - Bldg A	4020					71,000			71,000
Cooling Tower Replacement James st. - Bldg B	4020					50,000			50,000
Holland DC HVAC - 14 units	4020				100,000				100,000
Holland DC HVAC - 10 units	4020			153,500					153,500
Holland DC HVAC - 4 units	4020						61,400		61,400
Jail HVAC units 19 (only using 11, 8 turned off)	4020	194,850	49,500						244,350
Fulton St HVAC systems	4020		76,230						76,230
Generators/Transfer Switches - Countywide	4020	105,000							105,000

**County of Ottawa
Capital Improvement Plan
Fiscal Years 2021-2026**

Project Description	Funding Source	Current Approved	2021	2022	2023	2024	2025	2026 & Beyond	Estimated Cost
Facilities									
Systems									
LED/Lighting Replacement	4020		100,000	1,500,000					1,600,000
Building Automation System Replacement	4020			1,200,000					1,200,000
Power Distribution Replacement - Hudsonville	4020			68,250					68,250
Electrical Panels - Holland DC	4020			56,550					56,550
Holland Court Elevator Replacement	4020			252,925					252,925
Holland Court Humidifier Replacement	4020			51,000					51,000
Jail Emergency Generator Replacement	4020			69,000					69,000
Jail Pump Replacement	4020					113,200			113,200
Jail Water Heater Replacement	4020					52,100			52,100
Jail Booster Pump Replacement	4020				66,550				66,550
Jail Exhaust Hood Replacement	4020					60,000			60,000
DHHS Air Handling Units Replacement	4020			76,950					76,950
DHHS Supply Fan Replacement	4020			54,000					54,000
Fillmore VAV Box Replacement	4020			55,500					55,500
Fillmore VAV Box Replacement	4020				55,500				55,500
Fillmore VAV Box Replacement	4020					55,500			55,500
Fillmore Electrical Panel Replacement	4020			93,300					93,300
Fillmore Emergency Generator Replacement	4020			71,800					71,800
Fillmore UPS Replacement	4020				113,250				113,250
Building Projects									
Courtroom Door Openers	OCIA		79,400						79,400
Fillmore Admin Bldg									
Transitional / Innovation Space	4020	72,000							72,000
Renovate H/R	4020	158,937							158,937
Administrator's Office Upgrade Phase 2	4020	64,000							64,000
IT Office Remodel Phase II	4020	66,000							66,000
Equalization Remodel	4020					100,000			100,000
Main Conference Room Update (Wall)	4020			100,000					100,000
Jail & Related									
Jail Sally Port	4020			800,000					800,000
Epoxy Floors	4020		6,000						6,000
Build EOC Wing at Central Dispatch	4020					TBD			-
Juvenile Services/Probate Court									
Plan Phase for New Facility - Fillmore	Building	500,000							500,000
Build Phase for New Facility - Fillmore	Building	10,000,000							10,000,000
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
Renovate & Move in Probate, Prosecutor's, Circuit & District	Building			1,250,000					1,250,000
Exterior Wall Maintenance	4020						71,180		71,180

**County of Ottawa
Capital Improvement Plan
Fiscal Years 2021-2026**

Project Description	Funding Source	Current Approved	2021	2022	2023	2024	2025	2026 & Beyond	Estimated Cost
Facilities									
Exterior Door Replacement	4020					188,612			188,612
Hudsonville									
Rest Room Renovations/showers -Hudsonville	4020	155,500							155,500
Hudsonville Restroom Renovations	4020			55,000					55,000
Storage Garage	4020			52,000					52,000
Holland District Court									
Locker Room Holland District Court	4020	147,500							147,500
James St. Campus									
Building C Rework Public Health Clinic Flow	4020			75,000					75,000
Building Façade Repair PH - James Street	4020	99,152							99,152
Building C Rework Public Service Center	4020	155,000							155,000
Building C Clinic Remodel	4020			421,143					421,143
Building A CMH Office Renovation	4020			363,500					363,500
Building C Structural Repairs	OCIA	550,000							550,000
Subtotal		15,412,264	641,130	7,847,677	1,129,300	2,365,412	350,024	-	\$ 27,745,808
CPTED									
Lock upgrades	OCIA	50,000							50,000
Card Access	OCIA	97,000							97,000
Security DVR System	OCIA	1,035,000							1,035,000
Install window tinting	OCIA	34,000							34,000
Landscaping	OCIA	66,550							66,550
Lighting Upgrades	OCIA		34,000						34,000
Safety Film	OCIA	11,000							11,000
Remodel - Holland District Court Clerk Office	OCIA	10,000							10,000
Signage	OCIA	1,900							1,900
Courthouse Security Lockdown	OCIA	37,000							37,000
Cubicle Replacement	OCIA			179,000					179,000
Maglock Installation	OCIA		11,600						11,600
Construction Projects	OCIA			119,250					119,250
Subtotal		1,342,450	45,600	298,250	-	-	-	-	1,686,300
Information Technology									
Touch Print fingerprint machines replacement	4020	70,000							70,000
GIS Oblique & Orthophoto Imagery/LIDAR Update	Aerial	364,217	126,163	126,163	126,163	133,926	101,635	580,050	1,558,318
Courtroom Tools	4020	250,000							250,000
MUNIS payroll	4020	200,000							200,000
Wireless Infrastructure Refresh	4020	80,000	190,618	190,618					461,235
Case Management System									-
Building Cabling/Recabling	6550						440,000		440,000
Network Switch Refresh (was named WAN Refresh previously)	6550		553,360				488,057		1,041,417
EHR Patagonia Implementation	4020	310,000							310,000
Public Safety Digital Media	OCIA	1,045,000							1,045,000
Border Security Replacements	OCIA	220,000							220,000

