

Ottawa County West Olive, Michigan

Adopted 2022 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 Kuyers-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

October 01, 2020

Christopher P. Morill

Executive Director

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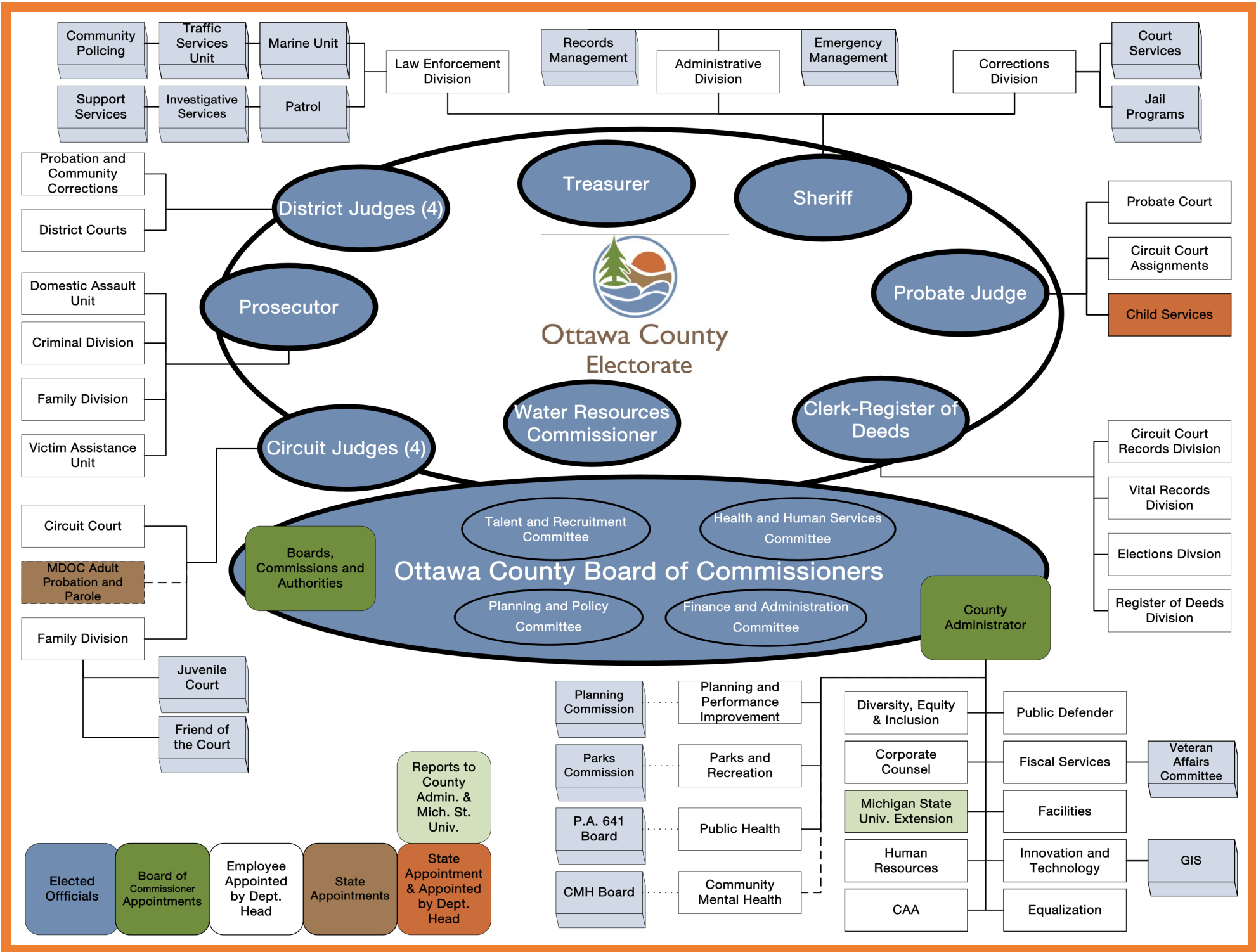
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September 14, 2021

Chair Bergman and Board of Commissioners:

Please accept the Fiscal Year 2022 Adopted Annual Budget for your consideration. This budget was prepared in accordance with the State of Michigan Public Act of 1968 – The Uniform Budgeting and Accounting Act, as amended and County of Ottawa (County) financial policies. The proposed 2022 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 consistent the level of services provided to the citizens.

The total recommended budget appropriations for 2022 is \$230,390,725 and is categorized in the following funds. The General Fund has budgeted an appropriation in the amount of \$97,706,929. The twenty-two Special Revenue Funds have a combined budget appropriation of \$117,761,754. The remaining budget is compiled of the Debt Service Fund and Capital Project Fund(s) that have appropriations of \$5,061,668 and \$9,860,374 respectively. More details about the changes in the budget for the revenues and expenditures from 2021 to 2022 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 2022 budget year. A few of these include a continued increase in the property tax value and zero increases in health care premiums.

The 2022 budget is balanced with a planned use of reserves that historically has not been realized because of department underspending appropriations. No use of unassigned fund balance is proposed. Additionally, the proposed county operating millage is unchanged at 3.9 mills, with 0.30 mills committed 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 2022 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 \$6.1 million and is available to transfer to the County's General Fund, if needed. This transfer was last utilized by the County in 2005.
2. A \$625,000 transfer from the Delinquent Tax Fund. As of completion of the last audit 09/30/20, this fund has unrestricted net position of \$20 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 to supplement the General Fund in recent years.
3. A \$3.8 million transfer from the DB/DC Fund. 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 2022 budgeted amount for this benefit rate to the 2018 rate.

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 2021, the Board of Commissioners authorized a \$2.7 million transfer to the Capital Improvement Fund from General Fund fund balance in excess of the policy limit.

In addition, with the 6% projected growth in taxable values, the 2022 budget increased the General Fund operating transfer to the Capital Improvement Fund by \$1 million for a total of \$1.7 million. Ongoing funding for capital projects requires \$2.5 - \$4.0 million per year so the additional General Fund transfer committed to capital projects in 2022 aligns with the Board of Commissioners' goal to fund capital needs with an annual operating transfer.

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%
2018	\$60.9	80%	
2019	\$75.2	77%	MERS reduced interest rate assumption form 7.75% to 7.35% Board extended the amortization of the unfunded liability by 5 years Board committed .3 mil of operation millage to the unfunded liability
2020	\$89.3	75%	MERS Board updated demographic assumptions

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 to 2034. With the Fiscal Year 2022 budget, the County is four years into the plan established in 2019 and, although the actual required contribution is more than the MERS “ball-park” estimates, the budget has been balanced with the amounts committed by the Board of Commissioners.

The current expected rate of return is 7.35% and any deviation (gain or loss) is spread or smoothed over five years. In 2019 and 2020, the actual rate of return was 13.79% and 14.06%, respectively, so the gains will be spread over 5 years having a favorable impact to the required contribution.

2021 BUDGET SUMMARY

Revenue Summary

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

	2021	2022		%
	Adopted	Adopted	Increase/	Increase/
	Budget	Budget	(Decrease)	(Decrease)
Taxes	68,731,535	72,590,576	3,859,041	5.61%
Intergovernmental Revenue	83,903,233	96,352,946	12,449,713	14.84%
Charges for Services	18,442,601	19,230,314	787,713	4.27%
Fines & Forfeits	89,175	91,175	2,000	2.24%
Interest on Investments	729,177	530,970	(198,207)	-27.18%
Rent	2,868,793	2,911,631	42,838	1.49%
Licenses & Permits	1,411,923	1,432,870	20,947	1.48%
Other Revenue	3,192,230	5,063,803	1,871,573	58.63%
Operating Transfers In	22,820,753	26,531,583	3,710,830	16.26%
Total Revenues	202,189,420	224,735,868	22,546,448	

The overall projected revenues, excluding transfers, are projected to increase 10.5% or \$18,835,618. Below are further explanations for these changes.

Taxes

Taxes are budgeted 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 (billed in December) will be based on the 2021 taxable values and county operating millage (billed in July) is based on estimated 2022 taxable values.

County Operating taxes will be due September 2022; the 2022 tax year. The fiscal year 2022 budget includes a 6% increase in taxable values for an estimated total of \$13.7 billion and the County operating millage remains unchanged at 3.9 mils. The Board of Commissioners will officially take action to set the millage rate in June 2022.

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 2022 budget is for the year October 1, 2021 through September 30, 2022, therefore fiscal year 2022 operating revenue for Parks and Mental Health is based on the December 2021 tax bill.

Intergovernmental Revenue

Intergovernmental revenue is money that is obtained from other governmental entities (Federal, State, Local, etc.) to fund various programs throughout the County. The following funds are projecting an increase in Intergovernmental Revenue:

Mental Health	\$ 4,463,344
Mental Health Millage	\$ 2,158,305
Mental Health Substance Use Disorder	\$ 672,410
Other Governmental Grants	\$ 1,364,872
Public Defender	\$ 598,352
Sheriff Grants and Contracts	\$ 631,943
Capital Improvement Fund	\$ 2,629,757

In 2022, Community Mental Health (CMH) is expected to receive continued direct care worker rate increases in Medicaid funding. Additionally, Medicaid enrollment is increased because of emergency COVID legislation that prevents individuals from being disenrolled through the state of emergency. MDHHS expects to remove the expired enrollments in the spring of 2022. All increases in this area were based on conservative Lakeshore Regional Entity (LRE) projections.

CMH also received a Certified Behavioral Health Clinic grant and \$2,000,000 is budgeted in 2022. The focus of the grant is to provide a comprehensive range of mental health and substance use disorder services to vulnerable individuals within the community. These services focus on 24-hour crisis care, care coordination with local primary care facilities and integration with physical health care.

Other Governmental Grants Fund consisting of a variety of grants managed by multiple departments and agencies throughout the County, including Community Action Agency (CAA), Drug Courts (Circuit and District Court), and Sheriff's Office. Last year, the Circuit Drug Court received a multi-year grant of \$500,000 and \$118,000 is included in Fiscal Year 2022. The Emergency Solutions Grant, managed by CAA, received a multi-year grant of \$1,127,632 for homelessness prevention, community outreach and rehousing services and \$1m is included in Fiscal Year 2022.

Capital Improvement Fund includes federal and state grants in the amount of \$2,392,757 and \$237,000, respectively, that combined with Park millage and donations, will fund Kirk Park reconstruction, tunnel deck and stairway reconstruction, Idema Explorers Trail – Stearns Connector

Charges for Services

Based on current year activity, the General Fund is projecting an increase in Real Estate Transfer Tax and Recording Fees of \$347,420 and \$273,000, respectively, for Fiscal Year 2022.

Transfers In

The total change in the budget for Transfers In is \$3.7 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 \$ 1,472,165 from the DB/DC Fund (Board committed .3 mills) to fund the increased retirement cost to the General Fund.

The Child Care Fund is funded 50% from the State and 50% from the General Fund (via transfer in). With recent changes to the Child Care Fund Handbook, Juvenile Services recommended three positions be removed from the Child Care Fund and paid directly from the General Fund, reducing the Child Care Fund personnel budget and related General Fund (50%) operating transfer in.

In 2022, the Health Fund transfer in from the General Fund increased \$455,504 to fund the increase in retirement cost for employees in the Health Department.

The Mental Health Fund transfer in from the Mental Health Millage Fund was decreased by \$650,000. Increases in grant funding and additional Medicaid rates reduced the need of millage to fund several programs.

The Debt Fund has budgeted an increase of \$361,907 to fund the anticipated increase in the debt payments in 2022.

The Capital Project Fund's transfer in from the General Fund and the Insurance Authority increased \$1,053,190 and \$314,405, respectively. Additionally, with the creation of a Parks Capital Project Fund, Parks millage dollars were transferred in to fund Parks capital projects in the amount of \$856,958.

Expense Summary

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

	2021	2022		%
	Adopted	Adopted	Increase/	Increase/
	Budget	Budget	(Decrease)	(Decrease)
Salaries & Wages	57,879,685	62,427,567	4,547,882	7.86%
Benefits	36,040,925	37,820,079	1,779,154	4.94%
Supplies	6,492,986	6,347,857	(145,129)	-2.24%
Contracted Services	46,259,566	51,017,455	4,757,889	10.29%
Operating Expenses	7,715,303	8,395,763	680,460	8.82%
Maintenance & Repair	1,443,378	1,363,254	(80,124)	-5.55%
Utilities	2,222,278	2,350,583	128,305	5.77%
Insurance	1,979,165	2,328,917	349,752	17.67%
Indirect Expense	10,123,848	9,955,510	(168,338)	-1.66%
Contribution to Component Units	11,816,491	12,267,629	451,138	3.82%
Capital Outlay	3,508,354	9,873,574	6,365,220	181.43%
Contingency	952,484	1,055,000	102,516	10.76%
Debt Service	4,706,728	5,061,668	352,940	7.54%
Operating Transfers Out	14,664,136	20,125,869	5,461,733	37.25%
Total Expenditures	205,805,327	230,390,725	24,585,398	

Salaries and Wages

In addition to the 2% cost of living adjustment and normal step increases, this budget proposes the addition of 16.3 new full-time equivalents (FTE). Departments and agencies with proposed new positions are as follows:

- 1.00 - County Clerk and Register of Deeds
- 0.25 - Juvenile Services
- 1.36 - Circuit Court
- 0.46 - District Court
- 0.50 - Fiscal Services
- 1.00 - Human Resources
- 1.38 - Department of Strategic Impact
- 1.00 - Prosecuting Attorney
- 4.00 - Public Defender
- 3.00 - Health Department
- 2.00 - Sheriff's Office
- 0.35 - Water Resources

Additionally, Community Mental Health has added 28 positions since the budget was adopted last year. All positions are fully funded by Medicaid and grants.

Benefits

Compared to the 2021 adopted budget, benefits increased by \$ 1,779,154 or 4.94%. The majority of this increase is required contribution for the defined benefit retirement plan retirement funding. The increase was softened by a decrease in Other Post Employment Benefits (OPEB), as the plan is fully funded.

Contracted Services.

The increase in contract services is due to an increase in the Mental Health Fund, Mental Health Millage Fund, Mental Health Substance Use Disorder Fund. CMH increase in Medicaid and grants will be budgeted for client care in contracted services.

Capital Outlay

Capital outlay is comprised of projects from the Capital Improvement Plan. The CIP includes 6 Facilities projects, 8 IT projects, 2 DSI projects and 6 Parks projects. There are a number of outside funding sources including donations as well as Federal and State grants. Notable projects include several connectors to Idema Explorers Trail and Case Management System replacements for all Courts.

CONCLUSION

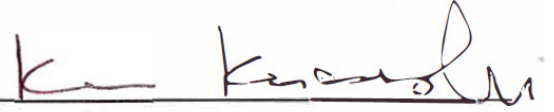
Ottawa County remains committed to achieving its Vision Statement of being the place *where you belong*. The 2022 Adopted Annual Budget represents a fiscally responsible spending plan that balances the Board's direction of providing citizens and businesses exemplary levels of service at reasonable expense, while continuing to address regulatory compliance.

The preparation of the 2022 County of Ottawa Budget was made possible through the collaboration efforts of the various County employees, 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 2022 budget process has been achieved.

Sincerely,



John Shay
Interim County Administrator



Karen Karasinski, CPA
Fiscal Services Director

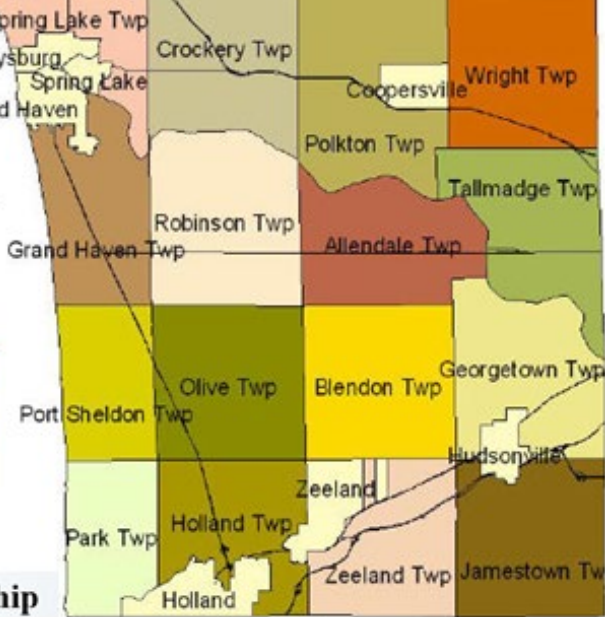
County Profile



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.

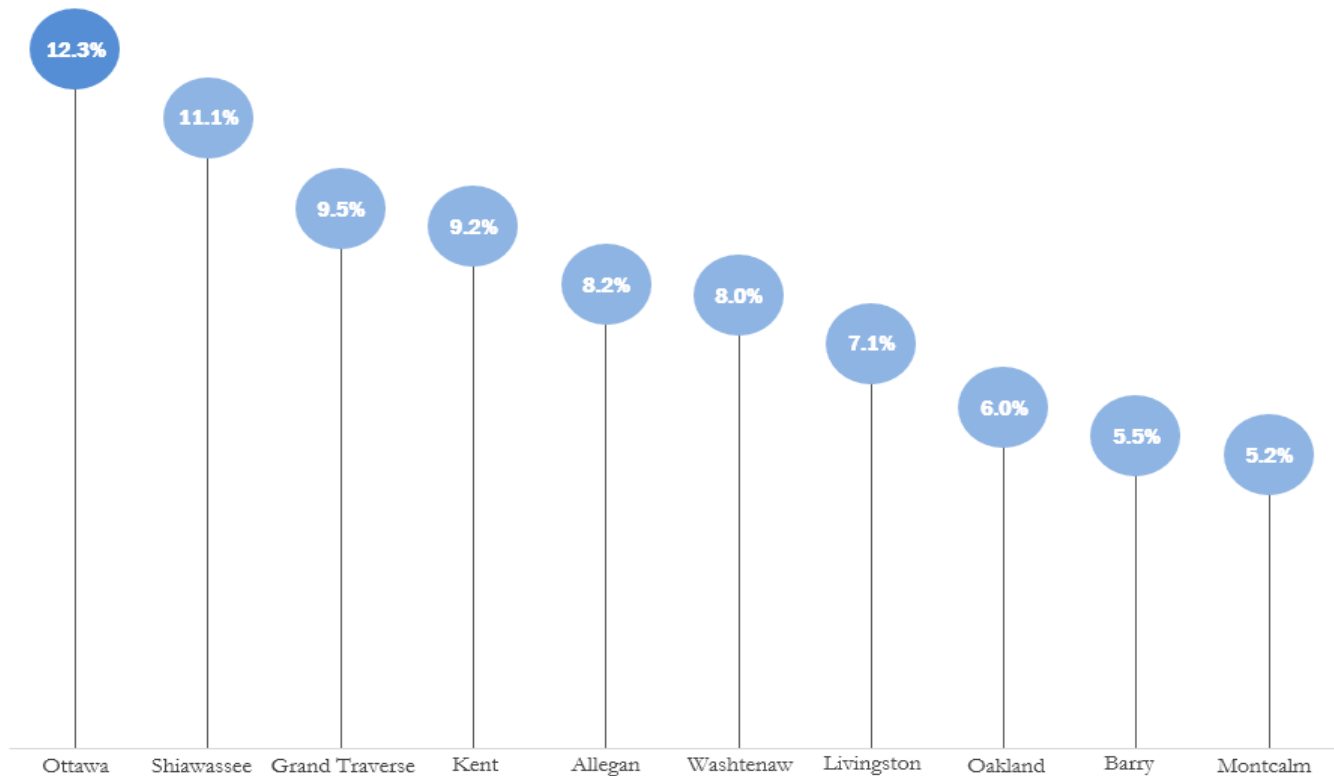
The County began full operations in April of 1838. The current County's legislative body is an eleven-member Board of Commissioners which is elected from single-member districts, determined by population, on a partisan basis for two-year terms. The Board annually elects from within its ranks a Chairman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



Population

Ottawa County has been named the fastest growing population in the state. Between 2010 and 2020 there was a 12.3% increase in population in Ottawa County. The official population in Ottawa County in 2020 was 296,200. This significant population growth is expected to continue in the years ahead.

2010 - 2020 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 named one of the Best Beach Towns to Live In in 2019. 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 the 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, 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 2020 total gross regional product of \$5.9 billion. This is 43% of the Gross Regional Product (GRP). Manufacturing jobs in Ottawa county pay 28% 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 base in Ottawa County's economy. A total of 1,130 farms with 171,883 acres of land in Ottawa County are 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 multiple world class food companies in Ottawa County including Leprino Foods, Continental Dairy Facilities, 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 eleven years this study has been completed, Ottawa County has ranked as the healthiest in the state for six of these years and in the top five for five 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 2021-
2022 Business Plan**

Process Summary

Ottawa County, the seventh-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 May 13, 2021, to review the current Strategic plan and create the Business Plan for fiscal year 2021-2022. 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 2020-2021 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.

What do we want to do?

Goals



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**

Goal 1: To maintain and improve the strong financial position of the County

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

Provide information to the Board necessary to make key decisions in order to adopt the budget by the end of September.		<ul style="list-style-type: none"> Administrator Fiscal Services 	9/30/2022
Annually adopt the Capital Improvement Plan, identifying and prioritizing projects and the funding to pay for it.	<ul style="list-style-type: none"> Budget timeline is on pace to meet established deadlines. 	<ul style="list-style-type: none"> Administrator Fiscal Services Facilities 	9/30/2022
Annually review millage rates during the budget process.		<ul style="list-style-type: none"> Administrator Fiscal Services 	9/30/2022
Adopt strategies to address remaining pension and retiree health liabilities.	<ul style="list-style-type: none"> Continuing to evaluate 	<ul style="list-style-type: none"> Administrator Fiscal Services Human Resources 	ongoing
Identify 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.	<ul style="list-style-type: none"> Maintain zero percent health insurance increase 	<ul style="list-style-type: none"> Administrator Fiscal Services Human Resources 	ongoing
Identify financial threats and approve strategies to mitigate those threats.	<ul style="list-style-type: none"> Review department fees on a rotating 2–3-year schedule 	<ul style="list-style-type: none"> Administrator Fiscal Services 	ongoing
Maintain the health of the Insurance Authority while investing funds for projects that lower County liabilities.	<ul style="list-style-type: none"> OCIA balance at healthy levels Significant investment made to lower liability 	<ul style="list-style-type: none"> Administrator Fiscal Services 	ongoing

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.	<ul style="list-style-type: none"> Legislation action plan and reporting are maintained monthly 	<ul style="list-style-type: none"> Administrator 	ongoing
Maintain legislative positions with associated talking points that can be used with legislators, the public and other stakeholders.	<ul style="list-style-type: none"> Continue quarterly GCSI reports at Board meetings 	<ul style="list-style-type: none"> Administrator 	ongoing
Coordinate legislative actions with our lobbyist and the Michigan Association of Counties (MAC).	<ul style="list-style-type: none"> Maintain communication with legislators, GCSI and MAC 	<ul style="list-style-type: none"> Administrator 	ongoing
Meet with legislators to maintain and enhance relationships and County influence in State decisions.	<ul style="list-style-type: none"> Continue hosting biannual Legislative Forum 	<ul style="list-style-type: none"> Administrator 	ongoing

Objective 3: Maintain or improve bond credit ratings.

Maintain a balanced budget with pro-active strategies.	<ul style="list-style-type: none"> FY2022 Budget was balanced and adopted in September 2021 	<ul style="list-style-type: none"> Administrator Fiscal Services 	9/30/2022
Present high-quality information to bond rating agencies in order to maintain <u>Aaa</u> bond ratings.	<ul style="list-style-type: none"> Continue communication with bond rating agencies to maintain top ratings 	<ul style="list-style-type: none"> Administrator Fiscal Services 	ongoing

Goal 2: To contribute to 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.

Collaborate with community partners in order to address the shortage of affordable housing.	<ul style="list-style-type: none"> Continue with support of Housing Next 	<ul style="list-style-type: none"> Administrator 	ongoing
Facilitate work with stakeholders to plan for completion of M-231.	<ul style="list-style-type: none"> Continue work on M-231 terminus point with one of two parcels purchased Discussion with MDOT continue 	<ul style="list-style-type: none"> Administrator Dept. of Strategic Impact 	ongoing
Maintain regular communication and the relationship with the Ottawa County Road Commission.	<ul style="list-style-type: none"> Maintain quarterly meeting with OCRC 	<ul style="list-style-type: none"> Administrator Dept. of Strategic Impact 	ongoing
Continue work to facilitate and support a countywide approach and contribute to economic development in the County.	<ul style="list-style-type: none"> Continue full participation with Lakeshore Advantage Countywide public transportation continues to be studied Continue to improve countywide broadband access 	<ul style="list-style-type: none"> Administrator Dept. of Strategic Impact 	ongoing
Recognize and support the role of agriculture in our economy.	<ul style="list-style-type: none"> Continue with comprehensive farmland preservation strategy based on countywide survey 	<ul style="list-style-type: none"> Administrator Dept. of Strategic Impact 	ongoing

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/provisions of mental health services.	<ul style="list-style-type: none"> Continue to link mental health services to social, criminal justice, law enforcement and education systems through CCBHC award Received approximately \$10 million in grant funding over next 4 years. 	<ul style="list-style-type: none"> Administrator Public Health Community Mental Health Sheriff Prosecutor's Office Courts 	ongoing
Continue to provide for the public safety and health of residents in the County through the Department of Public Health and Community Mental Health.	<ul style="list-style-type: none"> Ottawa remains 2nd healthiest county in the State Continue to provide for public safety in the County through the work of the Sheriff, Prosecutor, and Courts 	<ul style="list-style-type: none"> Public Health Community Mental Health 	ongoing
Walk the talk of our vision "Where You Belong" by continuing the work of ensuring that the County is a welcoming place to support a globally diverse workforce in our community.	<ul style="list-style-type: none"> Continue with Gateways for Growth initiative Continue to provide Learning Community of Practice to local municipalities 	<ul style="list-style-type: none"> Administrator DEI Office 	ongoing

Goal 2: To contribute to long-term economic, social and environmental health of the County

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

Implement the Comprehensive Groundwater Management Strategies Plan.	<ul style="list-style-type: none"> Seeking state funding for proposed groundwater monitoring network Considering countywide groundwater ordinance 	<ul style="list-style-type: none"> Dept. of Strategic Impact 	ongoing
Pursue deployment of coordinated countywide future land use vision.	<ul style="list-style-type: none"> Pursing coordinated land-use growth strategy for County 	<ul style="list-style-type: none"> Dept. of Strategic Impact 	12/31/2022
Continue to support the work of the Parks and Recreation Commission and the Parks Foundation.	<ul style="list-style-type: none"> With financial goal for Grand River Greenway reached, work continues to collaborate with the Parks Foundation to develop engagement opportunities 	<ul style="list-style-type: none"> Parks and Recreation 	ongoing
Continue to support the Agricultural Preservation Board by discussing options to more aggressively pursue farmland preservation.	<ul style="list-style-type: none"> Working to preserve three additional agricultural parcels for a total of five parcels 	<ul style="list-style-type: none"> Dept. of Strategic Impact 	ongoing

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.

