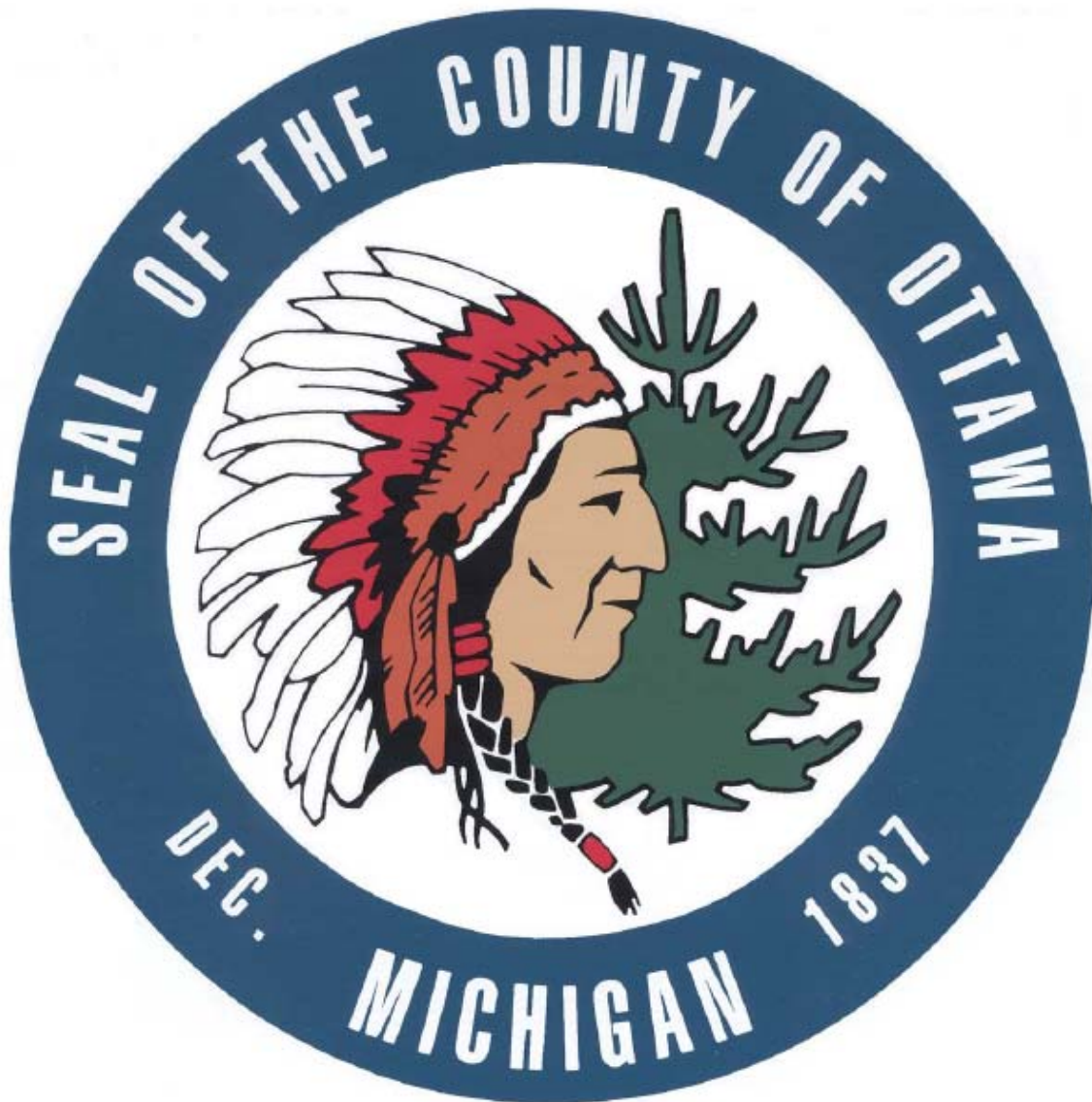


**County of Ottawa
Grand Haven, Michigan**

2011 Budget



2011 BUDGET
for
OTTAWA COUNTY
GRAND HAVEN, MICHIGAN
www.miottawa.org

2010 BOARD OF COMMISSIONERS

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PREPARED BY:
THE FISCAL SERVICES DEPARTMENT

TABLE OF CONTENTS

<u>INTRODUCTORY SECTION</u>	<u>Page Number</u>
Letter of Transmittal	1
Distinguished Budget Presentation Award	28
Organizational Chart	30
 <u>USER'S REFERENCE GUIDE</u>	
Document Guide	31
Budget Calendar	38
County Financial Policies	40
Property Tax/Levies	50
County Personnel Additions	52
County Capital Equipment Additions	54
Financial Outlook and Strategic Planning	55
 <u>SUMMARY INFORMATION</u>	
Governmental Funds Overview	98
2011 Budget Summary - All Governmental Funds	100
Summary by Fund for 2009, 2010, and 2011	102
2011 Budget Summary - Other Funds	146
2011 Budget Summary - Component Units	147
 <u>REVENUE SOURCES</u>	 148
 <u>GENERAL FUND</u>	
Fund Description	159
Revenue Graphic	159
Expenditure Graphic	160
Departmental Summary of Revenues	161
Departmental Summary of Expenditures	163
 <u>Expenditure Type</u>	
Legislative	166
Judicial	173
General Government	189
Public Safety	229
Public Works	248
Health and Welfare	250
Community and Economic Development	255
Other	261
Operating Transfers Out	265

TABLE OF CONTENTS

<u>SPECIAL REVENUE FUNDS</u>	<u>Fund Number</u>	<u>Page Number</u>
Fund Descriptions		267
Summary of Special Revenue Funds		271
Parks and Recreation	2081	272
Friend of the Court	2160	276
9/30 Judicial Grants	2170	278
Health	2210	279
Administration/Epidemiology Division		280
Public Health Preparedness		281
Environmental Health Division		284
Public Health Services Division – Clinic		288
Public Health Services Division - Community Health		291
Health Promotion Division		294
Mental Health	2220	298
Developmentally Disabled Division		300
Other Populations		301
Mentally Ill Adult Division		302
Mentally Ill Child Division		303
Administration Division		304
Solid Waste Clean-Up	2271	306
Landfill Tipping Fees	2272	307
Transportation System	2320	309
Farmland Preservation	2340	310
Planning Commission	2420	311
Infrastructure	2444	312
Public Improvement Fund	2450	313
Homestead Property Tax	2550	314
Register of Deeds Automation Fund	2560	315
Stabilization	2570	316
Prosecuting Attorney Grants	2601	317
Sheriff Grant Programs	2609	319
Sheriff Contracts	2610	320
Sheriff Road Patrol	2661	321
Law Library	2690	322
Workforce Investment Act - Administration	2740	323
Workforce Investment Act - Youth	2741	325
Workforce Investment Act - Adult	2742	326
Workforce Investment Act - 6/30 Grant Programs	2743	327
Workforce Investment Act - 12/31 Grant Programs	2744	328
Workforce Investment Act - 9/30 Grant Programs	2748	329

TABLE OF CONTENTS

<u>SPECIAL REVENUE FUNDS (continued)</u>	<u>Fund Number</u>	<u>Page Number</u>
Workforce Investment Act - 3/31 Grant Programs	2749	330
Grant Programs - Pass Thru	2750	331
Emergency Feeding	2800	332
Federal Emergency Management Agency	2810	334
Community Corrections	2850	335
Revenue Sharing Reserve	2855	337
Community Action Agency	2870	338
Weatherization	2890	339
Family Independence Agency	2901	340
Child Care – Circuit Court	2920	341
Child Care - Social Services	2921	343
Soldiers & Sailors Relief	2930	344
Veterans Trust	2941	345
Compensated Absences	2980	346
 <u>DEBT SERVICE FUNDS</u>		
Ottawa County Building Authority	5692 - 5695	347
County Debt Information		348
Schedule of Debt Service Requirements		352
 <u>CAPITAL PROJECTS FUNDS</u>		
Ottawa County Building Authority	5692 - 5695	353
Capital Construction Projects (narrative)		354
Schedule of Capital Construction Projects – Construction Costs		358
Schedule of Capital Construction Projects – Anticipated Operating Costs		360
 <u>PERMANENT FUNDS</u>		
Cemetery Trust	1500	362
 <u>APPENDIX</u>		
Resolution to approve 2011 Operating Budget		363
2011 Budget Summary by Fund-All Governmental Funds		366

TABLE OF CONTENTS

APPENDIX (continued)

Financing Tools Projections	378
History of Positions by Fund	390
Approved 2011 Equipment Requests	394
Community Profile	405
County of Ottawa Financial Policies	416
Glossary of Acronyms	489
Glossary of Budget and Finance Terms	494



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October 26, 2010

Board of County Commissioners and Citizens of Ottawa County:

Transmitted herein are the 2011 Operating Budgets for County operations. The combined budget, including component units, totals \$227,817,698 and is balanced in that revenues and fund balance in all funds are anticipated to meet or exceed expenditures. The budget is presented in conformance with Public Act 2 of 1968 and in accordance with Public Act 621 of 1978, known as the "Uniform Budget and Accounting Act."

Included in the 2011 document is a User's Reference Guide to assist the reader through the document and address a variety of commonly asked questions and concerns. Also included in the User's Reference Guide is the County's updated strategic plan. Summary information is provided to give the reader a broad overview of the County's 2011 budget. The Revenue Sources section provides information on key revenue sources.

The budget document is organized by fund type. All governmental funds contain a summary of revenues and expenditures by type (e.g., taxes, intergovernmental, personnel services, supplies). The General Fund and certain large special revenue funds (e.g., Health, Mental Health) also include departmental summaries by revenue/expenditure type. Although the budgets are reported by revenue/expenditure type, the legal level of control is at line item. An appendix and an index are also included to provide other information and assist in locating desired information.

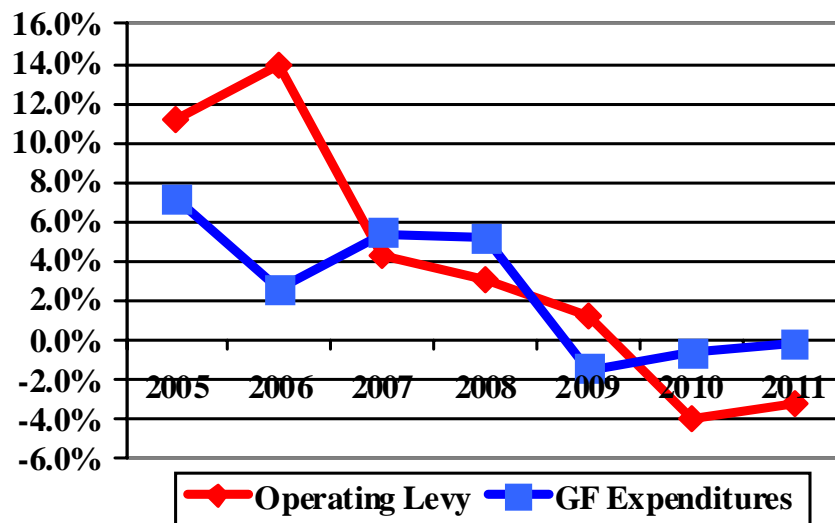
FINANCIAL ISSUES

The 2011 budget process focused on providing quality services and programs amidst continued and deepening fiscal challenges. Multiple revenue sources are on a flat or declining trend while certain expenditures such as health insurance and retirement are increasing in excess of inflation. Unfortunately, this trend is not expected to end soon.

Revenues: There are several downward pressures on multiple revenue sources. Municipalities state-wide, including Ottawa County, have felt the decline in property values and are developing strategies to address this issue. However, other economy driven revenue as well as State revenues are also on the decline.

Tax Base: For many years, the County's finances were robust and able to accommodate both mandated services as well as certain discretionary programs approved by the Board of Commissioners. Strong growth in population and by extension, the tax base, provided the necessary funds to cover programs on a consistent basis. However, this trend has changed. The graph below shows the percentage change for the operating levy tax revenue and expenditures for 2005 – 2011:

Trends in General Fund Tax Levy and Expenditures

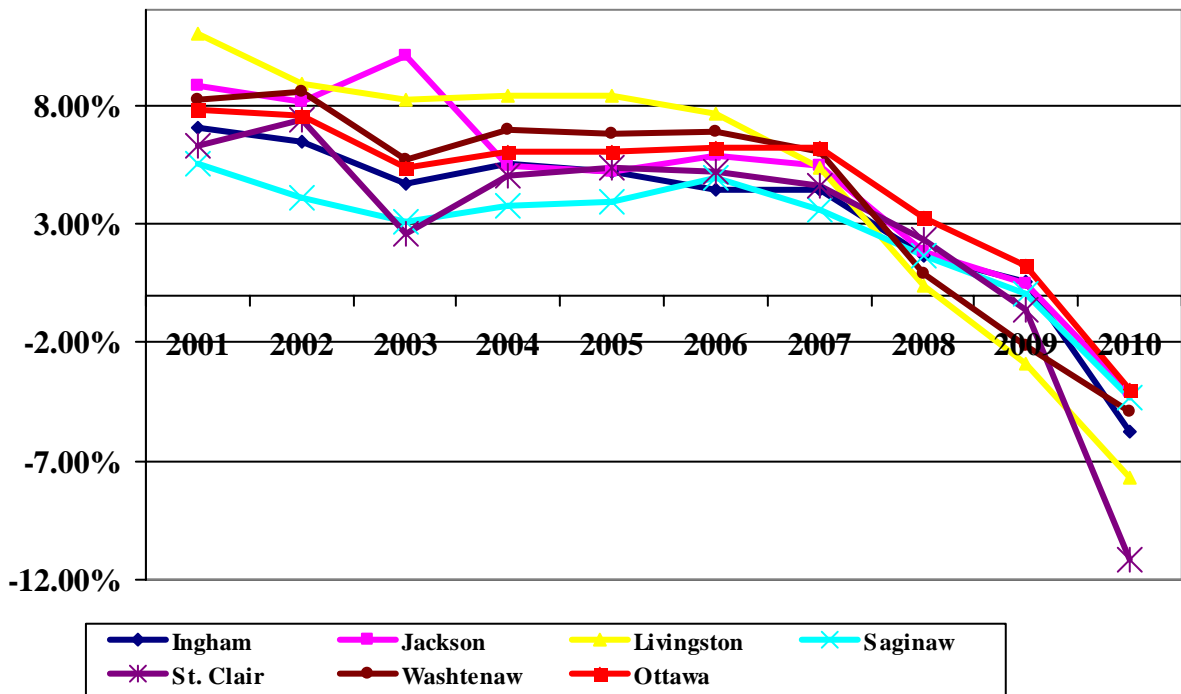


* General Fund expenditures do not include operating transfers associated with the building projects or financing tools.

From 2005 – 2007, the increase in the tax revenue from the operating levy (in red) outpaced the increase in expenditures (in blue). Unfortunately, beginning with 2008, the increase in expenditures is now outpacing the increase in tax revenue, and the gap remains wide with the 2011 budget, though somewhat improved from 2010. This taxable value trend has significant repercussions for tax revenue. The tax revenue anticipated for 2011 approximates 2006 revenue. In contrast, expenditures have risen 8.7 percent since 2006.

The operating levy tax revenue is falling in part because home values are falling. In Ottawa County, 70 percent of the tax base is residential. Although other Michigan municipalities have felt the decline in the housing market for a few years, Ottawa County has had a slower rate of decline. Prior to 2008, the County experienced 6 percent growth in taxable value for the four preceding years. In 2010, the County experienced its first decline in taxable value of 4.05%. The prediction for 2011 is a 3.5 percent *decrease* in taxable value. Nevertheless, the tax base in Ottawa County is stronger than that of comparable Michigan counties. The graph that follows shows the change in taxable value for Ottawa County (in red) and its comparable counties:

Changes in Taxable Value – Ottawa and Comparable Counties

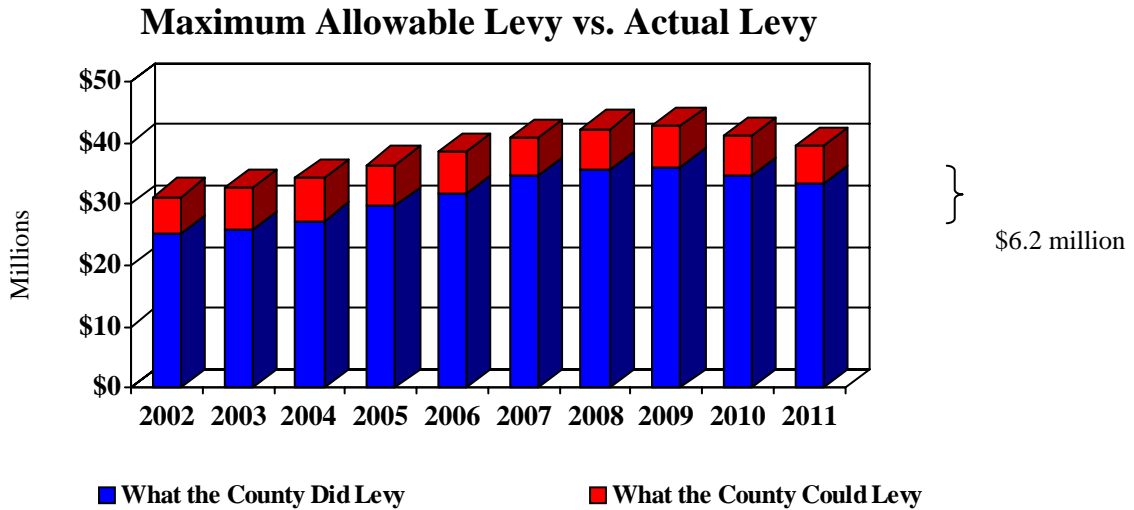


Property Tax Revenue and the Citizen Tax Burden: There are several ways to address this trend of decreasing revenues including increasing the operating tax levy. However, the County remains sensitive to taxpayer contributions. Ottawa County has a maximum tax limit of approximately 4.2650 mills for 2011 County operations. Like most taxpayers and other government entities, Ottawa County has suffered from the economic downturn occurring simultaneously with significant increases in certain expenditures.

During 2010, the County completed a \$20,000 citizen survey to better understand community priorities and assist in decision making. The last citizen survey was completed in 2008. Listed below is the question asked regarding taxes and services and the responses from both years:

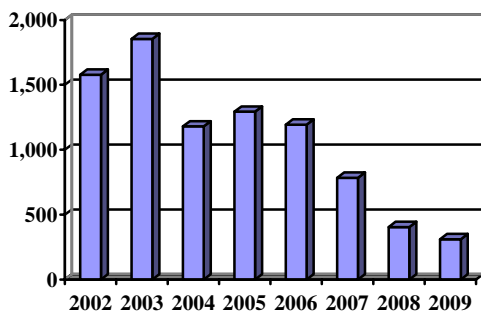
2010 Response	2008 Response	Question
38%	37%	In light of the current budget situation in Ottawa County, it is important to maintain existing county services and programs, even if it means having to pay higher taxes.
58%	53%	In light of the current budget situation in Ottawa County, it is important to keep taxes and fees as low as possible, even if it means reducing county services and programs.
4%	10%	Undecided/Don't know/Refused

The citizens have spoken. As a result, the Board of Commissioners has chosen to continue to levy the lower 2006 amount - 3.6 mills - for 2011 operations. The County continues to levy well below its legal maximum levy. **Specifically, the difference in the levy from the maximum of 4.2650 mills to 3.6000 mills represents a 16% savings to the taxpayers.** This is the fourteenth consecutive year that the County has levied less than the maximum. The following graph shows a history of the maximum allowable millage rate for County operations versus the actual levy for budget years 2002 - 2011:

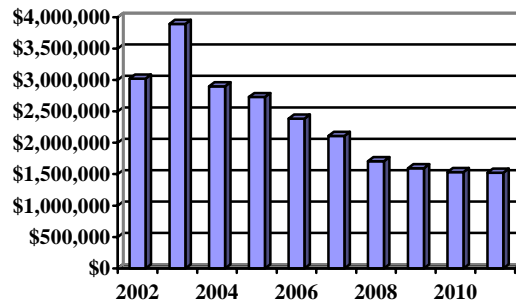


Housing Decline: News reports continue to highlight the decline in the housing market. In addition to the effect on property taxes discussed previously, this also impacts Register of Deeds revenue. A significant portion of County revenue comes from the Register of Deeds office for fees associated with the recordation of deeds, both for mortgage refinancing and new construction. Specifically, the 2011 budget is nearly \$2.4 million less than the revenue high recorded in 2003.

Reported Privately Owned Residential Building Permits



Register of Deeds Revenue



State Funding: The State of Michigan continues to experience major challenges in balancing its budget, and these challenges have been ongoing for the last several years. The following information taken from the State of Michigan's 2009 Comprehensive Annual Financial Report shows the State's deteriorating position:

State of Michigan Financial Results - 2009 (in thousands)	
	2009 Actual
Total Fund Balance 9/30/09	\$3,687,378
2009 Expenditures	\$45,070,580
2009 Fund Balance as a % of Expenditures	8.2%
Cash Balance 9/30/09	\$985,531
2009 Expenditures	\$45,070,580
2009 Cash Balance as a % of Expenditures	2.19%

From the table to the left, it is clear the State has major financial issues, particularly in regards to cash. Generally, entities are advised to have at least 10-15% of expenditures set aside in their fund balance. The cash status is even more alarming. The State's governmental funds have enough cash to cover approximately 45.5 hours of operation. The School Aid fund has no cash.

The State is currently anticipating a \$300 million shortfall for the year ending 9/30/10, even with the infusion of federal stimulus dollars. Although a tentative agreement has been reached for the 2011 budget, the budget will likely require additional reductions during the year. The tentative agreement includes one-time gains from

federal stimulus money, shortening the time frame for the State to take ownership of unclaimed property, a proposed tax amnesty program and debt restructuring.

The State's 2011 budget is especially important for Ottawa County as the County is scheduled to have its State Revenue Sharing payments reinstated. The County is budgeting a 6.5 percent decrease from the projected appropriation amounts from the Governor's 2011 budget recommendation for revenue sharing payments, making the County's budget for revenue sharing just under \$4 million.