**County of Ottawa
Capital Improvement Plan
Fiscal Years 2021-2026**

Project Description	Funding Source	Current Approved	2021	2022	2023	2024	2025	2026 & Beyond	Estimated Cost
Information Technology									
County Wide eFax Solution	4020			88,000					88,000
Network Core Switching Routing Replacement	4020		148,607						148,607
Courtroom Management System (CMS)	4020		700,000						700,000
Disaster Recovery Air Gap	OCIA		60,595						60,595
Jail Wireless	4020		48,466				11,940		60,406
Subtotal		2,539,217	1,827,809	404,781	126,163	133,926	1,041,632	580,050	6,653,578
Planning & Performance Improvement									
Spoonville Trail - Phase II	Multiple	3,191,153							3,191,153
LakeShore Dr. Paved Shoulders	Multiple	136,942	74,174						211,116
Sustainable Water Landscaping & Education	4020			95,000					95,000
Cell Tower Construction	4020			200,000					200,000
Subtotal		3,328,095	74,174	295,000	-	-	-	-	3,697,269
Parks & Recreation									
Paw Paw Park Renovations	2081	108,499							108,499
Bend Area Acquisitions (345 Acres)	2081	1,264,850							1,264,850
Riverside East Access Road Rising	2081	100,000							100,000
Macatawa Greenway Acquisition	2081	67,500							67,500
Eastmanville Farms Operations Garage	2081	279,000							279,000
Greenway West Land Acquisition	2081	340,000							340,000
Greenway East Land Acquisition	2081	40,000							40,000
Hager Paving Reconstruction/Improvements	2081	147,000							147,000
Hob Marina Development	2081	2,435,839							2,435,839
Stearns Creek Acquisition Project	2081	1,155,000							1,155,000
Bend Area Connector West (55 acres)	2081	380,000							380,000
Ottawa Sand Master Plan	2081	60,000							60,000
Stearns Creek Acquisition Phase II	2081		30,000						30,000
Bend Expansion (GR Gravel)	2081		1,030,000						1,030,000
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
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
Bend Area Phase I	2081						600,000		600,000
Paw Paw Macatawa Greenway Trail	2081						1,000,000		1,000,000
Kirk Park Dune Stairs and Overlook	2081						140,000		140,000

**County of Ottawa
Capital Improvement Plan
Fiscal Years 2021-2026**

Project Description	Funding Source	Current Approved	2021	2022	2023	2024	2025	2026 & Beyond	Estimated Cost
Parks & Recreation									
Grose Park Playground Renovation	2081						107,000		107,000
Kirk Park Pavement Reconstruction	2081							490,000	490,000
Sheldon Landing Development	2081							300,000	300,000
Subtotal		6,377,688	1,133,000	4,506,500	3,462,500	339,000	1,847,000	790,000	18,455,688
Grand Total		28,999,714	3,721,713	13,352,208	4,717,963	2,838,338	3,238,656	1,370,050	58,238,643
MDOT Grant Spoonville II		1,972,427							1,972,427
Donations for Spoonville II		641,009							641,009
(4020) Capital Project Fund Planning Spoonville II		577,717							577,717
Holland Zeeland Community Foundation - LakeShore Dr. Paved Shoulders		15,000							15,000
Parks & Rec. - LakeShore Dr. Paved Shoulders		18,000	36,000						54,000
Private Donations - LakeShore Dr. Paved Shoulders		6,942	20,174						27,116
Park Township - LakeShore Dr. Paved Shoulders		36,000	18,000						54,000
Reserve from Donations - LakeShore Dr. Paved Shoulders		7,000							7,000
(4020) Capital Project Fund Planning LakeShore Shoulders		54,000							54,000
Aerial Reserve		364,217	126,163	126,163	126,163	133,926	101,635	580,050	1,558,318
(6550) Telecommunications Fund		-	553,360	-	-	-	928,057	-	1,481,417
(2081) Parks & Recreation Fund		6,377,688	1,133,000	4,506,500	3,462,500	339,000	1,847,000	790,000	18,455,688
(4020) Capital Project Fund I/T		910,000	1,087,691	278,618	-	-	11,940	-	2,288,248
(4020) Capital Project Fund Facilities		4,267,264	561,730	6,597,677	1,129,300	2,365,412	350,024	-	15,271,408
(4020) Capital Project Fund Planning		-	-	295,000	-	-	-	-	295,000
Family Court - Building Authority		10,500,000	-	1,250,000	-	-	-	-	11,750,000
(OCIA) Insurance Authority		3,252,450	185,595	298,250	-	-	-	-	3,736,295
Total Funding		28,999,714	3,721,713	13,352,208	4,717,963	2,838,338	3,238,656	1,370,050	58,238,643

2021 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 2021 is \$3,721,713. They are divided into 5 categories: Facilities, Crime Prevention Thru Environmental Design (CPTED), 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 2020 is as follows:

1. Facilities - \$641,130
2. Crime Prevention Thru Environmental Design (CPTED) - \$45,600
3. Information Technology - \$1,827,809
4. Planning and Performance - \$74,174
5. Parks and Recreation - \$1,133,000

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 2021 are described below.