Provide regular updates to the Board regarding communication strategies.	<ul style="list-style-type: none"> Continue annual updates on GovDelivery and social media citizen communication metrics 	<ul style="list-style-type: none"> Administrator 	ongoing
Consider and evaluate new opportunities and methods of communications with stakeholders.	<ul style="list-style-type: none"> Commissioners continue to attend local board meetings Bi-annual newsletter to begin distribution in January 2022 	<ul style="list-style-type: none"> Administrator 	ongoing

Objective 2: Maximize communication with citizens.

Provide talking points for Commissioners on various topics for use when interacting with the public and other stakeholders	<ul style="list-style-type: none"> Administrator will continue to provide timely updates on key issues and projects 	<ul style="list-style-type: none"> Administrator 	ongoing
Evaluate existing and new technology and initiatives to improve engagement with citizens; including social media, GovDelivery and Zoom.	<ul style="list-style-type: none"> Continue upward trend of GovDelivery subscribers through additional department topics 	<ul style="list-style-type: none"> Administrator 	ongoing
Develop additional informational pieces to inform citizens about their Commissioners.	<ul style="list-style-type: none"> Nine of 11 Commissioner bios on miOttawa.org 	<ul style="list-style-type: none"> Administrator 	ongoing
Continue to improve miOttawa.org by increasing and improving the information and services that citizens can access.	<ul style="list-style-type: none"> Continue seeking opportunities for virtual access on miOttawa.org Public comment form created for virtual response 	<ul style="list-style-type: none"> Administrator 	ongoing
Stream and record Board of Commissioner, Finance & Administration, Planning & Policy, Health & Human Services and Talent & Recruitment meetings for public viewing.	<ul style="list-style-type: none"> Board of Commissioner meetings will continue to stream to YouTube Standing committee meetings will stream to YouTube starting in November 2021 	<ul style="list-style-type: none"> Administrator Clerk's Office 	ongoing

Goal 3: To maintain and enhance communication with citizens, employees, and other stakeholders

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.	<ul style="list-style-type: none"> Regular employee surveys will continue via emailed Qualtrics survey Continue encouraging staff and departments to utilize SharePoint/Office 365 to continually share project activities and statuses 	<ul style="list-style-type: none"> Administrator Human Resources 	ongoing
Continue brown bag lunches and other information sessions.	<ul style="list-style-type: none"> Continue with quarterly, virtual brown bag lunches Continue the Labor-Management Cooperation Committee. 	<ul style="list-style-type: none"> Administrator 	ongoing

Objective 4: Evaluate communication with other key stakeholders.

Meet with community leaders on a regular basis, increasing the involvement of Commissioners with the community.	<ul style="list-style-type: none"> Continue with participation in chamber functions, LAUP, Minority Business Awards, etc. 	<ul style="list-style-type: none"> Administrator 	ongoing
Continue communications with local units of government.	<ul style="list-style-type: none"> Continue offering regular Local Unit meetings Utilize GovDelivery to communicate with local units on key points and projects 	<ul style="list-style-type: none"> Administrator 	ongoing

Goal 4: To continually improve the County's organization and services.

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

Develop and incorporate systems of creativity (continuous improvement and innovation) for all employees.	<ul style="list-style-type: none"> Continue to provide employee training on LEAN tools including Toyota KATA and Design Thinking Developing an AITA Innovator Assessment manager's report to share countywide. 	<ul style="list-style-type: none"> Administrator Human Resources 	ongoing
Explore possible uses of artificial intelligence (AI) in County operation and service provision.	<ul style="list-style-type: none"> Kiosk programming is being developed for use with the Clerk's Office 	<ul style="list-style-type: none"> Administrator Innovation and Technology 	12/31/2022

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

Conduct organizational efficiency/structure reviews and program evaluations.	<ul style="list-style-type: none"> Continue working with internal departments to evaluate programs and provide recommendations 	<ul style="list-style-type: none"> Dept. of Strategic Impact 	ongoing
Continue to improve performance measurement systems and benchmarks relative to budgeted resources.	<ul style="list-style-type: none"> Obtain outcome-based updates from each department to include in Performance Outlines for use in the Budget Book 	<ul style="list-style-type: none"> Dept. of Strategic Impact 	ongoing
Continue to maintain and improve dashboards and other reports to increase transparency and demonstrate outcomes.	<ul style="list-style-type: none"> Maintain performance dashboard by annually updating 19 datasets Continue to collect residential, commercial and construction activity from local units Maintain annual population estimates Maintain monthly unemployment statistics 	<ul style="list-style-type: none"> Dept. of Strategic Impact 	ongoing

Goal 4: To continually improve the County's organization and services.

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

Develop approaches to attract and retain talent, including elements such as competitive wages, benefits packages, and flexible work environments.	<ul style="list-style-type: none"> • Topyx will continue to be utilized for employee training • Wage Study results will be implemented in January 2022. Continue to review wage and benefit levels to maximize attraction and retention of talent. • Continue to offer employee tuition reimbursement • Will identify succession planning method 	<ul style="list-style-type: none"> • Administrator • Human Resources 	ongoing
Continue to develop approaches to expand and retain a diverse workforce.	<ul style="list-style-type: none"> • Continue to provide DEI training for staff 	<ul style="list-style-type: none"> • Human Resources • DEI Office 	ongoing

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.	<ul style="list-style-type: none"> • Continue to extend land-use data and evaluation services to local units and non-profits • Assessing services will continue to be offered and provided to local units 	<ul style="list-style-type: none"> • Administrator • Dept. of Strategic Impact • Equalization Department 	ongoing
Continue to improve culture of collaboration and teamwork among County departments/offices/agencies/courts.	<ul style="list-style-type: none"> • Interdepartmental work team emphasis continues 	<ul style="list-style-type: none"> • Administrator 	ongoing

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), 22 Special Revenue funds, 1 Debt Service fund 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.

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 2022 Budget Calendar

February 16, 2021	Budget Calendar presented to the Finance Committee
February 23, 2021	Budget Calendar presented to the Board of Commissioners for approval
March 31, 2021	Departments/Agencies submit Capital Improvement Project requests
April 13, 2021	2022 Operating Budget Kick-off week
TBD	Board Strategic Planning Session
May 7, 2021	Departments/Agencies finalize 2022 Operating Budget Requests & 2022 New Personnel Request due
July 16, 2021	Fiscal Services and Administration budget review complete
July 26, 2021	Community Mental Health Board holds the Public Hearing and adopts the 2022 Community Mental Health Budget
August 4, 2021	Parks and Recreation Board reviews and adopts the 2022 Parks Budget
August 17, 2021	Planning and Policy Committee review the 2022 CIP
August 17, 2021	Finance Committee 1 st review of the 2022 County Budget; approve 2022 CIP; approve resolution for the distribution of Convention Facility Tax and sets the Public Hearing for the 2022 County Budget
August 24, 2021	Board sets the Public Hearing for the 2022 County Budget; Board of Commissioners approve the 2022 CIP and the resolution regarding the distribution of the Convention Facility Tax
September 7, 2021	Deadline for publication of the 2022 County Budget Public Hearing notice
September 14, 2021	Public Hearing for the 2022 County Budget
September 21, 2021	Finance Committee approve the 2022 County Budget
September 30, 2021	Board of Commissioners adopts the 2022 County Budget

Budget Summary



Ottawa County
Where You Belong

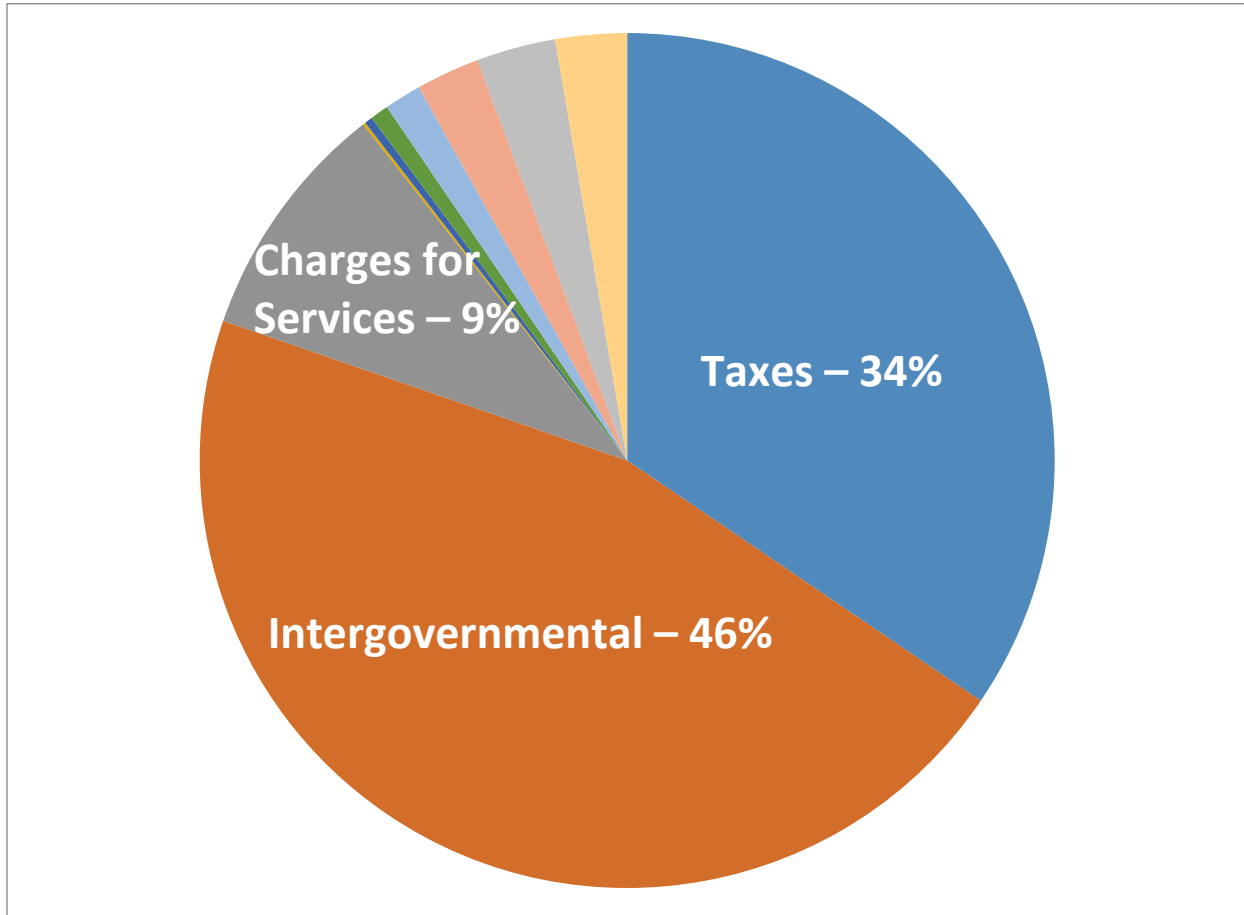
COUNTY OF OTTAWA
Summary of 2022 Budgeted and Estimated Fund Balance
Consolidated - All Budgeted Funds

	General Fund	Special Revenue Funds	Debt Service	Capital Projects	Total Primary Government
Revenues					
Taxes	60,334,104	12,256,472			72,590,576
Intergovernmental Revenue	11,106,356	82,524,433	92,400	2,629,757	96,352,946
Charges for Services	16,245,904	2,984,410			19,230,314
Fines & Forfeits	73,100	18,075			91,175
Interest on Investments	339,411	158,647		32,912	530,970
Rent	2,124,818	180,596		606,217	2,911,631
Licenses & Permits	374,485	1,058,385			1,432,870
Other Revenue	577,341	2,102,226		2,384,236	5,063,803
Operating Transfers In	5,310,596	13,065,407	4,969,268	3,186,312	26,531,583
Total Revenue	96,486,115	114,348,651	5,061,668	8,839,434	224,735,868
Expenditures					
Legislative	585,811		-	-	585,811
Judicial	14,486,711	6,445,316			20,932,027
General Government	23,690,073	5,662,878			29,352,951
Public Safety	33,731,717	10,314,521			44,046,238
Public Works	6,871,550	1,233,930			8,105,480
Health and Welfare	1,232,852	84,019,991			85,252,843
Culture & Recreation	-	5,151,569		109,100	5,260,669
Community & Economic Development	1,636,679	12,650			1,649,329
Other Government Functions	1,275,475				1,275,475
Capital Projects	-			9,380,574	9,380,574
Debt Service	-		5,061,668		5,061,668
Operating Transfers Out	14,196,061	4,920,899		370,700	19,487,660
Total Appropriations	97,706,929	117,761,754	5,061,668	9,860,374	230,390,725
Revenues Over (Under) Expenditures	(1,220,814)	(3,413,103)	-	(1,020,940)	(5,654,857)
Fund Balance (Usage)/Contribution					
Projected Fund Balance, Beginning of	19,892,280	23,742,374	3,340	3,989,326	47,627,320
Projected Fund Balance, End of Year	18,671,466	20,329,271	3,340	2,968,386	41,972,463

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 estimated 2022 tax levy is broken down as follows: General Operations 3.9000 mills, Parks &

Recreation 0.3199 mills, E-911 0.4243 mills, Road Commission 0.4822 mills and Community Mental Health 0.2892 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
2021	3.9000	0.4243	0.3199	0.4822	0.2892	5.4156

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.

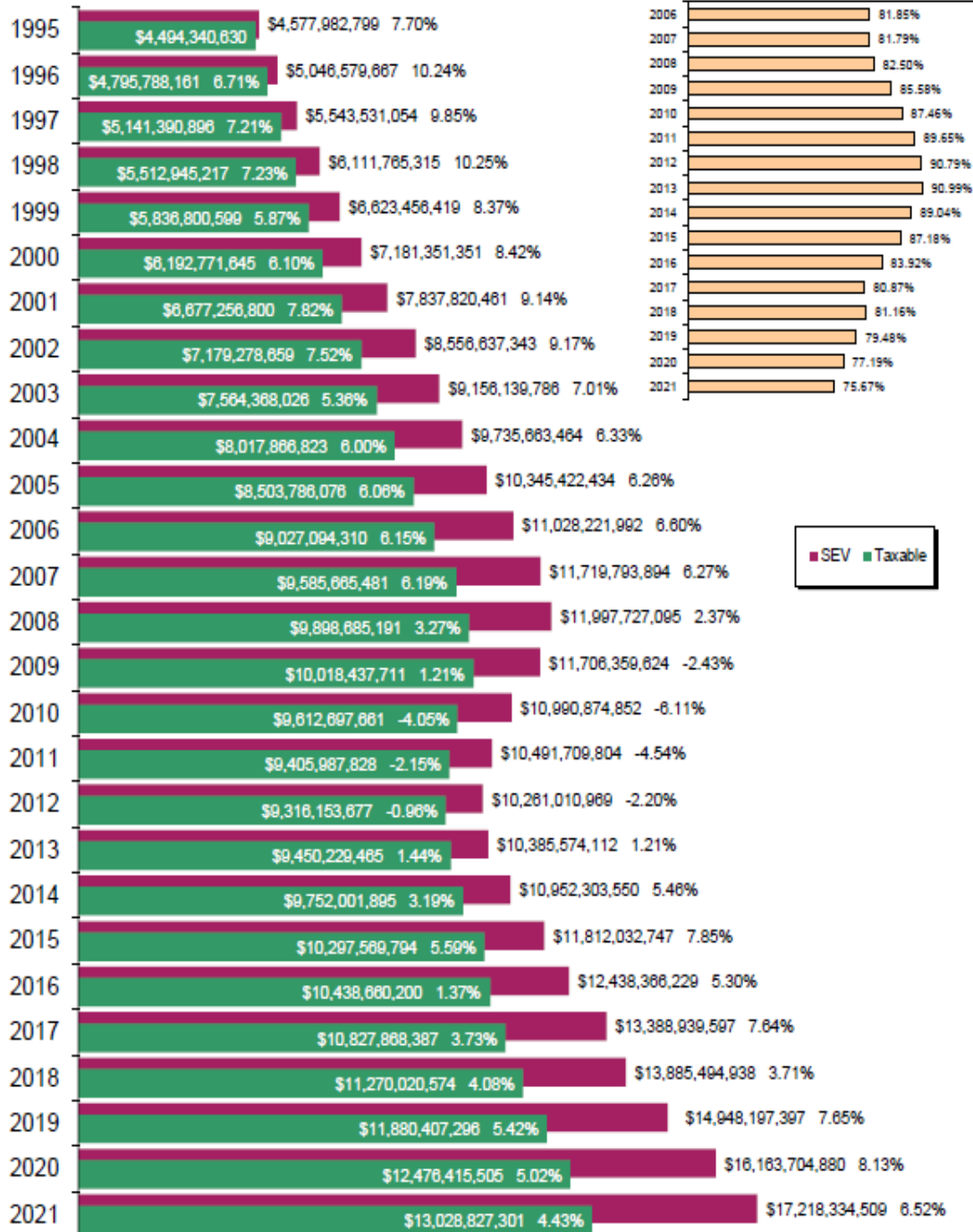
Proposal A of 1994 limits the increase in taxable value of property to the lower of the consumer price index or 5%. As shown in the chart on the next page, this equates to approximately a \$3.7 billion in decreased taxable value for the County and a total of approximately \$10 million in lost tax revenue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

Taxable Value as a Percent of Assessed Value
from 2006 to present



Intergovernmental Revenue

The County receives funding from various Federal, State, and Local agencies that is to be used to finance designated programs and services provided by various County departments. Intergovernmental revenue is approximately 46% 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.

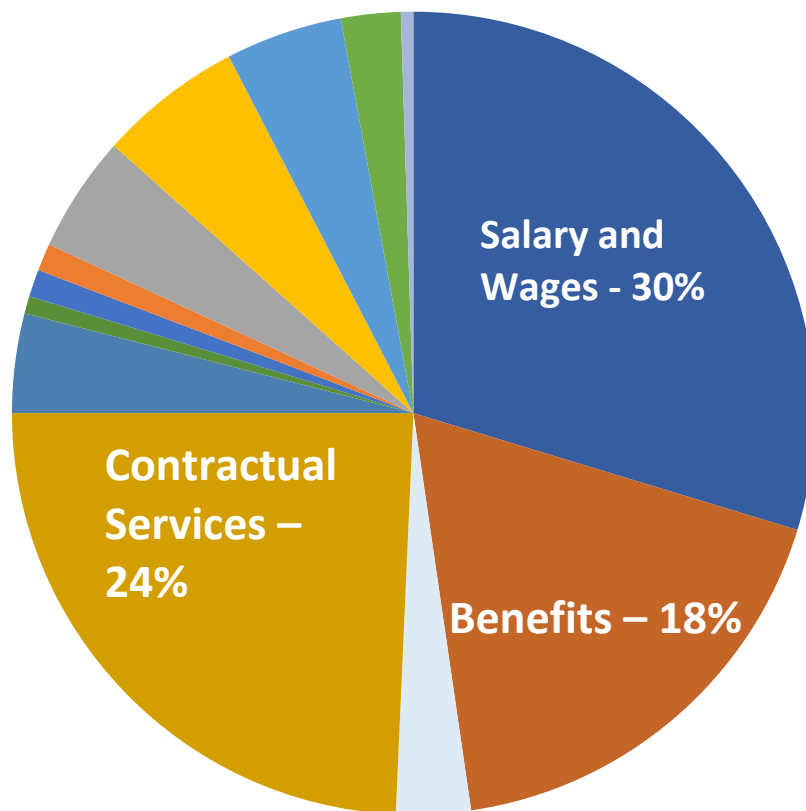
Other Revenue

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 2022 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 a 27 percent 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.

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 are 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 supplies 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 2022.

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, 2022

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.

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	55,108,420	57,124,665	56,939,665	60,334,104	3,209,439
Intergovernmental Revenue	12,743,349	11,063,519	11,786,080	11,106,356	42,837
Charges for Services	15,104,335	15,624,236	15,624,236	16,245,904	621,668
Fines & Forfeits	67,424	71,100	71,100	73,100	2,000
Interest on Investments	408,102	606,447	606,447	339,411	(267,036)
Rent	1,879,255	2,198,027	2,205,692	2,124,818	(73,209)
Licenses & Permits	351,876	393,538	393,538	374,485	(19,053)
Other Revenue	889,617	716,683	791,114	577,341	(165,555)
Operating Transfers In	1,723,841	3,864,814	4,627,341	5,310,596	1,445,782
Total Revenues	88,276,218	91,663,029	93,045,213	96,486,115	4,796,873
Expenditures					
Salaries & Wages	27,186,640	28,146,138	28,215,377	29,965,222	1,819,084
Benefits	14,588,715	15,897,299	15,896,461	17,732,650	1,835,351
Supplies	2,666,845	3,304,915	3,345,434	3,204,974	(99,941)
Contracted Services	4,637,303	6,052,908	6,343,868	5,185,028	(867,880)
Operating Expenses	3,335,820	4,340,515	4,449,189	4,580,046	239,531
Maintenance & Repair	630,024	784,641	739,056	773,805	(10,836)
Utilities	1,463,087	1,637,209	1,637,209	1,703,338	66,129
Insurance	930,564	1,021,775	1,021,775	1,195,776	174,001
Indirect Expense	6,249,310	6,094,945	6,094,945	5,741,401	(353,544)
Contribution to Component Units	11,263,128	11,816,491	11,843,919	12,267,629	451,138
Capital Outlay	73,559	-	765,000	106,000	106,000
Debt Service	-	-	-	-	-
Contingency	14,904	952,484	921,179	1,055,000	102,516
Operating Transfers Out	12,923,113	12,910,428	15,982,180	14,196,061	1,285,633
Total Expenditures	85,963,012	92,959,748	97,255,592	97,706,929	4,747,182
Revenues Over (Under) Expenditures	2,313,205	(1,296,719)	(4,210,379)	(1,220,814)	
Fund Balance, Beginning of Year		24,192,659	24,192,659	19,982,280	
Projected Fund Balance, End of Year		22,895,940	19,982,280	18,761,466	
Estimated Underspend		947,343	1,062,824	1,000,000	
Planned/One Time		349,376	3,147,555	220,814	
Revenues Over (Under)		1,296,719	4,210,379	1,220,814	

Special Revenue Funds



Ottawa County
Where You Belong

General Fund - Towers (1060)
Budget Year Ending September 30, 2022

Financial Summary

This fund was established to account for cell tower activities. Rent in excess of expenses is committed to technology improvements.

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Rent	-	-	-	180,596	180,596
Licenses & Permits	-	-	-	-	-
Other Revenue	-	-	-	-	-
Operating Transfers In	-	-	-	-	-
Total Revenues	-	-	-	180,596	180,596
Expenditures					
Salaries & Wages	-	-	-	-	-
Benefits	-	-	-	-	-
Supplies	-	-	-	-	-
Contracted Services	-	-	-	8,150	8,150
Operating Expenses	-	-	-	4,000	4,000
Maintenance & Repair	-	-	-	500	500
Utilities	-	-	-	-	-
Insurance	-	-	-	-	-
Indirect Expense	-	-	-	-	-
Contribution to Component Units	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-
Total Expenditures	-	-	-	12,650	12,650
Revenues Over (Under) Expenditures	-	-	-	167,946	
Fund Balance, Beginning of Year			-	-	
Projected Fund Balance, End of Year		-	-	167,946	

Personnel

No personnel have been allocated to this fund.

General Fund - Solid Waste Clean-Up (2271)
Budget Year Ending September 30, 2022

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.

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-
Interest on Investments	44,866	10,000	-	37,315	27,315
Rent	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Other Revenue	-	-	-	-	-
Operating Transfers In	-	-	-	-	-
Total Revenues	44,866	10,000	-	37,315	27,315
Expenditures					
Salaries & Wages	-	-	-	-	-
Benefits	-	-	-	-	-
Supplies	-	-	-	-	-
Contracted Services	332,682	317,000	-	-	(317,000)
Operating Expenses	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Utilities	-	-	-	-	-
Insurance	-	-	-	-	-
Indirect Expense	-	-	-	-	-
Contribution to Component Units	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Operating Transfers Out	-	-	1,050,000	-	-
Total Expenditures	332,682	317,000	1,050,000	-	(317,000)
Revenues Over (Under) Expenditures	(287,816)	(307,000)	(1,050,000)	37,315	
Fund Balance, Beginning of Year		2,637,098	2,637,098	1,587,098	
Projected Fund Balance, End of Year		2,330,098	1,587,098	1,624,413	

Personnel

No personnel have been allocated to this fund.

**General Fund - Infrastructure (2444)
Budget Year Ending September 30, 2022**

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.

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-
Interest on Investments	10,691	10,000	10,000	8,892	(1,108)
Rent	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Other Revenue	-	-	-	-	-
Operating Transfers In	-	-	-	-	-
Total Revenues	10,691	10,000	10,000	8,892	(1,108)
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	125,000	125,000	125,000	125,000	-
Total Expenditures	125,000	125,000	125,000	125,000	-
Revenues Over (Under) Expenditures	(114,309)	(115,000)	(115,000)	(116,108)	
Fund Balance, Beginning of Year		633,666	633,666	518,666	
Projected Fund Balance, End of Year		518,666	518,666	402,558	

Personnel

No personnel have been allocated to this fund.

General Fund - Stabilization (2570)
Budget Year Ending September 30, 2022

Financial Summary

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

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 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	
Projected Fund Balance, End of Year		9,255,217	9,255,217	9,255,217	

Personnel

No personnel have been allocated to this fund.