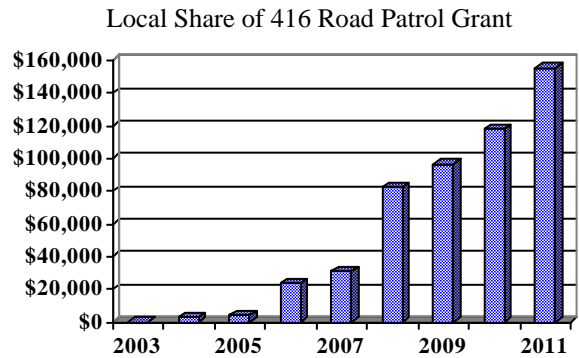
The County receives State funding for a variety of other programs; Community Mental Health (CMH) is one of the larger recipients. The tentative 2011 State budget agreement includes a 3 percent reduction from 2010 for all departments, and an additional \$50 million reduction for the Departments of Community Health, Human Services and Corrections. To be conservative, the County's Community Mental Health agency (CMH) is reflecting a 10 percent decrease in State General Fund dollars. If additional cuts are necessary beyond that, the approach will be to further eliminate or decrease outpatient/respite services to non Medicaid consumers. In the case of a reduction, CMH will follow their wait list policy for non Medicaid consumers. If additional reductions are realized in Medicaid funding, CMH will evaluate directly run CMH services and maintain services to the most severely impaired consumers and look to contract agencies for providing services to those with less severe impairments.

For Public Health programs, the reductions have resulted in three proposals at the State level:

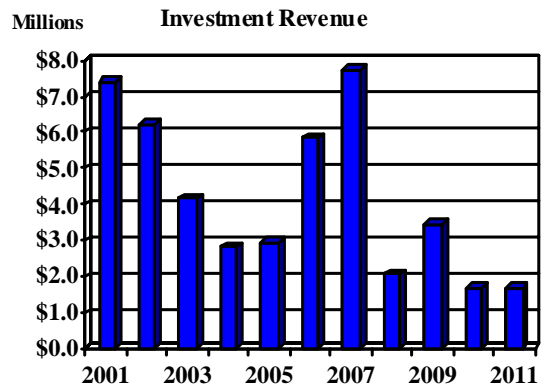
1. The Governor's proposed \$2 million cut in Local Public Health Operations (cost sharing)
2. House and Senate's proposal to hold Public Health harmless, or
3. House and Senate's alternate proposal of a \$1 million cut in the Local Public Health Operations (cost sharing)

Current analysis shows the three reductions would mean a funding reduction of \$0 - \$75,000 in 2011. There is also the potential of cuts to the Medicaid fee screens due to increasing case loads and decreasing State General funds to match the Federal Medicaid Portion.

In addition, the P.A. 416 secondary road patrol grant from the State of Michigan is also falling. In 2003, the State paid for the entire cost of the grant which funds two road patrol officers and one sergeant. With the 2011 budget, the County is now funding \$155,000 of the program.

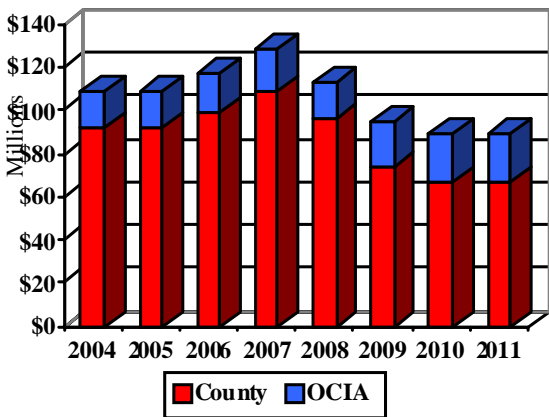


Investment Revenue: Interest revenue includes realized and unrealized capital gains and losses reported through a change in fair value as well as actual interest received. The County's investment portfolio is laddered over a 5 to 7 year period with an average maturity just under 2 years. By laddering the portfolio, the changes in interest rates are averaged while providing opportunity for swings in fair market value. It is important to note that although the fair value has fallen, the County intends to hold these investments to maturity; therefore, the fair market losses are not expected to be realized.



In fiscal year 2001 and prior, the County's portfolio reported significant gains of nearly \$7.4 million dollars (including the Ottawa County Insurance Authority). Over the subsequent 3 years, unrealized capital losses were reported causing a decline in investment earnings while maintaining a positive cash flow in interest revenue. Market values improved in 2006 and especially in 2007, but have since declined significantly.

County of Ottawa Investment Portfolio



In addition to declines in market returns, the County's portfolio size is also diminishing. The majority of this decline is the use of \$20 million for the construction of a new courthouse in Grand Haven and the addition at the Fillmore Street complex. In addition, the Parks and Recreation department has made several large land purchases and has completed several park improvement projects. The County also continues to draw down its Revenue Sharing Reserve Fund as planned, and the fund will be depleted during 2011. The portfolio reached a high of \$109 million in 2007, but is expected to end fiscal year 2011 at just over \$66 million.

Charges for Services: The County Board's Revenue and Expenditure policy promotes a review of County fees every three years to determine the appropriateness of fees and to keep them relevant to the cost associated with the service. A fee study was completed in early 2010, and the results were reviewed and discussed by department heads, elected officials and the Board. The study recommended fee increases that were projected to bring in \$559,000 in additional fees, not

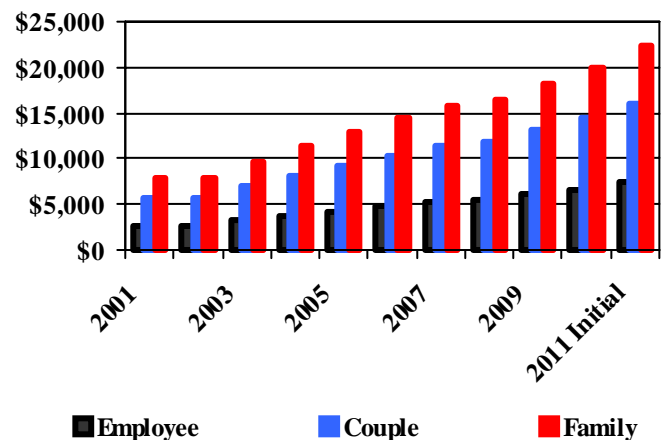
including the Courts. However, not all of the fee recommendations were implemented. The total changes implemented are expected to bring in \$366,000 in additional revenue annually. The District Court reviewed their fee structure internally. The changes they have implemented are expected to increase revenues by \$912,000 over a period of a few years.

Expenditures: Like most organizations, the County faces continued increases in expenditures, and, over time, these increases can negatively impact the provision of services, especially in times of decreasing revenue. Since approximately 60 percent of General Fund expenditures are funded with property tax, increases in expenditures should also approximate the change in taxable value. Prior to the problems in the housing market, taxable value generally increased by the CPI plus any new construction.

Wages: Due to the decline of taxable value, County Administration knew that budgets would be very tight over the next few years. Other Michigan municipalities have frozen wages or even decreased them. One of the budget options presented to the Board in the options survey taken earlier this year asked if they would support a 0% wage increase, and 100% of Board member agreed with this. Consequently, wages are budgeted with a zero percent increase for bargaining units that do not have a set increase in their contract for 2011.

Fringe Benefits: Although the Board of Commissioners is able to directly control wage increases to prevent increases in excess of the CPI, it is more difficult to keep other fringe benefits, especially health insurance, to a specified percentage as this cost is based on coverage and other factors. For 2011, the initial increase for health and prescription coverage charged back to departments was estimated to increase by 17.5 percent by the actuary. Changes were made to health insurance benefits for non-represented employees in 2010, and these changes are anticipated to be included in new contracts for all employees going forward. The specific changes follow:

Actuary Estimate of Health, Prescription, Dental and Vision Cost by Coverage



Benefit	Current	Revised
Office Visit Co-Pay	\$10/visit	\$25/visit
In-Network Co-Insurance	None	90%; \$1,000 single cap; \$2,000 couple cap
Out-of-Network Deductible	\$100 Single; \$200 Couple/Family	\$1,000 single; \$2,000 couple
Out-of-Network maximum on Out-of-Network claims	\$1,650 Single; \$1,800 Couple/Family	\$2,550 single; \$3,600 couple
Prescription Co-Pays	\$10/\$20/\$40	\$10/\$25/\$50

Despite these changes, it was clear more needed to be done to reduce health care costs. In fact, in a survey of the Board of Commissioners completed earlier in 2010, 80 percent cited additional changes to the health plan as an option they wanted to explore to balance the budget.

In the summer of 2010, the County engaged a consultant to complete a review of the County's healthcare and related benefits and our self-insured status. In reviewing the options provided in the consultant report, changing from a self-insured program to a fully funded program with Priority Health would result in significant savings. Priority Health is able to offer larger discounts under their plan not offered by our current plan and would also partner with the County in wellness initiatives. The 2011 budget reflects cost savings of \$4.3 million over all funds and departments in anticipation of the new insurance program.

Retirement cost is also expected to increase in excess of CPI in 2011. The County anticipates a 15.2% increase in retirement costs in 2010 and is projecting a 5.2% increase for 2011. These increases are the result of refinements to the actuarial assumptions by the Municipal Employee Retirement System (MERS). Retirement cost and insurance benefits will be discussed in greater detail in the Future Planning Concerns discussion.

Other Post Employment Benefits: The County implemented Governmental Accounting Standards Board Statement # 45 – Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions, also known as OPEB, with the 2008 budget. Ottawa County has two sources of OPEB. Retirees of certain employee groups receive a credit of \$8-\$10 per month per year of service on their health insurance. In addition, the County allows retirees under age 65 to purchase health insurance at group blended rates. For calendar year 2011, the County's annual required contribution (for all funds) of \$866,087 is included in the budget.

Landfill Clean-up Costs: In 1990, the County was established the Solid Waste Clean-up fund with money received by Ottawa County from the settlement of litigation over the Southwest Ottawa Landfill. The fund's goal is to use the interest generated from the principal to cover ongoing annual costs of the landfill clean-up. Significant capital improvements have been made to expedite the clean-up of the site. However, this has also resulted in higher annual clean-up costs. This, combined with extraordinarily low interest rates, is causing concern over the fund's ability to cover the clean-up costs. Current projections indicate the fund may be depleted by 2022. Consequently, the County may need to provide additional funding if necessary.

Unfunded Mandates: Unfunded mandates are state or federal legal requirements which result in service and financial obligations on local governments without corresponding revenue. The concern over unfunded mandates was identified in the County's Strategic Plan and continues to be monitored as new legislation is considered. During 2005, the first draft of the study of mandated and non-mandated services was completed which identifies specific functions in each department that are mandated, non-mandated but necessary and non-mandated discretionary. During 2006, departments were asked to assign costs to the discretionary services. During 2007, the Board of Commissioners completed their first ranking of discretionary services. Additional rankings have been completed during 2008 and 2009. During 2009, work was completed on mandated functions. In January of 2010, the Board of Commissioners completed the first ranking of all County services (mandated and discretionary). The rankings provided an additional tool to identify reductions in the 2011 budget.

Retained Earnings: In the last two years, the County has contributed \$20 million in cash towards the Fillmore expansion/Grand Haven building project. Fund balances were allowed to accumulate specifically to provide funds for building projects. These were planned decreases in equity and were considered in the analysis of the long-term financial stability of the County. However, the lower cash balances continue to decrease the amount of investment earnings for the County's operating budget as discussed under investment revenue. At the same time, the project has also decreased the County's equity. The chart that follows shows the projected changes in the County's equity:

Fund Type	Total Equity 2007	Total Equity 2008	Total Equity 2009	Total Projected Equity 2010	Total Projected Equity 2011
General Fund	\$ 22,146,478	\$ 22,084,426	\$ 16,712,957	\$ 15,951,773	\$ 15,007,179
Special Revenue Funds	58,686,988	48,494,841	36,457,126	30,209,127	29,785,045
Delinquent Tax					
Revolving Fund	24,406,620	24,562,182	24,727,300	24,499,371	24,455,314
Internal Service Funds	33,348,990	28,328,085	28,842,629	29,923,482	31,152,062
Total Equity	\$ 138,589,076	\$ 123,469,534	\$ 106,740,012	\$ 100,583,753	\$ 100,399,600

Not all of the decrease in equity is due to the building project. In particular, the Revenue Sharing Reserve fund (discussed earlier) is responsible for \$4.6 million of the 2010 decrease in the Special Revenue Funds. In any case, beginning with 2011, we can see that equity is stabilizing. Despite the decreases, the County still has considerable equity in relation to expenditures. The table that follows illustrates this point:

	2011 Budgeted Expenditures	Estimated Equity	Equity as a % of Expenditures
General Fund	\$ 63,562,179	\$ 15,007,179	23.6%
Special Revenue Funds	80,373,379	29,785,045	37.1%
Delinquent Tax			
Revolving Fund *	2,761,967	24,455,314	885.4%
Internal Services Funds	21,356,890	31,152,062	145.9%
	\$ 168,054,415	\$ 100,399,600	59.7%

** It is important to note that the fund equity in the Delinquent Tax Revolving fund is significantly more than the cash balance since the fund has a large receivable.*

Financial entities should ideally have sufficient fund balance to cover 10-15 percent of expenditures. The County continues to exceed this standard. However, it is important to note that a significant portion of the equity is not available for operations or is designated in some way. Consequently, although these funds may be accessible to the County, using them may have significant ramifications (i.e., increased expenditures) for future operations.

BALANCING THE 2011 BUDGET

The upward pressure on expenditures combined with flat or decreasing revenue results in a deficit for the 2011 General Fund budget as submitted by departments. Specifically, expenditure requests exceeded projected revenues by nearly \$4.4 million, not including personnel requests. The 2010 budget submitted by departments came in with expenditures exceeding revenues by nearly \$5.3 million. The gap is decreasing because departments were asked to budget based on tax projections. To close the remaining gap, the County is using a combination of cost reductions, cost refinements, and revenue adjustments to balance the budget.

Cost Reductions:

As discussed earlier, the preliminary report from the health insurance consultant indicates significant savings with changes to the health insurance plan. Specifically, information gathered by the consultant suggests that the County would save significant money by discontinuing their self-insured plan and purchasing commercial insurance. No significant changes in benefits would be required to achieve these savings. The effect on the General Fund for the \$4.3 million in claims costs the County projects to save is approximately \$2.4 million (including the effect on operating transfers to other funds).

In addition, with the 2010 budget process and during the 2010 fiscal year, a number of elected officials/departments agreed to temporarily leave an approved position vacant. All of the following General Fund positions will continue to be held vacant with the 2011 budget:

Elected Official/Department	Position	Full Time Equivalent	Cost (2010)	Comments
Prosecutor	Assistant Prosecuting Attorney I	1.00	\$88,700	Vacancy began in 2009
Fiscal Services/ Administrator	Financial Analyst	1.00	\$81,960	Vacancy began in 2010
Fiscal Services	Accountant I	.50	\$37,368	Vacancy began in 2010
Treasurer	Clerical	1.00	\$57,840	Vacancy began in 2010
Sheriff – Jail	Corrections Officer	1.00	\$64,664	Vacancy began in 2009
Sheriff – Auto Theft Grant	Road Patrol Deputy	1.00	\$87,559	Vacancy began in 2009
Sheriff - Road Patrol	Cadet (Part-time, unbenefitted)	N/A	\$8,872	Vacancy began in 2009
Sheriff – Administration	2 Clerical (Part-time, Unbenefitted)	N/A	\$19,233	Vacancy began in 2009
Geographic Information Systems	Intern (Part-time, Unbenefitted)	N/A	\$1,850	Vacancy began in 2009

The Board of Commissioners also decided to continue the suspension of the tuition reimbursement program which began in 2010, resulting in \$65,000 in savings for the General Fund.

Cost Refinements:

For 2005 - 2007, the total position vacancies for the year in the General Fund equated to eight to nine positions vacant for a full year. In 2008 and 2009, the vacancies dropped to less than six full-time equivalents. The County anticipates that downward trend to continue given economic conditions. In prior budget years, the County reduced its budget by as much as \$375,000 to reflect anticipated vacancies. To be conservative, the County is adjusting its 2011 budget by \$122,000 to reflect vacancies – approximately 1.8 full time equivalents.

Departmental charges for health insurance are significantly reduced when employees opt out of coverage. Employees that opt out of health insurance coverage currently receive \$500 annually which is significantly less than the amount to insure them. In the General Fund, just over 24 full time equivalents opt out of health insurance coverage. In the Health Fund, just under 12 full time equivalents opt out. As a result, the health insurance budget line items have been decreased by \$302,000 in the General Fund, and the Operating Transfer from the General Fund to the Health Fund was reduced by \$138,000 to reflect anticipated opt out savings. The savings for employees opting out of insurance may be greater under the new health plan. The plan calls for a higher opt out payment (\$2,400), so the number of employees opting out of insurance may increase.

Refinements were also made to the operating transfers to other funds. The operating transfer to the Friend of the Court was reduced by \$217,000. Revised revenue estimates allowed for the reduction in the operating transfer. In addition, adjustments made to reflect lower anticipated health insurance costs also reduced the Friend of the Court operating transfer as well as operating transfers to other funds.

Operational supplies in the Sheriff and Jail have been reduced by \$396,000 based on current and historical spending patterns, lower populations at the jail and voluntary reductions from the department. Certain equipment requests were withdrawn when grant funding became available. When budget materials were first distributed to departments, the actuary report (which provides rates for the succeeding fiscal year) for the County's retirement system, Municipal Employees Retirement System (MERS), was not available. A few months later, the report was received, and the rates came in slightly lower than originally budgeted. As a result, the General Fund budget was reduced by \$110,000.

Revenue Adjustments:

One option to balance the budget was to increase the millage. However, the County is facing uncertainties with possible additional cuts in State funding as well as concerns over its tax base. These concerns will likely exist not just in 2011, but also for several years forward. Administration wants to preserve flexibility to deal with potential future problems. Moreover, in the 2010 citizen survey, the respondents were opposed to the County raising the tax rate. Consequently, the operating levy remains at 3.6 mills.

Because there has been significant volatility in the housing market, the County reviews property sales figures monthly during the budget process. Originally, taxable value was estimated to decrease by 4%. Sales in the early summer were more favorable. As a result, the estimated change in taxable value for 2011 was reduced to a 3.5% decrease. This change and other various adjustments are increasing the 2011 tax revenue budget by \$294,000 from the initial projection.

Due to the State’s fiscal problems, the inmate housing program was suspended during 2010. The program pays counties to house inmates that would otherwise be in State prisons. However, the program has been reinstated (with various revisions) for the State’s 2011 year (which begins in October). Accordingly, revenue has been increased by \$125,000. In addition, during 2010, the County agreed to house Muskegon parolees for the State at \$35 per day. Based on current utilization, the County anticipates \$151,000 in additional revenue in 2011.

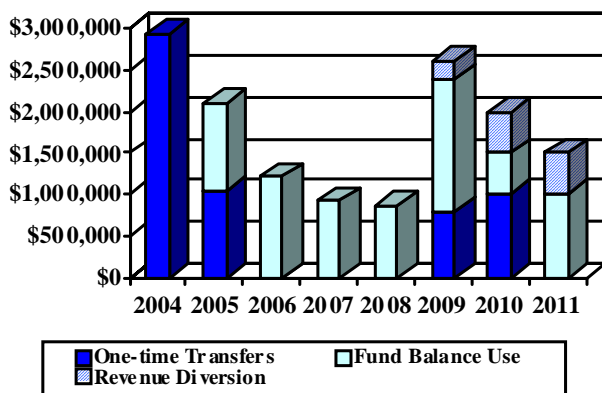
As part of the County’s long range plan to limit program reductions, certain revenues will be redistributed over the next few years until the economy recovers. Currently, the Public Improvement fund (2450) receives rent from various County departments to reflect the costs the Public Improvement fund paid for construction or remodeling facilities. The revenue had been credited to this fund to provide money for future capital improvement. Given that the County just completed a major addition to the Fillmore Street facility and the construction of a new Grand Haven Courthouse, significant additional construction needs are not anticipated in the next few years. Since the fund is projected to have \$3.2 million in fund balance at 12/31/2010 and the General Fund is also projected to have \$1.4 million available in designated fund balance, funds are available should an unanticipated need arise. As a result, \$300,000 of rent revenue that had been going to the Public Improvement fund (prior to 2010) will continue to be credited to the General Fund in 2011. This is the second year of the revenue diversion, and the County is projecting that this rent may continue going to the General Fund in decreasing amounts for up to five years.

The County is also changing the distribution of the commission revenue it receives on phone calls made by inmates at the County jail. Prior to 2010, this revenue had been credited to the Telecommunications Fund (6550) to provide funds for telecommunication infrastructure purchases. Given that the fund is projected to have over \$3 million in retained earnings at 12/31/10, funds are available for additional infrastructure purchases. As a result, the estimated \$140,000 of inmate phone commission revenues will continue to go to the General Fund. This is the second year of the diversion, and the County is projecting that this revenue may continue going to the General Fund in decreasing amounts for up to five years.

One-time Dollars:

County financial policies stress the importance of matching operating revenues to operating expenditures. However, the County and the State are in a period of significant transition. Our long term financial picture has several unknowns. Rather than eliminate programs based on projections, the County is continuing to fund some of them with the use of one-time dollars.

General Fund Budget Balancing Strategies



The 2011 budget includes the use of \$1 million of undesignated General Fund fund balance. Historically, the County has budgeted use of fund balance but has only rarely used a small portion because expenditures have come in lower than anticipated. The County’s financial policies suggest an undesignated fund balance between 10 to 15 percent of the most recently audited expenditures of the General Fund.

The County has maintained an undesignated fund balance of 15 percent for several years. If the County used the entire \$1 million, it would still be within the parameters of the financial policy. It should also be noted that the one time dollars of \$1 million represent less than 1.6% of the County's total governmental funds budget. While not a long-term solution, fund balance use does allow for the continuation of programs until our long-term financial picture becomes clearer.

In fact, the County General Fund has been able to significantly decrease its use of fund balance and one time dollars. Specifically, the 2004 Budget as adopted included one-time transfers of \$2.9 million for operations. With the 2011 Budget, the non-recurring funding sources, the one-time transfers and the fund balance use total \$1.5 million.