Facilities

1. Pavement Upgrades James St; Total \$330,000 - After a completion of a parking lot study by an engineering firm, various parking lot repavement/reconstruction were identified. The second phase of this project includes the completion of the pavement upgrades at the James St. complex.
Effects on budget – routine maintenance costs
2. Jail HVAC Units; Total \$49,500 – This is the replacement of HVAC units that are beyond their useful life.
Effects on budget – routine maintenance costs
3. Fulton St HVAC Systems; Total \$76,230 - This is the replacement of HVAC units that are beyond their useful life.
Effects on budget – routine maintenance costs

4. LED/Lighting Replacement; Total \$100,000 – This is for the hire of a qualified consultant to provide consulting services and support for upgrading the County’s facilities, buildings, and courthouses to LED lighting for energy efficiency.
Effects on budget – routine maintenance costs
5. Courtroom Door Openers; Total \$79,400 – The intent of this project is to install ADA compliant automatic door openers on courtroom doors across the County for increased accessibility.
Effects on budget – routine maintenance costs
6. Jail Epoxy Floors; Total \$6,000 – This project is a trial run for the installation of epoxy floors in the County jail. The epoxy sealant will replace a deteriorating vinyl tile floor which will reduce maintenance and cleaning.
Effects on budget – routine maintenance costs

Crime Prevention Thru Environmental Design (CPTED)

Staff trained in CPTED methodology evaluated current office and grounds layout, and processes and made recommendations for door mag-locks and landscaping changes to improve safety.

Information Technology

1. GIS Oblique & Orthophoto Imagery/LIDAR Update; Total \$126,163 – The GIS department, which is a part of the County’s IT department, is required to keep up to date aerial photos of all the properties within the County. This is for the initial payment of the second flight scheduled for spring of 2021.
Effects on budget – improve efficiencies
2. Wireless Infrastructure Refresh; Total \$190,618 – This is a continuous improvement project that will keep the County’s infrastructure running continuously.
Effects on budget – improve efficiencies
3. Network Switch Refresh; Total \$553,360 – This is a continuous improvement project that replaces access switches countywide to prevent operational disruptions.
Effects on budget – improve efficiencies
4. Network Core Switching Routing Replacement; Total \$148,607 – This is a continuous improvement project that replaces the County’s core network switches that affect countywide communications.
Effects on budget – improve efficiencies
5. Courtroom Management System; Total \$700,000 – This is a project to purchase and implement off-the-shelf court case management and jail management solutions to replace an AS400 system that is well beyond its useful life. The goal is to create a user-friendly solution that integrates the entire criminal justice system with limited duplication of effort.

Effects on budget – improve efficiencies

6. Disaster Recovery Air Gap; Total \$60,595 – This system is an added security improvement that will establish an external backup system for the county’s archived data to prevent corrupt backup situations.

Effects on budget – improve efficiencies

7. Jail Wireless; Total \$48,466 – The jail will be converting to electronic medical records, which requires wireless coverage for jail staff to input information into a cloud application.

Effects on budget – improve efficiencies

Planning and Performance

1. Lakeshore Drive Paved Shoulders; Total \$74,174 – This is a joint project with Ottawa County Road Commission to ensure an adequate paved shoulder is completed during road resurfacing to meet national standards for on-road bike lanes. This is part of a long-term effort to construct a 4-foot-wide on-road bike lane on Lakeshore Drive from Grand Haven to Holland.

Parks and Recreation

1. Stearns Creek Acquisition Phase II; Total \$30,000 – This project will expand the 118-acre Stearns Creek Park with an additional 28 acre purchase including 1,986 linear feet of creek frontage and 15.4 acres of floodplain wetland. The acquisition will protect valuable natural features as well as desirable views from existing park property.
2. Bend Expansion (GR Gravel); Total \$1,030,000 – This project will expand the existing 421-acre Bend Area Open Space by 194 acres and is part of a continuing effort to preserve and develop a large regional park in highly populated eastern Ottawa County. The purchase includes floodplain forest, a large portion of a 138-acre manmade lake, and land previously used for gravel mining activities that will be suitable for park development.
3. Pigeon Creek Lodge Renovations; Total \$73,000 – This project will replace and update the HVAC system, renovate the restrooms, replace some doors and add automatic door locks, add pull down gate dividers to better utilize the space, update lighting, and add an outdoor firepit and seating area.

APPENDIX



Ottawa County

Where You Belong

The Ottawa County Board of Commissioners

West Olive, Michigan

RESOLUTION TO APPROVE 2021 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 22, 2020, at 1:30 p.m. local time.