General Fund - DB/DC Fund (2970)
Budget Year Ending September 30, 2022

Financial Summary

This fund is used to account for the .3 operating mills the Board of Commissioner's committed to paying down the defined benefit unfunded pension liability. The activity is budgeted separately, but in the comprehensive annual financial report consolidated with the General Fund.

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	3,640,023	3,870,697	3,870,697	4,158,620	287,923
Intergovernmental Revenue	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Rent	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Other Revenue	-	-	-	-	-
Operating Transfers In	-	-	-	-	-
Total Revenues	3,640,023	3,870,697	3,870,697	4,158,620	287,923
Expenditures					
Salaries & Wages	-	-	-	-	-
Benefits	3,000,000	3,870,697	3,870,697	1,462,133	(2,408,564)
Supplies	-	-	-	-	-
Contracted Services	-	-	-	-	-
Operating Expenses	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Utilities	-	-	-	-	-
Insurance	-	-	-	-	-
Indirect Expense	-	-	-	-	-
Contribution to Component Units	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Operating Transfers Out	-	-	2,417,564	3,889,729	3,889,729
Total Expenditures	3,000,000	3,870,697	6,288,261	5,351,862	1,481,165
Revenues Over (Under) Expenditures	640,023	-	(2,417,564)	(1,193,242)	
Fund Balance, Beginning of Year		3,983,581	3,983,581	1,566,017	
Projected Fund Balance, End of Year		3,983,581	1,566,017	372,775	

Personnel

No personnel have been allocated to this fund.

Parks & Recreation (2081) Budget Year Ending September 30, 2022

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 and 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.

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	3,974,723	4,154,059	3,954,059	4,113,220	(40,839)
Intergovernmental Revenue	570,324	622,700	1,702,624	200,000	(422,700)
Charges for Services	787,766	692,110	692,110	736,415	44,305
Fines & Forfeits	-	-	-	-	-
Interest on Investments	39,033	40,000	40,000	32,464	(7,536)
Rent	-	107,905	107,905	-	(107,905)
Licenses & Permits	-	-	-	-	-
Other Revenue	92,796	209,950	505,643	147,450	(62,500)
Operating Transfers In	979,209	353,174	353,174	355,065	1,891
Total Revenues	6,443,851	6,179,898	7,355,515	5,584,614	(595,284)
Expenditures					
Salaries & Wages	1,927,478	2,073,665	2,073,665	2,124,437	50,772
Benefits	760,536	821,772	821,772	904,390	82,618
Supplies	347,603	398,487	398,487	399,436	949
Contracted Services	116,813	54,090	100,628	178,690	124,600
Operating Expenses	228,567	317,949	317,949	319,742	1,793
Maintenance & Repair	343,508	422,390	599,029	239,840	(182,550)
Utilities	130,410	146,688	146,688	144,377	(2,311)
Insurance	63,054	66,233	66,233	70,224	3,991
Indirect Expense	274,344	447,677	447,677	441,549	(6,128)
Capital Outlay	1,996,376	1,433,000	3,191,781	-	(1,433,000)
Debt Service	-	-	-	-	-
Operating Transfers Out	3,340	51,105	51,105	906,170	855,065
Total Expenditures	6,192,028	6,233,056	8,215,014	5,728,855	(504,201)
Revenues Over (Under) Expenditures	251,823	(53,158)	(859,499)	(144,241)	
Fund Balance, Beginning of Year		2,278,561	2,278,561	1,419,062	
Projected Fund Balance, End of Year		2,225,403	1,419,062	1,274,821	

Parks & Recreation (2081), Continued

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Administrative Assistant	1.00	1.00	1.00
Communication Specialist	1.00	1.00	1.00
Coordinator of Interpretive & Information Services	1.00	1.00	1.00
Coordinator of Park Maintenance & Operations	1.00	1.00	1.00
Coordinator of Park Planning & Development	1.00	1.00	1.00
Director of Parks & Recreation	1.00	1.00	1.00
Natural Resources Management Supervisor	1.00	1.00	1.00
Naturalist	1.00	1.00	1.00
NEC Secretary	1.00	1.00	1.00
Park Equipment Specialist	1.00	1.00	1.00
Park Maintenance Worker	3.00	3.00	3.00
Park Operations Manager	1.00	1.00	1.00
Park Supervisor	4.00	4.00	4.00
Parks Planner	1.00	1.00	1.00
Secretary Parks	0.63	0.63	1.00
Senior Secretary	0.75	0.75	0.75
Stewardship Supervisor	1.00	1.00	1.00
Total for Fund	21.38	21.38	21.75

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	2020 Actual	2021 Target	2022 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)	7,206	7,312	7,506
% of properties that are functionally invasive species free	18%	18%	20%
% of acreage that is actively managed for biodiversity	39%	48%	46%
Total non-millage funding received	\$2,469,128	\$3,401,456	\$7,390,375
% of operating costs covered by non-millage sources	23%	21%	20%
Volunteer hours as a % of total Parks & Recreation hours	7%	7%	9%
# of people served through park facility reservations in the county park system	28,231	45,897	70,000

Child Care - Circuit Court (2920)
Budget Year Ending September 30, 2022

Financial Summary

This fund is used to account for foster childcare 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.

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	3,333,092	3,364,369	3,293,981	3,496,801	132,432
Charges for Services	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Rent	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Other Revenue	1,361,901	1,768,250	1,768,250	1,355,100	(413,150)
Operating Transfers In	2,364,390	2,944,836	2,884,448	2,628,162	(316,674)
Total Revenues	<u>7,059,383</u>	<u>8,077,455</u>	<u>7,946,679</u>	<u>7,480,063</u>	<u>(597,392)</u>
Expenditures					
Salaries & Wages	3,191,676	3,547,770	3,455,459	3,466,716	(81,054)
Benefits	1,618,881	1,869,646	1,821,181	1,976,563	106,917
Supplies	218,027	282,347	292,256	288,142	5,795
Contracted Services	1,490,992	1,905,508	1,905,599	1,347,430	(558,078)
Operating Expenses	325,137	444,822	444,822	426,356	(18,466)
Maintenance & Repair	1,532	5,000	5,000	3,500	(1,500)
Utilities	44,868	53,323	53,323	49,075	(4,248)
Insurance	54,575	56,817	56,817	73,296	16,479
Indirect Expense	817,202	512,222	512,222	448,985	(63,237)
Contribution to Component Units	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-
Total Expenditures	<u>7,762,890</u>	<u>8,677,455</u>	<u>8,546,679</u>	<u>8,080,063</u>	<u>(597,392)</u>
Revenues Over (Under) Expenditures	(703,507)	(600,000)	(600,000)	(600,000)	
Fund Balance, Beginning of Year		<u>1,287,808</u>	<u>1,287,808</u>	<u>687,808</u>	
Projected Fund Balance, End of Year		<u>687,808</u>	<u>687,808</u>	<u>87,808</u>	

Child Care - Circuit Court (2920), Continued

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Administrative Aide	1.00	1.00	1.00
Assistant Director of Juvenile Services	1.85	1.85	1.85
Assistant Juvenile Register	1.00	1.00	-
Assistant Superintendent of Detention	1.00	1.00	1.00
Circuit Court Administrator	0.34	0.34	0.34
Court Officer	8.00	8.00	8.00
Director of Juvenile Services	0.85	0.85	0.85
Group Leader	6.00	6.00	6.00
In Home Care Mgr - Program Analyst	1.00	1.00	-
In-Home Care Manager-Community Probation	1.00	1.00	1.00
Juvenile Court Clerk II	1.00	1.00	-
Senior Court Officer	2.00	2.00	1.00
Shift Supervisor	5.75	5.75	6.00
Superintendent of Detention	1.00	1.00	1.00
Treatment Services Manager	-	-	1.00
Treatment Services Supervisor	2.00	1.00	1.00
Treatment Specialist	5.00	5.00	5.00
Youth Specialist	19.65	19.65	19.65
Total for Fund	58.44	57.44	54.69

Concealed Pistol Licenses (2631)

Budget Year Ending September 30, 2022

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.

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	53,784	66,000	66,000	144,000	78,000
Charges for Services	-	-	-	54,000	54,000
Licenses & Permits	61,354	75,000	75,000	100,000	25,000
Total Revenues	<u>115,138</u>	<u>141,000</u>	<u>141,000</u>	<u>298,000</u>	<u>157,000</u>
Expenditures					
Salaries & Wages	34,817	34,649	34,649	37,418	2,769
Benefits	25,107	30,639	30,639	33,338	2,699
Supplies	8,562	7,243	7,243	10,743	3,500
Indirect Expense	12,854	9,513	9,513	10,022	509
Total Expenditures	<u>81,341</u>	<u>82,044</u>	<u>82,044</u>	<u>91,521</u>	<u>9,477</u>
Revenues Over (Under) Expenditures	33,797	58,956	58,956	206,479	
Fund Balance, Beginning of Year		<u>231,241</u>	<u>231,241</u>	<u>290,197</u>	
Projected Fund Balance, End of Year		<u>290,197</u>	<u>290,197</u>	<u>496,676</u>	

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # 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, 2022

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.

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 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	41,178	44,100	44,100	61,040	16,940
Total Revenues	<u>41,178</u>	<u>44,100</u>	<u>44,100</u>	<u>61,040</u>	<u>16,940</u>
Expenditures					
Salaries & Wages	-	-	-	-	-
Benefits	-	-	-	-	-
Supplies	-	-	-	-	-
Contracted Services	33,501	33,500	33,500	50,000	16,500
Operating Expenses	7,732	10,600	10,600	11,040	440
Maintenance & Repair	-	-	-	-	-
Utilities	-	-	-	-	-
Insurance	-	-	-	-	-
Indirect Expense	(54)	-	-	-	-
Contribution to Component Units	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-
Total Expenditures	<u>41,178</u>	<u>44,100</u>	<u>44,100</u>	<u>61,040</u>	<u>16,940</u>
Revenues Over (Under) Expenditures	-	-	-	-	
Fund Balance, Beginning of Year		-	-	-	
Projected Fund Balance, End of Year		<u>-</u>	<u>-</u>	<u>-</u>	

Personnel

No personnel have been allocated to this fund.

Farmland Preservation (2340)
Budget Year Ending September 30, 2022

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.

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	200,000	157,500	591,386	163,800	6,300
Charges for Services	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Rent	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Other Revenue	221,431	90,249	241,363	165,084	74,835
Operating Transfers In	-	-	-	-	-
Total Revenues	<u>421,431</u>	<u>247,749</u>	<u>832,749</u>	<u>328,884</u>	<u>81,135</u>
Expenditures					
Salaries & Wages	-	-	-	-	-
Benefits	-	-	-	-	-
Supplies	3,184	4,293	4,293	4,293	-
Contracted Services	416,662	243,456	387,103	9,591	(233,865)
Operating Expenses	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Utilities	-	-	-	-	-
Insurance	-	-	-	-	-
Indirect Expense	-	-	-	-	-
Contribution to Component Units	-	-	-	-	-
Capital Outlay	-	-	441,353	315,000	315,000
Debt Service	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-
Total Expenditures	<u>419,846</u>	<u>247,749</u>	<u>832,749</u>	<u>328,884</u>	<u>81,135</u>
Revenues Over (Under) Expenditures	1,585	-	-	-	-
Fund Balance, Beginning of Year		<u>2,082</u>	<u>2,082</u>	<u>2,082</u>	
Projected Fund Balance, End of Year		<u>2,082</u>	<u>2,082</u>	<u>2,082</u>	

Personnel

No personnel have been allocated to this fund.

Federal Forfeiture (2620)
Budget Year Ending September 30, 2022

Financial Summary

This fund was established under Public Act 20 of 1943 to account for deposit of fees and expenses of costs for those local units participating in the Justice Department Equitable Sharing Program.

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 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	3,350	4,000	-	4,000	-
Contracted Services	-	-	-	-	-
Operating Expenses	15,990	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Utilities	-	-	-	-	-
Insurance	-	-	-	-	-
Indirect Expense	-	-	-	-	-
Contribution to Component Units	-	-	-	-	-
Capital Outlay	-	-	8,750	-	-
Debt Service	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-
Total Expenditures	19,340	4,000	8,750	4,000	-
Revenues Over (Under) Expenditures	(19,340)	(4,000)	(8,750)	(4,000)	
Fund Balance, Beginning of Year		18,384	18,384	9,634	
Projected Fund Balance, End of Year		14,384	9,634	5,634	

Personnel

No personnel have been allocated to this fund.

Friend of the Court (2160)

Budget Year Ending September 30, 2022

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.

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	3,449,038	3,550,390	3,550,390	3,666,960	116,570
Charges for Services	369,132	333,100	333,100	313,100	(20,000)
Operating Transfers In	1,228,711	1,314,437	1,319,687	1,387,366	72,929
Total Revenues	5,046,881	5,197,927	5,203,177	5,367,426	169,499
Expenditures					
Salaries & Wages	2,616,681	2,691,869	2,691,869	2,783,921	92,052
Benefits	1,419,318	1,542,701	1,542,701	1,690,954	148,253
Supplies	54,585	113,590	113,590	101,052	(12,538)
Contracted Services	48,272	54,882	60,132	72,374	17,492
Operating Expenses	38,241	90,097	90,097	88,869	(1,228)
Maintenance & Repair	4,428	5,000	5,000	5,000	-
Utilities	32,327	34,885	34,885	42,623	7,738
Insurance	43,016	44,344	44,344	56,244	11,900
Indirect Expense	790,014	620,559	620,559	526,389	(94,170)
Total Expenditures	5,046,881	5,197,927	5,203,177	5,367,426	169,499
Revenues Over (Under) Expenditures	-	-	-	-	
Fund Balance, Beginning of Year		-	-	-	
Projected Fund Balance, End of Year		-	-	-	

Friend of the Court (2160), Continued

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Account Specialist	4.00	4.00	3.00
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	3.00
FOC Clerk I	4.00	4.00	4.00
FOC Clerk II	4.00	4.00	4.00
FOC Data Processing Specialist	3.00	3.00	4.00
FOC Family Services Coord/Custody Investigator	4.00	4.00	4.00
FOC Investigators	15.00	15.00	15.00
FOC Tech Specialist	-	-	1.00
FOC Analyst/Operations Cord	1.00	1.00	-
Friend of the Court	1.00	1.00	1.00
Road Patrol Deputy	2.00	2.00	2.00
Total for Fund	42.75	42.75	43.00

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	2020 Actual	2021 Target	2022 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	99%	99%	99%

Health (2210)

Budget Year Ending September 30, 2022

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.

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	6,754,448	5,126,043	7,958,584	5,102,300	(23,743)
Charges for Services	588,908	741,155	741,155	749,195	8,040
Fines & Forfeits	9,920	18,075	18,075	18,075	-
Interest on Investments	-	-	-	-	-
Rent	-	-	-	-	-
Licenses & Permits	977,836	943,385	943,385	958,385	15,000
Other Revenue	550,823	208,706	208,706	305,848	97,142
Operating Transfers In	4,193,078	5,701,159	5,701,159	6,156,663	455,504
Total Revenues	<u>13,075,013</u>	<u>12,738,523</u>	<u>15,571,064</u>	<u>13,290,466</u>	<u>551,943</u>
Expenditures					
Salaries & Wages	5,836,148	5,970,626	7,320,452	6,429,015	458,389
Benefits	3,095,668	3,439,949	3,923,986	3,985,616	545,667
Supplies	940,917	1,126,181	1,417,345	975,803	(150,378)
Contracted Services	430,383	370,118	670,720	430,070	59,952
Operating Expenses	469,065	536,430	792,728	645,625	109,195
Maintenance & Repair	7,590	12,400	12,400	14,300	1,900
Utilities	135,922	160,095	170,095	165,121	5,026
Insurance	212,278	224,765	224,765	251,520	26,755
Indirect Expense	1,108,682	1,045,293	1,169,338	1,299,064	253,771
Contribution to Component Units	-	-	-	-	-
Capital Outlay	-	-	6,570	-	-
Debt Service	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-
Total Expenditures	<u>12,236,652</u>	<u>12,885,857</u>	<u>15,708,398</u>	<u>14,196,134</u>	<u>1,310,277</u>
Revenues Over (Under) Expenditures	838,361	(147,334)	(137,334)	(905,668)	
Fund Balance, Beginning of Year		<u>3,011,243</u>	<u>3,011,243</u>	<u>2,873,909</u>	
Projected Fund Balance, End of Year		<u>2,863,909</u>	<u>2,873,909</u>	<u>1,968,241</u>	

Health (2210), Continued

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # 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
Clinic Health Manager	1.00	1.00	1.00
Clinic Support	9.00	8.00	11.00
Community Health Clerk	1.00	1.00	1.00
Community Health Nurse	16.50	16.53	18.40
Community Health Worker	10.00	10.00	10.00
Community Services Manager	1.00	1.00	1.00
CSHCS Clerk	1.00	1.00	1.00
CSHCS Representative	1.00	1.00	1.00
CSHCS/HV Clerk	0.50	0.50	0.80
Custodian	0.10	0.10	0.10
Dental Assistant Clinic Manager	0.80	0.80	0.80
Dental Hygienist Manager	0.80	0.80	0.80
Deputy Health Administrator	1.00	1.00	1.00
EH Clerk	1.80	1.80	1.80
EH Manager	0.90	0.90	0.90
EH Specialist	7.00	3.80	5.80
EH Supervisor - Environmental Sustainability	-	1.00	1.00
EH Team Supervisor	2.00	1.00	1.00
EH Technical Support Clerk	1.00	1.00	1.00
EH Technician	3.00	3.00	4.00
Epidemiologist	1.00	2.00	4.00
Health Administrative Specialist	0.40	0.20	0.20
Health Educator	2.10	2.65	9.45
Health Promotion Clerk	1.00	0.60	1.00
Health Promotion Manager	1.00	1.00	1.00
Health Promotion Team Supervisor	0.80	1.00	1.00
Health Technician	1.80	2.80	3.80
Hearing & Vision Tech	5.00	4.60	4.60
Maternal and Infant Health Clerk	1.00	1.00	1.00
Medical Director	1.00	1.00	1.00
Nurse Practitioner	1.30	1.30	1.30
Nurse Supervisor	1.00	1.00	1.00
Nutritionist	0.50	0.50	0.50
Office Supervisor/Clinical Support	1.00	1.00	1.00
Oral Health Team Supervisor	1.00	1.00	1.00
Public Health Communications Specialist	1.00	1.00	2.00
Public Health Finance Manager	-	-	1.00
Public Health Officer	1.00	1.00	1.00
Public Health Preparedness Coordinator	1.00	1.00	1.00
Public Health Social Worker	1.80	2.00	2.00
Public Health Team Supervisor	5.00	5.00	6.00
Senior Environmental Health Specialist	5.80	8.00	8.00
Senior Epidemiologist	1.00	1.00	1.00
Total for Fund	98.90	98.88	120.25

Health (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	2020 Actual	2021 Target	2022 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	0%	1%	1%
Positive Chlamydia reoccurrence rate of those who received STI treatment and education services	14%	9%	9%
Division Goal 2: Minimize the spread of communicable disease			
Ottawa County communicable disease rate (per 100,000 residents)	7,910	5,200	650
Division Goal 3: Protect the public against vaccine preventable disease			
Ottawa County vaccine preventable disease rate (per 100,000 residents)	16.8	25.0	25.0

Health (2210), Continued

Mission Statement – Community Health

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

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

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

Annual Measures	2020 Actual	2021 Target	2022 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	47%	50%	55%
% of children screened with potential vision loss who has had confirmed medical diagnosis and/or received treatment	39%	42%	44%

Health (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

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

Primary Outcome Measures – Environmental Health

Annual Measures	2020 Actual	2021 Target	2022 Target
Division Goal 1: Reduce the risk of contamination or illness due to improperly functioning groundwater wells			
% of assessed wells that were properly functioning	92%	93%	93%
Number of monitoring violations occurring for Type 2 non-community wells	4	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	8.0	9.0	9.0
Division Goal 4: Reduce the risk of foodborne illness from food service establishments			
% Food service establishments with priority violations	32%	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	8.6	8.0	8.0
% reduction in time spent working on permit approvals	1%	1%	5%

Health (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	2020 Actual	2021 Target	2022 Target
Division Goal 1: Control the emergence and spread of disease in Ottawa County			
% school systems participating in the Youth Assessment Survey (YAS)	n/a	60%	n/a
% of Public Health Surveillance meetings resulting in process improvements	n/a	25%	25%
Ottawa County communicable disease rate (per 100,000 residents)	7,910	5,200	650
County's Health Ranking	2	1	1

Health (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	2020 Actual	2021 Target	2022 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	90%	95%	98%
% of staff knowledgeable in health preparedness based on the workforce developmental assessment	100%	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 (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	
<i>Objective 1)</i> Collaborate with community partners to increase access to healthy food and physical activity	
<i>Objective 2)</i> Educate residents about healthy eating and physical activity	
<i>Objective 3)</i> Provide leadership and administrative support for Ottawa Food	
Division Goal 2: Prevent underage access to alcohol/tobacco products	
<i>Objective 1)</i> Educate retailers on how to decrease alcohol/tobacco sales to underage youth	
<i>Objective 2)</i> Monitor tobacco and alcohol sales to underage youth	
Division Goal 3: Reduce dental disease in low-income, uninsured, and Medicaid eligible children and adults	
<i>Objective 1)</i> Provide preventative, diagnostic, and restorative dental services through the "Miles of Smiles" dental unit	
<i>Objective 2)</i> Provide exams, fluoride varnish and sealant treatments in schools and Headstart centers	
Division Goal 4: Reduce Chlamydia rates among those 24 and under	
<i>Objective 1)</i> Collaborate with community partners to increase access to condoms	
<i>Objective 2)</i> Educate community about sexual health services at the OCDPH	
<i>Objective 3)</i> Provide community based STI testing	

Primary Outcome Measures – Promotions

Annual Measures	2020 Actual	2021 Target	2022 Target
Division Goal 1: Increase the physical health status of Ottawa County residents			
% of Senior Project Fresh participants who increased their fruit and vegetable consumption (pre- to post-program)	47%	50%	52%
% of Step It Up participants who report that their health improved as a result of the program	69%	70%	70%
Division Goal 2: Prevent underage access to alcohol/tobacco products			
Alcohol compliance rates	n/a	90%	90%
Tobacco compliance rates	100%	90%	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)	18%	24%	25%
Division Goal 4: Reduce Chlamydia rates among those 24 and under			
Chlamydia rates among those 24 and under (per 100,000 people)	780	504	700

Homestead Property Tax (2550)

Budget Year Ending September 30, 2022

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).

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	2,467	5,000	5,000	5,000	-
Intergovernmental Revenue	-	-	-	-	-
Charges for Services	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-
Interest on Investments	704	452	452	586	134
Rent	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Other Revenue	-	-	-	-	-
Operating Transfers In	-	-	-	-	-
Total Revenues	3,170	5,452	5,452	5,586	134
Expenditures					
Salaries & Wages	-	-	-	-	-
Benefits	-	-	-	-	-
Supplies	-	100	100	100	-
Contracted Services	1,558	1,607	1,607	1,637	30
Operating Expenses	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Utilities	-	-	-	-	-
Insurance	-	-	-	-	-
Indirect Expense	-	-	-	-	-
Contribution to Component Units	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-
Total Expenditures	1,558	1,707	1,707	1,737	30
Revenues Over (Under) Expenditures	1,612	3,745	3,745	3,849	
Fund Balance, Beginning of Year		44,854	44,854	48,599	
Projected Fund Balance, End of Year		48,599	48,599	52,448	

Personnel

No personnel have been allocated to this fund.

Landfill Tipping Fees (2272)

Budget Year Ending September 30, 2022

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.

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	11,174	28,000	28,000	36,000	8,000
Charges for Services	491,616	522,000	522,000	535,100	13,100
Interest on Investments	-	-	10,000	-	-
Operating Transfers In	-	119	119	1,902	1,783
Total Revenues	<u>502,790</u>	<u>550,119</u>	<u>560,119</u>	<u>573,002</u>	<u>21,100</u>
Expenditures					
Salaries & Wages	197,978	226,102	226,102	233,118	7,016
Benefits	98,669	117,010	117,010	134,875	17,865
Supplies	12,134	18,752	18,252	22,826	4,074
Contracted Services	118,226	156,380	473,380	542,983	386,603
Operating Expenses	37,615	26,385	90,156	25,629	(757)
Maintenance & Repair	10,510	15,250	15,979	20,250	5,000
Utilities	8,900	10,461	10,461	11,230	769
Insurance	334	423	423	468	45
Indirect Expense	42,609	44,597	44,597	58,086	13,489
Total Expenditures	<u>526,975</u>	<u>615,360</u>	<u>996,360</u>	<u>1,049,465</u>	<u>434,105</u>
Revenues Over (Under) Expenditures	(24,185)	(65,241)	(436,241)	(476,463)	
Fund Balance, Beginning of Year		<u>1,291,682</u>	<u>1,291,682</u>	<u>855,441</u>	
Projected Fund Balance, End of Year		<u>1,226,441</u>	<u>855,441</u>	<u>378,979</u>	

Landfill Tipping Fees (2272), Continued

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
EH Clerk	0.20	0.20	0.20
EH Manager	0.10	0.10	0.10
EH Supervisor - Env Sustain	1.00	1.00	1.00
EH Technician	0.50	-	-
Hazardous Waste Maintenance Worker	1.00	1.00	1.00
Recycle Center Attendant	2.05	2.05	2.05
Total for Fund	4.85	4.35	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
<i>Objective 1) Provide disposal options for residents to dispose of household hazardous material</i>
<i>Objective 2) Educate residents on the proper disposal of household hazardous waste products</i>
Division Goal 2: Prolong the useful life of County waste disposal facilities
<i>Objective 1) Provide recycling options for services not met by other programs within the community</i>
<i>Objective 2) Educate residents on the importance of recycling and waste reduction</i>

Primary Outcome Measures

Annual Measures	2020 Actual	2021 Target	2022 Target
Division Goal 1: Protect the public and environment from household hazardous waste			
Gallons of used oil properly disposed of via OC sites	8,025	9,500	10,000
Pounds of solid household hazardous waste properly disposed of via OC sites	110,642	112,000	115,000
Pounds of pesticides properly disposed of via OC sites	13,985	15,000	17,000
Division Goal 2: Prolong the useful life of County waste disposal facilities			
Pounds of consumer electronics recycled at RRSC	76,755	80,000	84,000

Mental Health (2220)

Budget Year Ending September 30, 2022

Mission Statement

Community Mental Health (CMH) 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

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.