Financing Tools that Help Address Concerns

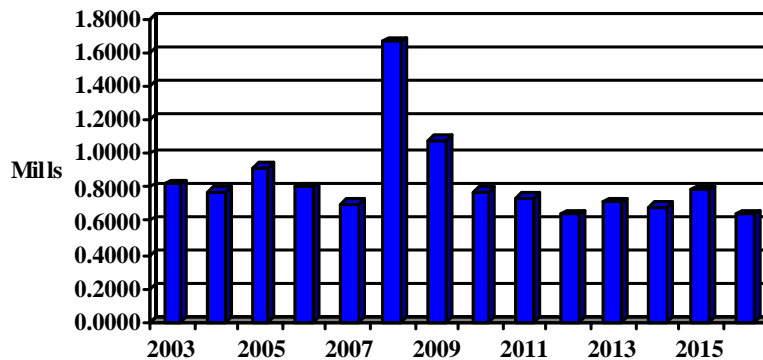
As budgeting becomes increasingly difficult, it is important to have alternate funding sources available. Long-term financial planning is addressed extensively in the County's Strategic Plan. The County Board adopted fiscal policies and procedures which specifically address the County's long-term financial needs through various Financing Tools which partially provide alternative funding sources. Funding provided by the Financing Tools for the 2011 Budget is as follows:

- Solid Waste Clean-up Fund (2271) is continuing to pay the clean-up cost on the Southwest Ottawa Landfill (\$292,000).
- Infrastructure Fund (2444) had been established to loan funds to municipalities for infrastructure development. The loans made since inception total \$2,155,000. Currently, the fund is also contributing \$125,000 per year toward the Fillmore expansion/Grand Haven building project for debt service payments. These payments will continue through 2027.
- Public Improvement Fund (2450) includes a portion (approximately \$188,000) of the 2011 debt service payments for the bonds issued in 2007 for the Fillmore/Grand Haven project. Beginning with the 2010 budget, \$300,000 of rent revenue that had previously been recorded in this fund will now be recorded in the General Fund for operations. The 2011 budget also includes this revenue diversion. The County anticipates this may continue through 2014 then gradually return to the Public Improvement fund by 2017.
- Stabilization Fund (2570) is providing the General Fund with approximately \$113,000 in interest earnings. In addition, the fund provides additional flexibility to deal with unexpected occurrences that have the potential to negatively impact finances.
- Delinquent Tax Revolving Fund (5160) is funding bond payments of \$2.5 million on five bond issues, and is contributing \$150,000 per year for debt service requirements on the Fillmore/Grand Haven project.
- Duplicating (6450), Telecommunications (6550), and Equipment Pool Funds (6641) provide equipment replacement and enhancement funding. The total amount of equipment requested from these funds in 2011 is just over \$2.2 million. Telecommunications is also contributing approximately \$150,000 per year for debt service requirements on the Fillmore/Grand Haven project.

Beginning with the 2010 budget, the commission revenue the County receives from the inmate phones at the jail that had previously been recorded in the Telecommunications fund will now be recorded in the General Fund and used for operations. The County anticipates this could continue through 2014 then gradually return to the Telecommunications fund by 2018. The 2011 budget for these commissions is \$140,000.

The Financing Tools play a major role in reducing our tax levy. The amount for 2011 equates to 0.7358 mills. The graph that follows shows the benefits, in lieu of millage, that the financing tools provide:

Summary of Financing Tools Benefits Equated to Mills



The amounts for 2008 and 2009 are much higher as they reflect the construction of the new Grand Haven Courthouse and the Fillmore Street addition. Several financing tools have participated in this endeavor.

FUTURE PLANNING CONCERNS

Long-Term Financial Plans: The County’s strategic plan addresses the goal of maintaining and improving the financial position of the County. An objective is to identify and develop strategies to address potential financial threats, and one method used to identify threats is to project General Fund activity out five years.

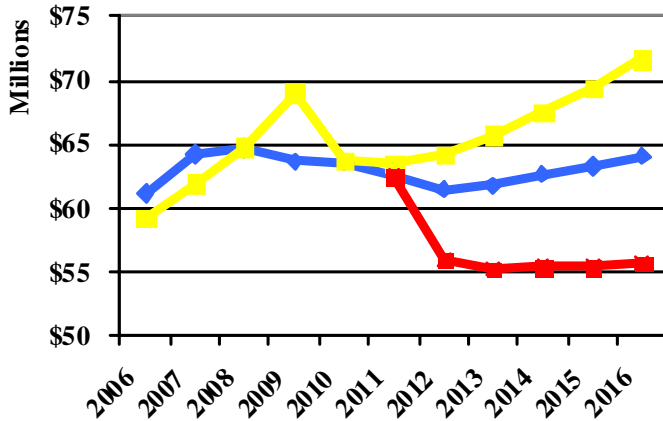
The economic situation for the County government as well as the Country as a whole has been quite volatile in the last year. The most significant impact of the economic downturn has been on the tax base, and tax legislation passed several years ago in the State of Michigan will make recovery in all Michigan municipalities slower than other sectors of the economy. The other significant factor to consider is the reinstatement of revenue sharing payments to the County. Given the State’s financial condition, the certainty of these payments long term is in question. The current projections show that expenditures will continue to outpace revenues, reducing the County’s fund balance rather quickly if strategies are not developed to address this issue. For more detailed information on the County’s five year projections, please see the last section in the User’s Reference Guide.

Ottawa County General Fund Five Year Projections

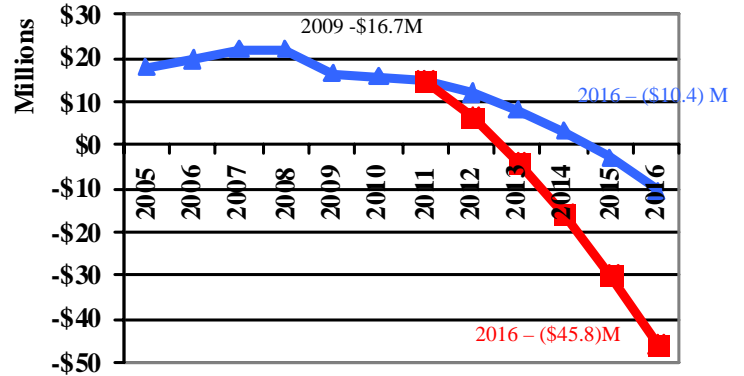
■ - Best Case Revenue Scenario
■ - Worst Case Revenue Scenario

■ - Expenditures

General Fund Revenues and Expenditures



Fund Balance - General Fund



The previous graphs show the sharply increasing gap between revenues and expenditures. These graphs assume changes in taxable value ranging from 2 percent to (5) percent over the next five years. By 2016, expenditures are projected to outpace revenues by \$7.7 million in the best case scenario and by just under \$16 million in the worst case scenario.

These financial projections are important because they drive financial and programmatic decisions in the near term. Specifically:

- Positions currently being held vacant would not be filled in the 2011 budget
- The Board supported a zero percent cost of living increase for most County employees
- Prompted an updated study of the County's user fees, resulting in improved revenues in 2011 and in future years.
- Support the diversion of revenues from certain financial tools, the Public Improvement fund and the Telecommunications fund, to operations.
- Emphasize the need to identify funding for the change in retirement benefits for new employees from defined benefit to defined contribution
- Identified the need to make major changes to the health insurance program
- Continued suspension of the tuition reimbursement program

LEGISLATIVE ISSUES

Child Care Fund: There are two areas of legislation that may impact the Child Care fund. The enforcement of a 1985 Supreme Court Administrative Order would require counties to maintain a ratio of one probation officer to every 6,000 children under the age of 19 within the County. The enforcement would cost the County an estimated \$1 million because the employees meeting the education requirements for probation officers (per the SCAO order), detention workers and caseworkers who are currently charged to the Child Care Fund, would be ineligible for State funding.

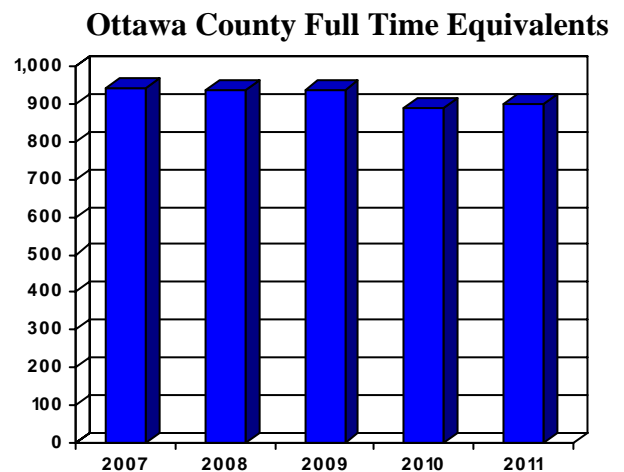
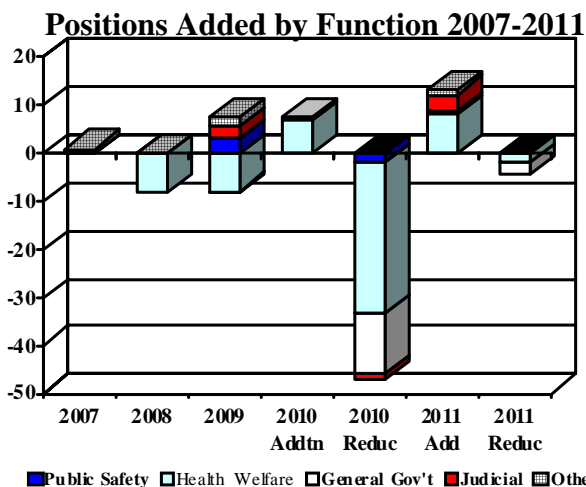
In addition, the State of Michigan and Children’s Rights, Inc. Settlement would require all foster home placements to be in licensed homes. In general, in Ottawa County, youth placed with family are typically in unlicensed homes and youth in non-family placements are in licensed homes. Early estimates place the cost to the County at \$500,000 annually. Both of these issues are currently on the back burner, but the State’s fiscal problems could rekindle efforts to enforce them.

Record Retention Legislation: The County has implemented a Justice Imaging System which automates the processing and transfer of court and legal documents. However, several changes are needed to update departmental rules and state legislation to recognize and approve technological advances in order for counties to utilize technology to its fullest extent. Legislation could permit the use of electronic signatures on court documents, electronic seals on documents, and electronic filing of court documents which will result in significant cost savings.

Binding Arbitration for County Corrections Officers (Act 312) - If binding arbitration legislation for corrections officers is approved, it will place a severe financial burden on the County unless the following points are incorporated to ensure a fair bargaining process: a) develop a selection process that requires arbitrator neutrality; b) internal comparisons are considered as a part of the pay formula; and c) the local unit of government’s ability to pay is considered in any decisions.

PROGRAMMATIC ISSUES

Staffing Needs: Ottawa County, the eighth largest county in the State of Michigan, is also the third fastest growing county in the State in 2009 as well. The population has grown by more than 22,000 during the past 10 years, resulting in additional service demands. Due to the budgetary concerns of recent years, the County imposed a General Fund hiring freeze for the 2006, 2007, and 2008 budgets. The hiring freeze affected requests for new permanent, full-time positions that would result in a net increase in General Fund expenditures unless the position is required for a new facility or required to meet critical citizen service needs. Due to increased service demands and community policing contractual requirements, the County added 6.3 full time equivalents in 2009. Full time equivalents decreased in 2010 mostly due to the reorganization of Community Mental Health that was in process at the time of adoption. New personnel approved with the 2011 budget include primarily grant funded positions. The graphs that follow show the increase in total full time equivalents in the County for 2007 - 2011 added/subtracted through the budget process and the total number of full time equivalents for 2007 – 2011:



The 2011 budget process has resulted in an increase of 9.164 full time equivalents over all, net of increases of 13.03 full time equivalents. Full time equivalents in the Mental Health department show the largest increase – 5.9 full time equivalents. Mental Health is in an ongoing reorganization process and is adjusting staff as appropriate when funds are available. Michigan Works! is including 2.13 new full time equivalents in their 2011 budget, and may add additional positions (which have been approved by the Board) based on funding projections and caseload. Full time equivalents in the Drug Courts show an increase of 3.5. Positions *funded* by the General Fund are budgeted with a net reduction of 3.34 full time equivalents in 2011.

Equipment/Technology Needs: Although the County has been conservative with personnel additions, it has taken steps to help departments complete their work more efficiently. In many cases, the County, through the implementation and use of technology, has delayed or eliminated the hiring of additional staff. The County continues to look for opportunities to use existing technology to meet operational needs, improve efficiency and maintain a viable technical capability.

During 2010, the County expanded online public services, made enterprise content management workflow improvements, and installed a new Delinquent Tax system. Ongoing process reviews within the justice area which includes all courts, prosecuting attorney and Sheriff's department were conducted as part of a long term effort to replace the existing County justice system. These reviews have resulted in development of design documents, process changes and applications to streamline County operations. The Information Technology Department is working with a consultant to perform the requirements gathering and process design. Internal staff and contracted programmers are developing software.

The County's technology infrastructure continues to be adjusted to ensure continuity of operations by keeping equipment current through a consistent hardware replacement cycle. In addition, one major step to ensure continuity of operations in the event of a disaster completed in 2010 is the offsite replication of critical applications occurring between physically displaced locations as well as offline and offsite backup to secondary media. Consolidation of server and storage through server virtualization and storage area networks (SANs) has provided a more flexible and robust operating environment. The benefits include cost savings as a result of reduced power consumption, cooling requirements and hardware costs. These technologies enhance reliability by allowing server functions to be transferred to other physical servers during maintenance, replacement of failed hard drives without shutting down, and on-the-fly server and storage reconfiguration.

Public Health and Mental Health continue to improve their systems and work toward the goal of Electronic Medical Records (EMR). The AVATAR system used by Mental Health requires upgrades to provide capabilities related to scanning and storing medical records. This upgrade has been on hold pending vendor availability to complete a recommended system reconfiguration.

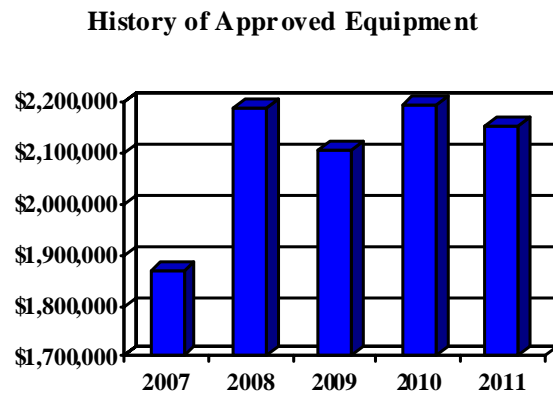
The contract with WebTecs, Inc. has been extended through December 2010. In addition to maintaining existing services, WebTecs, Inc. has added functions in several areas which will be discussed in the next section ("Service Provision"). In addition, during the remainder of 2010, the County plans to expand its online applicant capability by developing an internal electronic hiring slip component to streamline internal post-hiring procedures. Total revenue received through the County web site has increased by 95% from the same period in 2009 with convenience/technology fees up by 41% over 2009.

The Geographic Information Systems (GIS) site developed an application to support Holland Township by associating scanned design documents (As Builds) with parcels. In addition to speeding up the search and retrieval of documents, township first responders are able to use the additional data associated with multiunit facilities to identify exact locations during emergencies. Holland Board of Public Works has been added as a partner, increasing the total partnerships to 21.

In June, Park Township became the first partner to take advantage of the County's ability to host electronic documents. During 2010, the County also signed contracts with Spring Lake Township and Muskegon County to provide certain hosting functions. The hosting and partnerships developed with the County Web Site, GIS and ECM solutions have provided a means to improve services while sharing costs.

The Information Technology department completed a study of the County phone system and has selected a vendor to complete an upgrade. This upgrade will begin in the last quarter of 2010. The board has approved \$580,000 from the Telecommunications fund for this project. The recommended upgrade will extend the life of the current phone system for seven to ten years, provide consolidation of switches with redundancy, simplify management and provide additional capabilities including Call Center and E-mail/Voice integration, and reduce annual maintenance costs.

In addition to the initiatives above, the 2011 Budget includes approximately \$2.2 million for other equipment and technology needs. The following graph shows the dollar amount of equipment added each year from 2007 to 2011 during the budget process:



Service Provision: The 2010 budget did require certain program reductions. The 2011 budget, in contrast, did not involve significant program reductions. In fact, the citizen survey conducted in 2010 resulted in the expansion of economic initiatives based on the following response:

2010 Response	2008 Response	Question
45%	37%	Providing economic development and jobs
6%	14%	Protecting the public from crime and drugs
5%	5%	Controlling unplanned development and sprawl
12%	9%	Keeping local taxes and fees low
8%	7%	Maintaining and improving area roads
13%	6%	Improving the quality of area schools
3%	4%	Preserving prime farmland and open space
3%	3%	Providing quality basic city, township or county services
3%	6%	Protecting the environment in the area
1%	3%	Controlling traffic congestion
1%	3%	Undecided/Don't know/Refused

In May, 2010, the Board voted to fund an economic development coordinator in the Planning and Performance Improvement department (General Fund, 1010-7211) for the County to provide the oversight for all economic development initiatives undertaken by the County. The top priorities for this position are to administer the County's Brownfield Redevelopment Authority, implement a business incubator, and develop a coordinated economic development plan for Ottawa County.

The County's contract with Webtecs, Inc. has resulted in better access to services for County residents. Since January, 2010 the following online applications have been added to the County web site:

School Reporting
MI Works! Event Registration
District Court LT Case Extract Application
Court House Self-Help Center
Committee/Board/Intern Service Application
Marriage License Application
Delinquent Tax Conversion to .Net (BS&A)
Election Results Publishing
Learning Management System - Sheriff
Community Alert - Sheriff's Office
Low Rez Dog License Lookup for Patrol Cars

BUDGET SUMMARY

The 2011 budget reflects the on-going implementation and refinement of the action plans addressed in the Ottawa County Strategic Plan. The fluctuations between the 2010 estimate and 2011 budgets are the result of the previous discussion. A comparison of the 2010 estimate and 2011 budgets follows.

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

Source	2010 Amended Budget	2010 Percent of Total	2011 Proposed Budget	2011 Percent of Total	Percent Increase (Decrease)
Taxes	\$ 42,479,050	26.1%	\$ 40,905,688	27.8%	-3.7%
Intergovernmental Revenue	71,444,210	43.7%	69,876,800	47.7%	-2.2%
Charges for Services	11,806,249	7.3%	12,976,613	8.8%	9.9%
Fines and Forfeits	991,230	0.6%	1,062,000	0.7%	7.1%
Interest on Investments	771,700	0.5%	588,557	0.4%	-23.7%
Rental Income	6,145,254	3.8%	5,998,254	4.1%	-2.4%
Licenses and Permits	667,867	0.4%	937,141	0.6%	40.3%
Other Revenue	2,363,508	1.5%	1,620,211	1.1%	-31.4%
Operating Transfers In	17,711,403	10.9%	11,685,090	7.9%	-34.0%
Fund Balance					
Use/(Contribution)	8,417,416	5.2%	1,369,274	0.9%	-83.7%
Total Revenues	\$ 162,797,887	100.0%	\$ 147,019,628	100.0%	-9.7%

Taxes serve as the primary revenue source for the General Fund, E-911, and Parks and Recreation Fund. The 2011 tax revenue budget includes levies for the following purposes:

	<u>Millage for 2011 Budget</u>
General Operations	3.6000
E-911	.4400
Parks and Recreation	<u>.3165</u>
	4.3572

As discussed earlier, the County is choosing to levy 3.6 mills rather than its maximum allowable. Consequently, the decrease in revenue is due completely to the decrease in taxable value. The County is estimating a decline in taxable value of 3.5 percent in 2011. However, the E-911 and Parks tax revenue are based on the 2010 taxable value which decreased by 4.05%. Consequently, the decline in tax revenue for 2011 is slightly higher than the estimated 3.5% decline in the 2011 taxable value.

Intergovernmental Revenue represents 47.7 percent of the Governmental funds revenue budget and is decreasing. Major fluctuations by fund/area follow.

General Fund	\$3,737,000
Public Health	(\$972,000)
Mental Health	1,251,430
Grant Programs - Pass Thru	(1,485,000)
Workforce Investment Act (WIA) Funds/ Community Action Agency/Weatherization	<u>(4,058,000)</u>
	<u>(1,526,570)</u>

Intergovernmental Revenue in the General Fund is increasing due to the anticipated reinstatement of State Revenue Sharing dollars (\$3.9 million). Other various state revenues in the General Fund are projected to decline. Intergovernmental revenue in the Health fund is decreasing primarily due to the expiration of the Pandemic Flu (H1N1) funding. Nearly \$790,000 is included in the 2010 budget, and the status of additional/carry over dollars was not known before budgets were finalized. In addition, the Health department projects that a lower number of vaccines (\$100,000) will be distributed to Ottawa County. The increase in Mental Health intergovernmental revenue is due to carry forward dollars and anticipated enrollment increases. Grant revenue from the State is actually budgeted to decrease.

During 2010, the County was awarded a \$2 million Energy Efficiency Community Development Block Grant (recorded in Grant Programs – Pass Thru, Special Revenue fund 2750). The County anticipates spending \$1.5 million of the grant in 2010, with the remainder budgeted for 2011. Workforce Investment Act (WIA) as well as the Community Action Agency (2870) and Weatherization (2890) programs reflect a decrease primarily due to the anticipated end of federal stimulus dollars. The 2010 amended budget includes \$3.9 million more in stimulus dollars than 2011. Some of these dollars may be carried over to 2011, but in observance with the County's budgeting philosophy, nothing is budgeted in these funds until formal grant notification is received.

Charges for Services revenue, at 8.8 percent of total revenue, is increasing 9.9 percent. The main area of increase is in the General Fund. Specifically, charges to departments for indirect administrative costs are increasing \$524,000. During 2009, the new Grand Haven Courthouse facility opened. The previous facility was fully depreciated, so facilities charges for the departments that occupy the building (mainly the Courts) increased significantly. The new facility is also significantly larger, resulting in greater operational charges as well.

In addition, the District Court reviewed all of the fees not governed by statute. Beginning in July of 2010, all civil infraction fines were increased by 10%. The Court also instituted a new probation oversight fee of \$15 per month for new parolees. Various other District Court fees were also adjusted, resulting in an increase of \$310,000. Last, reimbursements from the State for the housing of jail inmates has been reinstated for part of 2010 and 2011. The County has also begun to house Muskegon County parolees for a fee as well. The two together added over \$200,000 to the 2011 budget.

Interest on Investments reflects a decrease of \$183,000 or 23.7 percent. The decrease is due to a combination of low return rates on allowable investments and the lower cash balances of the County discussed earlier. Specifically, some of the County's long term investments are coming due, and the investment vehicles available now have low interest rates.

Licenses and Permits revenue is increasing because the County instituted a new 3 year dog license (the current licenses are annual). This change is resulting in a one year increase followed by two years of substantially lower revenue.