PRESENT: Members – Francisco Garcia, Joseph Baumann, Douglas Zylstra, Allen Dannenberg, Randall Meppelink, Kyle Terpstra, James Holtvluwer, Gregory DeJong, Roger Bergman, Matthew Fenske. (10)

ABSENT: Member – Philip Kuyers. (1)

The following preamble and resolution were offered by Joseph Baumann and supported by Matthew Fenske:

WHEREAS, this resolution is known as the FY 2021 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 29, 2020, and a public hearing on the proposed budget was held on September 8, 2020; and

WHEREAS, the Ottawa County voters authorized .3233 mills for Park development, expansion, and maintenance;

WHEREAS, the Ottawa County voters authorized .2923 mills for Community Mental Health Services; and

WHEREAS, the Board of Commissioners will be requested to authorize, in May 2021, 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:

Fund	Revenue Sources	Reserve Sources	Appropriations
General Fund	91,663,029	1,296,719	92,959,748
Special Revenue Funds	104,220,869	1,321,081	105,541,950
Debt Service Funds	4,706,728	-	4,706,728
Capital Project Funds	1,598,794	998,107	2,596,901
Total	202,189,420	3,615,907	205,805,327

NOW, THEREFORE, BE IT RESOLVED that the Ottawa County Board of Commissioners hereby adopts the FY2021 Appropriations Act as the official budget for FY2021; 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 FY2021 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 – Douglas Zylstra, Matthew Fenske, Joseph Baumann, Francisco Garcia, Randall Meppelink, Allen Dannenberg, Gregory DeJong, James Holtvluwer, Kyle Terpstra, Roger Bergman. (10)

NAYS: Members – None

ABSTAIN: Members – None

RESOLUTION DECLARED ADOPTED



Chairperson, Roger Bergman



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 22, 2020, 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 22nd day of September, A.D., 2020.



County Clerk/Register, Justin Roebuck

COUNTY OF OTTAWA
2021 Appropriation Act
General Fund

Revenues:	
Taxes	57,124,665
Intergovernmental	11,063,519
Charges for services	15,624,236
Fines and forfeits	71,100
Interest on investments	606,447
Rental income	2,198,027
Licenses and permits	393,538
Other Revenue	716,683
Transfers In from Other Funds	3,864,814
Total Estimated Revenues	91,663,029
Appropriations:	
Legislative (Commissioners)	591,981
Judicial:	
Circuit Court	3,372,861
District Court	8,068,140
Probate Court	998,844
Juvenile Services Division	1,275,110
Circuit Court Adult Probation	102,885
All Other Judicial	19,377
General Government:	
Administrator	1,365,893
Fiscal Services	1,942,604
County Clerk	2,682,736
Prosecuting Attorney	5,064,945
County Treasurer	984,562
Equalization	1,595,933
Geographic Information Systems	554,870
MSU Extension	375,025
Facilities Maintenance	4,697,690
Corporate Counsel	306,866
Register of Deeds	750,616
Human Resources	1,098,214
Water Resources Commissioner	980,219
All Other General Government	156,121
Public Safety:	
Sheriff	20,774,663
Jail	11,420,815
Public Works (drain assessments)	6,478,624
Health & Welfare:	
Substance Abuse	569,984
All Other Health & Welfare	619,118
Culture & Recreation	
Community & Economic Development	2,089,907
Other Expenditures:	
Insurance	158,233
Contingency	952,484
Transfers Out to Other Funds	12,910,428
Total Appropriations	92,959,748
Fund Balance (Usage)/Contribution	(1,296,719)

COUNTY OF OTTAWA
2021 Appropriation Act
Special Revenue Funds

Revenues:	
Taxes	11,606,870
Intergovernmental	72,740,347
Charges for services	2,818,365
Fines and forfeits	18,075
Interest on investments	122,730
Rental income	107,905
Licenses and permits	1,018,385
Other	2,401,373
Transfers In from Other Funds	13,386,819
Total Estimated Revenues	104,220,869
Appropriations:	
General Fund DB/DC	3,870,697
General Fund Infrastructure	125,000
General Fund Solid Waste Clean-Up	317,000
General Fund Stabilization	-
Parks & Recreation	6,233,056
Child Care	8,677,455
Concealed Pistol License	82,044
Department of Health & Human Services	44,100
Farmland Preservation	247,749
Federal Forfeiture	4,000
Friend of the Court	5,197,927
Health	12,885,857
Homestead Property Tax	1,707
Landfill Tipping Fees	615,360
Mental Health	44,020,033
Mental Health Millage	3,483,150
Mental Health Substance Use Disorder	3,666,822
Other Governmental Grants	3,141,788
Public Defender's Office	3,279,235
Register of Deeds Technology	260,477
Sheriffs Grants & Contracts	9,388,493
Total Appropriations	105,541,950
Fund Balance (Usage)/Contribution	(1,321,081)

COUNTY OF OTTAWA
2021 Appropriation Act
Debt Service

Revenues:	
Intergovernmental	99,367
Transfers In from Other Funds	4,607,361
Total Estimated Revenues	4,706,728
Appropriations:	
Debt Service	4,706,728
Total Appropriations	4,706,728
Fund Balance (Usage)/Contribution	\$ -

Capital Projects

Revenues:	
Intergovernmental	-
Rental income	562,861
Other	74,174
Transfers In from Other Funds	961,759
Total Estimated Revenues	1,598,794
Appropriations:	
Capital Improvement Plan	2,596,901
Total Appropriations	2,596,901
Fund Balance (Usage)/Contribution	\$ (998,107)