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	40,628,164	40,938,596	41,010,498	45,401,940	4,463,344
Charges for Services	23,594	202,900	202,900	204,000	1,100
Interest on Investments	26,804	20,000	20,000	22,293	2,293
Other Revenue	89,224	46,407	46,407	49,000	2,593
Operating Transfers In	476,500	1,475,618	1,475,618	826,192	(649,426)
Total Revenues	<u>41,244,285</u>	<u>42,683,521</u>	<u>42,755,423</u>	<u>46,503,425</u>	<u>3,819,904</u>
Expenditures					
Salaries & Wages	6,289,136	6,850,992	6,915,338	7,641,048	790,056
Benefits	3,315,029	3,760,115	3,770,751	4,501,699	741,584
Supplies	107,979	168,360	166,478	268,422	100,062
Contracted Services	29,016,505	29,777,733	29,770,198	31,275,471	1,497,738
Operating Expenses	763,193	902,121	904,478	1,169,471	267,350
Maintenance & Repair	21,910	20,925	20,925	25,935	5,010
Utilities	110,459	130,362	130,842	176,452	46,090
Insurance	264,541	277,115	277,115	360,486	83,371
Indirect Expense	963,998	795,798	798,298	1,084,441	288,643
Contribution to Component Units	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Operating Transfers Out	-	-	968,283	-	-
Total Expenditures	<u>40,852,750</u>	<u>42,683,521</u>	<u>43,722,706</u>	<u>46,503,425</u>	<u>3,819,904</u>
Revenues Over (Under) Expenditures	391,536	-	(967,283)	-	
Fund Balance, Beginning of Year		<u>1,035,072</u>	<u>1,035,072</u>	<u>67,789</u>	
Projected Fund Balance, End of Year		<u>1,035,072</u>	<u>67,789</u>	<u>67,789</u>	

Mental Health (2220), Continued

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Access Center Clerk	1.00	1.00	1.00
Account Clerk	4.00	4.00	4.00
Accountant II	2.00	2.00	1.00
Administrative Assistant	1.00	1.00	1.00
Assess Level Care Specialist	1.00	1.00	1.00
Budget/Audit Analyst	-	-	1.00
Business Analyst	1.00	1.00	1.00
Care Coordinator	1.00	1.00	1.00
Claims/Billing Analyst	-	-	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 Assistant	1.00	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
EMR Systems Technician	-	-	1.00
Medical Assistant	2.00	2.00	2.00
Mental Health Aide	-	-	6.00
Mental Health Clerk	7.00	7.00	8.60
Mental Health Clinician	19.55	19.05	22.00
Mental Health Finance Manager	1.00	1.00	1.00
Mental Health Nurse	4.50	4.50	4.75
Mental Health Prescriber	2.00	2.00	2.00
Mental Health Program Coordinator	11.00	11.00	11.00
Mental Health Program Supervisor	2.96	2.96	2.96
Mental Health Specialist	14.00	14.00	15.00
Mental Health Trainer	1.00	1.00	1.00
Occupational Therapist	0.50	0.50	0.50
Peer Recovery Coach COSSAP	-	-	0.50
Peer Specialist	1.00	1.00	1.00
Peer Support Specialist	2.00	2.00	1.00
Program Coordinator Autism/COSSAP	-	-	1.50
Program Evaluator	1.00	1.00	1.00
QI Data Technician	1.00	1.00	1.00
Quality Improvement Clerk	1.00	1.00	1.00
Recovery Coach	1.00	1.00	1.00
Senior Reach Care Manager	0.50	0.50	0.75
Senior Reach Provider	1.00	1.00	1.00
Staff Psychiatrist	-	1.00	1.00
Support Coordinator Aide	6.50	6.50	6.60
Supports Coordinator	-	-	1.00
Team Supervisor - M Health	2.00	2.00	2.00
UM/EDI Technician	-	1.00	1.00
Total for Fund	101.51	103.01	119.16

Mental Health (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
<i>Objective 1) Screen, assess, and provide services in a timely manner</i>
<i>Objective 2) Provide timely follow-up services to inpatient and detox clients</i>
<i>Objective 3) Provide consumer follow up after inpatient psychiatric unit discharge to prevent rapid readmission within 30 days</i>
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
<i>Objective 1) Increase coordination of care efforts between physical and mental health and treatment of consumers as a whole</i>
Department Goal 3: Improve consumer satisfaction for services received from CMHOC
<i>Objective 1) Improve consumer satisfaction for all consumer population served</i>

Primary Outcome Measures

Annual Measures	2020 Actual	2021 Target	2022 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	85.0%	n/a	n/a
Follow-up measures: % of detox and inpatient consumers seen within 7 days of discharge	99.5%	≥ 95%	≥ 95%
Recidivism rates measures: Recidivism rate for inpatient psychiatric unit consumers readmitted within 30 days	7.4%	≤ 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	84.3%	83.8%	83.8%
% of children (consumers) seen by PCP or health care professional	95.0%	92.6%	92.6%
% of identified consumers with Care Plan in CC360	100.0%	100.0%	100.0%
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)	4.22	n/a	n/a

Mental Health Millage (2221)

Budget Year Ending September 30, 2022

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.

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	3,589,203	3,577,114	3,577,114	3,979,632	402,518
Intergovernmental Revenue	687,047	1,209,520	1,209,520	3,367,826	2,158,306
Charges for Services	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-
Interest on Investments	45,274	32,278	32,278	37,654	5,376
Rent	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Other Revenue	-	-	-	-	-
Operating Transfers In	-	-	968,283	-	-
Total Revenues	4,321,524	4,818,912	5,787,195	7,385,112	2,566,200
Expenditures					
Salaries & Wages	257,683	357,782	630,414	863,348	505,566
Benefits	134,233	234,997	409,148	501,038	266,041
Supplies	57,661	4,104	51,753	11,288	7,184
Contracted Services	2,056,514	2,909,466	2,969,047	5,653,806	2,744,340
Operating Expenses	9,965	14,434	21,360	16,407	1,973
Maintenance & Repair	2,427	1,400	1,500	1,800	400
Utilities	1,754	2,492	3,284	3,589	1,097
Insurance	2,622	2,700	3,200	6,600	3,900
Indirect Expense	140,095	91,537	95,243	92,212	675
Contribution to Component Units	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Operating Transfers Out	314,373	1,200,000	1,259,885	638,209	(561,791)
Total Expenditures	2,977,325	4,818,912	5,444,833	7,788,297	2,969,385
Revenues Over (Under) Expenditures	1,344,199	-	342,362	(403,185)	
Fund Balance, Beginning of Year		2,830,874	2,830,874	3,173,236	
Projected Fund Balance, End of Year		2,830,874	3,173,236	2,770,051	

Mental Health Millage (2221), Continued

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Account Clerk	-	-	1.00
Community Health Worker	-	-	3.00
Community Navigator Aide	-	1.00	1.00
Grant Writer	-	1.00	1.00
Health Educator	-	-	1.00
Medical Assistant	-	-	4.00
Mental Health Clerk	-	-	2.00
Mental Health Clinician	0.60	1.60	7.00
Mental Health Program Supervisor	0.04	0.04	0.04
Mental Health Specialist	1.50	1.00	1.00
Peer Support	-	-	3.75
Program Coordinator	1.00	1.00	3.00
QI Data Technician	-	-	1.00
Quality Improvement Clerk	-	-	1.00
Support Coordinator Aide	-	1.00	1.00
Total for Fund	3.14	6.64	30.79

Mental Health Substance Use Disorder (2225)

Budget Year Ending September 30, 2022

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.

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	2,874,369	3,657,572	3,951,892	4,329,982	672,410
Charges for Services	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-
Interest on Investments	9,079	10,000	10,000	7,551	(2,449)
Rent	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Other Revenue	-	-	-	-	-
Operating Transfers In	64,373	-	79,921	88,209	88,209
Total Revenues	<u>2,947,821</u>	<u>3,667,572</u>	<u>4,041,813</u>	<u>4,425,742</u>	<u>758,170</u>
Expenditures					
Salaries & Wages	299,275	319,176	359,176	341,756	22,580
Benefits	157,614	181,481	205,481	219,716	38,235
Supplies	7,932	9,345	73,765	19,009	9,664
Contracted Services	2,214,771	3,098,585	3,255,865	3,739,143	640,558
Operating Expenses	53,232	8,931	14,701	36,646	27,715
Maintenance & Repair	56	500	500	100	(400)
Utilities	1,210	1,150	1,300	580	(570)
Insurance	97	500	500	500	-
Indirect Expense	122,824	47,904	48,904	68,292	20,388
Contribution to Component Units	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-
Total Expenditures	<u>2,857,009</u>	<u>3,667,572</u>	<u>3,960,192</u>	<u>4,425,742</u>	<u>758,170</u>
Revenues Over (Under) Expenditures	90,811	-	81,621	-	
Fund Balance, Beginning of Year		<u>101,111</u>	<u>101,111</u>	<u>182,732</u>	
Projected Fund Balance, End of Year		<u>101,111</u>	<u>182,732</u>	<u>182,732</u>	

Mental Health Substance Use Disorder (2225), Continued

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Access Center Clerk	-	-	-
Contract Serv and Housing Ast	-	-	-
Mental Health Clinician	1.00	2.00	2.50
Mental Health Program Coordinator	-	-	0.50
Prevention Specialist	0.60	-	0.60
Recovery Coach	-	1.00	1.50
SUD Clinician-Access	1.00	1.00	1.00
Total for Fund	2.60	4.00	6.10

Other Governmental Grants (2180)
Budget Year Ending September 30, 2022

Financial Summary

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

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	2,915,576	2,947,154	6,160,224	4,312,026	1,364,872
Charges for Services	69,055	77,100	77,100	77,600	500
Fines & Forfeits	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Rent	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Other Revenue	100,718	77,811	80,811	79,744	1,933
Operating Transfers In	-	30,579	30,579	34,621	4,042
Total Revenues	<u>3,085,349</u>	<u>3,132,644</u>	<u>6,348,714</u>	<u>4,503,991</u>	<u>1,367,305</u>
Expenditures					
Salaries & Wages	672,817	762,844	772,664	828,659	65,815
Benefits	333,932	422,417	412,597	464,381	41,964
Supplies	609,845	666,780	760,766	676,223	9,443
Contracted Services	1,128,295	897,048	3,538,344	1,998,494	1,101,446
Operating Expenses	291,220	182,107	663,087	317,219	135,112
Maintenance & Repair	96,637	45,872	65,872	39,124	(6,748)
Utilities	8,972	11,347	13,747	10,257	(1,090)
Insurance	6,931	7,071	7,071	9,036	1,965
Indirect Expense	69,212	146,302	146,302	120,598	(25,704)
Contribution to Component Units	-	-	-	-	-
Capital Outlay	80,323	-	-	40,000	40,000
Debt Service	-	-	-	-	-
Operating Transfers Out	-	-	-	-	-
Total Expenditures	<u>3,298,184</u>	<u>3,141,788</u>	<u>6,380,450</u>	<u>4,503,991</u>	<u>1,218,668</u>
Revenues Over (Under) Expenditures	(212,834)	(9,144)	(31,736)	-	
Fund Balance, Beginning of Year		<u>72,125</u>	<u>72,125</u>	<u>40,389</u>	
Projected Fund Balance, End of Year		<u>62,981</u>	<u>40,389</u>	<u>40,389</u>	

Other Governmental Grants (2180), Continued

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Assessment & Eligibility Specialist	2.60	2.60	2.60
CAA Program Manager	1.00	1.00	1.00
Case Work Surveillance Officer	0.69	0.69	0.69
Deputy Director Probation & Comm Corrections	0.15	0.50	-
Drug Court Coordinator	1.00	1.00	1.00
Homeland Security Regional Planner	1.00	1.00	1.00
Probation Officer/SSA	1.00	-	-
Probation Specialist	1.47	1.67	1.67
Weatherization Inspectors	1.60	1.60	1.60
Weatherization Program Coordinator	1.00	1.00	1.00
Total for Fund	11.51	11.05	10.56

Public Defender's Office (2600)
Budget Year Ending September 30, 2022

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	2,123,158	2,316,905	2,336,763	2,915,257	598,352
Operating Transfers In	943,395	962,330	942,472	934,164	(28,166)
Total Revenues	3,066,553	3,279,235	3,279,235	3,849,422	598,352
Expenditures					
Salaries & Wages	1,535,891	1,657,871	1,657,871	2,240,644	582,773
Benefits	732,743	848,498	848,498	941,929	93,431
Supplies	49,940	37,680	37,680	61,046	23,366
Contracted Services	213,589	255,651	255,651	316,872	61,221
Operating Expenses	157,032	193,933	193,933	195,876	1,943
Utilities	15,407	17,626	17,626	20,083	2,457
Insurance	22,169	31,406	31,406	30,543	(863)
Indirect Expense	339,780	236,570	236,570	42,429	(194,141)
Total Expenditures	3,066,553	3,279,235	3,279,235	3,849,422	760,791
Revenues Over (Under) Expenditures	-	-	-	-	
Fund Balance, Beginning of Year		-	-	-	
Projected Fund Balance, End of Year		-	-	-	

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Assistant Public Defender I	7.00	7.00	9.00
Assistant Public Defender II	3.00	3.00	3.00
Assistant Public Defender III	3.00	3.00	3.00
First Assistant Public Defender	2.00	2.00	2.00
Legal Assistant I	-	-	2.00
Legal Assistant II	-	-	2.00
Legal Clerk	-	-	1.00
Legal Investigator	-	1.00	1.00
Legal Secretary	3.00	3.00	-
MSW Social Worker	-	-	1.00
Office Coordinator	1.00	1.00	1.00
Public Defender	1.00	1.00	1.00
Total for Fund	20.00	21.00	26.00

Register of Deeds Technology (2560)

Budget Year Ending September 30, 2022

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.

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Charges for Services	284,230	250,000	250,000	315,000	65,000
Interest on Investments	14,299	-	-	11,892	11,892
Operating Transfers In	-	411	411	153	(258)
Total Revenues	298,529	250,411	250,411	327,045	76,634
Expenditures					
Salaries & Wages	16,123	16,099	16,099	16,904	805
Benefits	12,080	12,529	12,529	12,889	360
Supplies	3,727	14,250	4,250	3,762	(10,488)
Contracted Services	119,777	130,100	130,100	155,900	25,800
Operating Expenses	3,176	16,568	16,568	14,568	(2,000)
Indirect Expense	31,186	30,931	30,931	22,042	(8,889)
Capital Outlay	4,753	40,000	70,320	32,000	(8,000)
Total Expenditures	190,821	260,477	280,797	258,065	(2,412)
Revenues Over (Under) Expenditures	107,708	(10,066)	(30,386)	68,980	
Fund Balance, Beginning of Year		971,246	971,246	940,860	
Projected Fund Balance, End of Year		961,180	940,860	1,009,840	

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Public Service Center Clerk	0.35	0.35	0.35
Total for Fund	0.35	0.35	0.35

Sheriff Grants & Contracts (2630)
Budget Year Ending September 30, 2022

Financial Summary

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

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Intergovernmental Revenue	8,653,582	8,755,598	8,770,008	9,387,541	631,943
Charges for Services	10,870	-	-	-	-
Operating Transfers In	443,155	560,056	560,056	591,870	31,814
Total Revenues	<u>9,107,607</u>	<u>9,315,654</u>	<u>9,330,064</u>	<u>9,979,411</u>	<u>663,757</u>
Expenditures					
Salaries & Wages	5,113,707	5,224,102	5,178,157	5,455,361	231,259
Benefits	2,830,190	2,991,175	2,991,175	3,257,908	266,733
Supplies	145,222	332,559	378,504	296,738	(35,821)
Contracted Services	201	1,534	1,534	51,816	50,282
Operating Expenses	359,078	446,467	446,467	544,270	97,803
Maintenance & Repair	114,813	130,000	130,000	130,000	-
Utilities	15,239	16,640	16,640	23,858	7,218
Insurance	232,680	246,016	246,016	274,224	28,208
Capital Outlay	-	-	14,410	-	-
Total Expenditures	<u>8,811,130</u>	<u>9,388,493</u>	<u>9,402,903</u>	<u>10,034,175</u>	<u>645,682</u>
Revenues Over (Under) Expenditures	296,477	(72,839)	(72,839)	(54,764)	
Fund Balance, Beginning of Year		296,477	296,477	223,638	
Projected Fund Balance, End of Year		<u>223,638</u>	<u>223,638</u>	<u>168,874</u>	

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Captain	-	-	-
Road Patrol Deputy	64.00	64.00	64.00
Sergeant	7.00	7.00	7.00
Total for Fund	<u>71.00</u>	<u>71.00</u>	<u>71.00</u>

Debt Service Fund

Capital Improvement Fund



Ottawa County

Where You Belong

Debt Service Fund (3010)
Budget Year Ending September 30, 2022

Financial Summary

This Fund is to account for all County debt payments.

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	111,680	99,367	99,367	92,400	(6,967)
Charges for Services	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Rent	-	-	-	-	-
Licenses & Permits	-	-	-	-	-
Other Revenue	-	-	-	-	-
Operating Transfers In	4,267,214	4,607,361	4,607,361	4,969,268	361,907
Total Revenues	<u>4,378,895</u>	<u>4,706,728</u>	<u>4,706,728</u>	<u>5,061,668</u>	<u>354,940</u>
Expenditures					
Salaries & Wages	-	-	-	-	-
Benefits	-	-	-	-	-
Supplies	-	-	-	-	-
Contracted Services	-	-	-	-	-
Operating Expenses	-	-	-	-	-
Maintenance & Repair	-	-	-	-	-
Utilities	-	-	-	-	-
Insurance	-	-	-	-	-
Indirect Expense	-	-	-	-	-
Contribution to Component Units	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	4,375,555	4,706,728	4,706,728	5,061,668	354,940
Operating Transfers Out	-	-	-	-	-
Total Expenditures	<u>4,375,555</u>	<u>4,706,728</u>	<u>4,706,728</u>	<u>5,061,668</u>	<u>354,940</u>
Revenues Over (Under) Expenditures	3,340	-	-	-	
Fund Balance, Beginning of Year		<u>3,340</u>	<u>3,340</u>	<u>3,340</u>	
Projected Fund Balance, End of Year		<u>3,340</u>	<u>3,340</u>	<u>3,340</u>	

Personnel

No personnel have been allocated to this fund.

Capital Improvement (4020, 4080, & 4690)

Budget Year Ending September 30, 2022

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.

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	-	-	-	-	-
Intergovernmental Revenue	-	-	2,197,927	2,629,757	2,629,757
Charges for Services	-	-	-	-	-
Fines & Forfeits	-	-	-	-	-
Interest on Investments	39,572	-	-	32,912	32,912
Rent	381,916	562,861	562,861	606,217	43,356
Licenses & Permits	-	-	-	-	-
Other Revenue	289,960	74,174	134,187	2,384,236	2,310,062
Operating Transfers In	3,221,620	961,759	9,698,746	3,186,312	2,224,553
Total Revenues	3,933,069	1,598,794	12,593,721	8,839,434	7,240,640
Expenditures					
Salaries & Wages	-	-	-	-	-
Benefits	-	-	-	-	-
Supplies	-	-	-	-	-
Contracted Services	-	-	-	-	-
Operating Expenses	3,054	183,944	187,144	-	(183,944)
Maintenance & Repair	-	-	-	109,100	109,100
Utilities	-	-	-	-	-
Insurance	-	-	-	-	-
Indirect Expense	-	-	-	-	-
Contribution to Component Units	-	-	-	-	-
Capital Outlay	3,041,084	2,035,354	12,198,431	9,380,574	7,345,220
Debt Service	-	-	-	-	-
Operating Transfers Out	385,600	377,603	377,603	370,700	(6,903)
Total Expenditures	3,429,738	2,596,901	12,763,178	9,860,374	7,263,473
Revenues Over (Under) Expenditures	503,331	(998,107)	(169,457)	(1,020,940)	
Fund Balance, Beginning of Year		4,158,783	4,158,783	3,989,326	
Projected Fund Balance, End of Year		3,160,676	3,989,326	2,968,386	

Personnel

No personnel have been allocated to this fund.

Budget by Department

(General Fund only)



Ottawa County
Where You Belong

General Fund (1010)

Budget Year Ending September 30, 2022

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.

	2020 Actuals	2021 Adopted Budget	2021 Amended Budget	2022 Recommended Budget	Adopted Increase/ (Decrease)
Revenues					
Taxes	55,108,420	57,124,665	56,939,665	60,334,104	3,209,439
Intergovernmental Revenue	12,743,349	11,063,519	11,786,080	11,106,356	42,837
Charges for Services	15,104,335	15,624,236	15,624,236	16,245,904	621,668
Fines & Forfeits	67,424	71,100	71,100	73,100	2,000
Interest on Investments	408,102	606,447	606,447	339,411	(267,036)
Rent	1,879,255	2,198,027	2,205,692	2,124,818	(73,209)
Licenses & Permits	351,876	393,538	393,538	374,485	(19,053)
Other Revenue	889,617	716,683	791,114	577,341	(165,555)
Operating Transfers In	1,723,841	3,864,814	4,627,341	5,310,596	1,445,782
Total Revenues	88,276,218	91,663,029	93,045,213	96,486,115	4,796,873
Expenditures					
Salaries & Wages	27,186,640	28,146,138	28,215,377	29,965,222	1,819,084
Benefits	14,588,715	15,897,299	15,896,461	17,732,650	1,835,351
Supplies	2,666,845	3,304,915	3,345,434	3,204,974	(99,941)
Contracted Services	4,637,303	6,052,908	6,343,868	5,185,028	(867,880)
Operating Expenses	3,335,820	4,340,515	4,449,189	4,580,046	239,531
Maintenance & Repair	630,024	784,641	739,056	773,805	(10,836)
Utilities	1,463,087	1,637,209	1,637,209	1,703,338	66,129
Insurance	930,564	1,021,775	1,021,775	1,195,776	174,001
Indirect Expense	6,249,310	6,094,945	6,094,945	5,741,401	(353,544)
Contribution to Component Units	11,263,128	11,816,491	11,843,919	12,267,629	451,138
Capital Outlay	73,559	-	765,000	106,000	106,000
Debt Service	-	-	-	-	-
Contingency	14,904	952,484	921,179	1,055,000	102,516
Operating Transfers Out	12,923,113	12,910,428	15,982,180	14,196,061	1,285,633
Total Expenditures	85,963,012	92,959,748	97,255,592	97,706,929	4,747,182
Revenues Over (Under) Expenditures	2,313,205	(1,296,719)	(4,210,379)	(1,220,814)	
Fund Balance, Beginning of Year		24,192,659	24,192,659	19,982,280	
Projected Fund Balance, End of Year		22,895,940	19,982,280	18,761,466	
Estimated Underspend		947,343	1,062,824	1,000,000	
Planned/One Time		349,376	3,147,555	220,814	
Revenues Over (Under)		1,296,719	4,210,379	1,220,814	

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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Charges for Services	(337)	-	-
Other Revenue	(2,507)	-	-
Total Revenues	(2,844)	-	-
Expenditures			
Salaries	426,710	509,391	518,000
Fringe Benefits	213,136	262,599	291,141
Supplies	60,990	17,180	14,201
Contracted Services	32,156	180,000	180,000
Operating Expenses	20,085	33,345	32,415
Utilities	4,358	5,326	5,232
Indirect Expenses	30,432	24,956	22,297
Total Expenditures	787,868	1,032,797	1,063,286

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Administrative Assistant	1.00	1.00	1.00
Administrator	0.84	0.84	0.84
Assistant County Administrator	1.00	1.00	1.00
Communication Manager	1.00	1.00	1.00
Management Analyst	0.80	0.80	0.80
Secretary	0.50	0.50	0.50
Total for Department	5.14	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
<i>Objective 1)</i> Recommend a balanced budget to the Board of Commissioners
<i>Objective 2)</i> Develop strategies to reduce the negative impact of rising employee benefit costs
<i>Objective 3)</i> 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
<i>Objective 1)</i> Obtain and respond to citizen and employee input
<i>Objective 2)</i> 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
<i>Objective 1)</i> Encourage innovative programs that produce results
<i>Objective 2)</i> Recommend policies that promote continuous quality improvement
Department Goal 4: Promote a culture that strives to provide excellent customer service
<i>Objective 1)</i> Ensure that the Ottawa Way Customer Service training is provided to all County employees
<i>Objective 2)</i> Recognize the quarterly Customer Service Award nominees and winner
<i>Objective 3)</i> Ensure that the Cultural Intelligence (Racial Equity) training course is provided to all County employees

Primary Outcome Measures

Annual Measures	2020 Actual	2021 Target	2022 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	n/a	n/a
County Bond Rating - <i>Fitch</i>	AAA	AAA	AAA
Department Goal 2: Promote a culture of engagement with stakeholders			
% of citizens satisfied with County Government services	n/a	80.0%	n/a
% of employees completely to fairly well satisfied with communication from Administration <i>(Employee Survey)</i>	n/a	60.0%	65.0%
# of subscribers receiving communication through GovDelivery	46,524	48,000	50,000
% of subscribers accessing communications received through GovDelivery	67.0%	68.0%	68.0%
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	86.0%	n/a

Canvassing Board (10101920)

Department Description

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

Financial Summary

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Other Revenue	(1,540)	(4,010)	(4,511)
Total Revenue	<u>(1,540)</u>	<u>(4,010)</u>	<u>(4,511)</u>
Expenditures			
Salaries	7,175	10,080	10,500
Fringe Benefits	37	-	-
Operating Expenses	2,240	1,949	1,960
Total Expenditures	<u>9,452</u>	<u>12,029</u>	<u>12,460</u>

Personnel

No personnel have 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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenue			
Taxes	(5,281,475)	(5,251,867)	(5,460,369)
Intergovernmental	-	(300,000)	(300,000)
Total Revenue	<u>(5,281,475)</u>	<u>(5,551,867)</u>	<u>(5,760,369)</u>
Expenditures			
Contribution to Component Units	5,274,303	5,551,867	5,760,369
Total Expenditures	<u>5,274,303</u>	<u>5,551,867</u>	<u>5,760,369</u>

Personnel

No personnel have been allocated to this Department.