Other Revenue is decreasing primarily in the Parks and Recreation fund. During 2010, the department is receiving a one time grant from the Great Lakes Fishery Trust for the Holland Harbor Access Project. In addition, housing fees from other counties are also decreasing in the Child Care fund. Specifically, the contract with VanBuren County for bed space was terminated. Although the County has added contracts with other counties for bed space, the total number of beds rented is

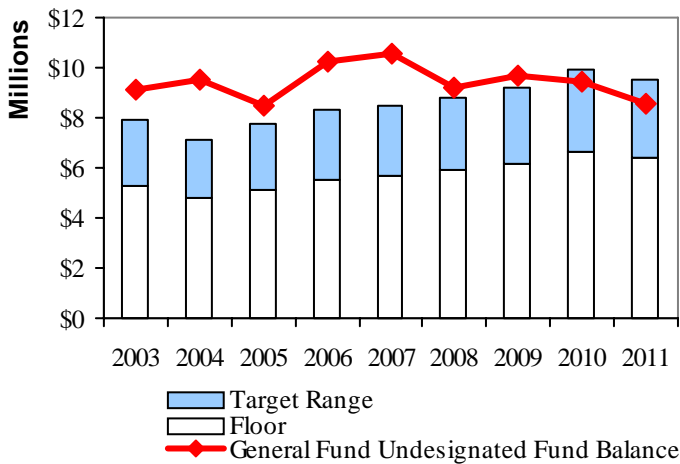
down. As gender specific and other specialty programs are added, the County anticipates additional bed rentals.

Operating Transfers In revenue is decreasing in the General Fund because the Revenue Sharing Reserve fund will be depleted in early 2011 (\$4.2 million). In addition, the 2010 budget includes a \$1 million transfer from the Stabilization fund (though no actual transfer is anticipated at this point). The 2011 budget does not include a transfer from this fund. The 2010 budget includes \$311,000 for the remaining costs of the Grand Haven Courthouse construction. The operating transfer to the Health fund is decreasing \$245,000. Several fees were increased as part of the user fee study, and lower health insurance costs both contributed to the decrease in the amount needed from the General Fund.

Fund Balance usage is decreasing for several reasons. As discussed under operating transfers, \$4.7 million is being transferred from the Revenue Sharing Reserve Fund to the General

Fund in 2010 which nearly depletes the fund at 12/31/2010; only \$423,000 will be transferred in 2011. The 2010 budget also included the use of \$1 million from the Stabilization fund; nothing is budgeted from the fund in 2011. Also in 2010, the Parks and Recreation fund is budgeted to use \$1 million of fund balance in connection with land purchases and capital improvements. Fund balance usage of \$452,000 is budgeted in 2010 in the Landfill Clean-up fund for the completion of the upgrade to the clean-up project. However, the 2011 General Fund budget includes \$1 million of fund balance use in 2011 versus \$500,000 in 2010. The good news is that the County does not anticipate using significant fund balance in the General Fund in 2010.

General Fund Targeted and Actual Undesignated Fund Balance



It is important to note that the undesignated fund balance will be maintained at the level indicated by County’s financial policies (10% - 15% of the actual expenditures of the most recently completed audit). The graph above illustrates the County’s compliance with the policy.

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

Use	2010 Amended Budget	2010 Percent of Total	2011 Proposed Budget	2011 Percent of Total	Percent Increase (Decrease)
Legislative	\$531,464	0.3%	\$471,519	0.3%	-11.3%
Judicial	15,001,086	9.2%	14,846,273	10.1%	-1.0%
General Government	18,316,358	11.3%	16,226,736	11.0%	-11.4%
Public Safety	29,882,287	18.4%	29,801,070	20.3%	-0.3%
Public Works	1,522,703	0.9%	1,328,446	0.9%	-12.8%
Health & Welfare	69,067,157	42.5%	63,892,402	43.5%	-7.5%
Culture & Recreation	6,310,939	3.9%	4,537,232	3.1%	-28.1%
Community & Economic Development	707,284	0.4%	689,098	0.5%	-2.6%
Other	686,837	0.4%	846,298	0.6%	23.2%
Capital Projects	311,139	0.2%	0	0.0%	-100.0%
Debt Service	3,151,432	1.9%	3,145,464	2.1%	-0.2%
Operating Transfers Out	17,309,201	10.6%	11,235,090	7.6%	-35.1%
Total Expenditures	\$162,797,887	100.0%	\$147,019,628	100.0%	-9.7%

Legislative expenditures are decreasing because the 2010 budget includes \$20,000 for a citizen survey and reduced costs for health insurance in 2011. In addition, during 2010, the compensation committee recommended and the Board of Commissioners approved a 10 percent reduction in the Board members' compensation.

Judicial expenditures are decreasing slightly; much of the decrease is due to grant reductions. In particular, the 2010 budget includes a \$350,000 Safe Havens pass through grant related to supervised child visitation. The grant and reductions in health insurance account for the decreased expenditures. The decrease would have been more, but charges for indirect administrative costs are increasing significantly for judicial functions because most of these departments occupy the new Grand Haven Courthouse as discussed under Charges for Services revenue.

General Government expenditures are decreasing 11.4 percent. The 2010 budget includes \$1.5 million for the one time Energy Efficiency Community Development Block Grant discussed under intergovernmental revenue. As with the other functions, decreases in health insurance also resulted in lower expenditures. The County also anticipates lower utilities costs due to energy efficiency changes made at all County facilities, and the 2010 budget reflects election expenses. Last, the Register of Deeds Technology fund reflects the final payment for the new software purchased (\$123,000) in 2010.

Public Safety expenditures, representing 20.3 percent of total expenditures, are essentially staying steady, but the totals are misleading. The Jail Health Services budget (2010 - \$826,000) had previously been recorded as a health and welfare function. Effective with the 2011 budget, the expenditures will be combined with the Jail (public safety function). Health insurance costs, on the

other hand, are decreasing by \$634,000 over all public safety functions. The Sheriff 9/30 Grant Fund is \$165,000 less due to fluctuations in grant awards. Last, the payment to the Ottawa County Central Dispatch Authority, which is based on the tax levy associated with the function, is \$177,000 less due to declining taxable value.

Public Works expenditures are decreasing by 12.8 percent due to the completion of the recapping project at the landfill. The project began in 2005 and the County has paid over \$2 million to date, and the Ottawa County, Michigan Insurance Authority has paid an additional \$1.8 million. The project was the result of a lawsuit filed by the State of Michigan against the County

Health and Welfare expenditures, representing 43.5 percent of total expenditures is decreasing by 7.5 percent. As discussed previously, approximately \$826,000 is due to the move of the Jail health program to the Jail (public safety function). Expenditures for the Health fund are \$1.2 lower in total. The 2010 budget includes nearly \$400,000 more for the pandemic flu (H1N1) grant. The 2011 budget for vaccines also reflects fewer clients coming in for vaccines (\$100,000). Health insurance charges in the Health fund are decreasing \$302,000 in 2011.

As discussed previously under intergovernmental revenue, Michigan Works!/Community Action Agency programs are decreasing by \$4.1 million for reasons discussed under intergovernmental revenue. Conversely, the Mental Health budget is increasing by \$1.3 million or 3.9%. Significantly more will be spent on developmentally disabled child case management and mentally ill adult case management.

Culture and Recreation expenditures are recorded in the Parks and Recreation Fund (2081) and will vary depending on the land acquisition and capital improvement endeavors. The 2010 capital outlay budget is \$4 million which includes \$2 million for land acquisition and \$1.9 million for various park improvement projects. The 2011 capital outlay budget is \$2.2 million which includes \$200,000 for land purchases, \$730,000 for the Olive Shores improvement project, \$746,000 for the Holland Country Club restoration, and various other, smaller projects.

Capital Projects reflects the final expenditures of the Grand Haven Courthouse project in 2010. No capital construction projects have been planned for 2011 other than those in the Parks and Recreation fund.

Operating Transfers Out are decreasing for the same reasons discussed under operating transfers in. The amount is slightly different due to funds having different year ends.

CHANGES TO 2011 DEPARTMENTAL REQUESTS

Changes to the 2011 department budget requests were made to provide adequate funding for County services while maintaining fiscal responsibility. Not all budget requests were recommended. In keeping with the County's policy of zero-based budgeting, appropriate documentation and justification were required for new and existing budget requests.

General Fund

The 2011 General Fund budget as proposed by departments included revenues of \$62,401,702 with associated expenditures of \$66,782,106. The major adjustments to the 2011 Budget include:

Revenues:

2011 General Fund Budget Proposed by Departments	\$62,401,702
Analysis and fine tuning of tax projections	294,000
Diversion of rent revenue from the Public Improvement Fund	300,000
Diversion of jail phone commission revenue (current and prior years) from Telecommunications	200,000
Correction to Circuit Court revenue	(305,000)
Adjustments to District Court projections	(400,000)
Additional indirect cost to be charged to Michigan Works!	86,000
Anticipated reinstatement of PA 237 & Contract with Muskegon Probatio	276,000
Decreases in rent revenue resulting from reduced costs	(165,000)
Decreases in contributions from local units resulting from reduced costs	(73,000)
Reflect estimated 6.5% reduction in revenue sharing	(271,000)
Anticipated utility rebates	190,700
Other miscellaneous adjustments	(34,223)
Total General Fund Revenue Proposed by Finance and Administration Committee	62,500,179
Budget use of fund balance	1,000,000
Total Revenues and Use of Fund Balance	\$63,500,179

Expenditures

2011 General Fund Budget Proposed by Departments	\$66,782,106
Anticipated savings from health care plan changes	(2,416,000)
Reduced operating transfer to the Friend of the Court based on revised revenue estimates	(173,700)
Reduction to reflect health insurance opt outs	(476,000)
Reduction for anticipated vacancies	(122,000)
Child Care Fund budgets increased based on current activity	52,000
Added data processing charges to budgets submitted before available	395,000
Adjusted for revised retirement rates from MERS	(110,000)
Reduction to Sheriff and Jail operational supplies based on historical need	(396,000)
Other miscellaneous adjustments	(35,227)
Total General Fund Expenditures Proposed by Finance and Administration Committee	\$63,500,179

SPECIAL REVENUE, DEBT SERVICE, CAPITAL PROJECTS AND PERMANENT FUNDS

In the 9/30 Judicial Grant Funds, both revenue and expenditures were adjusted to reflect amounts in the grant applications and approvals (as they came in). Expenditures in the Public Health Fund (Special Revenue Fund 2210) were decreased primarily due to the change in health insurance rates (the operating transfer was adjusted accordingly). As discussed in the budget balancing for the General Fund, \$300,000 of rent revenue will be diverted from the Public Improvement Fund, so the fund's revenue is lower than originally budgeted.

Certain Workforce Investment Act Funds were increased from the original departmental request upon notification of grant approvals (\$3.6 million). Sheriff Grant Programs was increased by \$432,000 upon notification of their grant award for port security. The remaining funds had no significant changes made to their 2011 budget requests other than changes to their health insurance budgets.

CONCLUSION

Ottawa County's vision is *to be the location of choice for living, working, and recreation*. The mission states that *the County is committed to excellence and the delivery of cost-effective public services*. To accomplish the vision and mission of the County, long term strategies and financial planning have been implemented for several years.

Ottawa County, through its Strategic Plan and financing tools, has placed itself at the forefront by creating long-term strategies to address space needs, provide for equipment replacement, resolve insurance issues, meet human resource needs, fund statutory mandates, and provide public service and quality of life for our citizens.

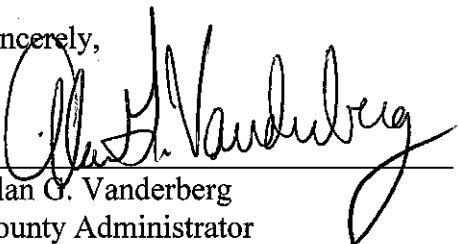
With financial forecasting and the creation of long-term financing tools, the County has positively impacted future financial decisions and the County's financial stability. These tools permit the County to reduce taxes to County residents, maintain the County's bond rating, and control costs to departments. Finances continue to be carefully balanced in order to maintain or improve the outstanding bond ratings that save significant taxpayer dollars when the County issues debt or when townships use the County bond ratings for water and sewer system bonds.

The County is projecting operational deficits over the next five years as a result of the declining tax revenue, the possible reduction in State Revenue Sharing, and the increasing cost for employee benefits. Ottawa County also remains one of the fastest growing counties in Michigan which increases the need for services to the public. The downturn in the economy has also had an impact on the need for services by citizens. With the increase in service requirements and the need to control expenditures, it is essential that the County keep pace with technology in order to improve efficiency and to deliver quality services to the public in a cost effective manner.

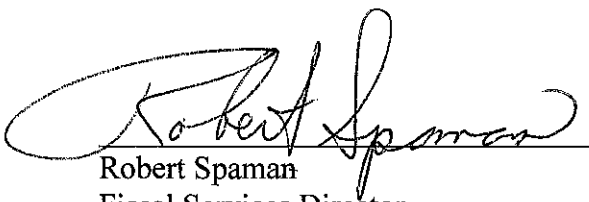
The 2009 budget continued addressing the projected operational deficits with a balanced approach of increasing revenues, reducing expenditures, and using one time monies. This philosophy has continued with the 2011 budget. The budget reflects the implementation of the County's strategic plan, long-range strategies, and an array of tools in balancing the budget. The budget continues to emphasize responsibility, restraint, and reinforcement of the County vision and mission.

The County has continued to control expenditures through long range planning to ensure the fiscal stability of the County. With Ottawa County's fiscal restraint and long-term planning, the County will continue to maintain its financial strength and tradition of providing exemplary services to the public.

Sincerely,



Alan G. Vanderberg
County Administrator



Robert Spaman
Fiscal Services Director

DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Ottawa County for its annual budget for the fiscal year ended December 31, 2010. This was the fifteenth year that the County has submitted and received this prestigious award.

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Ottawa County
Michigan**

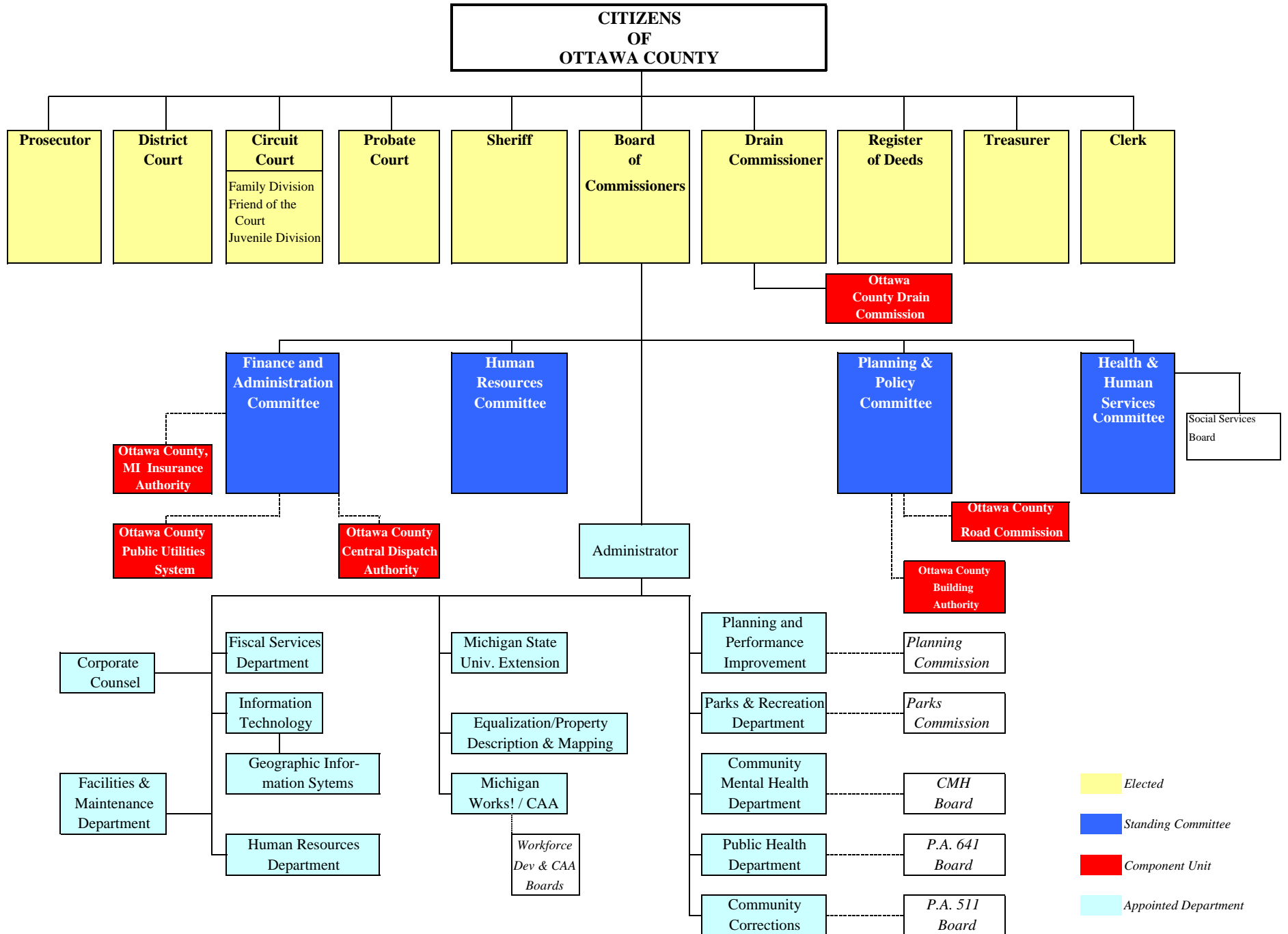
For the Fiscal Year Beginning

January 1, 2010

President

Executive Director

2011 ORGANIZATIONAL CHART



- Elected
- Standing Committee
- Component Unit
- Appointed Department

User's Reference Guide

Overview

The User's Reference Guide provides assistance in using the County of Ottawa 2011 Budget document. Its primary goal is to enhance the readability of the budget document and to increase its effectiveness as a communication device between the county and its citizens. In this section, commonly asked questions are answered under a variety of headings including:

<u>Guide to the Document</u>	<u>Page</u>
- What information is contained in each section?	32 - 33
- What types of funds are represented in the document?	34 - 35
- How do funds and functions relate? Where can I find a particular program?	35 - 37
- What is involved in adopting the annual budget? What financial policies guide the budget process?	37 - 49
<u>Property Taxes and Mill Levies</u>	
- What is the County mill levy, and what effect has legislation had on it?	50
- How does the 2011 levy compare to previous years?	51
- How are property taxes calculated?	51
- How does the Ottawa County levy compare with other counties?	52
<u>Personnel and Capital Expenditures</u>	
- What new positions are included in the 2011 budget and what functions do County employees perform?	52 - 53
- What capital expenditures are included in the 2011 budget?	54
<u>Financial Outlook</u>	
- What does the future hold for Ottawa County?	55 - 73
<u>Strategic Planning</u>	
- To what extent has the county focused attention on long-term planning, both financial and programmatic?	74 - 97

Information Contained In Budget Document

Summary Information

The summary information section contains the following:

- Budget summary of all governmental funds by fund type.
- Summaries by fund of prior year actual, current year estimated, and the 2011 budgeted amounts for revenues and expenditures (by revenue/expenditure type) for the General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds and Permanent funds. (These schedules are required under Public Act 621, Public Acts of Michigan).
- Budget Summaries by fund of the projected 2010 ending fund balance, 2011 budgeted revenues/other financing sources, 2011 budgeted expenses/other financing uses, and the projected 2011 ending fund balance for enterprise and internal service funds. Under Public Act 621, these funds are non-budgeted funds; accordingly, their budgets are presented in summary form only.
- Budget statements for discretely presented component units of the County: Ottawa County Road Commission, Ottawa County Public Utilities System, Ottawa County Drain Commission, and the Ottawa County Central Dispatch Authority.

Revenue Sources

The revenue sources section contains descriptions of the major revenue sources of the county. Following these descriptions are graphical illustrations of trends in select county revenue sources.

General Fund

The largest portion of the budget book is dedicated to the detail of the General Fund. The detail sections of the budget book include a variety of information. Most departments start with a function statement which describes the activities carried out by the department. Following the function statement are the department goals and objectives. The performance and activity measures follow; some of these speak to quality and efficiency, others to activity level. Both are important measures because performance measures identify areas for needed improvement and activity measures identify concerns for the allocation of future resources. Activity measures show, for example, which departments are likely to need additional personnel and equipment in the future. If a department has full-time equivalents assigned to it, a position and salary schedule is included which details the employee classifications, full-time equivalency, and the salary calculations included in the 2011 budget.

The Board of Commissioners adopts the budget by line item which is the legal level of control. The budget detail for all funds provides a history of revenue and expenditure

information. Actual revenues and expenditures are included for 2007, 2008, and 2009. Projected revenues and expenditures are included for 2010. Finally, the 2011 Adopted budget is the last column provided in the detail information. For all other funds required under Public Act 621, budget information is displayed by revenue and expenditure classification totals. In prior budget documents, detail by line item, by department was reported for all funds. In an effort to reduce the size of the document and enhance readability, classification totals are reported for all funds. **The legal level of control, however, has not changed for these funds but remains at line item level.**

Special Revenue, Debt Service, Capital Projects, and Permanent Funds

Information included for these funds is similar to information reported for the General Fund. However, revenues and expenditures are recorded by classification totals by fund for most funds.

Appendix

The appendix section contains six sections:

Section I: Resolution approving the 2011 budget

Section II: Summary of the 2011 budget by individual fund for all governmental fund types

Section III: Financial projections for the Financing Tools funds

Section IV: History of positions in the County including 2009, 2010, and budgeted 2011

Section V: General information about Ottawa County

Section VI: Financial Policies of the County

Section VII: Glossary of budget and finance terms to assist the reader through the more technical areas of the document

An Index is provided at the very end of the document.

Ottawa County Fund Structure

Ottawa County maintains its fund structure in accordance with the Uniform Chart of Accounts for Counties and Local Units of Government in Michigan. The County is required to use a modified accrual basis of accounting for governmental fund types, and accrual accounting for proprietary fund types. Under the modified accrual basis of accounting, amounts are recognized as revenues when earned, only so long as they are collectible within the current period or soon enough afterwards to be used to pay liabilities of the current period. Expenditures are recognized only when payment is due. The emphasis here is on near-term inflows and outflows. Under accrual accounting, revenues and expenditures are recognized as soon as they are earned or incurred, regardless of the timing of the related cash flows.

Budget Basis

Under Public Act 621, the County is required to budget under the same basis required for financial reporting. Accordingly, the County budgets governmental fund types under a modified accrual basis and provides budget summary information for the proprietary fund types under an accrual basis. The Comprehensive Annual Financial Report includes fiduciary fund types in addition to those previously mentioned. However, fiduciary fund types have only asset and liability accounts. Since the County budgets for revenues and expenditures, no budgetary information is presented for the fiduciary funds.