**County of Ottawa
History of Positions By Fund
For the Years 2019 - 2021**

Fund	Dept	Department Name	2019 Full-Time Equivalents	2020 Full-Time Equivalents	2021 Full-Time Equivalents	Change	Change Code
GENERAL							
1010	1010	Commissioners	11.00	11.00	11.00	-	
1010	1310	Circuit Court	16.55	16.80	16.80	-	
1010	1360	District Court	54.84	54.84	54.84	-	
1010	1362	Community Corrections	5.05	5.05	5.50	0.45	3
1010	1370	Legal Self-Help Center	2.00	2.00	2.00	-	
1010	1480	Probate Court	6.00	6.00	7.00	1.00	2
1010	1490	Family Court - Juvenile Services	5.96	5.96	5.96	-	
1010	1720	Administrator	5.04	5.14	5.14	-	
1010	1725	Diversity, Equity & Inclusion	-	2.00	2.00	-	
1010	1910	Fiscal Services	13.65	15.70	15.70	-	
1010	2150	County Clerk	24.00	24.00	24.00	-	
1010	2320	Crime Victim's Rights	3.00	4.00	4.00	-	
1010	2450	Survey & Remonumentation	0.10	0.10	0.02	(0.08)	3
1010	2530	County Treasurer	7.55	7.22	7.22	-	
1010	2570	Equalization	13.75	14.75	15.75	1.00	1
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	27.81	27.81	28.81	1.00	
1010	2680	Register of Deeds	7.65	7.65	7.65	-	
1010	2700	Human Resources	7.48	7.53	7.53	-	
1010	2750	Drain Commission	8.75	8.75	8.75	-	
1010	3020	Sheriff	79.70	82.00	85.00	3.00	
1010	3100	West Michigan Enforcement Team	6.00	6.00	6.00	-	
1010	3150	Secondary Road Patrol	2.00	2.00	2.00	-	
1010	3310	Marine Safety	1.00	1.00	1.00	-	
1010	3510	Jail	78.00	79.00	76.00	(3.00)	2,4
1010	4260	Emergency Services	2.10	2.10	2.35	0.25	2
1010	4263	HAZMAT Response Team	0.40	0.40	0.40	-	
1010	4300	Animal Control	2.00	2.00	2.00	-	
1010	6480	Medical Examiner	0.60	0.60	0.80	0.20	3
1010	7211	Planner/Grants	8.40	8.40	8.48	0.08	3
TOTAL GENERAL FUND			428.58	438.00	441.90	3.90	

**County of Ottawa
History of Positions By Fund
For the Years 2019 - 2021**

Fund	Dept	Department Name	2019 Full-Time Equivalents	2020 Full-Time Equivalents	2021 Full-Time Equivalents	Change	Change Code
PARKS & RECREATION							
2081	7510	Parks Department	21.38	21.38	21.38	-	
FRIEND OF THE COURT							
2160	1410	Friend of the Court	41.75	40.75	40.75	-	
2160	1440	FOC Warrant Officer	3.00	2.00	2.00	-	
TOTAL FRIEND OF THE COURT			44.75	42.75	42.75	-	
OTHER GOVERNMENTAL GRANTS							
2180	1361	Dist. Ct. Sobriety Treatment	2.62	2.10	1.53	(0.57)	3
2180	1371	Dist. Ct. SCAO Drug Ct. Grant	1.69	2.21	2.01	(0.20)	3
2180	1376	ADTC Discretionary Grant	-	-	0.32	0.32	3
2180	4265	Homeland Security	1.00	1.00	1.00	-	
2180	6000	CAA Grants	6.10	6.20	6.20	-	
TOTAL OTHER GOVERNMENTAL GRANTS			11.41	11.51	11.06	(0.45)	
HEALTH FUND							
2210	6010	Agency Support	9.60	9.60	10.30	0.70	2,3
2210	6011	Preparedness October-June	1.00	1.00	1.00	-	
2210	6020	Environmental Health	19.80	21.50	20.50	(1.00)	2
2210	6030	Hearing/Vision	4.60	5.50	5.10	(0.40)	2
2210	6034	CMH Pathways Grant	2.60	2.00	2.00	-	
2210	6035	Pathways to Better Health	7.00	9.00	9.00	-	
2210	6041	Clinic Clerical	10.00	10.00	10.00	-	
2210	6042	Family Planning	8.00	8.00	8.33	0.33	3
2210	6044	Immunization Clinic	5.00	5.00	5.20	0.20	3
2210	6045	Healthy Children's Contract	2.60	2.60	2.60	-	
2210	6050	Children's Special Health Care Services	4.00	6.00	5.50	(0.50)	2
2210	6053	Maternal/Infant Support Services	8.90	8.90	9.10	0.20	1
2210	6055	AIDS/Sexually Transmitted Diseases (STD)	-	-	0.50	0.50	3
2210	6059	Communicable Disease	4.00	5.00	5.00	-	
2210	6070	Functions & Infrastructure	0.70	-	-	-	
2210	6310	Health Education	1.53	2.13	1.70	(0.43)	3
2210	6311	Nutrition/Wellness	2.82	2.67	3.05	0.38	3
TOTAL HEALTH FUND			92.15	98.90	98.88	(0.02)	