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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Expenditures			
Supplies	11,171	12,000	11,000
Contracted Services	838	700	-
Operating Expenses	1,116	1,643	1,742
Utilities	20,409	12,581	24,382
Indirect Expenses	61,499	75,961	126,749
Total Expenditures	95,033	102,885	163,873

Personnel

No personnel have been allocated to the 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	2020 Actual	2021 Target	2022 Target
Department Goal 1: Rehabilitate offenders by equipping them with enriching life skills			
CBT referral rate	45%	50%	55%
Department Goal 2: Reduce cost of jail and prison			
Prison commitment rate	20%	16%	15%

Circuit Court – Trial Division (10101310)

Mission Statement

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

Department 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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Intergovernmental	(1,556)	(1,400)	(1,400)
Charges For Services	(255,357)	(330,000)	(305,000)
Fines & Forfeits	(14,625)	(22,500)	(23,500)
Other Revenue	(31,590)	(22,750)	(26,541)
Total Revenues	(303,127)	(376,650)	(356,441)
Expenditures			
Salaries	901,734	927,848	1,015,020
Fringe Benefits	484,073	516,110	599,992
Supplies	105,018	129,078	123,317
Contracted Services	124,069	168,090	152,500
Operating Expenses	115,654	183,966	196,705
Utilities	32,684	34,984	41,711
Insurance	16,545	15,158	20,208
Indirect Expenses	1,189,450	1,143,075	1,070,155
Total Expenditures	2,969,227	3,118,309	3,219,608

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # 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	4.80	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	-	-	2.00
Total for Department	16.80	16.80	17.80

Circuit Court – Trial Division (10101310), Continued

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	2020 Actual	2021 Target	2022 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)	n/a	n/a	n/a
Juror utilization (% of qualified and available jurors used at least once in trial or during voir dire)	n/a	n/a	n/a
% 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)	n/a	n/a	n/a
% agreed they were treated with courtesy and respect by court staff (according to Public Satisfaction Survey conducted even years)	n/a	n/a	n/a
% agreed the way their case was handled was fair (according to Public Satisfaction Survey conducted even years)	n/a	n/a	n/a
% agreed the outcome in their case was favorable to them (according to Public Satisfaction Survey conducted even years)	n/a	n/a	n/a

*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. Due to COVID-19, the public satisfaction surveys were not conducted. Also, the Michigan Supreme Court did not require juror utilization data submissions for the same reason. Data collection will resume for 2022.

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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Licenses & Permits	(21,630)	(24,000)	(25,500)
Total Revenues	<u>(21,630)</u>	<u>(24,000)</u>	<u>(25,500)</u>
Expenditures			
Contracted Services	13,792	15,000	15,000
Indirect Expenses	2	1,782	3,857
Total Expenditures	<u>13,794</u>	<u>16,782</u>	<u>18,857</u>

Personnel

No personnel have 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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Other Revenue	(15)	-	-
Total Revenues	(15)	-	-
Expenditures			
Salaries	205,820	215,305	218,774
Fringe Benefits	60,159	66,366	76,784
Supplies	6,496	10,553	14,673
Contracted Services	99,576	113,009	87,496
Operating Expenses	108,191	132,285	133,447
Utilities	5,145	5,464	4,007
Indirect Expenses	44,659	43,599	41,930
Total Expenditures	530,045	586,581	577,111

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Commissioners	11.00	11.00	11.00
Total for Department	11.00	11.00	11.00

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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Expenditures			
Debt Service*	-	921,179	1,055,000
Total Expenditures	-	921,179	1,055,000

Personnel

No personnel have been allocated to the Department.

Corporate Counsel (10102660)

Financial Summary

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Charges for Services	-	-	-
Total Revenue	-	-	-
Expenditures			
Salaries	45,763	43,734	44,609
Fringe Benefits	21,342	24,644	27,089
Supplies	1,642	2,185	3,986
Contracted Services	205,514	241,447	242,000
Operating Expenses	356	225	225
Utilities	1,453	1,776	1,962
Indirect Expenses	8,193	7,855	7,929
Capital Outlay	-	720,000	-
Total Expenditures	284,264	1,041,866	327,800

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Administrative Secretary	0.75	0.75	0.75
Corporate Counsel	0.95	0.95	0.95
Total for Department	1.70	1.70	1.70

County Clerk (10102150)

Mission Statement

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

Department Description

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

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

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

Financial Summary

	2020	2021	2022
	Actual	Current Year Amended Budget	Board Approved Budget
Revenues			
Licenses & Permits	(15,161)	(18,200)	(18,250)
Charges For Services	(497,350)	(592,000)	(591,000)
Other Revenue	(847)	(1,976)	(1,318)
Total Revenue	(513,358)	(612,176)	(610,568)
Expenditures			
Salaries	1,089,563	1,155,106	1,180,803
Fringe Benefits	681,487	728,478	795,986
Supplies	65,072	84,678	111,573
Contracted Services	26,945	56,976	30,072
Operating Expenses	22,811	44,419	44,616
Maintenance & Repair	-	500	500
Utilities	26,175	29,146	29,223
Indirect Expenses	183,604	176,437	103,098
Total Expenditures	2,095,657	2,275,740	2,295,871

County Clerk (10102150), Continued

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Case Records Technician	15.00	15.00	15.00
Chief Deputy County Clerk	1.00	1.00	1.00
Clerk/Register of Deeds	0.50	0.50	0.50
Clerk/Register Specialist	1.00	1.00	1.00
Clerk/Register Supervisor	0.50	0.50	0.50
Clerk/Register Technician	3.00	3.00	4.00
Court Records Data Technician	1.00	1.00	-
Court Records Supervisor	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	2020 Actual	2021 Target	2022 Target
Department Goal 1: Grow communication and allow ease of access to public records for customers			
% of jurors using online system	80%	85%	90%
% of court documents e-filed	70%	70%	100%
Department Goal 2: Ensure accuracy, protection, and confidentiality (where applicable) of records			
% of people cross trained for handling deeds and vital records	90%	95%	100%
% of systems converted fully to MICA system	0%	0%	0%
% of business registrations and notaries processed electronically	30%	50%	100%
% of sensitive documents at highest level of security	100%	100%	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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Intergovernmental	(250,415)	(254,015)	(250,415)
Other Revenue	-	-	-
Total Revenue	(250,415)	(254,015)	(250,415)
Expenditures			
Salaries	177,078	188,859	187,242
Fringe Benefits	100,927	111,297	109,546
Supplies	15,220	25,589	21,992
Operating Expenses	978	8,305	8,305
Utilities	2,086	2,233	2,312
Indirect Expenses	12,875	12,341	15,055
Total Expenditures	309,164	348,624	344,452

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Victim's Advocate	2.00	2.00	2.00
Victim's Advocate Assistant	1.00	1.00	1.00
Victim's Rights Coordinator	1.00	1.00	1.00
Total for Department	4.00	4.00	4.00

Crime Victim's Rights (10102320), Continued

Primary Goals and Objectives

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

Department Goal 1: Ensure crime victims' needs are met

Objective 1) Notify victims of their rights

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

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

Primary Outcome Measures

Annual Measures	2020 Actual	2021 Target	2022 Target
Department Goal 1: Ensure crime victims' needs are met			
% of known crime victims receiving services	100.0%	100.0%	100.0%
Total funds raised for the Crime Victim Foundation through the Katty Shack Race (cumulative)	n/a	race canceled	resume race

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

	2020	2021	2022
	Actual	Current Year Amended Budget	Board Approved Budget
Revenues			
Intergovernmental	(34,517)	(35,000)	(35,000)
Charges for Services	(2,468,605)	(2,987,500)	(2,930,000)
Fines & Forfeits	(31,577)	(33,500)	(43,500)
Other Revenue	(16,660)	(15,000)	(25,000)
Revenue	<u>(2,551,360)</u>	<u>(3,071,000)</u>	<u>(3,033,500)</u>
Expenditures			
Salaries	2,847,408	2,956,952	3,036,298
Fringe Benefits	1,595,136	1,710,214	1,825,235
Supplies	233,361	430,509	312,176
Contracted Services	76,857	99,640	82,570
Operating Expenses	133,318	202,904	193,792
Maintenance & Repair	1,750	2,500	2,500
Utilities	83,285	94,158	87,733
Insurance	57,256	61,569	79,380
Indirect Expenses	1,538,174	1,419,708	1,363,230
Total Expenditures	<u>6,566,543</u>	<u>6,978,154</u>	<u>6,982,914</u>

District Court (10101360), Continued

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Assignment Clerk	3.00	3.00	3.00
Bailiff	0.70	0.70	0.70
Case Specialist	1.00	1.00	-
Chief Deputy Court Clerk	3.00	3.00	3.00
Court Administrator	1.00	1.00	1.00
Court Recorder Judicial Secretary	4.00	4.00	4.00
Court Services Officer	0.55	0.55	0.55
Dep Director of Prob & CM	0.65	0.65	1.15
Director of Probation Services	0.50	0.50	0.50
District Court Clerk I	10.25	10.25	12.25
District Court Clerk II	11.00	11.00	10.00
District Court Officer	0.80	0.80	0.80
Judge - District Court	4.00	4.00	4.00
Magistrate	1.00	1.00	1.00
Probation / Community Corrections Secretary	3.34	3.34	3.34
Probation-Treatment Specialist	9.05	9.05	9.75
Trial Court Specialist	1.00	1.00	1.00
Total for Department	54.84	54.84	56.04

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	2020 Actual	2021 Target	2022 Target
Court Goal 1: Effectively and appropriately manage caseload			
Overall Caseload Clearance Rate	90%	95%	100%
Percent of cases that are disposed of within recommended and established timeframes	95%	98%	100%
Court Goal 2: Properly enforce court ordered financial obligations			
Collection Rate	76%	80%	85%
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 Court Community Corrections (10101362)

Mission Statement

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

Department Description

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

Financial Summary

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Intergovernmental	(233,476)	(265,797)	(265,705)
Charges for Services	(93,562)	(134,450)	(134,450)
Other Revenue	-	-	-
Total Revenues	(327,038)	(400,247)	(400,155)
Expenditures			
Salaries	390,407	419,872	435,341
Fringe Benefits	197,755	209,338	225,653
Supplies	15,653	43,436	44,599
Contracted Services	29,652	71,038	66,946
Operating Expenses	33,240	16,538	17,968
Maintenance & Repair	2,415	2,400	2,400
Utilities	13,447	14,718	16,257
Insurance	12,023	13,716	14,244
Indirect Expenses	349,643	282,947	233,725
Total Expenditures	1,044,236	1,074,003	1,057,133

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Assistant Director of Probation Services	0.15	0.15	0.15
Court Services Coordinator	0.70	0.70	0.70
Court Services Officer	0.45	0.45	0.45
Director of Probation & CC	0.50	0.50	0.50
Probation Specialist	0.49	0.44	0.44
Probation/Community Corrections Secretary	0.32	0.32	0.32
Probation Officer/SSA	2.45	2.95	2.25
Total for Department	5.05	5.50	4.80

District Court Community Corrections (10101362), Continued

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	2020 Actual	2021 Target	2022 Target
Department Goal 1: Reduce the cost of jail and prison operations			
Group 2 straddle cell prison commitment rate	26.9%	21.0%	28.4%
Prison commitment rate for technical probation violators	1.4%	5.7%	2.9%
Overall prison commitment rate	19.9%	13.0%	16.1%
Department Goal 2: Ensure that offenders successfully complete programs			
Programs successful completion rate	80.0%	90.0%	90.0%

Diversity, Equity, & Inclusion (10101725)

Mission Statement

To ensure that the County is a welcoming place to support a globally diverse workforce in our community by defining and measuring diversity, equity, and inclusion. This is done by creating resources and tools that build capacity in Ottawa County; which includes but is not limited to; townships, cities, Ottawa County departments, processes, policies, and programs.

Department Description

The County began its Cultural Intelligence initiative in 2013 with the formation of an internal committee tasked with educating employees, hosting an annual forum, and getting more involved in community diversity initiatives. After five years, Ottawa County leaders knew it was time to do more. The DEI Office will lead to the development of an equity plan for County and should consider the entire range of human differences. A key initiative will be identifying implicit bias in internal policies, procedures, practices, and in external service delivery. In addition, the County intends to extend assistance to local units of government that desire to tackle similar objectives.

Financial Summary

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Charges for Services	(5,948)	-	-
Other Revenue	(118,290)	(250)	-
Total Revenues	(124,238)	(250)	-
Expenditures			
Salaries	143,749	145,844	154,691
Fringe Benefits	59,844	70,633	80,139
Supplies	2,410	33,535	11,886
Operating Expenses	13,917	15,910	16,400
Contracted Services	11,137	-	-
Utilities	968	1,182	1,308
Indirect Expenses	-	7,246	7,752
Total Expenditures	232,025	274,350	272,176

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Director of DEI	1.00	1.00	1.00
Senior Secretary	1.00	1.00	1.00
Total for Department	2.00	2.00	2.00

Diversity, Equity, & Inclusion (10101725), Continued

Primary Goals and Objectives

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

Department Goal 1: Consider initiatives that contribute to the social health and sustainability of the county and its residents.

Objective 1) To provide an annual Diversity Forum which contributes to the sustainability of overall social health a.k.a. safety

Objective 2) Creation of Racial Equity Toolkits and the implementation of the tool within County departments.

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

Department Goal 2: Continue to develop and implement methods of communicating with citizens, employees, and stakeholders

Objective 1) Quantifying the impact of GovDelivery materials which include information on the work of CIC and advocacy

Department Goal 3: Provide knowledge and guidance to local municipalities participating in Learning Community of Practice (LCoP)

Objective 1) Quantifying the participation of municipalities in LCoP

Primary Outcome Measures

Annual Measures	2019 Actual	2020 Target	2021 Target
Department Goal 1: Consider initiatives that contribute to the social health and sustainability of the county and its residents.			
% of Diversity Forum attendees who reported their DEI knowledge increased after attending	95%	90%	90%
# of racial equity toolkits completed <i>and</i> used within departments	0	0	0
Department Goal 2: Continue to develop and implement methods of communicating with citizens, employees, and stakeholders			
# of subscribers receiving communications through GovDelivery	800	1000	1100
% of subscribers accessing communications through GovDelivery	15%	20%	20%
Department Goal 3: Measure the involvement of local municipalities in Learning Community of Practice			
% of modules completed by participating municipalities in LCoP	0%	0%	30%

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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Expenditures			
Operating Expenses	216,869	214,000	370,050
Total Expenditures	<u>216,869</u>	<u>214,000</u>	<u>370,050</u>

Personnel

No personnel have 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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Intergovernmental	(49,500)	-	-
Other Revenue	(232,410)	(138,613)	(110,563)
Total Revenue	(281,910)	(138,613)	(110,563)
Expenditures			
Salaries	73,079	74,941	114,082
Fringe Benefits	39,492	40,746	79,224
Supplies	365,298	188,306	186,585
Contracted Services	840	33,101	38,632
Operating Expenses	41,006	63,898	40,803
Utilities	6,480	6,504	6,605
Indirect Expenses	3,072	3,644	4,902
Capital Outlay	-	-	52,000
Total Expenditures	529,267	411,140	522,833

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Elections Assistant	-	-	1.00
Elections Coordinator	1.00	1.00	1.00
Total for Department	1.00	1.00	2.00

Elections (10102620), Continued

Primary Goals and Objectives

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

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

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

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

Objective 3) Train election workers

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

Primary Outcome Measures

Annual Measures	2020 Actual	2021 Target	2022 Target
Department Goal 1: To provide free and fair elections for the citizens of Ottawa County			
% of machines replaced during elections	2%	0%	0%
% of political candidates who submitted their campaign finances documents on time	99%	100%	100%
Average amount of time it takes for absentee results to be reported after polls close (minutes)	90	30	60

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 operations plan to document the organization and functions of key county/local agencies in such situations (these agencies take an active role in updating these plans). Emergency Services, by the authority of the Board of Commissioners, performs the tasks required in making disaster declaration/assistance requests to state and federal government. The department also routinely seeks ways and means to enhance local capabilities including financial assistance, performs public information/education activities, and recruits citizens for volunteer disaster response groups performing specific tasks (i.e. alternate radio liaison via amateur radio, weather spotting, and more).

Financial Summary

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Intergovernmental	(38,369)	(51,889)	(41,671)
Other Revenue	121	-	-
Total Revenues	(38,248)	(51,889)	(41,671)
Expenditures			
Salaries	108,660	141,370	147,372
Fringe Benefits	66,818	96,052	103,641
Supplies	27,449	39,970	24,229
Contracted Services	11,877	27,465	5,868
Operating Expenses	4,067	10,253	17,449
Maintenance & Repair	3,658	3,000	3,000
Utilities	13,819	17,308	20,412
Insurance	2,044	2,251	2,988
Indirect Expenses	106,117	137,309	154,475
Total Expenditures	344,509	474,978	479,434

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Coordinator	0.60	0.60	0.60
Director of Emergency Management	1.00	1.00	1.00
Records Processing Clerk II	0.50	0.75	0.75
Total for Department	2.10	2.35	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	2020 Actual	2021 Target	2022 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	\$0	\$0	\$0
% of corrective actions implemented in the emergency response plans as a result of the emergency response trainings and exercises	100%	100%	100%

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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Charges for Services	(4,798)	(6,750)	(6,750)
Total Revenue	<u>(4,798)</u>	<u>(6,750)</u>	<u>(6,750)</u>
Expenditures			
Salaries	707,992	531,418	944,495
Fringe Benefits	414,239	538,061	597,085
Supplies	15,996	26,008	33,500
Contracted Services	26,382	33,280	34,600
Operating Expenses	12,648	21,916	26,544
Utilities	8,231	10,060	11,771
Indirect Expenses	66,746	70,620	65,681
Total Expenditures	<u>1,252,235</u>	<u>1,231,363</u>	<u>1,713,676</u>

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Abstracting/Indexing Clerk	2.75	2.75	2.75
Administrative Assistant	1.00	1.00	1.00
Appraiser I	2.00	2.00	2.00
Appraiser II	-	-	-
Appraiser III	4.00	4.00	3.00
Assessing Division Assistant Manager	-	-	1.00
Assistant Assessor	-	1.00	1.00
Deputy Equalization Director	1.00	1.00	1.00
Equalization Director	1.00	1.00	1.00
Property Description Technician	2.00	2.00	2.00
Senior Abstracting Clerk	1.00	1.00	1.00
Total for Department	<u>14.75</u>	<u>15.75</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
<i>Objective 1)</i> Determine market value of all classes of real property in all local units <i>Objective 2)</i> Audit local unit assessment rolls to verify consistency with calculated market values <i>Objective 3)</i> 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
<i>Objective 1)</i> Audit millages requested by each taxing authority <i>Objective 2)</i> Prepare and present Apportionment report to County Board for their review and approval
Department Goal 3: Ensure the assessment rolls are accurate and complete
<i>Objective 1)</i> Assign new parcel numbers, create new property descriptions, and revise GIS base layer for all splits, combinations and other requested changes <i>Objective 2)</i> 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
<i>Objective 1)</i> Provide shared assessment services to local units of government

Primary Outcome Measures

Annual Measures	2020 Actual	2021 Target	2022 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	62%	62%	62%
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	4	4	4

Equalization Blendon Township (10102573)

Financial Summary

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Charges for Services	(73,319)	(74,258)	(84,250)
Total Revenue	<u>(73,319)</u>	<u>(74,258)</u>	<u>(84,250)</u>
Expenditures			
Salaries	61,560	70,000	79,346
Fringe Benefits	27,524	-	-
Supplies	43	100	100
Operating Expenses	1,209	2,150	2,150
Total Expenditures	<u>90,336</u>	<u>72,250</u>	<u>81,596</u>

Personnel

No personnel have been allocated to this Department.

Equalization Crockery Township (10102572)

Financial Summary

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Charges for Services	(60,775)	(65,217)	(65,325)
Total Revenue	<u>(60,775)</u>	<u>(65,217)</u>	<u>(65,325)</u>
Expenditures			
Salaries	30,771	58,000	49,813
Fringe Benefits	16,646	-	-
Supplies	41	100	100
Operating Expenses	1,144	2,220	2,325
Total Expenditures	<u>48,602</u>	<u>60,320</u>	<u>52,238</u>

Personnel

No personnel have been allocated to this Department.

Equalization Grand Haven Township (10102571)

Financial Summary

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Charges for Services	(158,039)	(166,624)	(159,630)
Total Revenue	<u>(158,039)</u>	<u>(166,624)</u>	<u>(159,630)</u>
Expenditures			
Salaries	84,834	155,000	133,341
Fringe Benefits	38,948	-	-
Supplies	141	460	460
Operating Expenses	1,324	2,240	2,320
Total Expenditures	<u>125,247</u>	<u>157,700</u>	<u>136,121</u>

Personnel

No personnel have been allocated to this Department.

Equalization Hudsonville (10102574)

Financial Summary

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Charges for Services	(37,605)	(78,250)	(78,200)
Total Revenue	<u>(37,605)</u>	<u>(78,250)</u>	<u>(78,200)</u>
Expenditures			
Salaries	20,406	72,000	70,636
Fringe Benefits	9,015	-	-
Supplies	-	100	100
Contracted Services	283	-	-
Operating Expenses	676	2,200	2,150
Total Expenditures	<u>30,380</u>	<u>74,300</u>	<u>72,886</u>

Personnel

No personnel have 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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Rent	(1,818,034)	(2,142,834)	(2,124,818)
Other Revenue	(5,788)	-	-
Operating Transfers In	(73,544)	-	-
Total Revenue	(1,897,367)	(2,142,834)	(2,124,818)
Expenditures			
Salaries	964,707	1,020,875	1,057,701
Fringe Benefits	603,618	630,318	698,836
Supplies	226,752	365,437	338,039
Contracted Services	497,586	561,942	342,500
Operating Expenses	165,643	141,745	126,484
Maintenance & Repair	429,894	558,256	577,205
Utilities	1,046,036	1,166,243	1,170,233
Insurance	116,105	145,151	161,340
Indirect Expenses	94,155	80,888	92,034
Capital Outlay	73,559	45,000	45,000
Debt Service	14,904	-	-
Total Expenditures	4,232,959	4,715,855	4,609,372

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
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
Facilities Clerk	0.60	0.60	0.60
Facilities Maintenance Director	1.00	1.00	1.00
Maintenance Technician	2.00	2.00	2.00
Maintenance Worker	9.00	9.00	9.00
Senior Secretary	1.00	1.00	1.00
Total for Department	20.50	20.50	20.50

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 a CMMS program at assigned facilities

Objective 2) Ensure a safe and productive 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 apply cost saving measures to equipment and facilities to minimize operating costs to the County

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

Objective 3) Research and locate alternate means of funding or sourcing for energy upgrades

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

Objective 1) Use the County's procurement process to ensure fair competition for awarding of contracts

Objective 2) Search out technologies and procedures to organize and track projects to attain a high level of accountability with vendors

Objective 3) Align operational, tactical, and strategic planning to reduce time and costs associated with County facilities

Primary Outcome Measures

Annual Measures	2020 Actual	2021 Target	2022 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	1.82	1.82	1.75
Department Goal 3: Plan, organize, and administer building projects to maximize value, minimize cost, and preserve assets			
% of planned building projects completed	-	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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Charges for Services	(6,211,996)	(5,962,184)	(6,406,497)
Rent	(61,221)	(62,858)	-
Other Revenue	(42,339)	(35,000)	(34,999)
Total Revenue	(6,315,556)	(6,060,042)	(6,441,496)
Expenditures			
Salaries	790,470	977,270	948,719
Fringe Benefits	422,361	578,373	604,033
Supplies	34,213	61,657	65,724
Contracted Services	145,363	153,175	172,750
Operating Expenses	78,435	88,147	85,229
Maintenance & Repair	310	500	500
Utilities	9,246	11,243	13,675
Indirect Expenses	79,251	72,239	67,670
Total Expenditures	1,559,650	1,942,604	1,958,300

Fiscal Services (10101910), Continued

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Account Clerk II	2.00	2.00	2.00
Accountant I	-	-	1.00
Accountant II	0.50	0.50	-
Accounting Manager	0.60	0.60	0.60
Accounts Payable Supervisor	0.50	0.50	1.00
Administrative Assistant	1.00	1.00	-
Administrative Assistant/Buyer	3.00	3.00	3.00
Assistant Fiscal Services Director	0.80	0.80	0.80
Budget Analyst	4.80	4.80	4.35
Fiscal Services Director	0.50	0.50	0.50
Local Unit Financial Liaison	1.00	1.00	1.00
Purchasing Manager	1.00	1.00	1.00
Total for Department	15.70	15.70	15.25

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

Fiscal Services (10101910), Continued

Primary Outcome Measures

Annual Measures	2020 Actual	2021 Target	2022 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	26	15	30
# of years GFOA Distinguished Budget award has been consecutively received	27	28	29
# of years GFOA Excellence in Financial Reporting award has been consecutively received	36	37	38
County pension (% funded)	78.00%	80.00%	80.00%
Other Post-Employment Benefits (OPEB) (% funded)	104.70%	107.00%	100.00%
Bond rating - Moody's	AAA	AAA	AAA
Bond rating - Fitch	AAA	AAA	AAA
P-Card rebate (\$)	\$16,257	\$20,000	\$15,000
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	0	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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Charges for Services	(95,204)	(93,000)	(90,000)
Total Revenue	(95,204)	(93,000)	(90,000)
Expenditures			
Salaries	270,315	292,828	296,675
Fringe Benefits	149,962	165,897	183,205
Supplies	4,887	3,411	30,215
Contracted Services	41,155	61,854	42,164
Operating Expenses	5,011	13,495	10,370
Utilities	2,369	2,803	3,061
Indirect Expenses	28,183	14,582	13,060
Total Expenditures	501,882	554,870	578,750

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
GIS Programmer/Technician	1.00	1.00	1.00
GIS Supervisor	1.00	1.00	1.00
GIS Technician	1.00	1.00	1.00
Programmer/Analyst	1.00	1.00	1.00
Total for Department	4.00	4.00	4.00

Geographic Information Systems (10102590), Continued

Primary Goals and Objectives

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

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

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

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

Primary Outcome Measures

Annual Measures	2020 Actual	2021 Target	2022 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	0	0	0
# of GIS GeoCortex applications and specialized mapping applications supported	17	15	14
# of unique page views for GIS GeoCortex applications and specialized mapping applications	441,626	425,000	400,000
# of ArcGIS for Portal/ArcGIS Online content created	32	33	35
# of ArcGIS for Portal/ArcGIS Online content supported	67	100	135
# of unique downloads/views for ArcGIS for Portal/ArcGIS Online application and maps	1,490,549	600,000	700,000
# of unique users for ArcGIS for Portal/ArcGIS Online Supported	173	195	210
# of GIS users supported for login-based applications across all platforms (County employees) ¹	273	295	315
# of GIS users supported for login-in based applications across all platforms (Partner Agency employees) ²	273	310	280

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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenue			
Charges for Services	(405)	-	-
Other Revenue	(1,479)	(44,444)	-
Total Revenue	(1,884)	(44,444)	-
Expenditures			
Salaries	446,000	496,522	576,960
Fringe Benefits	257,617	305,649	369,504
Supplies	11,706	27,980	32,687
Contracted Services	129,449	165,500	158,500
Operating Expenses	69,182	143,053	57,000
Utilities	5,810	7,101	6,539
Indirect Expenses	61,588	50,659	38,309
Total Expenditures	981,353	1,196,464	1,239,499

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Human Resources Benefit Analyst	0.08	0.08	0.08
Human Resources Director	0.60	0.60	0.60
Human Resources Employment Analyst	1.00	1.00	2.00
Human Resources Manager	1.00	1.00	1.00
Human Resources Specialist	2.90	2.90	2.90
Payroll Compliance Supervisor	0.95	0.95	0.95
Payroll Coordinator	1.00	1.00	1.00
Total for Department	7.53	7.53	8.53

Innovation Initiatives (10101721)

Department Description

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

Financial Summary

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Expenditures			
Salaries	-	-	-
Fringe Benefits	-	-	-
Supplies	-	-	-
Contracted Services	24,701	-	-
Indirect Expenses	-	(2,804)	-
Total Expenditures	24,701	(2,804)	-

Personnel

No personnel have 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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Expenditures			
Insurance	142,644	158,233	220,476
Total Expenditures	<u>142,644</u>	<u>158,233</u>	<u>220,476</u>

Personnel

No personnel have 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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Expenditures			
Supplies	6,753	19,200	38,200
Contracted Services	7,031	7,680	7,918
Operating Expenses	11,503	11,672	4,096
Total Expenditures	25,287	38,552	50,214

Personnel

No personnel have been allocated to this Department.