Governmental Funds:

The County has five major funds. The General Fund is always a major fund. In addition, funds whose revenues, expenditures, assets, or liabilities are at least 10 percent of the total for governmental funds and at least 5 percent of the total for governmental funds and enterprise funds combined are considered major funds. A municipality may also designate a fund as major even if it does not meet the size criteria. In addition to the General Fund, Parks and Recreation, Health, Mental Health, and the Stabilization funds, all special revenues funds, are major funds of the County.

General Fund - 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 and intergovernmental revenues.

Special Revenue Funds - Special Revenue Funds are used to account for revenue from specific revenue sources (other than expendable trusts or major capital projects) and related expenditures which are restricted for specific purposes by administrative action or law.

Debt Services Funds - Debt Service Funds are used to account for the financing of principal and interest payments on long-term debt.

Capital Projects Funds - Capital Projects Funds are used to account for financial resources used for the acquisition or construction of major capital facilities.

Permanent Funds - Permanent Funds are used to account for resources that are legally restricted to the extent that only earnings, and not principal, may be used for the purposes that support the programs.

Proprietary Funds:

Enterprise Funds – Enterprise funds are established to account for business-type activities provided to users outside of the Agency. Enterprise funds are designed to cover the costs of the services provided through the fees charged.

Internal Service Funds - Internal Service Funds account for the financing of goods or services provided by one department or agency to other departments or agencies for the governmental unit, or to other governmental units, on a cost-reimbursement basis. The County has several Internal Services Funds.

The matrix below provides a clearer understanding of how the funds and the government functions relate.

**County of Ottawa
Cross Reference Chart by Function and Fund Type**

Function	General Fund (<i>Major Fund</i>)	<i>Major</i> Special Revenue Funds	<i>Non- Major</i> Special Revenue Funds	<i>Non- Major</i> Debt Service Funds	<i>Non- Major</i> Capital Projects Funds	<i>Non- Major</i> Perm- anent Funds	Proprietary Funds	Comp- onent Units
	Page Number							
Legislative:	166							
Judicial:	173							
Circuit Court	174							
District Court	177							
Probate Court	180							
Juvenile Services	183							
Friend of the Court/ Child Support Enforcement			276					
Community Corrections			335					
General Government:	189							
Fiscal Services	193							
Corporate Counsel	196							
Clerk/Elections	190/198							
Administrator	201							
Equalization	203							
Human Resources	205							
Prosecutor:								
Prosecution	208							
Crime Victim's Rights			317					

County of Ottawa
Cross Reference Chart by Function and Fund Type

Function	General Fund (Major Fund)	Major Special Revenue Funds	Non-Major Special Revenue Funds	Non-Major Debt Service Funds	Non-Major Capital Projects Funds	Non-Major Permanent Funds	Proprietary Funds	Component Units
	Page Number							
Stabilization		316						
Information Technology							146	
Self-Insurance							146	
Telecommunications							146	
Equipment Pool							146	
Register of Deeds	210		315					
Treasurer	214							
Delinquent Tax Revolving							146	
Revenue Sharing Reserve			337					
Co-Operative Extension	216							
GIS	219							
Facilities and Maintenance	222							
Drain Commission	224							147
Public Safety:	229							
Sheriff:								
Road Patrol	230		321					
Investigations	230							
Administration	230							
Records	230							
Drug Enforcement	234							
Community Policing	235		320					
Jail/Corrections	240							
Marine Safety	238							
Emergency Services	242							
Animal Control	245							
Dispatch/911	237							147
Public Works:	248							
Solid Waste Planning			306/307					
Water, Sewer, & Drainage	249							147
Roads								147
Health & Welfare:	250							
Health Services		279						
Mental Health		298						
Job Training			323					
Juvenile Detention/Foster Care			341					

County of Ottawa
Cross Reference Chart by Function and Fund Type

Function	General Fund (Major Fund)	Major Special Revenue Funds	Non-Major Special Revenue Funds	Non-Major Debt Service Funds	Non-Major Capital Projects Funds	Non-Major Permanent Funds	Proprietary Funds	Component Units
	Page Number							
Health & Welfare:								
Jail Health Services	251							
Substance Abuse	252							
Department of Human Services			340					
Culture & Recreation								
Parks		272						
Community & Economic Development	255							
Planning	257							
Debt Service								
Building Authority Bonds				347				
Water and Sewer Bonds								147/352
Capital Construction								
Public Improvement			312/313					
Capital Projects					353			
Other:								
Cemetery Trust						362		

The Budget Process

The County adopts its budget in accordance with Public Act 621, the Uniform Budgeting and Accounting Act which mandates an annual budget process and an annual appropriation act to implement the budget. Under State of Michigan law, the county must have a balanced budget in that revenues and fund balance will accommodate expenditures.

The County's general fund and all non-grant funds have a fiscal year end of 12/31. In an effort to simplify grant reporting, the County also maintains grant funds with 3/31, 6/30, and 9/30 fiscal year ends. However, all funds go through the budget process together.

Budgets for the succeeding fiscal year are presented to the County Administrator for review each year in late June. During July and August, the Fiscal Services Director and Administrator meet with the various department heads and elected officials submitting budgets to discuss the content and revenue/expenditure levels contained in their budgets. The Administrator submits a balanced budget to the Finance Committee of the County

Board of Commissioners in September. Elected officials also have the opportunity to meet with the Board of Commissioners to appeal any decision. After the last Board meeting in September or the first Board meeting in October, a public notice is placed in the newspapers informing citizens of the upcoming budget hearing and adoption. At this point, a summary copy of the budget is available to citizens. A public hearing is held in October to provide any County resident the opportunity to discuss the budget with the Board and is required under State of Michigan law. The Finance Committee then makes a budget recommendation to the County Board of Commissioners in October. The budget, and an appropriation ordinance implementing it, is then adopted at the last meeting in October. A separate budget report is then made available to the public. The schedule below details the annual budget process by date and activity.

County of Ottawa 2011 Budget Calendar

March 1, 2010	Equipment and Personnel Request Forms sent to department heads.
March 31, 2010	Department requests for 2011 equipment requests should all be submitted through the equipment requisition process Personnel requests for 2011 should be submitted to Fiscal Services
April 1, 2010	Performance Measures sent to department heads for updating.
April 30, 2010	Performance Measures returned to Fiscal Services Department.
May 10, 2010	2011 Budget information session to be held in conjunction with the management meeting. (Packets to be distributed May 17)
May 11, 2010	Finance Committee approves the Resolutions of Intent to Increase Millage Rate. <i>The County operating levy under consideration is for the 2010 levy and 2010 budget year. The 911 and Parks levies under consideration are for the 2010 levy and the 2011 budget year.</i> Board reviews Truth-in-Taxation Calculation, the Resolutions of Intent to Increase Millage Rate and sets the date for public hearing.
May 17, 2010	Budget packets distributed to departments.
May 17, 2010- June 11, 2010	Fiscal Services Department available to provide any needed assistance in completing budget documents.
May 18, 2010	Finance Committee approves the Resolutions to Approve the Millage Rate and forwards them to the Board

May 19, 2010	Deadline for the publication of the public hearing notice on the 2010 tax levy.
May 25, 2010	Board holds public hearing and approves the 2010 millage rates
June 11, 2010	Departments submit completed budget requests and narratives to the Fiscal Services Department.
June 11, 2010 - July 31, 2010	Fiscal Services Department summarizes budgets and prepares documents for Administrative review.
July 19, 2010 - August 13, 2010	Administration meets with Department Heads in preparation of a proposed budget.
August 10, 2010	Preliminary General Fund budget presented at Board Work Session and discussion of balancing methods
September 21, 2010	Finance Committee final review of the total 2011 budget and approval of the resolutions regarding the Distribution of the Convention Facility Tax and Distribution of the Cigarette Tax.; approval of the Salary and Fringe Benefits Adjustments.
	Deadline for publication of the public hearing notice on the 2011 Community Mental Health budget.
September 27, 2010	Community Mental Health board holds the public hearing for the Mental Health budget and adopts the budget.
September 28, 2010	Board approves the resolutions regarding the Distribution of the Convention Facility Tax and Distribution of the Cigarette Tax, and approves the Salary and Fringe Benefit Adjustments. Board sets the date for the public hearing on the County Budget for October 12, 2010
	Board receives final overview of 2011 budget.
October 6, 2010	Deadline for the publication of the public hearing notice on the 2011 budget.
October 12, 2010	Board holds the public hearing on the budget and receives the formal Budget Presentation.
October 19, 2010 Budget,	Finance Committee reviews Resolution to Approve 2011 County Insurance Authority Budget and the Apportionment Report.

County of Ottawa Budget Related Financial Policies

REVENUE AND EXPENDITURE POLICY

I. POLICY

All entities face economic constraints. As a result, the County must pay attention both to inflows and outflows to provide consistent services to the public and promote stability. The intent of this policy is to define the County philosophy on revenue collection and expenditure recognition, allocation, and review.

II. STATUTORY REFERENCES

Constitutional Amendment of 1978 – Headlee Amendment
Constitutional Amendment of 1994 – Proposal A
Public Act 123 of 1999

PROCEDURE

Revenues:

1. The more dependent the County is on any one revenue source the less able it is to weather changes in that revenue resulting from economic conditions. Consequently, the County will strive to develop a diversified revenue mix in order to avoid disruption to County services.

2. Taxes represent the most significant revenue source for the General Fund. However, there has been legislation that limits the County's ability to tax.

a. It is important that the County find ways to develop flexibility within its taxing authority. To do this, the County will strive to levy less than its legal maximum levy each year. This provides the County with a "cushion" to fall back on should conditions develop that would otherwise result in an immediate reduction of services. This "cushion" provides the County with time to find other funding sources and/or identify more cost effective ways to deliver services.

In addition, flexibility within the levy is also important to bond rating agencies. The agencies look very favorably on entities that have the flexibility to adjust tax revenues. The higher the County's bond rating is, the lower the cost to borrow. This affects not just the County but the public overall, since assessments will be lower.

b. Levying less than the maximum legal amount provides the County with flexibility, it also lessens the burden on citizens and businesses within the County. The County Board will strive to balance the need for taxes to fund public services with the impact the taxes have on citizens and businesses.

c. The County may purchase the real delinquencies of other municipalities and school districts within the County. At that point, the money is no longer owed to the municipality but is now owed to the County. The County will adhere to the requirements provided under Public Act 123 of 1999, which require due notice to the property owner prior to foreclosure.

3. User fees are important in the development of a diversified revenue mix. However, the other benefit of user fees is equity. Instituting user fees allow the beneficiary of the service to be the one paying for it (or a portion of it). User fees, when allowable under the law, will be charged at the discretion of the Board of Commissioners.

a. The County Board will determine the extent that user fees cover the cost of the services. Cost includes both the direct costs as well as indirect costs (e.g., administrative overhead). It is not always feasible or desirable to cover the full cost of a service. Exceptions to full cost recovery include:

- The fee is a barrier to a segment of the County in receiving the services.
- The cost of collecting the fees exceeds the revenue collected.
- Some services provide benefits not only to the direct user, but also to other public. Consequently, it is important to set the fee at a rate that will encourage the use of the service.
- The fee is set by statute.

b. It is also important for the fees established to stay relevant. The Board of Commissioners will have a study performed every three years or as needed to determine the appropriateness of fees and to keep them relevant to the cost associated with the service. Such fee changes will be formally adopted at a Board meeting open to the public.

4. One time revenues are non-recurring, often unexpected resources that the County receives. Because they are non-recurring, they should not be used to cover ongoing expenditures. Instead, they should only be used for their intended purpose (if identified) or to fund non-operational expenditures (e.g., capital projects).

Expenditures:

1. The County will fund expenditures at a level sufficient to ensure the ongoing health, safety, and welfare of the public. If not statutorily specified, the level of services provided will be determined the Board of Commissioners through strategic planning and program ranking and evaluation.

2. Indirect Cost:

The expenditures of departments in governmental funds that provide services to other County departments will be allocated to all departments through an annual indirect cost allocation study performed by an outside consultant. The allocation of these costs has different bases depending on the function. These bases include (but are not limited to) transaction counts, number of employees and square footage of space occupied.

All departments receiving these services are included in the study, but not all departments are charged. Specifically, the County will charge a department if doing so will provide additional revenue through grants or will help identify the full costs of certain services.

3. The full cost of an employee's compensation is not limited to the cash outlays for salaries and fringe benefits. Most employees are also earning benefits that will not be actually paid for several years. Specifically, in addition to the wages and benefits paid and received during the year, most employees are also earning future compensation in the form of pension and retiree health care. Because these future cash outlays are actually being *earned* now, the County should contribute to them now. This allows us to identify the full cost of the services being provided and avoid passing on costs incurred now to future generations.

The County will strive to fully fund its long-term liabilities. Each year, the County receives actuary studies that calculate the annual required contribution (ARC) for the County's pension and other post employment benefits (primarily retiree health care). The County will make every effort to budget and pay the ARC each year. The County will also analyze ways to reduce these (and other) costs to benefit the taxpayer yet still provide adequate compensation for employees.

4. To provide proper stewardship of taxpayer dollars, the County has an obligation to review the services it provides for effectiveness and efficiency. In some instances, economies of scale and specialized knowledge allow private agencies to do tasks more efficiently and effectively. Consequently, the County will encourage the use of outside agencies and contractors when analysis shows they are able to provide equivalent or better services more cost effectively than County employees.

5. The County provides a variety of services to the public. As departments adjust programs to meet the perceived needs of their clients, a duplication of services can result, both with other County programs and with other government and private agencies. Regular program review can help identify duplications. Where identified, the County will eliminate services duplicated internally or externally in order to use resources more efficiently.

6. Technology can often provide efficiencies for County departments. Such efficiencies may result in improved service to customers, streamlined processes

both within the department and with related agencies, and lower personnel demands. It is important for County departments to continually explore technology alternatives and the costs and benefits they may bring. Depending on funding availability and a project's compatibility with long-term planning, new technology initiatives will be considered when the estimated benefits exceed the estimated costs.

REVIEW PERIOD

The County Administrator 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.

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.

REVIEW PERIOD

The County Administrator 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) 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.

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 Designated 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 Designated 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.

REVIEW PERIOD

The County Administrator 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, clearly enhance the County's reputation for good stewardship, and which explain the status of County operations to the citizens and tax payers of Ottawa County. Systems and procedures will be implemented by Ottawa County to implement this policy, in accordance with the Ottawa County Strategic Plan.

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.

PROCEDURE

1. County Budget Philosophy

a. Alignment with Strategic Plan: The County Board regularly reviews and updates the County's strategic plan which serves as a guide for County operations. Since the budget is the main tool for implementation of the Strategic Plan, the budget, to the extent possible, will be consistent with the goals and objectives of the strategic plan.

b. 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 will represent not less than 1% and not more than 2% of the General Fund's actual expenditures for the most recently completed audit (e.g., 2006 audit used for the 2008 budget). All appropriations from contingency must have Board approval.

c. **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 in order to avoid disruption of services. The County will make every effort to avoid the use of one-time dollars and fund balance to balance the budget. Instead, cash balances and one-time revenues should only be used for one-time expenditures such as capital improvements.

2. Budget Formulation

a. **Responsibility:** The Administrator will assume final responsibility for the preparation, presentation and control of the budget, and shall prepare an annual budget calendar and budget resolution packet for each fiscal year.

b. **Budget Basis:** The budget will be prepared on the same basis as the County's financial statements. The governmental funds will be based on modified accrual and the proprietary funds (budgeted in total only) will be based on full accrual. The County's legal level of control is by line item.

c. **Schedule:** The annual budget process will be conducted in accordance with the annual budget calendar.

d. **Required Budget Data:** Department heads and other administrative officers of budgetary centers will provide necessary information to the Administrator for budget preparation. Specifically, departments will be asked to provide equipment and personnel requests with explanatory data, goals, objectives and performance data, substantiating information for each account, and performance measures, both historical and projected.

e. **Budget Document:** The County will prepare the final budget document in accordance with the guidelines established the Government Finance Officers Association Distinguished Budget Award Program and on a basis consistent with principles established by the Governmental Accounting Standards Board.

3. Amendments to the Budget

Budgets for the current year are continually reviewed for any required revisions of original estimates. Proposed increases or reductions in appropriations in excess of \$50,000, involving multiple funds, or any amendment resulting in a net change to revenues or expenditures are presented to the Board for action. Transfers that are \$50,000 or less, within a single fund, and do not result in a net change to revenues or expenditures may be approved by the County Administrator and Fiscal Services Director. Budget adjustments will not be made after a fund's fiscal year end except where permitted by grant agreements. All budget appropriations lapse at the end of each fiscal year unless specific Board action is taken.

All unencumbered appropriations lapse at year-end. However, the appropriation authority for major capital projects, capital assets and previously

authorized projects (i.e., the encumbered portions) carries forward automatically to the subsequent year. All other encumbered appropriations lapse at year-end.

4. Long-term Financial Planning

As part of the annual budget process, five year revenue and expenditure estimates will be provided for the General Fund. The estimates will assess the long-term impacts of budget policies, tax levies, program changes, capital improvements and other initiatives. This information may then be used to develop strategies to maintain the County's financial standing. If a structural deficit (operating revenues do not cover operating expenditures) is identified, or projected, the Administrator will develop and bring before the Board a deficit elimination plan to address the problem.

In addition, the County will support efforts that control future operating costs. The County will strive to fully fund the County's financing tools to benefit all current and future residents of Ottawa County. Details of the financing tools funds can be found in the strategic planning section of the User Guide.

REVIEW PERIOD

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

PERFORMANCE MEASUREMENT POLICY

I. POLICY

As stewards of public funds, the Ottawa County Board of Commissioners must be accountable for their use. Providing a thorough accounting for the dollars provided and used is important but true accountability also requires the Board to evaluate whether these dollars were used effectively. Performance measures that include output, efficiency, and outcome measures are critical tools in evaluating the effectiveness of County programs.

The intent of this Policy is to provide for the use of performance measures in County operations.

To facilitate the County budget process, all programs and activities funded by County dollars and/or accounted for through the County budget must submit performance measurements as part of the budget process. Performance measures will be used so that the Administrator can make budget recommendations to the Board of Commissioners, to allow the Board to make informed allocations of fiscal resources, and to provide for the continued improvement of resource allocations.

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.

PROCEDURE

1. The Board of Commissioners will support the use of performance measures.

- The Board will require annual reports from all departments under the control of the Administrator, and request annual reports from the courts and from offices and departments managed by elected officials. These annual reports will include performance measures that reflect the functions performed by each reporting entity.
- As part of the annual budget reporting process, the Administration will incorporate performance measures that support the Ottawa County Strategic Plan as well as tie departmental goals and objectives to the annual budget.

2. The Board will emphasize the development of *outcome* measures.

In measuring performance, there are three types of indicators most often used. Output measures (e.g., number of tickets written) address the workload of departments, but do not indicate if the department is performing well. Efficiency measures (e.g., percent of payroll checks issued without error) address whether workloads/caseloads are being processed timely and efficiently. Outcome measures (e.g., recidivism) reflect effectiveness and indicate whether we have achieved the goals we set out to accomplish.

- As part of their strategic planning process, the Board will include outcome performance measures that link County goals and objectives to results.

3. The Board will utilize performance measures in the decision-making process.

Once appropriate performance measures are developed, their true potential may be realized. The measures may be used to enhance service delivery, evaluate program performance and results, support new initiatives, communicate program goals and, ultimately, improve program effectiveness.

- The Board will utilize performance measures in analyzing personnel requests, technology initiatives, program funding, and other budget decisions.

REVIEW PERIOD

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

The County Millage Levy

The citizens of Ottawa County enjoy one of the lowest county millage levies in the State of Michigan. The allocated millage for county operations is 4.44 mills. In 1989, the citizens voted to approve a .5 mill levy for the operation of the E-911 Central Dispatch operation; and in 1996, a .33 mill levy was approved for Park Development, Expansion, and Maintenance, and was renewed for an additional 10 years in August of 2006.

All of these levies are affected by two legislative acts. In 1978, the Tax Limitation Amendment (also known as the Headlee Rollback) was passed. This legislation requires that the maximum authorized tax rate in a jurisdiction must be rolled back if the total value of existing taxable property in a local jurisdiction increases faster than the U.S. Consumer Price Index. The result of this legislation is a reduction in the County operating levy from 4.44 mills to 4.2650 mills; this represents decreased revenue of approximately \$1.68 million. The Board of Commissioners opted to reduce the levy further to 3.600 mills. This resulted in an additional \$6.4 *million* decrease in revenue for operating purposes. In addition, the Headlee Rollback legislation also resulted in a reduction in the levy for E-911 Central Dispatch from .5 mills to .4400 mills; this represents decreased revenue of approximately \$577,000. The Parks levy was also reduced slightly by Headlee from .33 mills to .3165 mills - a decrease of just over \$130,000.

Truth in Taxation (Act 5 of 1982) holds that any increase in the total value of existing taxable property in a taxing unit must be offset by a corresponding decrease in the tax rate actually levied so that the tax yield does not increase from one year to the next. This rollback can be reversed if the taxing unit holds a public hearing (notice of which must be made public 6 days in advance of the hearing), and the governing body votes to reverse this rollback. The Ottawa County Board of Commissioners holds a public hearing in May of each year to meet the requirements of this legislation if the reversal of a rollback is required.

History of Ottawa County Tax Levies

The table that follows is a ten year history of Ottawa County tax levies. The chart clearly illustrates the effect of the Headlee rollback on county levies.

Tax Levy History

<u>Levy Year</u>	<u>Budget Year (1)</u>	<u>County Operation</u>	<u>E-911</u>	<u>Parks</u>	<u>Total</u>
2001	2002	3.5000	.4493	.3229	4.2722
2002	2003	3.4000	.4464	.3208	4.1672
2003	2004	3.4000	.4429	.3182	4.1611
2004	2005	3.5000	.4419	.3174	4.2593
2005	2006	3.5000	.4411	.3168	4.2579
2006	2007		.4407	.3165	4.2572
2007	2007	3.6000	.4407	.3165	4.3572
2007	2008		.4407	.3165	4.3572
2008	2008	3.6000	.4407	.3165	4.3572
2008	2009		.4407	.3165	4.3572
2009	2009	3.6000	.4407	.3165	4.3572
2009	2010		.4400	.3165	4.3565
2010	2010	3.6000	.4400	.3165	4.3565
2010	2011		.4400	.3165	4.3565
2011	2011	3.6000	n/a	n/a	n/a

(1) Over a three year period, the County operations levy was moved from December to July as a result of State mandates. Consequently, for County operations, the levy will be during the year for which the tax revenue is covering expenditures. For the other two levies, E-911 and Parks, the levy is made in December of the year preceding the budget year.