**County of Ottawa
History of Positions By Fund
For the Years 2019 - 2021**

Fund #	Dept	Department Name	2019 Full-Time Equivalents	2020 Full-Time Equivalents	2021 Full-Time Equivalents	Change	Change Code
MENTAL HEALTH FUND							
2220	6491	Developmentally Disabled	32.10	32.10	32.86	0.76	3
2220	6493	Mentally Impaired Adults	42.93	42.76	41.10	(1.66)	1,3
2220	6494	Mentally Impaired Child	9.32	9.32	10.62	1.30	1,3
2220	6495	Administration	17.37	17.33	18.43	1.10	1,3
TOTAL MENTAL HEALTH			101.72	101.51	103.01	1.50	
CMH MILLAGE FUND							
2221	6491	D.D. Treatment Programs	1.50	1.54	1.04	(0.50)	3.00
2221	6494	Family Services Treatment Prg	0.50	0.60	1.60	1.00	1
2221	6495	CMH Millage Administration	1.00	1.00	2.00	1.00	1
2221	6496	Community Nav Program	-	-	2.00	2.00	1
TOTAL CMH MILLAGE			3.00	3.14	6.64	3.50	
SUBSTANCE USE DISORDER FUND							
2225	6493	SUD Services	3.42	1.00	3.00	2.00	1
2225	6495	SUD Services	-	1.60	1.00	(0.60)	1
TOTAL SUBSTANCE USE DISORDER			3.42	2.60	4.00	1.40	
LANDFILL TIPPING FEES							
2272	5250	Laidlaw Surcharge	4.85	4.85	4.35	(0.50)	1
REGISTER OF DEEDS							
2560	2680	Automation Fund	0.35	0.35	0.35	-	
PUBLIC DEFENDER'S OFFICE							
2600	2990	Public Defender's Office	19.70	20.00	21.00	1.00	1
SHERIFF CONTRACTS							
2630	3114	Sheriff Contracts	72.30	71.00	71.00	-	
CONCEALED PISTOL LICENSE							
2631	2150	Concealed Pistol License	1.00	1.00	1.00	-	

**County of Ottawa
History of Positions By Fund
For the Years 2019 - 2021**

Fund	Dept	Department Name	2019 Full-Time Equivalents	2020 Full-Time Equivalents	2021 Full-Time Equivalents	Change	Change Code
CHILD CARE							
2920	6620	Family Court - Detention Services	36.44	34.44	35.44	1.00	1
2920	6622	Juvenile Intensive Supervision	-	-	-	-	
2920	6624	Juvenile In-Home Services	22.00	24.00	22.00	(2.00)	1
TOTAL CHILD CARE			<u>58.44</u>	<u>58.44</u>	<u>57.44</u>	<u>(1.00)</u>	
DELINQUENT TAX REVOLVING FUND							
5160	8950	Taxes	1.40	1.73	1.73	-	
INNOVATION AND TECHNOLOGY							
6360	2280	Data Processing (I.T.)	22.90	22.90	22.90	-	
DUPLICATING							
6450	2890	General Services Administration	0.03	0.03	0.03	-	
TELECOMMUNICATIONS							
6550	2890	Telephones	1.13	1.13	1.13	-	
EQUIPMENT POOL FUND							
6641	9010	Equipment Pool	0.20	0.20	0.20	-	
PROTECTED SELF-FUNDED PROGRAMS							
6770	8690	P.S.F. Liability Insurance	1.13	1.18	1.18	-	
6770	8710	P.S.F. Worker's Compensation Insurance	0.32	0.27	0.27	-	
6775	8580	P.S.F. Long-Term Disability	0.05	0.05	0.05	-	
			<u>3.33</u>	<u>3.28</u>	<u>3.28</u>	<u>-</u>	
GRAND TOTAL OF ALL FUNDS			<u>892.03</u>	<u>904.70</u>	<u>914.02</u>	<u>9.33</u>	

**Ottawa County
2021 Personnel Requests (Recommended)**

Depart	Position Title	FTE	Personnel Cost	Cost for Equipment	Net Position Cost
Permanent (Benefited) Positions					
Probate Court	Deputy Probate Register	1.00	67,468	3,000	70,468
Prosecuting Attorney	APA I	1.00	118,780	2,810	121,590
Sheriff	Detective Sergeant	1.00	121,792	5,955	127,747
Jail	Sergeant	1.00	114,566	4,555	119,121
Jail	Deputy (SWAP)	(4.00)	(213,818)		(144,457)
Position Reorganization					
Sheriff	Records Processing Clerk II (EOC) .50 to .75	0.25	13,890	-	13,890
Temporary Positions					
Sheriff	Clerk Typist I - 3 temp positions	-	10,868	-	10,868
Jail	Clerk Typist I - 1 temp position	-	3,623	-	3,623
TOTAL GENERAL FUND		0.25	237,169	16,320	322,850
Permanent (Benefited) Positions					
Public Health	Epidemiologist	1.00	98,762	-	98,762
Temporary Positions					
Public Health	CSHCS Parent Liaison PH to fund \$7,500	-	7,500		7,500
TOTAL OTHER FUNDS		1.00	106,262	-	106,262
TOTAL ALL FUNDS		1.25	343,431	16,320	429,112