Juvenile Court (10101490)

Mission Statement

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

Department 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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Intergovernmental	(135,966)	(104,248)	(169,137)
Charges for Services	(56,237)	(54,100)	(52,500)
Other Revenue	-	-	-
Total Revenues	<u>(192,202)</u>	<u>(158,348)</u>	<u>(221,637)</u>
Expenditures			
Salaries	433,230	537,622	617,680
Fringe Benefits	238,602	254,781	403,553
Supplies	14,061	57,025	42,608
Contracted Services	253,992	306,700	315,433
Operating Expenses	52,358	79,069	80,419
Utilities	13,074	13,106	18,789
Insurance	5,171	4,398	7,128
Indirect Expenses	109,348	98,047	226,855
Total Expenditures	<u>1,119,837</u>	<u>1,350,748</u>	<u>1,712,465</u>

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Administrative Aide	1.00	1.00	1.00
Assistant Director of Juvenile Services	0.15	0.15	0.15
Assistant Juvenile Register	-	-	1.00
Circuit Court Administrator	0.66	0.66	0.66
In Home Care Mgr - Program Analyst	-	-	1.00
Juvenile Caseworker	2.00	2.00	2.00
Juvenile Court Clerk II	-	-	1.00
Juvenile Register	1.00	1.00	1.00
Juvenile Services Director	0.15	0.15	0.15
Reimbursement Specialist	1.00	1.00	1.00
Total for Department	<u>5.96</u>	<u>5.96</u>	<u>8.96</u>

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	2020 Actual	2021 Target	2022 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	100%	90%	90%
Disposition rate of delinquency juvenile not detained cases within 210 days	96%	98%	98%
Clearance rate of delinquency proceedings	112%	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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Charges for Services	(12,593)	(23,000)	(11,446)
Interest	(8)	(10)	-
Other Revenue	-	-	-
Total Revenues	(12,601)	(23,010)	(11,446)
Expenditures			
Salaries	137,923	129,896	132,495
Fringe Benefits	83,079	87,897	95,582
Supplies	7,568	7,534	8,535
Contracted Services	318	500	1,500
Operating Expenses	3,468	7,837	7,537
Utilities	2,788	3,040	4,739
Indirect Expenses	27,987	23,438	25,429
Total Expenditures	263,131	260,142	275,817

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # 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

Legal Self Help (10101370), Continued

Primary Goals and Objectives

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

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

Objective 1) Assist patrons with obtaining the relief they seek

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

Primary Outcome Measures

Annual Measures	2020 Actual	2021 Target	2022 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"	72%	84%	84%
% of overall satisfaction with LSHC services (according to LSHC Patron Satisfaction Survey)	n/a	80%	80%

Medical Examiner (10106480)

Department Description

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

Financial Summary

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Charges for Services	(62,177)	(47,000)	(60,000)
Total Revenues	<u>(62,177)</u>	<u>(47,000)</u>	<u>(60,000)</u>
Expenditures			
Salaries	68,749	85,610	87,507
Fringe Benefits	17,977	30,800	32,175
Supplies	2,947	2,500	3,565
Contracted Services	329,669	289,286	323,648
Operating Expenses	111,786	113,880	122,853
Indirect Expenses	6,498	4,101	461
Total Expenditures	<u>537,626</u>	<u>526,177</u>	<u>570,209</u>

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Health Admin Specialist	0.60	0.80	0.80
Total for Department	<u>0.60</u>	<u>0.80</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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Other Revenue	(5,000)	(5,000)	-
Total Revenues	<u>(5,000)</u>	<u>(5,000)</u>	<u>-</u>
Expenditures			
Salaries	60,663	61,373	66,277
Fringe Benefits	25,019	24,820	27,310
Supplies	3,753	2,125	2,786
Contracted Services	259,874	262,136	256,924
Operating Expenses	3,765	2,752	1,100
Maintenance & Repair	-	200	200
Utilities	11,621	14,202	14,386
Indirect Expenses	7,189	7,417	20,380
Total Expenditures	<u>371,883</u>	<u>375,025</u>	<u>389,363</u>

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Senior Extension Clerk	1.00	1.00	1.00
Total for Department	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>

Michigan State University Extension (10102610), Continued

Primary Goals and Objectives

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

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

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

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

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

Objective 1) Identify and educate farms on reducing electricity charges

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

Primary Outcome Measures

Annual Measures	2020 Actual	2021 Target	2022 Target
Department Goal 1: Manage production risk and improve production efficiency for agriculture			
# of small fruit production farms protected through management of insects, diseases, weeds, or vertebrate pests by producers using Integrated Pest Management information provided	76	80	80
# of farms in the County that minimize crop damage caused by invasive pests and diseases	76	80	80
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	n/a	2	2
# of farms that participate in initial education of switchgrass production	n/a	10	15
% of educated farmers that indicate interest in growing switchgrass as value-added product	n/a	10%	15%

Other Health & Welfare (10106039)

Department Description

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

Financial Summary

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Expenditures			
Contracted Services	29,000	29,000	29,000
Total Expenditures	<u>29,000</u>	<u>29,000</u>	<u>29,000</u>

Personnel

No personnel have been allocated to this Department.

Ottawa County Building Authority (10102790)

Financial Summary

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Expenditures			
Operating Expenses	332	-	-
Total Expenditures	332	-	-

Personnel

No personnel have been allocated to this Department.

Ottawa Soil/Water Conservation (10102800)

Financial Summary

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Expenditures			
Operating Expenses	80,000	80,000	80,000
Total Expenditures	<u>80,000</u>	<u>80,000</u>	<u>80,000</u>

Personnel

No personnel have been allocated to this Department.

Plat Board (10102470)

Department Description

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

Financial Summary

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Expenditures			
Salaries	400	2,000	2,000
Fringe Benefits	41	-	-
Total Expenditures	441	2,000	2,000

Personnel

No personnel have been allocated to this Department.

Probate Court (10101480)

Mission Statement

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

Department Description

The function of the Ottawa County Probate Court is to hear and decide cases brought by parties within the County that fall within its statutory jurisdiction. These cases include estates and trusts, 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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Charges for Services	(60,913)	(60,000)	(70,000)
Fines & Forfeits	-	(100)	(100)
Other Revenue	(123,374)	(126,000)	(130,000)
Total Revenues	(184,287)	(186,100)	(200,100)
Expenditures			
Salaries	342,278	431,040	429,353
Fringe Benefits	141,704	216,903	217,233
Supplies	10,281	23,665	30,884
Contracted Services	127,378	138,828	150,024
Operating Expenses	50,918	71,399	70,269
Utilities	5,427	6,495	7,638
Insurance	5,227	5,350	8,364
Indirect Expenses	102,964	108,544	138,704
Total Expenditures	786,177	1,002,224	1,052,469

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Chief Deputy Probate Register	1.00	1.00	1.00
Deputy Probate Register	1.00	2.00	2.00
Judge - Probate Court	1.00	1.00	1.00
Probate Clerk	2.00	2.00	2.00
Probate Register	1.00	1.00	1.00
Total for Department	6.00	7.00	7.00

Probate Court (10101480), Continued

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

Primary Outcome Measures

Annual Measures	2020 Actual	2021 Target	2022 Target
Court Goal 1: Establish formal record of the legal status of estates of the deceased			
Clearance rate of total estate cases	104%	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	88%	100%	100%
Clearance rate of mental illness cases	99%	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

	2020	2021	2022
	Actual	Current Year Amended Budget	Board Approved Budget
Revenues			
Intergovernmental	(68,379)	(100,000)	(78,000)
Charges for Services	(30,707)	(30,000)	(33,000)
Other Revenue	(10,287)	(5,000)	(8,000)
Total Revenues	(109,374)	(135,000)	(119,000)
Expenditures			
Salaries	2,103,693	2,241,098	2,433,095
Fringe Benefits	1,022,619	1,242,303	1,335,455
Supplies	45,775	104,788	64,647
Contracted Services	48,307	58,624	59,448
Operating Expenses	59,482	91,962	108,084
Maintenance & Repair	140	800	800
Utilities	26,279	29,320	28,095
Insurance	25,717	26,390	35,952
Indirect Expenses	701,334	921,036	881,399
Total Expenditures	4,033,347	4,716,321	4,946,975

Prosecuting Attorney (10102670), Continued

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Assistant Prosecuting Attorney I	3.00	4.00	5.00
Assistant Prosecuting Attorney II	8.00	8.00	7.00
Chief Assistant Prosecuting Attorney	1.00	1.00	1.00
Division Chief	3.00	3.00	3.00
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
Legal Assistant Technical Specialist	-	-	1.00
Legal Clerk	1.00	1.00	1.00
Office Manager	2.00	2.00	2.00
Prosecuting Attorney	1.00	1.00	1.00
Violence Intervention Officer	1.00	1.00	1.00
Total for Department	27.81	28.81	29.81

Primary Goals and Objectives

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

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

Objective 1) Process warrant requests

Objective 2) Prosecute misdemeanants and felons

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

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

Primary Outcome Measures

Annual Measures	2020 Actual	2021 Target	2022 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)	52.0%	60.0%	70.0%
% of juvenile petitions processed within 48 hours	53.0%	60.0%	70.0%
% of First Domestic Violence victims contacted within 48 hours after bond screen received	43.0%	60.0%	70.0%

Public Defender (10102990)

Financial Summary

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Expenditures			
Operating Expenses	1,895	2,595	3,575
Total Expenditures	<u>1,895</u>	<u>2,595</u>	<u>3,575</u>

Personnel

No personnel have been allocated to this Department.

Reappropriation/Tax Allocation (10101290)

Financial Summary

	2020	2021	2022
	Actual	Current Year Amended Budget	Board Approved Budget
Expenditures			
Salaries	-	1,440	720
Fringe Benefits	-	-	-
Supplies	-	500	5,500
Operating Expenses	-	3,460	2,480
Total Expenditures	-	5,400	8,700

Personnel

No personnel have 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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Charges for Services	(3,509,868)	(3,146,428)	(3,862,080)
Other Revenue	(8,882)	-	-
Total Revenues	(3,518,750)	(3,146,428)	(3,862,080)
Expenditures			
Salaries	391,862	403,344	412,674
Fringe Benefits	245,330	261,390	280,555
Supplies	27,917	27,937	31,001
Contracted Services	30,831	26,114	36,756
Operating Expenses	5,668	9,026	11,170
Maintenance & Repair	684	500	500
Utilities	7,587	9,049	7,195
Indirect Expenses	13,175	13,256	9,447
Total Expenditures	723,054	750,616	789,298

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Chief Deputy Register of Deeds	1.00	1.00	1.00
Clerk Register Technician	4.00	4.00	4.00
Clerk/Register of Deeds	0.50	0.50	0.50
Clerk/Register Supervisor	0.50	0.50	0.50
Public Service Center Clerk	0.65	0.65	0.65
Senior Abstracting/Indexing Clerk	1.00	1.00	1.00
Total for Department	7.65	7.65	7.65

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	2020 Actual	2021 Target	2022 Target
Department Goal 1: Grow communication and allow ease of access to public records for customers			
% of documents received through e-recording	75%	80%	85%
Department Goal 2: Provide convenient access to documents			
% of people cross trained for handling deeds and vital records	90%	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	15%	13%	11%
% 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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Taxes	(5,995,742)	(5,964,624)	(6,201,500)
Intergovernmental	-	(300,000)	(300,000)
Total Revenues	<u>(5,995,742)</u>	<u>(6,264,624)</u>	<u>(6,501,500)</u>
Expenditures			
Contribution to Component Units	5,987,928	6,264,624	6,501,500
Total Expenditures	<u>5,987,928</u>	<u>6,264,624</u>	<u>6,501,500</u>

Personnel

No personnel have 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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Licenses & Permits	(8,220)	(10,000)	(1,000)
Intergovernmental	(406)	-	-
Charges for Services	(332,374)	(398,000)	(282,000)
Other Revenue	(93,647)	(125,000)	(145,000)
Total Revenues	<u>(434,647)</u>	<u>(533,000)</u>	<u>(428,000)</u>
Expenditures			
Salaries	6,117,774	6,364,545	6,773,000
Fringe Benefits	3,381,313	3,613,936	4,117,308
Supplies	477,233	546,668	525,351
Contracted Services	230,720	293,269	348,036
Operating Expenses	456,528	665,243	729,684
Maintenance & Repair	145,257	105,000	124,000
Utilities	62,563	77,369	100,453
Insurance	276,785	309,738	343,968
Indirect Expenses	821,592	772,801	599,729
Total Expenditures	<u>11,969,765</u>	<u>12,748,569</u>	<u>13,661,529</u>

Sheriff (10103020), Continued

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Administrative Assistant	2.00	2.00	2.00
Body Cam Technical Specialist	-	-	1.00
Captain	4.00	4.00	4.00
Chief Deputy	-	-	1.00
Clerk Typist II	8.00	9.00	9.00
Clerk Typist III	3.00	4.00	4.00
Crime Data Analyst	1.00	1.00	1.00
Detective	13.00	13.00	13.00
Director of Records and Tech Services	1.00	1.00	1.00
Evidence Technician	1.00	1.00	1.00
Lieutenant	2.00	2.00	3.00
Non-Sworn Recruit	-	-	2.00
Office Supervisor	1.00	1.00	1.00
Road Patrol Deputy	33.00	33.00	33.00
Sergeant	11.00	12.00	12.00
Sheriff	1.00	1.00	1.00
Undersheriff	1.00	1.00	1.00
Total for Department	82.00	85.00	90.00

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	2020 Actual	2021 Target	2022 Target
Department Goal 1: Minimize crime in Ottawa County			
Violent index crimes per 1,000 residents	1.7	1.5	1.0
Non-violent index crimes per 1,000 residents	7.2	9.0	9.2
Non-index crimes per 1,000 residents	48.6	53.4	54.1
% of priority one calls responded to within 5 minutes	96%	95%	95%
Department Goal 2: Maintain safe roadways in Ottawa County			
Fatal traffic crashes per 100,000 residents	4.5	5.0	5.2
Alcohol-involved crashes per 100,000 residents	55.1	45.0	40.0
Department Goal 3: Maintain accurate records management system			
Average # of days to completion for FOIA requests	5.0	5.0	5.0

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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Intergovernmental	(40,675)	(40,000)	(35,000)
Charges for Services	(1,009,403)	(1,250,000)	(955,000)
Other Revenue	(11,919)	(20,500)	(20,300)
Total Revenues	<u>(1,061,996)</u>	<u>(1,310,500)</u>	<u>(1,010,300)</u>
Expenditures			
Salaries	4,993,473	4,905,620	5,049,831
Fringe Benefits	2,852,167	2,930,330	3,162,759
Supplies	656,286	859,426	884,104
Contracted Services	998,218	1,148,979	1,104,994
Operating Expenses	835,501	994,646	1,046,477
Maintenance & Repair	19,981	22,000	22,000
Utilities	25,359	30,960	40,954
Insurance	169,269	173,574	186,840
Indirect Expenses	420,014	355,280	278,138
Total Expenditures	<u>10,970,268</u>	<u>11,420,815</u>	<u>11,776,097</u>

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Captain	1.00	1.00	1.00
Clerk Typist II/Matron	3.00	3.00	3.00
Clerk Typist III/Matron	1.00	1.00	1.00
Corrections Officer/Deputy	51.00	47.00	49.00
Court Services Officer/Deputy	16.00	16.00	15.00
Lieutenant	1.00	1.00	1.00
Sergeant	6.00	7.00	7.00
Total for Department	<u>79.00</u>	<u>76.00</u>	<u>77.00</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	2020 Actual	2021 Target	2022 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	198	< 950	< 900

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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Licenses & Permits	(1,495)	(2,000)	(2,000)
Total Revenues	(1,495)	(2,000)	(2,000)
Expenditures			
Salaries	80,093	100,571	99,513
Fringe Benefits	53,089	66,942	72,577
Supplies	551	5,217	5,146
Contracted Services	254,931	250,000	251,440
Operating Expenses	30,030	32,120	32,401
Maintenance & Repair	4,352	4,500	4,500
Insurance	6,900	7,190	8,676
Total Expenditures	429,947	466,540	474,253

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # 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), Continued

Primary Outcome Measures

Annual Measures	2020 Actual	2021 Target	2022 Target
Department Goal 1: Reduce incidences of animal cruelty			
Cruelty cases per 100,000 residents	2.1	7.0	7.0
Department Goal 2: Protect the public from stray animals			
# of reported animal bites per 100,000 residents	21.3	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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Intergovernmental	(43,482)	(52,338)	(47,815)
Other Revenue	(3,298)	-	-
Total Revenues	(46,780)	(52,338)	(47,815)
Expenditures			
Salaries	14,986	20,155	21,119
Fringe Benefits	10,072	14,107	14,672
Supplies	23,838	28,398	24,716
Contracted Services	2,697	6,400	6,000
Operating Expenses	30,374	28,000	20,212
Maintenance & Repair	1,029	3,500	3,500
Utilities	626	673	707
Insurance	3,407	3,443	4,704
Total Expenditures	87,029	104,676	95,630

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Coordinator	0.40	0.40	0.40
Total for Department	0.40	0.40	0.40

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	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues				
Intergovernmental		(97,100)	(97,100)	(100,600)
Charges for Services		(70)	-	-
Other Revenue		(1,000)	-	-
Total Revenues		<u>(98,170)</u>	<u>(97,100)</u>	<u>(100,600)</u>
Expenditures				
Salaries		100,544	148,797	150,381
Fringe Benefits		41,467	53,112	55,352
Supplies		38,470	35,475	16,264
Contracted Services		-	600	900
Operating Expenses		43,889	78,611	112,083
Maintenance & Repair		12,356	22,000	22,000
Utilities		569	617	1,003
Insurance		6,145	9,957	8,052
Indirect Expenses		13,603	17,848	13,546
Total Expenditures		<u>257,044</u>	<u>367,017</u>	<u>379,581</u>

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

Financial Summary, continued

Marine Safety	10103311	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues				
Intergovernmental		(11,682)	(16,100)	(16,100)
Charges for Services		(6,300)	(9,450)	(9,450)
Total Revenues		<u>(17,982)</u>	<u>(25,550)</u>	<u>(25,550)</u>
Expenditures				
Salaries		1,962	8,200	8,200
Fringe Benefits		976	2,850	2,850
Supplies		8,744	16,700	16,700
Contracted Services		-	-	-
Total Expenditures		<u>11,682</u>	<u>27,750</u>	<u>27,750</u>

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # 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	2020 Actual	2021 Target	2022 Target
Department Goal 1: Reduce marine accidents and drownings			
# of hours spent on boating accidents	23	20	18
Department Goal 2: Perform marine rescue and recovery operations			
# of search and rescue cases	8	< 10	< 10
# of bodies recovered	5	< 3	< 4

Sheriff – Road Patrol (10103150)

Department Description

Secondary Road Patrol is a State grant program for providing road patrol and reducing accidents on the county primary and local roads outside the corporate limits of villages and cities.

Financial Summary

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Intergovernmental	(200,236)	(110,000)	(147,000)
Total Revenues	(200,236)	(110,000)	(147,000)
Expenditures			
Salaries	138,891	141,998	145,511
Fringe Benefits	94,943	100,316	109,490
Supplies	1,824	5,623	9,404
Contracted Services	-	1,050	2,690
Operating Expenses	25,419	9,850	7,000
Maintenance & Repair	3,526	5,500	5,000
Utilities	-	-	312
Insurance	8,431	7,966	8,676
Indirect Expenses	5,186	5,293	5,143
Total Expenditures	278,221	277,596	293,226

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Road Patrol Deputy	2.00	2.00	2.00
Total for Department	2.00	2.00	2.00

Sheriff – Training (10103200)

Mission Statement

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

Department Description

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

Financial Summary

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Intergovernmental	(22,830)	(26,000)	(26,000)
Total Revenues	<u>(22,830)</u>	<u>(26,000)</u>	<u>(26,000)</u>
Expenditures			
Operating Expenses	17,442	26,000	26,000
Total Expenditures	<u>17,442</u>	<u>26,000</u>	<u>26,000</u>

Personnel

No personnel have 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	2020 Actual	2021 Target	2022 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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Intergovernmental	(21,272)	(18,000)	(18,000)
Total Revenues	<u>(21,272)</u>	<u>(18,000)</u>	<u>(18,000)</u>
Expenditures			
Salaries	295,231	422,306	428,435
Fringe Benefits	181,666	262,387	266,115
Supplies	1,530	4,193	4,358
Operating Expenses	45,000	45,500	45,500
Insurance	11,466	12,311	13,440
Total Expenditures	<u>534,893</u>	<u>746,697</u>	<u>757,848</u>

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Road Patrol Deputy	5.00	5.00	5.00
Sergeant	1.00	1.00	1.00
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	2020 Actual	2021 Target	2022 Target
Department Goal 1: Reduce the use, manufacturing, and trafficking of illegal drugs			
Drug related incidents per 1,000 residents	0.4	0.7	0.8
% of investigations resulting in arrest	80%	82%	84%

Strategic Impact (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 Department of Strategic Impact 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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Intergovernmental	-	(778,000)	(3,000)
Charges for Services	-	(2,500)	(2,500)
Other Revenue	(119,668)	(204,021)	(13,540)
Total Revenues	(119,668)	(984,521)	(19,040)
Expenditures			
Salaries	587,034	548,096	731,464
Fringe Benefits	296,159	313,470	462,336
Supplies	18,907	31,742	24,000
Contracted Services	126,626	1,198,195	305,531
Operating Expenses	14,941	24,630	30,917
Utilities	6,295	7,693	9,155
Indirect Expenses	47,870	46,262	34,816
Contribution to Component	897	27,428	5,760
Total Expenditures	1,098,729	2,197,516	1,603,979

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Asst Strategic Impact Director	1.00	1.00	1.00
Economic Development Coordinator	1.00	1.00	1.00
Farm Preservation Analyst	0.50	0.50	0.50
Land Use Planning Coordinator	-	-	1.00
Land Use Planning Specialist	1.92	1.99	1.99
Project Support Specialist	-	-	1.00
Research & Evaluation Analyst	1.00	1.00	1.00
Senior Secretary	1.00	1.00	1.00
Sr Business Development Manager	1.00	1.00	1.00
Strategic Impact Director	0.98	0.99	0.99
Total for Department	8.40	8.48	10.48

Strategic Impact (10107211), Continued

Primary Goals and Objectives

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

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

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

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

Primary Outcome Measures

Annual Measures	2020 Actual	2021 Target	2022 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	\$6,120,028	\$6,330,660	\$6,478,432
Total cost-savings from programming requiring improvement, modification, privatization, or discontinuation as a result of administrative/outcome evaluations and special studies	\$2,271,774	\$2,357,999	\$2,421,814
County return-on-investment from Performance Improvement services	\$40.33	\$40.75	\$44.13
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)	521	779	979
Total private and/or public investment in projects assisted through the Ottawa County Brownfield Redevelopment Authority (cumulative)	\$59,836,353	\$148,166,353	\$208,166,353
Department Goal 3: Protect and improve quality-of-life in Ottawa County			
Miles of non-motorized separated pathways and paved shoulders constructed (cumulative)	8.6	12.1	12.1
Funds raised for non-motorized separated pathways and paved shoulders (cumulative)	\$3,896,250	\$4,428,900	\$4,428,900
Acres of farmland preserved (cumulative)	406.5	445.5	564.5
Total value of Development Rights on County balance sheet	\$1,239,389	\$1,554,389	\$2,040,389
# of groundwater level data collection points installed (cumulative)	1	3	6

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

		2020	2021	2022
	10102230	Actual	Current Year Amended Budget	Board Approved Budget
Revenues				
Charges for Services		-	-	-
Other Revenue		(26,585)	(6,000)	-
Total Revenues		<u>(26,585)</u>	<u>(6,000)</u>	<u>-</u>
Expenditures				
Supplies		16,730	10,000	10,000
Contracted Services		69,335	64,000	58,000
Operating Expenses		985	21,000	7,000
Total Expenditures		<u>87,049</u>	<u>95,000</u>	<u>75,000</u>