Calculation of Property Taxes

The table that follows is an illustration of how the County tax is calculated for a residential property owner:

<u>Market Value of Property</u>	<u>Taxable Value*</u>	<u>Operations Tax Levy Rate</u>	<u>Estimated County Tax</u>	<u>E-911 and Parks Tax Levy Rate</u>	<u>Estimated E-911 and Parks Tax</u>	<u>Total County Tax</u>
\$ 75,000	37,500	.0036000	\$135.00	.0007565	\$28.37	\$163.37
\$100,000	50,000	.0036000	\$180.00	.0007565	\$37.83	\$217.83
\$150,000	75,000	.0036000	\$270.00	.0007565	\$56.74	\$326.74
\$200,000	100,000	.0036000	\$360.00	.0007565	\$75.65	\$435.65

* In Michigan, Taxable Value is generally equal to 50% of the market value on primary residences.

Comparison of Tax Levies of Other Michigan Counties

2010 Operating Millage Levies of Neighboring Counties:

Allegan	4.6337
Muskegon	5.6984
Kent	4.2803
Ottawa	3.6000

Counties of Similar Size:

<u>County</u>	<u>2010 Taxable Valuation</u>	<u>Operating Millage Levy</u>
Kalamazoo	\$8,109,538,321	4.6871
Ingham	7,585,806,239	6.3512
Ottawa	9,612,697,661	3.6000
Genesee	10,135,718,671	5.5072
Washtenaw	14,496,599,262	4.5493

Highest 2009 Allocated and Voted Levy:

Baraga	14.64
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Lowest 2009 Allocated and Voted Levy:

Livingston	3.68
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New Positions Approved with the 2011 Budget

Although the positions funded by the General Fund are decreasing overall, certain departments received new positions based on service demands and grant dollars. The table that follows lists all of the approved changes.

County of Ottawa 2011 Approved Position Requests

<u>Department</u>	<u>Description</u>	<u>Personnel Costs</u>	<u>Equipment Costs</u>
MiWorks!	Workforce Intelligence Analyst	\$57,959	\$1,000
MiWorks!	.4 Contract Coordinator	\$23,184	\$1,000
MiWorks!	Business Services Representative	\$61,216	\$1,000
MiWorks!	Business Services Representative	\$61,216	\$1,000
Parks & Recreation	Park Supervisor - Natural Resources Management	\$62,517	\$27,000
District Court	Attorney Magistrate	\$19,488	\$0
Fiscal Services	Increase of .25 FTE for 2 Accountant II positions	\$41,269	
		<u>\$326,849</u>	<u>\$31,000</u>

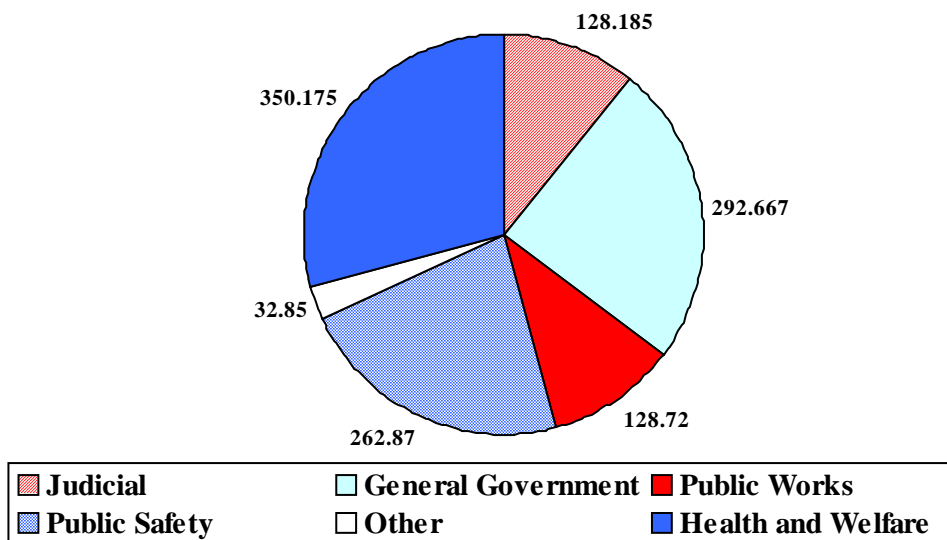
County of Ottawa 2011 Approved Personnel Requests

Department	Description	Personnel Costs	Equipment Costs
Temporary Position Requests			
Parks & Recreation	Gatekeepers (2 positions - Connor Bayou)	\$6,453	\$0
Parks & Recreation	Seasonal Park Attendant	\$6,038	\$0
Parks & Recreation	Naturalist Guides	\$12,987	\$0
Health	Dental Hygienist	\$13,978	\$0
Treasurer	Intern	\$2,001	\$0
Register of Deeds	Temporary Staff	\$31,200	\$0
		\$72,657	\$0
Grant Total - Recommended Personnel Requests		\$399,506	\$31,000

\$430,506

Health and Welfare functions employ the greatest number of employees. Several of these employees are paid by grant funds. The graph that follows includes employees of the County's component units.

Total County Personnel by Function



County of Ottawa 2011 Approved Capital Equipment Requests

Dept	Description	Estimated Purchase Price
Fiscal Services	Financial System Software	\$800,000
County Clerk	Canon DR5010c	\$10,670
Prosecuting Attorney	Canon DR7580 Onbase Scanner	\$12,732
Bldg & Gmds-Admin Annex	Board Room Audio Visual Equip upgrade	\$58,000
Sheriff	Patrol Vehicle	\$107,500
Sheriff	Patrol Tahoe	\$54,000
Sheriff	Canon Scanner DR7580	\$6,660
Sheriff - City of Hudsonville	Patrol Vehicle	\$21,500
Sheriff - Jail	Jail Transport Van	\$25,000
Parks & Recreation	20" comml grade mech floor scrubber	\$6,000
Parks & Recreation	Front wheel drive van	\$24,000
CMH - Allocated Costs	Chevy Silverado Ext. Cab FWD	\$28,150
CMH - Allocated Costs	Chevy Mailbu	\$18,775
CMH - Allocated Costs	Ford Lift Van	\$55,950
CMH - Allocated Costs	Chevy Impala	\$63,315
Sheriff - COPS Holl/Park Twp	Patrol Tahoe	\$27,000
Sheriff - Georgetown Twp	Patrol Tahoe	\$27,000
Community Corrections	Ford Fusion	\$16,257
Information Technology	Web Filtering	\$20,000
Information Technology	PowerEdge 510 2 rack server,	\$8,000
Information Technology	Dell SAN Enclosure with Storage/drives	\$11,014
Duplicating	Copy Machine - Fillmore Copy Room	\$10,000
		<u><u>\$1,411,523</u></u>

The preceding schedule includes capital equipment items only which are defined by the County as items with a per unit price of greater than \$5,000. For a complete list of approved equipment including items under \$5,000, please see the schedule included in the appendix. In addition, the County (Primary Government) is planning for the following capital construction projects:

Capital Construction Projects

Project Description	2011 Expenditures	Future Year Expenditures
Grand River Ravines Access Improvement	\$100,000	\$0
Olive Shores Improvements	\$730,000	\$0
Holland Country Club Restoration	\$746,800	\$0
	<u><u>\$1,576,800</u></u>	<u><u>\$0</u></u>

Financial Outlook

General Fund Five Year Budget Projections

Overview

The County of Ottawa Strategic Plan of 1993 promoted multi-year projections as a tool to prioritize immediate and long-range needs to develop a stable financial base. Subsequent strategic plans and updates have confirmed the necessity of this process. Budget projections are useful for planning purposes to give the general direction of County finances based on trends. However, it is important to realize that the figures projected are based on trends and pertinent information known at the time and are not guaranteed funding levels as several factors (e.g. legislation, economy, population, etc.) affect funding. The historical trend of expenditures is a good starting point as most of the County's costs, especially in the General Fund, are ongoing; projections were formulated based on the following assumptions and have been adjusted based the following concerns:

Revenues

Property Tax

Concerns:

Proposal A limits increases in the taxable value of property to the lower of the Consumer Price Index or 5%. *Proposal A* has changed the value on which the County calculates its tax revenue by approximately \$1.4 billion which equates to nearly \$5 million in County operating taxes. Even though home prices are declining, the State Equalized Value (SEV) for all homes has not reached the Taxable Value (TV), so the County is seeing small increases in the taxable value of such property even though the assessed value may be decreasing. The table below reflects the decreasing gap between TV and SEV.

	2005	2006	2007	2008	2009	2010	2011
% of Parcels SEV>TV	84%	80%	75%	66%	45%	40%	35%
% of Parcels SEV=TV	16%	20%	25%	34%	55%	60%	65%

Analyzing the gap is important because as home prices continue to fall, the gap between the taxable value and the assessed value closes. At that point, the taxable value goes in the same direction as home prices, so if home prices continue to fall, the tax base will fall at the same rate.

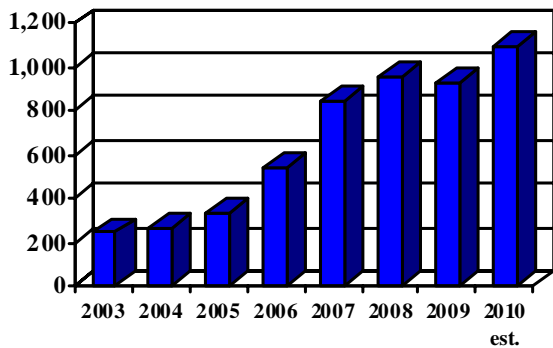
While most people believe home prices will eventually recover, at least partially, the recovery of the tax base will be much slower due to the Proposal A legislation that limits increases on a parcel of property to the lesser of CPI or 5 percent. The table that follows illustrates the time it might take for the tax base to recover on a single home.

Year	% Change in Home Value	SEV	CPI	TV	Change in SEV	Change in TV	Difference SEV -TV
2005		\$90,000		\$75,000			\$15,000
2006	1.0%	\$90,900	1.500%	\$76,125	\$900	\$1,125	\$14,775
2007	1.0%	\$91,809	1.500%	\$77,267	\$909	\$1,142	\$14,542
2008	-5.0%	\$87,219	1.500%	\$78,426	-\$4,590	\$1,159	\$8,793
2009	-5.0%	\$82,858	1.500%	\$79,602	-\$4,361	\$1,176	\$3,256
2010	-5.0%	\$78,715	1.500%	\$78,715	-\$4,143	-\$887	\$0
2011	-10.0%	\$70,844	1.500%	\$70,844	-\$7,871	-\$7,871	\$0
2012	10.0%	\$77,928	1.500%	\$71,907	\$7,084	\$1,063	\$6,021
2013	7.0%	\$83,383	1.500%	\$72,986	\$5,455	\$1,079	\$10,397
2014	5.0%	\$87,552	1.500%	\$74,081	\$4,169	\$1,095	\$13,471
2015	4.0%	\$91,054	1.500%	\$75,192	\$3,502	\$1,111	\$15,862
2016	2.0%	\$92,875	1.500%	\$76,320	\$1,821	\$1,128	\$16,555
2017	2.0%	\$94,733	1.500%	\$77,465	\$1,858	\$1,145	\$17,268
2018	2.0%	\$96,628	1.500%	\$78,627	\$1,895	\$1,162	\$18,001
2019	2.0%	\$98,561	1.500%	\$79,806	\$1,933	\$1,179	\$18,755
2020	2.0%	\$100,532	1.500%	\$81,003	\$1,971	\$1,197	\$19,529

The scenario above reflects a sharp turnaround in home prices in 2012, resulting in the SEV approximating 2009 SEV by 2013. However, the legislation limiting increases in taxable value result in the delay of the TV recovery to 2019 – six years after the SEV has recovered. Bear in mind, these calculations do not reflect the time value of money; in other words, the tax revenue the County would receive in 2019 will not cover as many expenditures as it did in 2009.

There remains considerable uncertainty in projecting property values, particularly for 2012 and beyond. Certain federal initiatives aimed at keeping people in their homes have begun to expire, and it is unknown what the effect on mortgage foreclosures will be. The first time home buyer tax credit expired during 2010, and it is difficult to project impact of the expiration on the tax base.

Ottawa County Mortgage Foreclosures



The graph to the left reflects the number of foreclosures in Ottawa County since 2002. It is unclear what the time delay between foreclosure activity and the actual foreclosure is, so it may be some time before the impact of the expiration of federal initiatives can be determined. The concern is that if banks gain a number of properties through foreclosure and flood the market with homes, there may well be additional downward pressure on home prices, and by extension, the tax base.

The extension of unemployment benefits may also be temporarily suppressing foreclosure activity. Currently, unemployment benefits last 99 weeks in Michigan.

Although unemployment had been increasing steadily for all of 2008, in January of 2009, the Holland/Grand Haven Metropolitan Statistical Area increased sharply to 11.0% (the December 2008 rate was 8.9%). The unemployment rate did increase to 14.0% in January and March of 2010, but the preliminary figure for July 2010 is 12.6%. However, according to the Unemployment Insurance Agency, unemployment benefits for 9,432 people will be exhausted without further extensions in the last half of this year; an additional 2,185 people are scheduled to exhaust their benefits in January – April of 2011. If there are insufficient job opportunities, the loss of unemployment benefits may equate to additional mortgage foreclosures. Again, this increased supply of homes on the market is likely to exert additional reductions on home prices.

Assumptions:

Given the above concerns, three projections were made based on an optimistic projection of taxable value, a moderate projection of taxable value and a pessimistic projection in taxable value. The specific percentage changes for the three scenarios are listed below:

Taxable Value Assumption	2012	2013	2014	2015	2016
Optimistic	-1.0%	0.0%	1.0%	1.5%	2.0%
Moderate	-3.0%	-1.0%	0.0%	0.5%	1.5%
Pessimistic	-5.0%	-3.0%	-1.0%	0.0%	1.0%

Intergovernmental Revenue

Concerns:

The County has continued concerns about the reinstatement of State Revenue Sharing. In October of 2004, the State of Michigan suspended State Revenue Sharing payments to counties. To assist counties in preventing the loss of key services, the county property tax levy was gradually moved up from December to July over three years. Beginning with the December 2004 tax collection, one-third of the levy was placed into the Revenue Sharing Reserve Fund (RSRF) that the County manages and withdraws an amount equal to what we would have received in 2004, plus an annual increase equal to the CPI (Consumer Price Index). In 2007, the County completed the move of its levy to July. When the counties have depleted the Revenue Sharing Reserve fund, the State is statutorily required to reinstate the revenue sharing payments.

The County’s Revenue Sharing Reserve fund will be depleted in early 2011. The budget proposed by Governor Granholm includes a payment of \$4.1 million to Ottawa County, but the State continues to have significant fiscal challenges. Counties who have been eligible for reinstatement have thus far received it, and the additional counties eligible for reinstatement in 2011 are included in the Governor’s 2011 budget.

However, because both the 2010 and the 2011 budgets will be using federal stimulus and other one time dollars to balance the State budget, it is unclear to what extent the State can sustain these payments after 2011. The most recent projection for the 2012 State budget is a shortfall of \$1.6 billion. The financial status of the State leads the

County to be concerned over the long term reinstatement of Revenue Sharing at a reduced level.

Assumptions:

As a result of these concerns, the five year projections also include a range of revenue sharing reinstatement options. The County has budgeted a reduction of 6.5 percent for 2011. The options used for the projections are listed on the chart that follows:

Revenue Sharing Assumption	2012	2013	2014	2015	2016
Optimistic	-5.0%	1.0%	1.5%	2.0%	3.0%
Moderate	-25.0%	0.0%	1.0%	1.5%	2.0%
Pessimistic	-100.0%	N/A	N/A	N/A	N/A

For other sources of intergovernmental revenue, the County has seen many State funding sources stay flat over recent years. Consequently, the County is using a 0% increase for most intergovernmental sources. One exception to this is the contributions from local units. Most of this revenue is reimbursements from municipalities that contract with the County for policing services. By contract, these municipalities are required to reimburse the County based on expenditures. Therefore, this particular intergovernmental revenue is projected to increase by the same percentage as the applicable expenditures.

Charges for Services

Concerns:

Charges for Services are also a significant revenue source. There are two areas where economic issues cause concern over this revenue. Clients of the Health department, certain jail alternative programs, and Community Mental Health are charged fees on a sliding scale based on income. Prolonged high rates of unemployment and lower income will negatively impact this revenue. In addition, the deterioration in the housing market has made revenue projection in the Register of Deeds office difficult. 2011 revenue is nearly half the amount collected in 2003 (the record high year).

Assumptions:

The County is projecting this revenue source to increase by 2% per year with one exception. Economic conditions, the housing market and the credit market have prompted a more conservative increase factor - 1% - in Register of Deeds revenue.

Investment Income

Concerns:

Since Investment Income depends in part on the investment environment, it is difficult to make projections. The County anticipates return rates to remain quite low.

The County's cash balance has also declined due to contributions to capital construction projects, higher delinquent tax payouts, and fund balance use for operations.

Assumptions:

These changes have been factored into the projections. Returns reflected in the projections range from .6 percent to 99%. In addition moderate use of fund balance, reducing cash balances has also been factored in.

Operating Transfers In

Assumptions:

In general, Operating Transfers In reflect the County (local) portion of programs funded by the State and Federal government. Projections for subsequent years do not include one-time transfers to assist in balancing the General Fund.

Other Revenues

Assumptions:

The remaining revenue sources were increased 2% – 3% per year.

Expenditures

Salaries

Assumptions:

County employees generally receive a cost of living adjustment which may be based on the consumer price index and available funds. Newer employees also receive step increases for five years. After the five years, the employees receive only the cost of living adjustment. To cover both the cost of living adjustment and the step increases, the projections increase salaries by 1.5% - 2.5% per year.

During 2010, several departments agreed to keep certain positions vacant to assist in budget balancing. These positions have not been included in the 2011 budget nor the five year projections, and no new positions have been added to the projections.

Fringe Benefits

Concerns:

Employee Insurance: Industry trends suggest annual increases in health care costs of 10 to 12 percent. The County continues work on several initiatives designed to lower health care costs. The study completed in the summer of 2010 also identified the need for wellness promotion. Research shows this to be an effective tool in lowering medical costs long-term because the earlier a chronic illness can be identified and treated, the lower the health claims attributed to that illness in the future.

Wellness programs are defined as programs designed to maintain or improve employee health before problems arise. Employee wellness programs have long been advocated as a way to decrease healthcare costs, reduce absenteeism, and increase productivity. From a management perspective, wellness programs also have the potential to improve recruitment and retention.

For maximum impact on employee health, a comprehensive wellness program should focus on: 1) increasing awareness of wellness issues (information) 2) supporting health management (personal change) and 3) promoting healthy work climates (organizational support). Priority Health meets the County’s goals as an organization by focusing on the wellness of employees. All employees enrolled in a Priority Health plan would be enrolled in a prevention management plan. Additionally, many of the benefits incorporated in Priority Health’s plans are focused on wellness, and come at no cost to the employees.

Legacy Costs: The County currently provides a defined benefit retirement system for employees through the Municipal Employees’ Retirement System of Michigan (MERS). In February of 2009, the County received correspondence from (MERS) regarding the results of their most recent actuary study of the system as a whole. The actuary study found that lower employee turnover rates, higher rates of employee retirement, higher final average compensation and the sharp decline in investment market values required significant increases in the County’s contributions (and all participants in MERS). The change in actuary assumptions and the adjustments necessary due to asset value loss have resulted in the following projected increases:

Actuarial/Other Issue	Year Affected	Estimated % Increase	Accumulated % Increase	Accumulated Estimated Cost
New Employee Turnover Rates	2010	10%	10%	\$485,355
Market Value Loss Adjustment *	2010	6%	16%	\$776,569
New Retirement Rates	2011	6%	22%	\$1,067,782
Increases in Final Average Compensation	2012	2%	24%	\$1,164,853
<i>* Additional increases may be necessary if market returns do not improve as assumed.</i>				

As mentioned earlier, the County completed an analysis of changing from a defined benefit program to a defined contribution program for new employees. The analysis indicated that annual costs for the defined benefit plan could go from just under \$5.9 million in 2011 to over \$13 million in the next 30 years.

In considering a change from the defined benefit pension to a defined contribution system, the analysis indicated that plans experience a short-term escalation in costs of varying magnitude before dropping and then leveling off at a lower level than that of the projected path of the current plan. Based on the scenarios presented, this equated to an additional \$4 million (5 percent) to \$8 million (7 percent) initially in order to see projected savings of \$8 million (7 percent) to \$52 million (5 percent) by the end of 30 years. The reason costs will initially rise is that there are no new employee contributions going into a division to continuously fund the current retirees. Therefore, a division must have enough assets on hand to payout any current and future liabilities, and the only way to ensure that payout is to build the assets to an actuarially determined level.

As a result, the Board determined that it would like to go in the direction of a defined contribution plan. However, because the County does not currently have resources to fund the \$4 - \$8 million short-term cost, implementation of the defined contribution plan for new employees has been delayed until fiscally feasible. In May of 2010, the Board approved a resolution formalizing that intent.

Assumptions:

Certain fringe benefits, the largest being social security tax and retirement contributions, are based on salaries. Based on salary projections, these fringe benefits are also projected to increase by 1.5% to 2.5% per year. In addition, recent changes to actuarial assumptions of our defined benefit pension agent, Municipal Employees Retirement system (MERS) require additional increases above the cost of living adjustments (please see the transmittal letter for detailed information).

Other fringe benefits for health, dental and optical insurance are not based on salaries. According to the most recent actuary study, the projections include increases of 10% - 15% per year for health insurance, 6% for dental insurance, and 3% for optical insurance. Savings as a result of changes to the health plan are conservatively projected in the 2011 budget. The County projects additional savings in 2012, and these are also reflected in the projections. The effect, if any, of the national health care program is not reflected in the projections as the information available is not sufficient to estimate it.

Supplies and Other Services and Charges

Assumptions:

In most cases, these expenditures are projected to increase by 2% per year. However, certain adjustments have been made. Liability and vehicle insurance are projected to increase 3% - 5% per year. Adjustments have also been made to reflect election costs in election years and other situations needing special handling.