**Ottawa County
2020 Personnel Requests (Not Recommended)**

Department	Position Title	FTE	Personnel Cost Increase	Cost for Equipment
Permanent (Benefited) Positions				
Circuit Court	Recovery Court Coordinator 1 FTE	1.00	101,811	-
Circuit Court	Recovery Court Caseworker 0.69 FTE	1.00	64,728	-
Facilities	Project Manager	1.00	99,436	2,500
Planning	Land Use Planner/Groundwater Coordinator	1.00	99,436	5,576
Position Reorganization				
Circuit Court - Trial Division	Senior Law Clerk to Research Attorney	-	-	-
Circuit Court - Trial Division	Law Clerk Bailiff to Research Attorney	-	7,999	-
Facilities	Custodial Supervisor to Custodial Manager	-	7,298	-
Facilities	Maintenance Supervisor to Asst Fac Director	-	8,000	-
Planning	Project Support Specialist, Temp to U-4	1.00	68,288	-
Sheriff	Regional Planner, partial GF funding from grant		25,000	-
Temporary Positions				
Facilities	Jail Premium increase	-	13,193	-
Facilities	On Call Premium	-	18,905	-
Planning	Economical & Agricultural Resource Assistant	-	17,931	2,845
TOTAL GENERAL FUND		5	532,025	10,921
Permanent (Benefited) Positions				
Friend of the Court	FOC Deputy	1.00	92,478	-
Position Reorganization				
Friend of the Court	FOC Tech Supp to FOC Analyst	-	2,867	-
Friend of the Court	FOC Field Service Mid-Level Manger	-	2,538	-
Friend of the Court	FOC Operations Mid-Level Manager	-	2,826	-
TOTAL OTHER FUNDS		1.00	100,709	-
TOTAL ALL FUNDS		6.00	632,734	10,921

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 Board of Commissioners, administrative staff, and department managers that helps them assess their programs and aid in decision-making.

The intent of this policy is to establish guidelines and standards for the County's accounting, auditing and financial reporting process.

II. STATUTORY REFERENCES

Public Act 2 of 1968, Uniform Budgeting and Accounting Act Public Act 71 of 1919, Uniform System of Accounting MCL 141.921(1) Public Act 34 of 2001, the Revised Municipal Finance Act SEC Rule 15c2-12

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

Board of Commissioners Policy Adoption Date and Resolution Number: May 27, 2008; 08123

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 11, 2017

Last Review by Internal Policy Review Team: May 1, 2017

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 file 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, including the Single Audit 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 County will submit a qualifying statement to the State of Michigan in compliance with Public Act 34 of 2001, the Revised Municipal Finance Act.

5. 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.

6. The local unit annual fiscal report (F-65).

C. During the preparation of financial statements, certain assumptions are reasonable and necessary. More information can be found in Note 1 of the Comprehensive Annual Financial Report, but examples are as follows:

1. Capital Assets

a. Land, buildings, and equipment that meet the following criteria: i. An initial, individual cost of more than \$5,000 ii. An estimated useful life in excess of two years

b. The County will recognize an impairment when changes in conditions result in an unexpected and significant permanent decline in the service utility of a capital asset

c. Department Heads and Elected Officials shall confirm a list of assets biennially, at a minimum, and Fiscal Services will validate the process.

2. Inventory and prepaid expenditures a. Inventory is valued at cost in the first-in/first-out (FIFO) method and are expensed when consumed, not purchased b. Prepaid items are expensed when consumed, not purchased

D. 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. The internal control practices of individual departments will be reviewed annually in connection with the annual audit.

E. 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. Electronic financial reports including a budget to actual comparison, transaction listing and budget exception report will be available to departments.

2. 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.

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: December 14, 2017

Last Review by Internal Policy Review Team: December 1, 2017

IV. PROCEDURE

A. The County Board of Commissioners (the Board) must grant approval to all capital projects. To assist the Board in the capital improvement decision making, County administrative staff will:

1. Prepare a 5-10-year Capital Improvement Plan (CIP) for new and existing County assets.

- a. Capital projects are defined as the acquisition, expansion, or major rehabilitation of a County asset. Capital projects generally exceed \$50,000 and will be capitalized and depreciated based on the applicable useful life. As a part of the annual budget process, departments submit capital project requests to Fiscal Services to be forwarded to the CIP committee. These requests will include additional operating costs that will result from the project.

b. The CIP committee is comprised of the Assistant County Administrator, the Fiscal Services Director and Assistant Director, the Facilities Director, the I/T Director & the Planning and Performance Director.

c. The CIP committee will review and prioritize the department requests and make recommendations to the Administration and the Board of Commissioners through the Planning and Policy and Finance Committees.

B. Financial Planning and Budgeting for Capital Projects:

1. The funding for capital projects is at the discretion of the Board. 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.

2. The CIP is incorporated into the annual budget process and funding is appropriated to the projects.

3. Each project will have a project sponsor and a project manager who are responsible for the monitoring of the project status for adherence to the project budget.

4. The Fiscal Services Department is responsible for supporting activities related to the capital projects and assist with the oversight of the financing for the approved projects.

5. No project will be added to the Capital Improvement Plan unless authorized by the Board of Commissioners after recommendation of the Planning and Policy Committee.

6. Pursuant to the Uniform and Budget Accounting Act and the Board approved budget resolution, the County Administrator can execute transfers between projects up to \$50,000 without prior approval of the Board. All other amendments must be approved by the Board.

7. Capital Project Closure Process: Periodically throughout the year, Fiscal Services will be requesting information from the project manager as to the status of the project. If the project is completed and fully paid, Fiscal Services will move this project to the closed status. The remaining balance of the project will be unappropriated and the funds made available for future projects.