Personnel

No personnel have 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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Intergovernmental	(1,112,493)	(1,139,968)	(1,040,491)
Total Revenues	<u>(1,112,493)</u>	<u>(1,139,968)</u>	<u>(1,040,491)</u>
Expenditures			
Operating Expenses	285,266	569,984	520,246
Total Expenditures	<u>285,266</u>	<u>569,984</u>	<u>520,246</u>

Personnel

No personnel have 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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Intergovernmental	(246,573)	(246,574)	(237,176)
Total Revenues	<u>(246,573)</u>	<u>(246,574)</u>	<u>(237,176)</u>
Expenditures			
Salaries	1,400	1,487	1,565
Fringe Benefits	672	746	823
Supplies	390	620	450
Contracted Services	66,996	66,160	58,500
Operating Expenses	-	800	800
Indirect Expenses	1,585	6,308	9,805
Total Expenditures	<u>71,043</u>	<u>76,121</u>	<u>71,943</u>

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Land Use Planning Specialist	0.08	0.01	0.01
Planning & Performance Improvement Director	0.02	0.01	0.01
	<u>0.10</u>	<u>0.02</u>	<u>0.02</u>

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	2020 Actual	2021 Target	2022 Target
Department Goal 1: To effectively administer the State-mandated Remonumentation Program			
# of PLS corners replaced due to construction activities	145	145	n/a
Total expedited funds reimbursed to the County (\$1,867,737 spent) (cumulative)	\$1,049,437	\$1,224,343	\$1,399,249

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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Charges for Services	-	-	-
Other Revenue	-	-	-
Total Revenues	-	-	-
Expenditures			
Supplies	-	-	-
Contracted Services	-	-	-
Operating Expenses	-	-	-
Total Expenditures	-	-	-

Personnel

No personnel have 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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Taxes	(43,831,203)	(45,723,174)	(48,672,235)
Licenses & Permits	(168,575)	(194,338)	(182,735)
Intergovernmental	(8,412,063)	(7,736,107)	(7,911,146)
Charges for Services	(58,579)	(63,525)	(56,826)
Fines & Forfeits	(21,222)	(15,000)	(6,000)
Interest	(408,094)	(606,437)	(339,411)
Other Revenue	(30,547)	(35,950)	(41,070)
Total Revenue	(52,930,284)	(54,374,531)	(57,209,423)
Expenditures			
Salaries	438,945	451,583	433,638
Fringe Benefits	255,505	271,082	282,305
Supplies	29,205	33,927	29,656
Contracted Services	61,203	56,369	43,788
Operating Expenses	17,078	55,111	45,291
Maintenance & Repair	-	200	200
Utilities	8,513	9,989	11,065
Insurance	57,774	57,665	63,060
Indirect Expenses	56,003	46,636	27,092
Total Expenditures	924,226	982,562	936,095

Treasurer (10102530), Continued

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Chief Deputy Treasurer	1.00	1.00	1.00
Clerk - Treasurer	1.00	1.00	2.00
County Treasurer	0.95	0.95	0.95
Delinquent Property Tax Specialist	0.30	0.30	0.30
Deputy Treasurer	0.67	0.67	0.67
Public Service Center Clerk	1.00	1.00	1.00
Revenue Accounting Supervisor	1.00	1.00	-
Revenue Accounting Technician	1.00	1.00	1.00
Warranty Deed Clerk	0.30	0.30	0.30
Total for Department	7.22	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	2020 Actual	2021 Target	2022 Target
Department Goal 1: Protect public funds and ensure liquidity to meet County needs			
County Investment Portfolio rate of return	2.44%	1.66%	1.60%
Investment Portfolio weighted average maturity at year end	0.59	0.53	0.42
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%	12%
% of properties foreclosed of those properties forfeited	1.69%	2.00%	2.00%
Department Goal 3: Protect residents and their financial interests			
% of dog license sales done closest to the customer (online, veterinarians, Humane Society)	81%	82%	82%
% 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	-\$15,221,278	n/a	n/a

Veteran's Affairs (10106890)

Mission Statement

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

Department Description

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

Financial Summary

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenue			
Intergovernmental	(48,655)	(68,659)	(50,000)
Other Revenue	(1,165)	-	-
Total Revenues	(49,820)	(68,659)	(50,000)
Expenditures			
Supplies	12,832	1,120	120
Contracted Services	28,596	96,259	77,600
Operating Expenses	55,476	32,765	33,353
Utilities	1,437	1,834	1,425
Indirect Expenses	810	622	899
Total Expenditures	99,152	132,600	113,397

Personnel

No personnel have 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 Affairs (10106890), Continued

Primary Outcome Measures

Annual Measures	2020 Actual	2021 Target	2022 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	600	800	850
Total amount of County emergency financial assistance distributed to impoverished veterans and their families	\$10,000	\$15,000	\$18,000
Total amount of State emergency financial assistance distributed to impoverished veterans and their families	\$20,000	\$24,000	\$28,000
Total amount of County financial support for burials distributed to eligible widows and families of veterans	\$20,000	\$20,600	\$22,000

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

	2020 Actual	2021 Current Year Amended Budget	2022 Board Approved Budget
Revenues			
Licenses & Permits	(138,290)	(145,000)	(145,000)
Charges for Services	(320)	(50,000)	-
Other Revenue	(900)	(1,600)	(1,500)
Total Revenues	(139,510)	(196,600)	(146,500)
Expenditures			
Salaries	495,027	534,230	543,825
Fringe Benefits	247,586	287,980	301,128
Supplies	18,063	14,079	26,137
Contracted Services	64,905	45,500	73,800
Operating Expenses	47,312	27,971	37,050
Maintenance & Repair	4,671	7,700	5,000
Utilities	8,949	10,032	10,999
Insurance	7,656	7,715	8,280
Indirect Expenses	56,509	45,012	37,650
Capital Outlay	-	-	9,000
Total Expenditures	950,678	980,219	1,052,869

Personnel

Position Title	2020 # of Positions	2021 # of Positions	2022 # of Positions
Chief Deputy Drain Commissioner	1.00	1.00	1.00
Civil Engineer	1.00	1.00	-
Development Project Coordinator	-	-	1.00
Drain Clerk	1.00	1.00	1.00
Drain Commissioner	1.00	1.00	1.00
Drain Inspector	1.00	1.00	1.00
Secretary	0.75	0.75	1.00
Soil Erosion Control Agent	1.00	1.00	1.00
Soil Erosion Control Inspector	1.00	1.00	1.00
Stormwater Technician	1.00	1.00	1.00
Total for Department	8.75	8.75	9.00

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	2020 Actual	2021 Target	2022 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%	95%	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

		2020	2021	2022
		Actual	Current Year Amended Budget	Board Approved Budget
Transfers In	10109300			
Revenues				
Operating Transfers In		(1,650,297)	(4,627,341)	(5,310,596)
Total Revenues		<u>(1,650,297)</u>	<u>(4,627,341)</u>	<u>(5,310,596)</u>
		2020	2021	2022
		Actual	Current Year Amended Budget	Board Approved Budget
Transfers Out	10109650			
Expenditures				
Other Financing Sources		12,923,113	15,982,180	14,196,061
Total Expenditures		<u>12,923,113</u>	<u>15,982,180</u>	<u>14,196,061</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 2021 assessed value of \$17,218,334,509 is limited to no more than \$1,721,833,451 of debt or 10% of the assessed value. The County's total debt on September 30, 2021 is \$148,089,000 or approximately 8.6% of the maximum allowable.

The majority of the general obligation bonds, \$117,719,000, 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 \$30,370,000 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
		Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest			
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	\$51,255	50,000	1,255
		\$ 2,575,000	\$ 392,540	\$ 20,505,000	\$ 2,628,686	\$ 6,530,000	\$ 955,263	\$ 760,000	\$ 169,911	\$ 34,516,399		

All figures are as of 09/30/2021

Issue	Issue	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 6810)	100% of payment
12/2015	11,955,000	Refunding Series 2007	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
			General Fund (fund 1010)	23%, remainder of payment
		Refunding Series 2005	Delinquent Tax Revolving Fund (fund 5160)	100% of payment
07/2020	800,000	Marina Bonds	Marina operations - Parks & Recreation	100% of payment

CAPITAL IMPROVEMENT PLAN



Ottawa County
Where You Belong

**County of Ottawa
Capital Improvement Plan
Fiscal Years 2022-2027**

Project Description	Funding Source	Current Approved	2022	2023	2024	2025	2026	2027 & Beyond	Estimated Cost
Facilities									
Roofs/Windows									
James Street - Bldg A	4020			154,000					154,000
Fulton ST., Grand Haven CMH	4020				55,000				55,000
James Street - Bldg C	4020				160,000				160,000
James Street - DHHS Bldg	4020				60,000				60,000
Fillmore Admin Bldg	4020								-
Carpet/Flooring									
Fillmore Carpet Replacement	4020			100,000					100,000
Hudsonville	4020				100,000				100,000
Grand Haven Courthouse Flooring Replacement	4020				140,859				140,859
Painting/Wall Coverings									
Jail cell painting - Region 4	4020	110,000							110,000
Grand Haven Courthouse Wall Coverings	4020					217,444			217,444
Pavement									
Pavement Upgrades - Fillmore	4020	195,550	200,000						395,550
Pavement Upgrade - Grand Haven Courthouse	4020			605,000					605,000
Pavement Upgrades - James St. (DHHS)	4020	307,000			703,000				1,010,000
Pavement Upgrades - DHHS	4020	80,650			247,000				327,650
Pavement Upgrades - Hudsonville Phase II	4020	102,600							102,600
Systems									
Air Handling Roof Unit Fillmore Emergency Operation Center	4020	137,500							137,500
HVAC & Roof Replacement - Hudsonville	4020	1,105,500							1,105,500
HVAC & Roof Replacement - Hudsonville	OCIA	1,000,000							1,000,000
Jail HVAC units 19 (only using 11, 8 turned off)	4020	194,850							194,850
Fulton St HVAC systems	4020	96,230							96,230
Generators/Transfer Switches - Countywide	4020	105,000							105,000
Building Automation System Replacement	4020		364,800	150,000	150,000	150,000			814,800
Boiler Stack Replacement - GHCH	4020		150,000						150,000
LED/Lighting Replacement	4020	100,000		1,500,000					1,600,000
Jail Booster Pump Replacement	4020			66,550					66,550
Fillmore UPS Replacement	4020			113,250					113,250
Jail Makeup Air Units	4020				151,900				151,900
Cooling Tower Replacement James st. - Bldg A	4020				71,000				71,000
Cooling Tower Replacement James st. - Bldg B	4020				50,000				50,000
Jail Pump Replacement	4020				113,200				113,200

Project Description	Funding Source	Current Approved	2022	2023	2024	2025	2026	2027 & Beyond	Estimated Cost
Facilities									
Jail Exhaust Hood Replacement	4020				60,000				60,000
Holland Court Elevator Replacement	4020						252,925		252,925
Jail Emergency Generator Replacement	4020							69,000	69,000
DHHS Air Handling Units Replacement	4020							76,950	76,950
DHHS Supply Fan Replacement	4020							54,000	54,000
Building Projects									
Courtroom Door Openers	OCIA	79,400							79,400
Fillmore Admin Bldg									
Transitional/Innovation Space	4020	72,000							72,000.00
Sheriff's Record Area Remodel	4020			121,000					121,000
Equalization Remodel	4020				100,000				100,000
Jail & Related									
Epoxy Floors	4020	9,000							9,000
Booking Area Floor & Shower Tile Replacement	4020		75,000						
Jail Sally Port	4020				800,000				800,000
Build EOC Wing at Central Dispatch	4020				TBD				-
Juvenile Services/Probate Court									
Plan Phase for New Facility - Fillmore	Building Auth	30,000,000							30,000,000
Renovate Juvenile Services Space - Fillmore	4020			150,000					150,000
Courthouse - Grand Haven									
Renovate & Move in Probate, Prosecutor's, Circuit & District	Building Auth			1,250,000					1,250,000
First Refusal Right - 115 S. 5th St.	4020				250,000				250,000
Maintenance Building	4020				100,000				100,000
Exterior Door Replacement	4020				188,612				188,612
Exterior Wall Maintenance	4020					71,180			71,180
Hudsonville									
Hudsonville Restroom Renovations	4020			70,000					70,000
Storage Garage	4020					52,000			52,000
Holland District Court									
Locker Room Holland District Court	4020	209,769							209,769
James St. Campus									
Building C Clinic Remodel	4020		496,143						496,143
Building A CMH Office Renovation	4020		363,500						363,500
Subtotal		33,905,049	1,649,443	4,279,800	3,500,571	490,624	252,925	199,950	\$44,203,362
CPTED									
Security DVR System	OCIA	1,035,000							1,035,000
Install window tinting	OCIA	44,000							44,000

Project Description	Funding Source	Current Approved	2022	2023	2024	2025	2026	2027 & Beyond	Estimated Cost
CPTED									
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
Avigilon NVR Card Access System	OCIA	625,000							625,000
CPTED Committee Project Funding	OCIA		500,000						500,000
	Subtotal	1,864,450	500,000	-	-	-	-	-	1,864,450
Information Technology									
GIS Oblique & Orthophoto Imagery/LIDAR Update	Aerial Reserve	495,335	129,354	129,354	133,000	133,000	133,000	411,000	1,564,043
Courtroom Tools	4020	250,000							250,000
MUNIS payroll	4020	200,000							200,000
Wireless Infrastructure Refresh	4020	270,618							270,618
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
Network Core Switching Routing Replacement	4020	148,607							148,607
Jail Tracker JMS (CMS)	4020	464,835							464,835
DC Probation AS400 Replacement (CMS)	4020		535,500						535,500
DC Probation Integration (CMS)	4020		396,000						396,000
DC Probation Smartbench Integration (CMS)	4020		50,000						50,000
Probate Court PSC to TCS integrations (CMS)	4020		55,000						55,000
Circuit Court AS400 replacement (CMS)	4020		117,304						117,304
Courtroom Presentation Software - Wolfvision (CMS)	4020		100,322						100,322
Prosecuter's Office Webtechs Scheduling Calendar	4020		85,800						85,800
Prosecuter's office AS400 Replacement (CMS) Placeholder	4020		TBD						
Production Storage and Server	4020				1,680,963				1,680,963
	Subtotal	3,957,755	1,469,280	129,354	1,813,963	621,057	133,000	411,000	8,535,409
Planning & Performance Improvement									
Spoonville Trail - Phase II	Multiple	3,380,534							3,380,534
LakeShore Dr. Paved Shoulders	Multiple	211,116							211,116
Sustainable Water Landscaping & Education	4020			95,000					95,000
Cell Tower Construction	4020			200,000					200,000
	Subtotal	3,591,650	-	295,000	-	-	-	-	3,886,650

Project Description	Funding Source	Current Approved	2022	2023	2024	2025	2026	2027 & Beyond	Estimated Cost
Parks & Recreation									
Paw Paw Park Renovations	2081	57,504							57,504
Stearns Creek Acquisition Phase II	2081	225,000							225,000
Bend Expansion Pse 3 Acquisition (GR Gravel)	2081	1,030,000							1,030,000
Grand River Paving Reconstruction	2081	107,500							107,500
Idema Explorers Trail - Jenison Mill Segment	2081	1,233,136							1,233,136
Kirk Park Reconstruction	Multiple		474,000						474,000
Tunnel Deck & Stairway Reconstruction	Multiple		112,000						112,000
Riverside Renovations	4080		64,000						64,000
Idema Explorers Trail - GH Segment	Multiple		200,000						200,000
Idema Explorers Trail - Ravines Connector	Multiple		1,194,600						1,194,600
Idema Explorers Trail - Stearns Connector	Multiple		3,717,251						3,717,251
Rosy Mound Expansion	4080			1,250,000					1,250,000
Adams Street Landing Linkage (40 Acres)	4080			100,000					100,000
Idema Explorers Trail - Bend Phase 1	4080			484,932					484,932
Bend Area Phase 4 Acquisition (Huizenga)	4080			597,800					597,800
Ottawa Sands Phase 1 Improvements	4080			1,500,000					1,500,000
Idema Explorers Trail - Eastmanville Connector	4080			1,513,198					1,513,198
Idema Explorers Trail - Bass River West Phase 1	4080			2,009,883					2,009,883
HOB Cottage Area Improvements	4080				339,000				339,000
Idema Explorers Trail - Bass River West Ph 2	4080				955,931				955,931
Idema Explorers Trail - Allendale Segment	4080				1,967,052				1,967,052
Bend Area Phase I	4080					600,000			600,000
Paw Paw Macatawa Greenway Trail	4080					1,000,000			1,000,000
Kirk Park Dune Stairs and Overlook	4080					140,000			140,000
Grose Park Playground Renovation	4080					107,000			107,000
Idema Explorers Trail - Bend Phase 2	4080					822,188			822,188
Idema Explorers Trail - Bass River Central	4080					2,202,092			2,202,092
Kirk Park Pavement Reconstruction	4080						490,000		490,000
Sheldon Landing Development	4080						300,000		300,000
Idema Explorers Trail - Amenities	4080							310,000	310,000
Idema Explorers Trail - Bend Phase 3	4080							596,730	596,730
Idema Explorers Trail - Bass River East	4080							1,193,942	1,193,942
	Subtotal	2,653,140	5,761,851	7,455,813	3,261,983	4,871,280	790,000	2,100,672	26,894,739
Grand Total		45,972,043	9,380,574	12,159,967	8,576,517	5,982,961	1,175,925	2,711,622	85,384,609

Project Description	Funding Source	Current Approved	2022	2023	2024	2025	2026	2027 & Beyond	Estimated Cost
Aerial Reserve		495,335	129,354	129,354	133,000	133,000	133,000	411,000	1,564,043
(6550) Telecommunications Fund		553,360	-	-	-	488,057	-	-	1,041,417
Parks Millage			747,858	7,455,813	3,261,983	4,871,280	790,000	2,100,672	
Parks Capital Project Donations			2,384,236	-	-	-	-	-	
Parks Capital Project Federal Grants			2,392,757	-	-	-	-	-	
Parks Capital Project State Grants			237,000	-	-	-	-	-	
(4020) Capital Project Fund		1,644,060	2,989,369	3,324,800	5,181,534	490,624	252,925	199,950	14,083,262
Family Court - Building Authority		30,000,000	-	1,250,000	-	-	-	-	31,250,000
(OCIA) Insurance Authority		4,208,850	500,000	-	-	-	-	-	4,708,850
Total Funding		40,493,254	9,380,574	12,159,967	8,576,517	5,982,961	1,175,925	2,711,622	56,239,221

2022 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 2022 is \$9,380,574. They are divided into four categories: Facilities, Crime Prevention Thru Environmental Design (CPTED), Information Technology (I/T), and Parks and Recreation. 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 2022 is as follows:

1. Facilities - \$1,649,443
2. Crime Prevention Thru Environmental Design (CPTED) - \$500,000
3. Information Technology - \$1,469,280
4. Parks and Recreation - \$5,761,851

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 2022 are described below.

Facilities

1. Pavement Upgrades – Fillmore; Total \$200,000 – This project entails removing all the existing pavement behind the Jail and the drive leading to the gated entrance and repaving it. The project includes restriping the parking lot.
Effects on budget – routine maintenance costs
2. Building Automation System Replacement – Holland Courthouse; Total \$364,800 – This project will replace the existing HVAC control and monitoring system. The current system is no longer supported by the provider and cannot be serviced by third-party contractors.
Effects on budget – reduce future operating costs
3. Boiler Stack Replacement - GHCH; Total \$150,000 – This project would replace the entire boiler stack at the Grand Haven Courthouse. The existing boiler stack runs from the Lower Level all the way to the roof. It is leaking water into offices and other areas of the courthouse.
Effects on budget – routine maintenance costs

4. Booking Room Floor & Shower Tile Replacement; Total \$75,000 – This project entails replacing an approximately 15' x 15' section of flooring in the Booking area leading into the three shower units with the same flooring material recently used to replace the laundry room flooring at the Jail. The project also entails replacing the tile in the three shower units with stainless steel that would cover the walls from floor to ceiling.
Effects on budget – routine maintenance costs

5. Building C Clinic Remodel; Total \$496,143 – The scope of this project is to completely overhaul the clinic space in Building C. Renovations include replacements and/or upgrades to medical appliances, storage space, office furniture, ceilings, carpeting, lighting, electrical, and IT. These changes will affect patient rooms, bathrooms, lab rooms, patient check-in/check-out areas, waiting room, cubicles, and mail room.
Effects on budget – routine maintenance costs

6. Building A CMH Office Renovation; Total \$363,500 – Replace cubicles and all office furniture including chairs. Replace carpet and wall base, paint walls, replace lighting with LED tubes. Upgrade breakroom with cabinets, paint, LVT flooring and appliances (dishwasher, microwave oven and refrigerator).
Effects on budget – routine maintenance costs

Crime Prevention Through Environmental Design (CPTED)

A work group, consisting of staff trained in CPTED methodology, facilities & fiscal services management, evaluate processes, current office and ground layouts. This work group makes recommendations for changes to improve safety through environmental design. Current projects include, but are not limited to, card reader access, window tinting and lock down measures.

Information Technology

1. GIS Oblique & Orthophoto Imagery/LIDAR Update; Total \$129,354 – 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 second payment of the second flight conducted in the spring of 2021.
Effects on budget – improve efficiencies

2. DC Probation AS400 Replacement (CMS); Total \$535,500 – This is a project to purchase a court case management system 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

3. DC Probation Integration (CMS); Total \$396,000 – As the case management system is replaced, many other software integrations will be needed to ensure effective performance of the new system.
Effects on budget – improve efficiencies

4. DC Probation Smartbench Integration (CMS); Total \$50,000 – This project will be conducted for all three Ottawa County courts to ensure proper integration with the new CMS software.
Effects on budget – improve efficiencies
5. Probate Court PSC to TCS Integrations (CMS); Total \$55,000 – This is a project to convert from the current JIS Probate Court System to the Trial Court System. The change in software allows for greater functionality and ensures timely updates for changes in Michigan law, court rules, and reporting requirements.
Effects on budget – improve efficiencies
6. Circuit Court AS400 Replacement (CMS); Total \$117,304 – This is a project to purchase a court case management system 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
7. Courtroom Presentation Software – Wolfvision (CMS); Total \$100,322 – Due to frequent issues with the current presentation hardware/software, Circuit and Probate Courts will replace with Wolfvision Cynaps to allow for the recording of physical evidence presented in court as well as recording Zoom video.
Effects on budget – improve efficiencies
8. Prosecutor’s Office Webtecs Scheduling Calendar; Total \$85,800 – This is a project to purchase a custom solution to court scheduling.
Effects on budget – improve efficiencies
9. Prosecutor’s Office AS400 Replacement (CMS) Total TBD – This is a project to purchase a court case management system 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

Parks and Recreation

1. Kirk Park Reconstruction; Total \$474,000 – Renovation and replacement of aging and deteriorating park facilities including complete remodeling of existing restroom building and construction of new barrier-free play area. Building remodeling includes new roof structure, addition of family restrooms and changing areas, and new finishes throughout.
2. Tunnel Deck & Stairway Reconstruction; Total \$112,000 – Repairs and replacement of aging and deteriorating wood structures including decks and stairways at the tunnel beach access and west dune stairs.

3. Riverside Renovations; Total \$64,000 – Miscellaneous park improvements including repairs and reconstruction of barrier free fishing deck.
4. Idema Explorers Trail – GH Segment; Total \$200,000 – Installation of wayfinding system through the neighborhoods of Grand Haven connecting the Idema Explorers trail at Waverly and Mercury Drive to the Grand Haven Waterfront.
5. Idema Explorers Trail – Ravines Connector; Total \$1,194,600 – Construction of 10' wide paved trail link between Grand Ravines and Grand River County parks including required boardwalks.
6. Idema Explorers Trail – Stearns Connector; Total \$3,717,251 - Construction of 2 mile long segment of the Idema Explorers Trail including 10' wide paved path, widening of the existing vehicular bridge over Stearns Bayou to create a separated non-motorized facility, and construction of a 400' long boardwalk section at Little Robinson Bayou.