Operating Transfers Out

Assumptions:

The County's largest operating transfers go to Public Health, Child Care, and the Friend of the Court Funds, with much of the money covering personnel costs. Since personnel costs are rising much faster than the consumer price index, the operating transfers also need to increase faster. Consequently, projections for operating transfers are increasing based on projected expenditures for the specific fund.

Results

There are nine separate projection schedules that include three ranges of taxable value projections and three ranges of State revenue sharing reinstatement:

Optimistic Change In Taxable Value

The three scenarios under the optimistic change in taxable value include:

<u>Optimistic Taxable Value Projection</u>		
	2016	2016
Revenue Sharing	Resulting Annual	Resulting Fund
Status	Budget Shortfall	Balance at
		Year End
Optimistic	(\$7,659,150)	(\$10,417,739)
Moderate	(\$8,692,877)	(\$15,130,684)
Pessimistic	(\$12,085,854)	(\$31,617,080)

The table above shows an increasing gap between revenue and expenditures that widens to as much as \$12 million if revenue and expenditure assumptions prove true and no additional changes are made to operations.

Moderate Change In Taxable Value

The three scenarios under the moderate change in taxable value include:

<u>Moderate Taxable Value Projection</u>		
	2016	2016
Revenue Sharing	Resulting Annual	Resulting Fund
Status	Budget Shortfall	Balance at
		Year End
Optimistic	(\$9,572,405)	(\$17,118,369)
Moderate	(\$10,606,132)	(\$21,831,314)
Pessimistic	(\$13,999,109)	(\$38,317,710)

The table above shows an increasing gap between revenue and expenditures that widens to nearly \$14 million if revenue and expenditure assumptions prove true and no additional changes are made to operations.

Pessimistic Change In Taxable Value

The three scenarios under the pessimistic change in taxable value include:

Pessimistic Taxable Value Projection		
	2016	2016
Revenue Sharing Status	Resulting Annual Budget Shortfall	Resulting Fund Balance at Year End
Fully Reinstated	(\$11,573,221)	(\$24,612,008)
Partially Reinstated	(\$12,606,948)	(\$29,324,953)
Not Reinstated	(\$15,999,925)	(\$45,811,349)

The table above shows an increasing gap between revenue and expenditures that widens to nearly \$16 million if revenue and expenditure assumptions prove true and no additional changes are made to operations.

Several other options and combinations of options exist and will be explored for consideration by the Board of Commissioners. At this point, it is clear the County will have difficult choices to make in the future.

Response

Revised Five Year Deficit Reduction Plan

Currently, Administration is developing a new five year deficit reduction plan to address the current projections. Specific strategies include:

- Continue a General Fund hiring freeze for new, full-time positions that result in a net increase in cost for the General Fund. Consideration will be given for positions that have an impact on service delivery. A review and analysis of need will be completed prior to filling vacant positions.
- Maintain five year projections with variables such as revenue sharing, commodity cost, millage rates, and funding sources to strategically determine the most fiscally responsible plan for millage increases and expenditure reductions
- Continue program evaluations to determine the costs and benefits provided by programs as a basis for the possible elimination or restructuring of programs that are not performing effectively and efficiently
- Review the potential change in the MERS defined benefit retirement system and implement replacement with a defined contribution benefit for new hires.
- Annual review of health insurance plan for appropriate changes
- Review and analysis of other fringe benefit costs
- Departmental efficiency studies to reduce cost

- Secure funding for technological advances that will create efficiencies and reduce future costs
- Comprehensive analysis of services provided by the County's departments and outside agencies to eliminate redundancy of services provided
- Performance measurements and ranking of mandated and discretionary services will be used in the analysis of programs for possible budgetary reductions
- Implementation of the budget principals approved by the Board of Commissioners to guide budget decisions

**County of Ottawa
Five Year Budget Projections
General Fund**

Optimistic Taxable Value Outlook
Optimistic Revenue Sharing Outlook

	2011 Budgeted	2012 Projected	2013 Projected	2014 Projected	2015 Projected	2016 Projected
Projected change in State Revenue Sharing:		-5.0%	1.0%	1.5%	2.0%	3.0%
Projected change in taxable value:		-1.0%	0.0%	1.0%	1.5%	2.0%
Revenues:						
Taxes	\$37,870,625	\$37,189,029	\$37,149,224	\$37,490,291	\$38,046,992	\$38,786,855
Intergovernmental	\$8,359,486	\$8,600,051	\$8,674,795	\$8,772,441	\$8,904,258	\$9,083,661
Charges for services	\$10,340,766	\$10,533,016	\$10,728,966	\$10,928,688	\$10,980,715	\$11,185,173
Fines & Forfeits	\$1,062,000	\$1,083,070	\$1,104,561	\$1,126,483	\$1,148,842	\$1,171,649
Interest on investments	\$469,160	\$284,450	\$234,360	\$165,551	\$550,524	\$480,793
Rental income	\$3,053,368	\$3,226,506	\$3,322,104	\$3,422,653	\$3,075,368	\$2,796,809
Licenses & permits	\$401,500	\$194,410	\$196,358	\$407,345	\$200,372	\$202,440
Other	\$556,329	\$368,614	\$371,661	\$374,762	\$377,919	\$381,132
Operating transfer in	\$442,351	\$0	\$0	\$0	\$0	\$0
Fund balance reserve use	-\$55,406	-\$45,000	-\$45,000	-\$45,000	-\$45,000	-\$45,000
Total Revenue	\$62,500,179	\$61,434,146	\$61,737,030	\$62,643,215	\$63,239,991	\$64,043,512
% change over prior year	-1.70%	-1.70%	0.50%	1.50%	1.00%	1.30%
Expenditures:						
Salaries	\$21,454,530	\$21,775,584	\$22,101,454	\$22,432,211	\$22,991,743	\$23,565,263
Fringe benefits	\$9,603,536	\$9,515,951	\$9,997,499	\$10,519,694	\$11,137,306	\$11,806,219
Supplies	\$2,169,198	\$2,330,854	\$2,256,971	\$2,419,971	\$2,347,870	\$2,512,687
Other services & chg	\$19,072,568	\$19,345,041	\$19,654,822	\$20,015,372	\$20,256,373	\$20,521,133
Contingency	\$660,483	\$637,011	\$635,501	\$650,462	\$665,624	\$684,320
Capital outlay	\$60,000	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$10,479,864	\$10,682,687	\$11,103,582	\$11,520,553	\$12,051,015	\$12,613,039
Total Expenditures	\$63,500,179	\$64,287,128	\$65,749,829	\$67,558,263	\$69,449,931	\$71,702,662
% change over prior year	-0.30%	1.20%	2.30%	2.80%	2.80%	3.20%
Revenue over (under) expenditures	-\$1,000,000	-\$2,852,982	-\$4,012,799	-\$4,915,048	-\$6,209,940	-\$7,659,150
Undesignated Fund Balance	\$8,568,325	\$5,715,343	\$1,702,545	-\$3,212,503	-\$9,422,443	-\$17,081,593
Total Fund Balance	\$15,007,179	\$12,199,197	\$8,231,399	\$3,361,351	-\$2,803,589	-\$10,417,739

County of Ottawa
Five Year Budget Projections
General Fund

Optimistic Taxable Value Outlook
Moderate Revenue Sharing Outlook

	2011	2012	2013	2014	2015	2016
	Budgeted	Projected	Projected	Projected	Projected	Projected
Projected change in State Revenue Sharing:		-25.0%	0.0%	1.0%	1.5%	2.0%
Projected change in taxable value:		-1.0%	0.0%	1.0%	1.5%	2.0%
Revenues:						
Taxes	\$37,870,625	\$37,189,029	\$37,149,224	\$37,490,291	\$38,046,992	\$38,786,855
Intergovernmental	\$8,359,486	\$7,734,760	\$7,768,403	\$7,836,229	\$7,932,935	\$8,049,934
Charges for services	\$10,340,766	\$10,533,016	\$10,728,966	\$10,928,688	\$10,980,715	\$11,185,173
Fines & Forfeits	\$1,062,000	\$1,083,070	\$1,104,561	\$1,126,483	\$1,148,842	\$1,171,649
Interest on investments	\$469,160	\$284,450	\$234,360	\$165,551	\$550,524	\$480,793
Rental income	\$3,053,368	\$3,226,506	\$3,322,104	\$3,422,653	\$3,075,368	\$2,796,809
Licenses & permits	\$401,500	\$194,410	\$196,358	\$407,345	\$200,372	\$202,440
Other	\$556,329	\$368,614	\$371,661	\$374,762	\$377,919	\$381,132
Operating transfer in	\$442,351	\$0	\$0	\$0	\$0	\$0
Fund balance reserve use	-\$55,406	-\$45,000	-\$45,000	-\$45,000	-\$45,000	-\$45,000
Total Revenue	\$62,500,179	\$60,568,855	\$60,830,638	\$61,707,003	\$62,268,668	\$63,009,785
% change over prior year	-1.70%	-3.10%	0.40%	1.40%	0.90%	1.20%
Expenditures:						
Salaries	\$21,454,530	\$21,775,584	\$22,101,454	\$22,432,211	\$22,991,743	\$23,565,263
Fringe benefits	\$9,603,536	\$9,515,951	\$9,997,499	\$10,519,694	\$11,137,306	\$11,806,219
Supplies	\$2,169,198	\$2,330,854	\$2,256,971	\$2,419,971	\$2,347,870	\$2,512,687
Other services & chg	\$19,072,568	\$19,345,041	\$19,654,822	\$20,015,372	\$20,256,373	\$20,521,133
Contingency	\$660,483	\$637,011	\$635,501	\$650,462	\$665,624	\$684,320
Capital outlay	\$60,000	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$10,479,864	\$10,682,687	\$11,103,582	\$11,520,553	\$12,051,015	\$12,613,039
Total Expenditures	\$63,500,179	\$64,287,128	\$65,749,829	\$67,558,263	\$69,449,931	\$71,702,662
% change over prior year	-0.30%	1.20%	2.30%	2.80%	2.80%	3.20%
Revenue over (under) expenditures	-\$1,000,000	-\$3,718,273	-\$4,919,191	-\$5,851,260	-\$7,181,263	-\$8,692,877
Undesignated Fund Balance	\$8,568,325	\$4,850,052	-\$69,138	-\$5,920,398	-\$13,101,661	-\$21,794,538
Total Fund Balance	\$15,007,179	\$11,333,906	\$6,459,716	\$653,456	-\$6,482,807	-\$15,130,684

County of Ottawa
Five Year Budget Projections
General Fund

Optimistic Taxable Value Outlook
Pessimistic Revenue Sharing Outlook

	2011	2012	2013	2014	2015	2016
	Budgeted	Projected	Projected	Projected	Projected	Projected
Projected change in State Revenue Sharing:		-100.0%	N/A	N/A	N/A	N/A
Projected change in taxable value:		-1.0%	0.0%	1.0%	1.5%	2.0%
Revenues:						
Taxes	\$37,870,625	\$37,189,029	\$37,149,224	\$37,490,291	\$38,046,992	\$38,786,855
Intergovernmental	\$8,359,486	\$4,489,919	\$4,523,562	\$4,558,940	\$4,606,487	\$4,656,957
Charges for services	\$10,340,766	\$10,533,016	\$10,728,966	\$10,928,688	\$10,980,715	\$11,185,173
Fines & Forfeits	\$1,062,000	\$1,083,070	\$1,104,561	\$1,126,483	\$1,148,842	\$1,171,649
Interest on investments	\$469,160	\$284,450	\$234,360	\$165,551	\$550,524	\$480,793
Rental income	\$3,053,368	\$3,226,506	\$3,322,104	\$3,422,653	\$3,075,368	\$2,796,809
Licenses & permits	\$401,500	\$194,410	\$196,358	\$407,345	\$200,372	\$202,440
Other	\$556,329	\$368,614	\$371,661	\$374,762	\$377,919	\$381,132
Operating transfer in	\$442,351	\$0	\$0	\$0	\$0	\$0
Fund balance reserve use	-\$55,406	-\$45,000	-\$45,000	-\$45,000	-\$45,000	-\$45,000
Total Revenue	\$62,500,179	\$57,324,014	\$57,585,797	\$58,429,714	\$58,942,220	\$59,616,808
% change over prior year	-1.70%	-8.30%	0.50%	1.50%	0.90%	1.10%
Expenditures:						
Salaries	\$21,454,530	\$21,775,584	\$22,101,454	\$22,432,211	\$22,991,743	\$23,565,263
Fringe benefits	\$9,603,536	\$9,515,951	\$9,997,499	\$10,519,694	\$11,137,306	\$11,806,219
Supplies	\$2,169,198	\$2,330,854	\$2,256,971	\$2,419,971	\$2,347,870	\$2,512,687
Other services & chg	\$19,072,568	\$19,345,041	\$19,654,822	\$20,015,372	\$20,256,373	\$20,521,133
Contingency	\$660,483	\$637,011	\$635,501	\$650,462	\$665,624	\$684,320
Capital outlay	\$60,000	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$10,479,864	\$10,682,687	\$11,103,582	\$11,520,553	\$12,051,015	\$12,613,039
Total Expenditures	\$63,500,179	\$64,287,128	\$65,749,829	\$67,558,263	\$69,449,931	\$71,702,662
% change over prior year	-0.30%	1.20%	2.30%	2.80%	2.80%	3.20%
Revenue over (under) expenditures	-\$1,000,000	-\$6,963,114	-\$8,164,032	-\$9,128,549	-\$10,507,711	-\$12,085,854
Undesignated Fund Balance	\$8,568,325	\$1,605,211	-\$6,558,820	-\$15,687,369	-\$26,195,080	-\$38,280,934
Total Fund Balance	\$15,007,179	\$8,089,065	-\$29,966	-\$9,113,515	-\$19,576,226	-\$31,617,080

County of Ottawa
Five Year Budget Projections
General Fund

Moderate Taxable Value Outlook
Optimistic Revenue Sharing Outlook

	2011 Budgeted	2012 Projected	2013 Projected	2014 Projected	2015 Projected	2016 Projected
Projected change in State Revenue Sharing:		-5.0%	1.0%	1.5%	2.0%	3.0%
Projected change in taxable value:		-3.0%	-1.0%	0.0%	0.5%	1.5%
Revenues:						
Taxes	\$37,870,625	\$36,499,943	\$36,126,781	\$36,127,600	\$36,333,837	\$36,873,600
Intergovernmental	\$8,359,486	\$8,600,051	\$8,674,795	\$8,772,441	\$8,904,258	\$9,083,661
Charges for services	\$10,340,766	\$10,533,016	\$10,728,966	\$10,928,688	\$10,980,715	\$11,185,173
Fines & Forfeits	\$1,062,000	\$1,083,070	\$1,104,561	\$1,126,483	\$1,148,842	\$1,171,649
Interest on investments	\$469,160	\$284,450	\$234,360	\$165,551	\$550,524	\$480,793
Rental income	\$3,053,368	\$3,226,506	\$3,322,104	\$3,422,653	\$3,075,368	\$2,796,809
Licenses & permits	\$401,500	\$194,410	\$196,358	\$407,345	\$200,372	\$202,440
Other	\$556,329	\$368,614	\$371,661	\$374,762	\$377,919	\$381,132
Operating transfer in	\$442,351	\$0	\$0	\$0	\$0	\$0
Fund balance reserve use	-\$55,406	-\$45,000	-\$45,000	-\$45,000	-\$45,000	-\$45,000
Total Revenue	\$62,500,179	\$60,745,060	\$60,714,587	\$61,280,524	\$61,526,836	\$62,130,257
% change over prior year	-1.70%	-2.80%	-0.10%	0.90%	0.40%	1.00%
Expenditures:						
Salaries	\$21,454,530	\$21,775,584	\$22,101,454	\$22,432,211	\$22,991,743	\$23,565,263
Fringe benefits	\$9,603,536	\$9,515,951	\$9,997,499	\$10,519,694	\$11,137,306	\$11,806,219
Supplies	\$2,169,198	\$2,330,854	\$2,256,971	\$2,419,971	\$2,347,870	\$2,512,687
Other services & chg	\$19,072,568	\$19,345,041	\$19,654,822	\$20,015,372	\$20,256,373	\$20,521,133
Contingency	\$660,483	\$637,011	\$635,501	\$650,462	\$665,624	\$684,320
Capital outlay	\$60,000	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$10,479,864	\$10,682,687	\$11,103,582	\$11,520,553	\$12,051,015	\$12,613,039
Total Expenditures	\$63,500,179	\$64,287,128	\$65,749,829	\$67,558,263	\$69,449,931	\$71,702,662
% change over prior year	-0.30%	1.20%	2.30%	2.80%	2.80%	3.20%
Revenue over (under) expenditures	-\$1,000,000	-\$3,542,068	-\$5,035,242	-\$6,277,739	-\$7,923,095	-\$9,572,405
Undesignated Fund Balance	\$8,568,325	\$5,026,257	-\$8,984	-\$6,286,723	-\$14,209,818	-\$23,782,223
Total Fund Balance	\$15,007,179	\$11,510,111	\$6,519,870	\$287,131	-\$7,590,964	-\$17,118,369

County of Ottawa
Five Year Budget Projections
General Fund

Moderate Taxable Value Outlook
Moderate Revenue Sharing Outlook

	2011	2012	2013	2014	2015	2016
	Budgeted	Projected	Projected	Projected	Projected	Projected
Projected change in State Revenue Sharing:		-25.0%	0.0%	1.0%	1.5%	2.0%
Projected change in taxable value:		-3.0%	-1.0%	0.0%	0.5%	1.5%
Revenues:						
Taxes	\$37,870,625	\$36,499,943	\$36,126,781	\$36,127,600	\$36,333,837	\$36,873,600
Intergovernmental	\$8,359,486	\$7,734,760	\$7,768,403	\$7,836,229	\$7,932,935	\$8,049,934
Charges for services	\$10,340,766	\$10,533,016	\$10,728,966	\$10,928,688	\$10,980,715	\$11,185,173
Fines & Forfeits	\$1,062,000	\$1,083,070	\$1,104,561	\$1,126,483	\$1,148,842	\$1,171,649
Interest on investments	\$469,160	\$284,450	\$234,360	\$165,551	\$550,524	\$480,793
Rental income	\$3,053,368	\$3,226,506	\$3,322,104	\$3,422,653	\$3,075,368	\$2,796,809
Licenses & permits	\$401,500	\$194,410	\$196,358	\$407,345	\$200,372	\$202,440
Other	\$556,329	\$368,614	\$371,661	\$374,762	\$377,919	\$381,132
Operating transfer in	\$442,351	\$0	\$0	\$0	\$0	\$0
Fund balance reserve use	-\$55,406	-\$45,000	-\$45,000	-\$45,000	-\$45,000	-\$45,000
Total Revenue	\$62,500,179	\$59,879,769	\$59,808,195	\$60,344,312	\$60,555,513	\$61,096,530
% change over prior year	-1.70%	-4.20%	-0.10%	0.90%	0.30%	0.90%
Expenditures:						
Salaries	\$21,454,530	\$21,775,584	\$22,101,454	\$22,432,211	\$22,991,743	\$23,565,263
Fringe benefits	\$9,603,536	\$9,515,951	\$9,997,499	\$10,519,694	\$11,137,306	\$11,806,219
Supplies	\$2,169,198	\$2,330,854	\$2,256,971	\$2,419,971	\$2,347,870	\$2,512,687
Other services & chg	\$19,072,568	\$19,345,041	\$19,654,822	\$20,015,372	\$20,256,373	\$20,521,133
Contingency	\$660,483	\$637,011	\$635,501	\$650,462	\$665,624	\$684,320
Capital outlay	\$60,000	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$10,479,864	\$10,682,687	\$11,103,582	\$11,520,553	\$12,051,015	\$12,613,039
Total Expenditures	\$63,500,179	\$64,287,128	\$65,749,829	\$67,558,263	\$69,449,931	\$71,702,662
% change over prior year	-0.30%	1.20%	2.30%	2.80%	2.80%	3.20%
Revenue over (under) expenditures	-\$1,000,000	-\$4,407,359	-\$5,941,634	-\$7,213,951	-\$8,894,418	-\$10,606,132
Undesignated Fund Balance	\$8,568,325	\$4,160,966	-\$1,780,667	-\$8,994,618	-\$17,889,036	-\$28,495,168
Total Fund Balance	\$15,007,179	\$10,644,820	\$4,748,187	-\$2,420,764	-\$11,270,182	-\$21,831,314

**County of Ottawa
Five Year Budget Projections
General Fund**

Moderate Taxable Value Outlook
Pessimistic Revenue Sharing Outlook

	2011 Budgeted	2012 Projected	2013 Projected	2014 Projected	2015 Projected	2016 Projected
Projected change in State Revenue Sharing:		-100.0%	N/A	N/A	N/A	N/A
Projected change in taxable value:		-3.0%	-1.0%	0.0%	0.5%	1.5%
Revenues:						
Taxes	\$37,870,625	\$36,499,943	\$36,126,781	\$36,127,600	\$36,333,837	\$36,873,600
Intergovernmental	\$8,359,486	\$4,489,919	\$4,523,562	\$4,558,940	\$4,606,487	\$4,656,957
Charges for services	\$10,340,766	\$10,533,016	\$10,728,966	\$10,928,688	\$10,980,715	\$11,185,173
Fines & Forfeits	\$1,062,000	\$1,083,070	\$1,104,561	\$1,126,483	\$1,148,842	\$1,171,649
Interest on investments	\$469,160	\$284,450	\$234,360	\$165,551	\$550,524	\$480,793
Rental income	\$3,053,368	\$3,226,506	\$3,322,104	\$3,422,653	\$3,075,368	\$2,796,809
Licenses & permits	\$401,500	\$194,410	\$196,358	\$407,345	\$200,372	\$202,440
Other	\$556,329	\$368,614	\$371,661	\$374,762	\$377,919	\$381,132
Operating transfer in	\$442,351	\$0	\$0	\$0	\$0	\$0
Fund balance reserve use	-\$55,406	-\$45,000	-\$45,000	-\$45,000	-\$45,000	-\$45,000
Total Revenue	\$62,500,179	\$56,634,928	\$56,563,354	\$57,067,023	\$57,229,065	\$57,703,553
% change over prior year	-1.70%	-9.40%	-0.10%	0.90%	0.30%	0.80%
Expenditures:						
Salaries	\$21,454,530	\$21,775,584	\$22,101,454	\$22,432,211	\$22,991,743	\$23,565,263
Fringe benefits	\$9,603,536	\$9,515,951	\$9,997,499	\$10,519,694	\$11,137,306	\$11,806,219
Supplies	\$2,169,198	\$2,330,854	\$2,256,971	\$2,419,971	\$2,347,870	\$2,512,687
Other services & chg	\$19,072,568	\$19,345,041	\$19,654,822	\$20,015,372	\$20,256,373	\$20,521,133
Contingency	\$660,483	\$637,011	\$635,501	\$650,462	\$665,624	\$684,320
Capital outlay	\$60,000	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$10,479,864	\$10,682,687	\$11,103,582	\$11,520,553	\$12,051,015	\$12,613,039
Total Expenditures	\$63,500,179	\$64,287,128	\$65,749,829	\$67,558,263	\$69,449,931	\$71,702,662
% change over prior year	-0.30%	1.20%	2.30%	2.80%	2.80%	3.20%
Revenue over (under) expenditures	-\$1,000,000	-\$7,652,200	-\$9,186,475	-\$10,491,240	-\$12,220,866	-\$13,999,109
Undesignated Fund Balance	\$8,568,325	\$916,125	-\$8,270,349	-\$18,761,589	-\$30,982,455	-\$44,981,564
Total Fund Balance	\$15,007,179	\$7,399,979	-\$1,741,495	-\$12,187,735	-\$24,363,601	-\$38,317,710