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.

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;
08123
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: February 13, 2018

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 that 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.

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; 08123

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

IV. 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.

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.

FUND BALANCE POLICY

I. POLICY

The County of Ottawa believes that sound financial management principles require that sufficient funds be retained by the County to provide stable financial base at all times. To retain this stable financial base, the organization needs to maintain a fund balance in the General Fund that is sufficient to provide cash flow to the organization, to provide financial reserves for unanticipated expenditures and/or revenue shortfalls of an emergency nature, and/or provide funds for existing encumbrances.

The purpose of this policy is to establish a key element of financial stability of the County of Ottawa by setting guidelines for fund balance. It is essential that the County of Ottawa maintain adequate levels of fund balance to mitigate financial risk that can occur from unforeseen revenue fluctuations, unanticipated expenditures, and similar circumstance.

In addition, this policy addresses requirements under Government Accounting Standards Board (GASB) surrounding the composition of fund balance, including the establishment and use of the various components of fund balance.

II. STATUTORY REFERENCES

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

Board of Commissioners Resolution Number and Policy Adoption Date: October 8, 2019

Board of Commissioner Review Date and Resolution Number: September 24, 2019

Name and Date of Last Committee Review: Planning and Policy Committee September 17, 2019

Last Review by Internal Policy Review Team: July 22, 2019

IV. PROCEDURE

A. Fund balance is only reported in governmental funds and is the difference between assets, deferred outflows and its liabilities and deferred inflows. The five components of fund balance are as follows:

1. **Nonspendable Fund Balance** – Amounts that are not in a spendable form (such as inventory) or are required to be maintained intact (such as the corpus of an endowment fund).

2. **Restricted Fund Balance** – Amounts that can be spent only for the specific purposes stipulated by external resource providers either constitutionally or through enabling legislation. Examples include grants, dedicated millage, and budget stabilization fund established under State law.

3. Committed Fund Balance – Amounts constrained to specific purposes by a government itself using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint.

4. Assigned Fund Balance – Amounts intended to be used by the government for specific purposes. Intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority. In governmental funds other than the general fund, assigned fund balance represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at a minimum, intended to be used for the purpose of that fund.

5. Unassigned Fund Balance – is the residual classification of the general fund and includes all amounts not contained in other classification. Unassigned amounts are technically available for any purpose.

B. Minimum Fund Balance

The fund balance of the County of Ottawa's General Fund has been accumulated to provide stability and flexibility to respond to unexpected adversity and/or opportunities. The County of Ottawa's basic goal is to limit expenditures to anticipated revenue in order to maintain a balanced budget.

It is the goal of the County of Ottawa to achieve and maintain an unrestricted fund balance in the general fund equal to 20% - 25% of expenditures, including transfer to other funds, but excluding non-recurring expenditures and special millage tax revenue passed thru to component units. The use of unrestricted fund balance is appropriate for one-time expenditures.

For purposed of this policy, non-recurring expenditures are defined as an expenditure that has not occurred in the previous two years and is not expected to occur in the following year.

C. Budget Stabilization

Under State law, the maximum stabilization amount is the lower of 1) 20% of the most recently adopted General Fund budget; or 2) 20% of the average of the most recent five years of General Fund budgets, as amended. Uses of stabilization fund will be in compliance with State law.

D. Assigned Fund Balance

Through the adoption of this policy, Ottawa County Board of Commissioners authorizes the County Administrator to assign fund balance to a specific purpose and in compliance with this policy. E. Order of Spending Fund Balance

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.

F. Measurement Date

The County will measure compliance with this policy as of September 30th each year, as soon as practical after year-end account information becomes available.

G. Funding the Reserve

Fund of General Fund reserve target will generally come from excess revenue over expenditures or one-time revenues.

H. Condition for Use of Reserve

It is the intent of the County to limit use of General Fund reserves to address unanticipated, non-recurring needs. Reserves may, however, be used to allow time for the County to restructure its operations in a deliberate manner (as might be required in an economic downturn), but such use will only take place in a context of an adopted long-term plan.

I Replenishment of Reserve

In the event that fund balance falls below the established minimum balance requirements, the Board of Commissioners will adopt a plan during the budget process to replenish the reserve within a three-year time horizon.

J. Excess Reserves

In the event reserves exceed the minimum balance requirements, the excess may be used in the following ways:

1. Fund accrued liabilities, including but not limited to debt service and pension. Priority will be given to those items that relieve budget or financial operating pressure in future periods;
2. Fund the Stabilization Fund to the maximum allowable under State law;
3. Appropriated to lower the amount of bonds or contributions needed to fund capital projects in the Capital Improvement Plan;

4. One-time expenditures that do not increase recurring costs that cannot be funded through current revenues. Emphasis will be placed on one-time use that reduce future operating costs.

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; 08123

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.

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.

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 include 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.

GLOSSARY OF TERMS, continued

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.

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.

GLOSSARY OF TERMS, continued

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.

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.

GLOSSARY OF TERMS, continued

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

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).

GLOSSARY OF TERMS, continued

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

GLOSSARY OF ACRONYMS, continued

FOIA: Freedom of Information Act

FTE: Full time equivalent – Number of hours worked per year divided by 2,080.

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

GLOSSARY OF ACRONYMS, continued

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.

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