APPENDIX



Ottawa County

Where You Belong

The Ottawa County Board of Commissioners

West Olive, Michigan

RESOLUTION TO APPROVE 2022 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 30, 2021, 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, Philip Kuyers, Roger Bergman, Matthew Fenske. (11)

ABSENT: Member- None

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

WHEREAS, this resolution is known as the FY 2022 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 31, 2021 and September 1, 2021, and a public hearing on the proposed budget was held on September 14, 2021; and

WHEREAS, the Ottawa County voters authorized .3199 mils for Park development, expansion, and maintenance;

WHEREAS, the Ottawa County voters authorized .2892 mils for Community Mental Health Services; and

WHEREAS, the Board of Commissioners will be requested to authorize, in May 2022, 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	96,486,115	1,220,814	97,706,929
Special Revenue Funds	114,348,651	3,413,103	117,761,754
Debt Service Funds	5,061,668	-	5,061,668
Capital Project Funds	8,839,434	1,020,940	9,860,374
Total	224,735,868	5,654,857	230,390,725

NOW, THEREFORE, BE IT RESOLVED that the Ottawa County Board of Commissioners hereby adopts the FY2022 Appropriations Act as the official budget for FY2022; 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 FY2022 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 - Philip Kuyers, James Holtvluwer, Randall Meppelink, Kyle Terpstra, Francisco Garcia, Douglas Zylstra, Matthew Fenske, Allen Dannenberg, Gregory DeJong, Joseph Baumann, Roger Bergman. (11)

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 30, 2021, 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 30th day of September, AD., 2021


County Clerk/Register, Justin Roebuck

COUNTY OF OTTAWA
2022 Appropriation Act
General Fund

Revenues:	
Taxes	60,334,104
Intergovernmental	11,106,356
Charges for services	16,245,904
Fines and forfeits	73,100
Interest on investments	339,411
Rental income	2,124,818
Licenses and permits	374,485
Other Revenue	577,341
Transfers In from Other Funds	5,310,596
Total Estimated Revenues	<u>96,486,115</u>
Appropriations:	
Legislative (Commissioners)	585,811
Judicial:	
Circuit Court	3,495,425
District Court	8,040,047
Probate Court	1,052,469
Juvenile Services Division	1,712,465
Circuit Court Adult Probation	163,873
All Other Judicial	22,432
General Government:	
Administrator	1,153,286
Diversity, Equity, and Inclusion	272,176
Fiscal Services	1,958,300
County Clerk	2,881,378
Prosecuting Attorney	5,291,427
County Treasurer	938,095
Equalization	2,056,517
Geographic Information Systems	578,750
MSU Extension	389,363
Facilities Maintenance	4,609,372
Corporate Counsel	327,800
Register of Deeds	789,298
Human Resources	1,239,499
Water Resources Commissioner	1,052,869
All Other General Government	151,943
Public Safety:	
Sheriff	21,955,620
Jail	11,776,097
Public Works (drain assessments)	6,871,550
Health & Welfare:	
Substance Abuse	520,246
All Other Health & Welfare	712,606
Culture & Recreation	
Community & Economic Development	1,636,679
Other Expenditures:	
Insurance	220,476
Contingency	1,055,000
Transfers Out to Other Funds	<u>14,196,061</u>
Total Appropriations	<u>97,706,929</u>
Fund Balance (Usage)/Contribution	<u>(1,220,814)</u>

**COUNTY OF OTTAWA
2022 Appropriation Act**

Special Revenue Funds

Revenues:	
Taxes	12,256,472
Intergovernmental	82,524,433
Charges for services	2,984,410
Fines and forfeits	18,075
Interest on investments	158,647
Rental income	180,596
Licenses and permits	1,058,385
Other	2,102,226
Transfers In from Other Funds	<u>13,065,407</u>
Total Estimated Revenues	<u><u>114,348,651</u></u>
Appropriations:	
General Fund DB/DC	5,351,862
General Fund Infrastructure	125,000
General Fund Solid Waste Clean-Up	-
General Fund Stabilization	-
General Fund Towers	12,650
Parks & Recreation	5,728,855
Child Care	8,080,063
Concealed Pistol License	91,521
Department of Health & Human Services	61,040
Farmland Preservation	328,884
Federal Forfeiture	4,000
Friend of the Court	5,367,426
Health	14,196,134
Homestead Property Tax	1,737
Landfill Tipping Fees	1,049,465
Mental Health	46,503,425
Mental Health Millage	7,788,297
Mental Health Substance Use Disorder	4,425,742
Other Governmental Grants	4,503,991
Public Defender's Office	3,849,422
Register of Deeds Technology	258,065
Sheriffs Grants & Contracts	10,034,175
Total Appropriations	<u><u>117,761,754</u></u>
Fund Balance (Usage)/Contribution	<u><u>(3,413,103)</u></u>

**COUNTY OF OTTAWA
2022 Appropriation Act**

Debt Service

Revenues:	
Intergovernmental	92,400
Transfers In from Other Funds	<u>4,969,268</u>
Total Estimated Revenues	<u>5,061,668</u>
Appropriations:	
Debt Service	<u>5,061,668</u>
Total Appropriations	<u>5,061,668</u>
Fund Balance (Usage)/Contribution	<u>\$ -</u>

Capital Projects

Revenues:	
Intergovernmental	2,629,757
Interest on Investments	32,912
Rental income	606,217
Other	2,384,236
Transfers In from Other Funds	<u>3,186,312</u>
Total Estimated Revenues	<u>8,839,434</u>
Appropriations:	
Capital Improvement Plan	<u>9,860,374</u>
Total Appropriations	<u>9,860,374</u>
Fund Balance (Usage)/Contribution	<u>\$ (1,020,940)</u>

**County of Ottawa
History of Positions by Fund
For the Years 2020 - 2022**

Fund	Dept	Department Name	2020 Full-Time Equivalents	2021 Full-Time Equivalents	2022 Full-Time Equivalents	Change	Change Code
GENERAL FUND							
1010	1010	Commissioners	11.00	11.00	11.00	-	
1010	1310	Circuit Court	16.80	16.80	17.80	1.00	2
1010	1360	District Court	54.84	54.84	56.04	1.20	3
1010	1362	Community Corrections	5.05	5.50	4.80	(0.70)	3
1010	1370	Legal Self-Help Center	2.00	2.00	2.00	-	
1010	1480	Probate Court	6.00	7.00	7.00	-	
1010	1490	Family Court - Juvenile Services	5.96	5.96	8.96	3.00	
1010	1720	Administrator	5.14	5.14	5.14	-	
1010	1725	Diversity, Equity & Inclusion	2.00	2.00	2.00	-	
1010	1910	Fiscal Services	15.70	15.70	15.25	(0.45)	2,3
1010	2150	County Clerk	24.00	24.00	24.00	-	
1010	2320	Crime Victims Rights	4.00	4.00	4.00	-	
1010	2450	Survey & Remonumentation	0.10	0.02	0.02	0.00	
1010	2530	County Treasurer	7.22	7.22	7.22	-	
1010	2570	Equalization	14.75	15.75	15.75	-	
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	2.00	1.00	2
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	28.81	29.81	1.00	2
1010	2680	Register of Deeds	7.65	7.65	7.65	-	
1010	2700	Human Resources	7.53	7.53	8.53	1.00	2
1010	2750	Drain Commission	8.75	8.75	9.00	0.25	
1010	3020	Sheriff	82.00	85.00	90.00	5.00	1,2
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	79.00	76.00	77.00	1.00	2
1010	4260	Emergency Services	2.10	2.35	2.35	-	
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	0.80	0.80	-	
1010	7211	Planner/Grants	8.40	8.48	10.48	2.00	1,2
TOTAL GENERAL FUND			438.00	441.90	457.20	15.30	

**County of Ottawa
History of Positions by Fund
For the Years 2020 - 2022**

Fund	Dept	Department Name	2020 Full-Time Equivalents	2021 Full-Time Equivalents	2022 Full-Time Equivalents	Change	Change Code
PARKS & RECREATION							
2081	7510	Parks Department	21.38	21.38	21.75	0.37	1
FRIEND OF THE COURT							
2160	1410	Friend of the Court	40.75	40.75	41.00	0.25	1
2160	1440	FOC Warrant Officer	2.00	2.00	2.00	-	
TOTAL FRIEND OF THE COURT			42.75	42.75	43.00	0.25	
OTHER GOVERNMENTAL GRANTS							
2180	1361	Dist. Ct. Sobriety Treatment	2.10	1.53	1.03	(0.50)	3
2180	1371	Dist. Ct. SCAO Drug Ct. Grant	2.21	2.01	0.89	(1.12)	3
2180	1376	ADTC Discretionary Grant	-	0.32	0.32	0.00	
2180	1377	Drug Ct. Drunk Driving Prevention Grant	-	-	0.87	0.87	3
2180	1382	SAMHSA Grant	-	-	0.25	0.25	3
2180	4265	Homeland Security	1.00	1.00	1.00	-	
2180	6000	CAA Grants	6.20	6.20	6.20	-	
TOTAL OTHER GOVERNMENTAL GRANTS			11.51	11.06	10.56	(0.50)	
HEALTH FUND							
2210	6010	Agency Support	9.60	10.30	12.30	2.00	2,3
2210	6011	Preparedness October-June	1.00	1.00	1.00	-	
2210	6020	Environmental Health	21.50	20.50	22.50	2.00	2
2210	6030	Hearing/Vision	5.50	5.10	5.40	0.30	3
2210	6034	CMH Pathways Grant	2.00	2.00	2.00	-	
2210	6035	Pathways to Better Health	9.00	9.00	9.00	-	
2210	6041	Clinic Clerical	10.00	10.00	10.00	-	
2210	6042	Family Planning	8.00	8.33	8.10	(0.23)	3
2210	6044	Immunization Clinic	5.00	5.20	5.20	-	
2210	6045	Healthy Children's Contract	2.60	2.60	2.60	-	
2210	6050	Children's Special Health Care Services	6.00	5.50	5.60	0.10	1
2210	6053	Maternal/Infant Support Services	8.90	9.10	9.10	-	
2210	6055	AIDS/Sexually Transmitted Diseases (STD)	-	0.50	0.66	0.16	1
2210	6059	Communicable Disease	5.00	5.00	5.00	-	
2210	6070	Functions & Infrastructure	-	-	-	-	
2210	6082	COVID Contact Tracing	-	-	11.50	11.50	1
2210	6083	COVID Infection Prevention	-	-	1.00	1.00	1

**County of Ottawa
History of Positions by Fund
For the Years 2020 - 2022**

Fund	Dept	Department Name	2020 Full-Time Equivalents	2021 Full-Time Equivalents	2022 Full-Time Equivalents	Change	Change Code
2210	6091	COVID Immunization	-	-	4.50	4.50	1
2210	6310	Health Education	2.13	1.70	1.74	0.04	1
2210	6311	Nutrition/Wellness	2.67	3.05	3.05	-	
TOTAL HEALTH FUND			98.90	98.88	120.25	4.37	
MENTAL HEALTH FUND							
2220	6491	Developmentally Disabled	32.10	32.86	36.48	3.62	1
2220	6493	Mentally Impaired Adults	42.76	41.10	47.63	6.53	1
2220	6494	Mentally Impaired Child	9.32	10.62	14.02	3.40	1
2220	6495	Administration	17.33	18.43	21.03	2.60	1
TOTAL MENTAL HEALTH			101.51	103.01	119.16	16.15	
CMH MILLAGE FUND							
2221	6491	D.D. Treatment Programs	1.54	1.04	1.04	-	
2221	6494	Family Services Treatment Prg	0.60	1.60	2.50	0.90	1
2221	6495	CMH Millage Administration	1.00	2.00	2.00	-	
2221	6496	Community Nav Program	-	2.00	25.25	23.25	1
TOTAL CMH MILLAGE			3.14	6.64	30.79	24.15	
SUBSTANCE USE DISORDER FUND							
2225	6493	SUD Services	1.00	3.00	3.00	-	
2225	6495	SUD Services	1.60	1.00	3.10	2.10	1
TOTAL SUBSTANCE USE DISORDER			2.60	4.00	6.10	2.10	
LANDFILL TIPPING FEES							
2272	5250	Laidlaw Surcharge	4.85	4.35	4.35	-	
REGISTER OF DEEDS							
2560	2680	Automation Fund	0.35	0.35	0.35	-	
PUBLIC DEFENDER'S OFFICE							
2600	2990	Public Defender's Office	20.00	21.00	26.00	5.00	1,2
SHERIFF CONTRACTS							
2630	3114	Sheriff Contracts	71.00	71.00	71.00	-	

**County of Ottawa
History of Positions by Fund
For the Years 2020 - 2022**

Fund	Dept	Department Name	2020 Full-Time Equivalents	2021 Full-Time Equivalents	2022 Full-Time Equivalents	Change	Change Code
CONCEALED PISTOL LICENSE							
2631	2150	Concealed Pistol License	1.00	1.00	1.00	-	
CHILD CARE							
2920	6620	Family Court - Detention Services	34.44	35.44	36.69	1.25	2,3
2920	6622	Juvenile Intensive Supervision	-	-	-	-	
2920	6624	Juvenile In-Home Services	24.00	22.00	18.00	(4.00)	2,3
TOTAL CHILD CARE			<u>58.44</u>	<u>57.44</u>	<u>54.69</u>	<u>(2.75)</u>	
DELINQUENT TAX REVOLVING FUND							
5160	8950	Taxes	1.73	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	0.01	
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	1.18	1.18	1.13	(0.05)	3
6770	8710	P.S.F. Worker's Compensation Insurance	0.27	0.27	0.27	-	
6771	8560	Insurance	1.54	1.54	1.54	-	
6772	8700	P.S.F. Unemployment Insurance	0.24	0.24	0.24	-	
6775	8580	P.S.F. Long-Term Disability	0.05	0.05	0.05	-	
			<u>3.28</u>	<u>3.28</u>	<u>3.23</u>	<u>(0.05)</u>	
GRAND TOTAL OF ALL FUNDS			<u>904.70</u>	<u>914.02</u>	<u>995.42</u>	<u>81.40</u>	

**Ottawa County
2022 Personnel**

Dept	Position Request	Type of Request	Net FTE	Total Cost	Position Savings	Net Cost	Recommend Yes/No
Administrator's Office	Management Analyst	New Position	1.000	105,461	-	105,461	No
County Clerk and ROD	Elections Assistant	New Position	1.000	72,736	-	72,736	Yes
Circuit Court - Juvenile	Shift Supervisor	Upgrade Position .75 to 1 FTE	0.250	25,189	-	25,189	Yes
Circuit Court - Juvenile	Senior Juvenile Court Officer	Upgrade Juvenile Court Officer	-	97,168	(92,673)	4,495	No
Circuit Court - Juvenile	IHC Manager/Program Analyst	Move position to 100% General Fund	-	137,734	-	137,734	Yes
Circuit Court - Juvenile	Assistant Juvenile Register	Move position to 100% General Fund	-	108,186	-	108,186	Yes
Circuit Court - Juvenile	Juvenile Clerk II	Move position to 100% General Fund	-	77,132	-	77,132	Yes
Circuit Court - Trial	Recovery Court Case Manager (PT)	Fund current position if Grant is discontinued	1.000	79,047	-	79,047	No
Circuit Court - Trial	Recovery Court Coordinator	Fund current position if Grant is discontinued	1.000	120,942	-	120,942	No
Circuit Court - Trial	Bailiff	Increase hours from 736 to 1500	0.367	12,659	-	12,659	Yes
Circuit Court - Trial	Law Clerk / Research Attorney	New Position 1 FTE, Upgrade Law Clerk	1.000	113,058	-	113,058	Yes
Circuit Court - Trial	Research Attorney	Upgrade Senior Law Clerk	-	122,820	(119,737)	3,083	No
Circuit Court - Trial	Research Attorney	Upgrade Law Clerk Bailiff	-	110,858	(100,147)	10,711	No
Circuit Court - FOC	Account Specialist	Grant discontinued in 2019, fund new position	1.000	94,868		94,868	No
Circuit Court - FOC	Analyst/Operations Coordinator	Upgrade Technical Specialist position (F08 to CU12)	-	105,652	(101,000)	4,652	No
Circuit Court - FOC	Field Services/Operations Manager	Upgrade Investigator position (F09 to CU12 step 7)	-	133,487	(113,900)	19,587	No
Circuit Court - FOC	Field Services/Operations Manager	Upgrade Investigator position (F09 to CU12 step 7)	-	133,487	(113,900)	19,587	No
District Court	Temporary/Part Time Bailiff	Increase of Pooled Hours for Temp Positions	0.463	15,932	-	15,932	Yes
Fiscal Services	Account Clerk	Eliminate PT Accountant II position	0.500	69,982	(45,741)	24,241	Yes
Human Resources	Employment Analyst	New Position	1.000	100,454	-	100,454	Yes
Planning	Project Support Specialist	Upgrade Position .8 to 1 FTE	0.200	17,995	-	17,995	Yes
Planning	Land Use Planning Coordinator	New Position	1.000	111,402	-	111,402	Yes
Planning	Intern	New Position 384 Hours	0.185	5,088	-	5,088	Yes
Prosecuting Attorney	Legal Assistant Technical Specialist	New Position	1.000	84,486	-	84,486	Yes

Public Defender	MSW	New Position	1.000	93,864	-	93,864	Yes
Public Defender	Legal Clerk	New Position	1.000	65,225	-	65,225	Completed in FY21
Public Defender	Assistant Public Defender I	New Position	1.000	111,823	-	111,823	Yes
Public Defender	Assistant Public Defender I	New Position	1.000	111,823	-	111,823	Yes
Public Defender	Assistant Public Defender I	New Position	1.000	111,823	-	111,823	Yes
Public Health	Health Technician	New Position	1.000	65,225	-	65,225	No
Public Health	Community Health Nurse	Upgrade Position .8 to 1 FTE	0.200	21,689	-	21,689	No
Public Health	CSHCS Parent Liaison	Grant funding decreasing from \$10k to \$2,500		7,500	-	7,500	No
Public Health	Epidemiologist	New Position	1.000	129,323	-	129,323	Yes
Public Health	Health Communications Specialist	COVID position requesting permanent	1.000	96,600		96,600	No
Public Health	Health Promotion Educator	Upgrade Position .9 to 1 FTE	0.100	9,251	-	9,251	No
Public Health	Health Educator - Emergency	COVID position requesting permanent	1.000	89,541	-	89,541	No
Public Health	Environmental Health Specialist	New Position	1.000	88,001	-	88,001	Yes
Public Health	Environmental Health Technician	New Position	1.000	80,236	-	80,236	Yes
Public Health	Communications Specialist I	COVID position requesting permanent	1.000	90,441	-	90,441	No
							Completed in FY21
Sheriff's Office	Lieutenant, Road Patrol Services	New Position	1.000	193,976	-	193,976	Yes
Sheriff's Office	Corrections Deputy	New Position	1.000	84,856	-	84,856	Yes
Sheriff's Office	Body Cam Technical Specialist	New Position	1.000	84,486	-	84,486	Yes
Sheriff's Office	FOC Assigned Deputy (Road Patrol)	New Position	1.000	96,945	-	96,945	No
Water Resources	Intern	New Position	0.100	2,500	-	2,500	Yes
Water Resources	Senior Secretary	Upgrade position .75 to 1 FTE	0.250	19,427	-	19,427	Yes
Total Personnel Requests						3,023,277	
Total Recommended Personnel						1,824,452	

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 than ensures the long-term financial integrity of the County.

d. The maximum maturity of the issue will not exceed the expected useful life of the project.

e. Exclusive of the debt service payments for the Ottawa County Central Dispatch Authority (which has a separate funding source), direct debt will not be issued if it will cause the total annual debt service payments to exceed 10% of the revenue sources that cover them. These revenue sources include the general operating levy, the interest, penalties, and collection fees earned by the Delinquent Tax Revolving Fund, and other identified sources.

f. Additional debt will not be issued or guaranteed if doing so may jeopardize the County's current bond rating.

C. Debt Issuance Process and Maintenance

1. The County will issue debt in the manner providing the best financial benefit and maintain its obligation to the purchasers in an efficient and responsible manner.

a. The County may sell bonds with a competitive bid process or as a negotiated sale. Certain issue specific conditions or market conditions may exist that necessitate a negotiated sale.

b. Credit enhancements (e.g., insurance) may be considered if the projected benefits equal or exceed the additional cost.

c. The County will comply with all disclosure requirements of the Securities Exchange Commission.

d. The County will comply with State of Michigan Public Act 470 of 2002, the Agency Reporting Act.

e. The County will make every effort to maintain or improve its bond rating.

f. Debt Service payments will be made for all issues on or before the due date.

g. Debt Service payments will be made via electronic funds transfer in order to enhance the security and timeliness of payments and to maximize the investment return on County funds.

V. REVIEW PERIOD

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

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.

AMORTIZATION: An accounting method used to periodically lower the book value of a loan or intangible asset over a set period of time.

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.

GLOSSARY OF TERMS, continued

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.

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.

GLOSSARY OF TERMS, continued

DISTINGUISHED BUDGET PRESENTATION AWARDS PROGRAM: A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

ENCUMBRANCE: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure. **NOTE:** an encumbrance is not an expenditure (nor an expense); to encumber a certain quantity of money means to reserve it for a future designated purpose. Encumbrances generally arise at the time goods or services are ordered from outside parties.

EXPENDITURE: Decreases in net financial resources (usually a decrease in cash).

EXPENSES: Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures. The concept of an expense is applicable to accrual basis accounting whereas expenditure is a modified accrual basis concept.

FISCAL YEAR: A twelve-month period to which the Operating Budget applies and at the end of which the County determines its financial position and results of operation.

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

GLOSSARY OF TERMS, continued

GENERAL FUND: The largest fund within the county, it accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges and other types of revenue. The General Fund includes most of the basic operating services such as administration, Sheriff, Trial Court, finance, data processing, public works, County Clerk, etc.

GRANT: A contribution by another governmental unit (e.g. State of Michigan, Federal Government) or private entity to the County. The contribution is usually made to aid in the support of a specified function but it is sometimes also for general purposes.

HEADLEE AMENDMENT: 1978 Amendment to Michigan State Constitution limiting property tax rate increases without voter approval. Headlee requires that tax rates be "rolled back" if the increase in a taxing unit's equalized valuation (excluding changes from new construction, improvements and losses) is greater than the rate of inflation. Headlee also requires the State to appropriate necessary funds to local units for any new state-required services and prohibits the State from reducing State share of existing required services.

INDIRECT COST: A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

INTERFUND TRANSFERS: The movement of monies between funds of the same governmental entity.

INTERGOVERNMENTAL REVENUES: Those revenues received from another governmental entity, such as State grants or Federal Revenue sharing.

INFORMATION TECHNOLOGY: The County department working collaboratively with all County departments to identify, evaluate, plan, implement and support automated solutions in areas of computerization and telecommunication in accordance with County policies procedures and standards.

JOINT VENTURE: a combination of two or more parties that seek the development of a single enterprise or project, sharing the risks, returns, and governance over the enterprise or project.

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.

GLOSSARY OF TERMS, continued

MODIFIED ACCRUAL BASIS: Used for governmental, agency, and expendable trust funds, this basis of accounting recognizes revenues at the time they become available and measurable; expenditures are recognized when a liability is incurred (debt service and special assessment funds modify this recognition criterion slightly), in accord with appropriation authority. The modified accrual basis has a spending measurement focus as contrasted to a full accrual basis which focuses on capital maintenance measurement.

OPERATING BUDGET: A budget which applies to all outlays other than capital outlays.

OTHER SERVICES & CHARGES: An expenditure category made up of line items for services (i.e. Consultants, etc.) necessary for departmental operations.

PERFORMANCE MEASUREMENTS: Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

PERSONNEL SERVICES: Expenditures for salaries, wages, and fringe benefits of a government's employees

PROGRAM: A group of related activities performed by one of more organizational units for the purpose of accomplishing a function of which the governmental unit is responsible.

PROPOSAL A: Proposal A was passed in 1994 and changed the way in which the taxable value of a parcel of property is calculated in Michigan. The net result of these changes was that the taxable value of each parcel adjusted for additions and losses will not increase more than the increase in the Consumer Price Index (CPI) or 5%, whichever is less, until ownership is transferred.

RESERVE: An account used to indicate that a portion of a fund's equity is legally restricted for a specific purpose and is not available for general appropriation.

RESOLUTION: A special or temporary order of a legislative body requiring less legal formality than an ordinance or statute.

REVENUE: Funds that the County receives as income. Revenue includes such items as tax payments, fees from specific services, fines, grants, shared revenues, and interest income.

RISK MANAGEMENT: An organized attempt to protect a government's assets against accidental loss via the most economical method.

SEV - STATE EQUALIZED VALUE: The taxable value of a parcel of land. Prior to 1994 the taxable value of a parcel was equal to 50% of the current assessed value. Due to Proposal A, passed in 1994, the taxable values of each parcel adjusted for additions and losses will not increase more than the increase in the CPI (Consumer Price Index) or 5%, whichever is less, until ownership is transferred

GLOSSARY OF TERMS, continued

SPECIAL REVENUE FUND: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for a specified purpose.

SUPPLIES: An expenditure category including expendable materials and operating supplies necessary to conduct departmental operations.

TAX RATE: The amount of taxes (in mills) levied for each \$1,000 of assessed valuation. Example: A commercial building with an assessed value of \$200,000, when the applicable tax rate is 5.0 mills, would be taxed for \$1,000 (= \$200,000 x .005).

TAXABLE VALUE: The amount of allowable taxes charged for a parcel of land. In Michigan, the taxable value is based on SEV (State Equalized Value).

TRANSFERS IN/OUT: Amounts transferred from one fund to another to finance services in the recipient fund.

UNIFORM BUDGETING AND ACCOUNTING ACT OF 1968: An act to provide for the formulation and establishment of uniform charts of accounts and reports in local units of government; to define local units of government; to provide for the examination of the books and accounts of local units of government; to provide for annual financial reports from local units of government; to provide for the administration of this act; to prescribe the powers and duties of the state treasurer, the attorney general, the library of Michigan and depository libraries, and other officers and entities; to provide penalties for violation of certain requirements of this act; to provide for meeting the expenses authorized by this act; to provide a uniform budgeting system for local units; and to prohibit deficit spending by a local unit of government.

USE OF FUND BALANCE: This is the use of fund equity that is available for appropriation to balance the budget.

GLOSSARY OF ACRONYMS

4C: Strategic Initiative involving Communication, Customer service, Continuous improvement, Cultural competency

AICPA: American Institute of Certified Public Accountants

BMI: Body Mass Index Screening; widely used diagnostic tool to identify weigh problems within a population. The screening uses body weight and height to determine the measure.

BOC: Board of Commissioners

BRFS: Behavioral Risk Factors Survey; survey performed periodically by the Health Department to assist in program evaluation and development

BS&A: the Software Company that handles tax, property and utility look-up system

CAFR: Comprehensive Annual Financial Report

CCF: Child Care Fund (Special Revenue fund 2920)

CCW: Carrying Concealed Weapons

CIP: Capital Improvement Program; a program which identifies capital projects and equipment purchases, provides a planning schedule, and identifies options for financing the plan.

CMH: Community Mental Health

CSHCS: Children's Special Health Care Services; CSHCS helps persons with chronic health problems by providing: coverage and referral for specialty services based on the person's health problems; family centered services to support the primary caretaker of the child; community based services to help care for the child at home and maintain normal routines; culturally competent services which demonstrate awareness of cultural differences, and coordinated services to pull together the services of many different providers who work within different agencies. (See Health Department, Special Revenue fund 2210)

DB/DC: Defined Benefit/Defined Contribution

DHS: Department of Human Services

EH: Environmental Health

EM: Emergency Management

FIFO: First In/First Out; accounting method used when calculating cost of goods sold

GLOSSARY OF ACRONYMS, continued

FOC: Friend of the Court

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

OCIA: Ottawa County Insurance Authority

OPEB: Other Post-Employment Benefits: Post-employment benefits that an employee will begin to receive at the start of retirement. This does not include pension benefits paid to the retired employee. Primarily, OPEB benefits include reductions in the amount an employee has to pay for continued health insurance upon retirement.

PH: Public Health

PNC: Pre-natal care

S.E.V.: In Michigan means "State Equalized Value", which is approximately one half the value of the property.

STD: Sexually Transmitted Disease or Short-Term Disability

STI: Sexually Transmitted Infection

SWOT: Strengths, Weaknesses, Opportunities, Threats; presented as a matrix for strategic planning

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