**County of Ottawa
Five Year Budget Projections
General Fund**

**Pessimistic Taxable Value Outlook
Optimistic Revenue Sharing Outlook**

	2011 Budgeted	2012 Projected	2013 Projected	2014 Projected	2015 Projected	2016 Projected
Projected change in State Revenue Sharing:		-5.0%	1.0%	1.5%	2.0%	3.0%
Projected change in taxable value:		-5.0%	-3.0%	-1.0%	0.0%	1.0%
Revenues:						
Taxes	\$37,870,625	\$35,810,857	\$34,791,654	\$34,475,801	\$34,517,026	\$34,872,784
Intergovernmental	\$8,359,486	\$8,600,051	\$8,674,795	\$8,772,441	\$8,904,258	\$9,083,661
Charges for services	\$10,340,766	\$10,533,016	\$10,728,966	\$10,928,688	\$10,980,715	\$11,185,173
Fines & Forfeits	\$1,062,000	\$1,083,070	\$1,104,561	\$1,126,483	\$1,148,842	\$1,171,649
Interest on investments	\$469,160	\$284,450	\$234,360	\$165,551	\$550,524	\$480,793
Rental income	\$3,053,368	\$3,226,506	\$3,322,104	\$3,422,653	\$3,075,368	\$2,796,809
Licenses & permits	\$401,500	\$194,410	\$196,358	\$407,345	\$200,372	\$202,440
Other	\$556,329	\$368,614	\$371,661	\$374,762	\$377,919	\$381,132
Operating transfer in	\$442,351	\$0	\$0	\$0	\$0	\$0
Fund balance reserve use	-\$55,406	-\$45,000	-\$45,000	-\$45,000	-\$45,000	-\$45,000
Total Revenue	\$62,500,179	\$60,055,974	\$59,379,460	\$59,628,725	\$59,710,025	\$60,129,441
% change over prior year	-1.70%	-3.90%	-1.10%	0.40%	0.10%	0.70%
Expenditures:						
Salaries	\$21,454,530	\$21,775,584	\$22,101,454	\$22,432,211	\$22,991,743	\$23,565,263
Fringe benefits	\$9,603,536	\$9,515,951	\$9,997,499	\$10,519,694	\$11,137,306	\$11,806,219
Supplies	\$2,169,198	\$2,330,854	\$2,256,971	\$2,419,971	\$2,347,870	\$2,512,687
Other services & chg	\$19,072,568	\$19,345,041	\$19,654,822	\$20,015,372	\$20,256,373	\$20,521,133
Contingency	\$660,483	\$637,011	\$635,501	\$650,462	\$665,624	\$684,320
Capital outlay	\$60,000	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$10,479,864	\$10,682,687	\$11,103,582	\$11,520,553	\$12,051,015	\$12,613,039
Total Expenditures	\$63,500,179	\$64,287,128	\$65,749,829	\$67,558,263	\$69,449,931	\$71,702,662
% change over prior year	-0.30%	1.20%	2.30%	2.80%	2.80%	3.20%
Revenue over (under) expenditures	-\$1,000,000	-\$4,231,154	-\$6,370,369	-\$7,929,538	-\$9,739,906	-\$11,573,221
Undesignated Fund Balance	\$8,568,325	\$4,337,171	-\$2,033,197	-\$9,962,735	-\$19,702,641	-\$31,275,862
Total Fund Balance	\$15,007,179	\$10,821,025	\$4,495,657	-\$3,388,881	-\$13,083,787	-\$24,612,008

County of Ottawa
Five Year Budget Projections
General Fund

Pessimistic Taxable Value Outlook
Moderate Revenue Sharing Outlook

	2011	2012	2013	2014	2015	2016
	Budgeted	Projected	Projected	Projected	Projected	Projected
Projected change in State Revenue Sharing:		-25.0%	0.0%	1.0%	1.5%	2.0%
Projected change in taxable value:		-5.0%	-3.0%	-1.0%	0.0%	1.0%
Revenues:						
Taxes	\$37,870,625	\$35,810,857	\$34,791,654	\$34,475,801	\$34,517,026	\$34,872,784
Intergovernmental	\$8,359,486	\$7,734,760	\$7,768,403	\$7,836,229	\$7,932,935	\$8,049,934
Charges for services	\$10,340,766	\$10,533,016	\$10,728,966	\$10,928,688	\$10,980,715	\$11,185,173
Fines & Forfeits	\$1,062,000	\$1,083,070	\$1,104,561	\$1,126,483	\$1,148,842	\$1,171,649
Interest on investments	\$469,160	\$284,450	\$234,360	\$165,551	\$550,524	\$480,793
Rental income	\$3,053,368	\$3,226,506	\$3,322,104	\$3,422,653	\$3,075,368	\$2,796,809
Licenses & permits	\$401,500	\$194,410	\$196,358	\$407,345	\$200,372	\$202,440
Other	\$556,329	\$368,614	\$371,661	\$374,762	\$377,919	\$381,132
Operating transfer in	\$442,351	\$0	\$0	\$0	\$0	\$0
Fund balance reserve use	-\$55,406	-\$45,000	-\$45,000	-\$45,000	-\$45,000	-\$45,000
Total Revenue	\$62,500,179	\$59,190,683	\$58,473,068	\$58,692,513	\$58,738,702	\$59,095,714
% change over prior year	-1.70%	-5.30%	-1.20%	0.40%	0.10%	0.60%
Expenditures:						
Salaries	\$21,454,530	\$21,775,584	\$22,101,454	\$22,432,211	\$22,991,743	\$23,565,263
Fringe benefits	\$9,603,536	\$9,515,951	\$9,997,499	\$10,519,694	\$11,137,306	\$11,806,219
Supplies	\$2,169,198	\$2,330,854	\$2,256,971	\$2,419,971	\$2,347,870	\$2,512,687
Other services & chg	\$19,072,568	\$19,345,041	\$19,654,822	\$20,015,372	\$20,256,373	\$20,521,133
Contingency	\$660,483	\$637,011	\$635,501	\$650,462	\$665,624	\$684,320
Capital outlay	\$60,000	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$10,479,864	\$10,682,687	\$11,103,582	\$11,520,553	\$12,051,015	\$12,613,039
Total Expenditures	\$63,500,179	\$64,287,128	\$65,749,829	\$67,558,263	\$69,449,931	\$71,702,662
% change over prior year	-0.30%	1.20%	2.30%	2.80%	2.80%	3.20%
Revenue over (under) expenditures	-\$1,000,000	-\$5,096,445	-\$7,276,761	-\$8,865,750	-\$10,711,229	-\$12,606,948
Undesignated Fund Balance	\$8,568,325	\$3,471,880	-\$3,804,880	-\$12,670,630	-\$23,381,859	-\$35,988,807
Total Fund Balance	\$15,007,179	\$9,955,734	\$2,723,974	-\$6,096,776	-\$16,763,005	-\$29,324,953

**County of Ottawa
Five Year Budget Projections
General Fund**

**Pessimistic Taxable Value Outlook
Pessimistic Revenue Sharing Outlook**

	2011	2012	2013	2014	2015	2016
	Budgeted	Projected	Projected	Projected	Projected	Projected
Projected change in State Revenue Sharing:		-100.0%	N/A	N/A	N/A	N/A
Projected change in taxable value:		-5.0%	-3.0%	-1.0%	0.0%	1.0%
Revenues:						
Taxes	\$37,870,625	\$35,810,857	\$34,791,654	\$34,475,801	\$34,517,026	\$34,872,784
Intergovernmental	\$8,359,486	\$4,489,919	\$4,523,562	\$4,558,940	\$4,606,487	\$4,656,957
Charges for services	\$10,340,766	\$10,533,016	\$10,728,966	\$10,928,688	\$10,980,715	\$11,185,173
Fines & Forfeits	\$1,062,000	\$1,083,070	\$1,104,561	\$1,126,483	\$1,148,842	\$1,171,649
Interest on investments	\$469,160	\$284,450	\$234,360	\$165,551	\$550,524	\$480,793
Rental income	\$3,053,368	\$3,226,506	\$3,322,104	\$3,422,653	\$3,075,368	\$2,796,809
Licenses & permits	\$401,500	\$194,410	\$196,358	\$407,345	\$200,372	\$202,440
Other	\$556,329	\$368,614	\$371,661	\$374,762	\$377,919	\$381,132
Operating transfer in	\$442,351	\$0	\$0	\$0	\$0	\$0
Fund balance reserve use	-\$55,406	-\$45,000	-\$45,000	-\$45,000	-\$45,000	-\$45,000
Total Revenue	\$62,500,179	\$55,945,842	\$55,228,227	\$55,415,224	\$55,412,254	\$55,702,737
% change over prior year	-1.70%	-10.50%	-1.30%	0.30%	0.00%	0.50%
Expenditures:						
Salaries	\$21,454,530	\$21,775,584	\$22,101,454	\$22,432,211	\$22,991,743	\$23,565,263
Fringe benefits	\$9,603,536	\$9,515,951	\$9,997,499	\$10,519,694	\$11,137,306	\$11,806,219
Supplies	\$2,169,198	\$2,330,854	\$2,256,971	\$2,419,971	\$2,347,870	\$2,512,687
Other services & chg	\$19,072,568	\$19,345,041	\$19,654,822	\$20,015,372	\$20,256,373	\$20,521,133
Contingency	\$660,483	\$637,011	\$635,501	\$650,462	\$665,624	\$684,320
Capital outlay	\$60,000	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$10,479,864	\$10,682,687	\$11,103,582	\$11,520,553	\$12,051,015	\$12,613,039
Total Expenditures	\$63,500,179	\$64,287,128	\$65,749,829	\$67,558,263	\$69,449,931	\$71,702,662
% change over prior year	-0.30%	1.20%	2.30%	2.80%	2.80%	3.20%
Revenue over (under) expenditures	-\$1,000,000	-\$8,341,286	-\$10,521,602	-\$12,143,039	-\$14,037,677	-\$15,999,925
Undesignated Fund Balance	\$8,568,325	\$227,039	-\$10,294,562	-\$22,437,601	-\$36,475,278	-\$52,475,203
Total Fund Balance	\$15,007,179	\$6,710,893	-\$3,765,708	-\$15,863,747	-\$29,856,424	-\$45,811,349

The Strategic Planning Process

Strategic Planning Definition

Local government's strategic planning is the process by which a local government envisions its future and develops the necessary organization, staff, procedures, operations, and controls to successfully achieve that future.

Objective

The Objective of any strategic planning process is to increase organizational performance through an examination of community service needs, establishment of organizational goals, and identification of steps necessary to achieve these goals. Strategic planning concerns itself with establishing the major directions for the organization, such as its purpose/mission, major clients to serve, major problems to pursue, and major delivery approaches.

An effective strategic planning process facilitates the examination of the following questions:

- What business is the local government in? What should it be in? To whom does it provide services? Who is paying for them? Who should pay for them?
- What are the alternate revenue sources and strategies? What should the government system look like in response to these alternatives?
- What are the economic development possibilities and trends within the jurisdictional boundaries of the government, and what will the effects be on local services and infrastructure?
- Are there major reorganizations to be considered?
- What is the impact on service delivery if governmental priorities (economic development, public safety, and so on) change?

Ottawa County, the eighth-largest county in Michigan, is a beautiful community of over 250,000 people located along the Lake Michigan shoreline. The government that serves the community is comprised of approximately 1,100 employees and elected officials with occupations as diverse as nursing, parks, corrections, administration, and law enforcement.

An 11-member Board of Commissioners, each elected to a two-year term, governs the County. The Board of Commissioners establishes the general direction of government and provides oversight of administrative functions of the County. The Board appoints a County Administrator who manages the budget, provides leadership and management of Board initiatives, and oversees general County operations. The remaining operations are managed by either elected officers (Clerk, Drain Commissioner, Prosecutor, Register of Deeds, 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 January 19, 2010, to create the business plan for 2010. This involved an update of objectives for 2010 and a review of the strengths, weaknesses, opportunities, and threats (SWOT) facing the County. After the Board established draft objectives, Administration assigned resources to each objective, and developed outcome measures which will indicate success in completing the plan's goals. The results of the process follow.

A 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.

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

STRENGTHS

- Community image - good place to raise a family, quality of life
- Location - good place to live
- Natural Resources (lakes, rivers, trees)
- Financial health
- Quality management by County Board and staff
- Effective services provided by dedicated employees
- Public safety - low crime
- Parks system
- Agriculture
- Potential for future energy development
- Industry
- Educational systems; public and private, higher education
- Entrepreneurs
- Regional cooperation
- Training programs and communication with employee groups
- Area traits; conservative, work ethic and religion
- Close to cultural resources
- Transportation
- Health care, local hospitals and proximity to Kent County
- Culture of volunteering and philanthropy, community services provided by non-profit and religious groups
- Strong recreational opportunities
- Infrastructure

OPPORTUNITIES

- Legislative activity - lobbyist to develop proactive strategies
- Local government communication, relations and assistance
- State constitutional convention
- Economic development (Pfizer plant, energy, agriculture)
- Use of new communication tools, social networking
- Sustainable thinking - "going green", recycling, cost savings
- Growth in health care industry
- Economic climate allows for new thinking; regional focus, collaboration and consolidation
- Programs to meet new needs (emerging industries, substance abuse)
- Maintain open spaces
- Increase and recognize diversity
- Tourism (lakes, parks)
- Improve transit, conduct corridor studies
- Bring the road commission closer to the county, various strategies
- Bring balance to regulation in economic climate
- Provision of infrastructure
- Increase funding for mandated services

WEAKNESSES

- Effective communication with citizens and other stakeholders
- Lack of diversity, need to be a more welcoming place for diversity
- Declining transportation system with inadequate funding
- Redundancy, need for increased regional collaboration/consolidation
- Need to bring issues along slower to match a comfort-level with local units of government
- Runoff and Water Pollution
- Geographic division by Grand River
- Overall economic conditions
- State government
- Workforce unprepared, inadequate for future jobs
- Lack of countywide mass transit, especially to County facilities, rural areas
- Three Metropolitan Planning Organizations (MPOs)
- Accessibility and affordability for housing in disabled and elderly populations
- Over-reliance on manufacturing
- Managing growth to keep open spaces

THREATS

- Financial state of the economy - unemployment, state budget
- Loss of revenue sharing, dropping property tax revenue
- Crisis in the housing industry; foreclosures, loss of value, etc
- Rising pension and health care costs
- Lack of a regional economic development entity
- Bigotry and challenges of diversity
- Decreasing water quality, beach closures
- Excessive State/Federal regulation and mandates
- Air pollution regulation changes
- Gang and drug activity, WEMET funding
- Conflicts between being environmental and promoting business
- Aging population
- Road conditions and funding
- Domestic violence and hunger
- Substance abuse
- Globalization
- Term limits and potential of a Constitutional Convention
- Green industry overkill, need to keep goal of a diverse economy

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

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

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 maintain and enhance communication with citizens, employees and other stakeholders.**
- 3. To contribute to a healthy physical, economic and community environment.**
- 4. To continually improve the County's organization and services.**

GOAL 1: TO MAINTAIN AND IMPROVE THE STRONG FINANCIAL POSITION OF THE COUNTY.

WHAT WILL WE DO TO GET THERE?

Objective 1: Advocate on legislative issues to maintain and improve the financial position of the County.

- *Advocate to achieve full funding of mandates.*
- *Advocate to achieve the full reinstatement of revenue sharing.*
- *Work with our legislative delegation to make our positions statements on legislative issues clear.*
- *Identify other legislation that impacts our financial position and develop clear position statements on those issues.*
- *Evaluate the value of the lobbyist contract.*
- *Develop improved communication methods to make our position statements known to key stakeholders, including citizens.*

100% of the Ottawa legislative delegation reports understanding of our legislative positions. Legislation is introduced or adopted that maintains or improves our financial position. The lobbyist contract is positively reviewed and demonstrates a return on investment. Key stakeholders demonstrate an understanding of the legislative positions taken by the County.

Objective 2: Implement processes and strategies to deal with operational budget deficits.

- *Adopt a budget calendar and provide information to the Board of Commissioners necessary to make key decisions.*
- *Identify financial threats and approve strategies to mitigate those threats.*
- *Fully fund the County financing tools.*
- *Eliminate operational budget deficits, adopting the budget by the end of October.*

Commissioners report that all necessary information is provided in a timely fashion. Financial threats are identified and strategies adopted to mitigate those threats. The financing tools are fully funded, with the exception of the stabilization fund, or rationale provided to justify less than fully funded status. Budgets are adopted by the end of October that eliminate operational budget deficits.

Objective 3: Reduce the negative impact of rising employee benefit costs on the budget.

- *Approve a strategy to eventually move to a defined contribution (DC) plan for new hires.*
- *Consider a report and adopt strategies to reduce health benefit costs.*
- *Implement a health management plan.*

Commissioners adopt a plan to eventually move to a defined contribution system for new hires. Commissioners adopt strategies to reduce the costs of the County health plan. Commissioners adopt a health management plan.

Objective 4: Maintain or improve bond ratings.

- *Continue to address budget deficits with pro-active, balanced approaches.*
- *Present thorough, high-quality information to bond rating agencies.*

100% of ratings from Fitch, Standard and Poor's, and Moody's are maintained or improved.

Strategic Plan Goal 1: To Maintain and Improve the Strong Financial Position of the County of Ottawa

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

Objective: Advocate on legislative issues to maintain and improve the financial position of the County

Objective: Implement processes and strategies to deal with operational budget deficits

Objective: Reduce the negative impact of rising employee benefit costs on the budget

Objective: Maintain or improve bond ratings

Budget Ramifications: One of the key components of the County's legislative action plan is the lobbyist; the 2011 budget includes \$38,400 for a lobbyist to represent the County on legislative matters. One of the strategies to deal with operational budgets is to complete an analysis of need prior to filling vacant positions. As indicated earlier, several positions will still be held vacant in 2011.

The 2011 budget reflects significant changes to the health care plan for all employees. The 2010 budget included changes in office and prescription co-pays for non represented employees. These changes are anticipated to be included the bargaining unit contracts that expire in December of 2010. In addition, as discussed in the transmittal letter, the County intends to discontinue the self-funded insurance program and purchase insurance for significant savings. Across all funds, the savings applied totaled \$4.3 million, and the County believes the savings may be greater once all the programs are put in place. In May of 2010, the Board approved a change in the pension of new employees once funding for the change has been identified.

The County maintained their AAA rating with Moody's and Fitch and maintained their AA rating with Standard & Poors. The other objectives have already been met or are ongoing.

In addition, several of the financing tools are contributing significant dollars to operations, and fully funding the financing tools is one of the Board's objectives. A discussion of these contributions as well as an update on the status of each of them follows.

Financing Tools Historical Summary

The first County "Financing Tool", the Delinquent Tax Revolving Fund, was established in 1974. It was not until 1981, the beginning of an economic downturn, that the Board established the Public Improvement Fund and the Stabilization Fund. The general purpose of the Financing Tools is three-fold:

To provide long-term financial stability for Ottawa County

To take financial pressure off the General Fund

To provide long-term financing for certain operational costs

As Federal Revenue Sharing dwindled from \$785,771 in 1986 to \$50,404 in 1987, the importance of long-term financial planning became even more apparent to the County Board. Thus, in 1986 the Board established the Duplicating Fund and the Employee Sick Pay Bank Fund. The Telecommunications Fund followed in 1987 along with the Equipment Pool Fund in 1988. The Board continued to explore long-term financing possibilities and in 1990, the Solid Waste Clean-up Fund and the Employee Benefits Fund were approved. In 1996, the Board discontinued the Employee Benefits Fund, reallocating the money for future improvements and expansion to our County parks system.

Most of the financing tools are self-supporting in that they do not require additional funding or fee increases to maintain their current operations. The Infrastructure Fund is fairly new (established in 1999) and not considered to be self-supporting. The Public Improvement Fund, used to account for monies set aside for public improvements, has been used extensively in recent years for the remodeling or construction of new facilities. Even after the Grand Haven/West Olive project, this fund will still be able to fund smaller capital improvement projects. Though no longer fully funded, the Stabilization Fund maintains a significant fund balance and is contributing to the County budget in 2011.

The financing tools are set up to cover certain annual operating costs, not one-time costs. These financing tools help stabilize the annual budget process by reducing the peaks and valleys created by legislation, economic fluctuation, termination of grant dollars, equipment requests, etc. In addition, these funds have a positive effect on the interest rates the County and its townships and cities receive on bond issues, benefiting County taxpayers millions of dollars over the years.

When these financing tools were first established, administration told the Board these tools would eventually reduce costs to County departments. Along with these financing tools, the County began self-funding several of its insurance programs including health, unemployment, dental, and vision which operate very similarly to the financing tools.

The County is now realizing the benefit of these self-insured programs along with our financing tools.

The Board's vision over the years has allowed Ottawa County to maintain one of the lowest operating millages in the State while at the same time provide for long-term financial strength that will benefit County residents for many years to come. The County can react to the unexpected while at the same time continue to provide a stable source of services to the public. Ottawa County is envied by most counties across the State.

The following pages demonstrate clearly how the financing tools have and will continue to save millions of dollars for the County over the years. Certain assumptions were used in making the calculations. Historical annual savings are based on a five year history. Projected annual savings are based on a five year projection.

The nine financing tools funds are:

2271	Solid Waste Clean-up Fund
2444	Infrastructure Fund
2450	Public Improvement Fund
2570	Stabilization Fund
2980	Employee Sick Pay Bank
5160	Delinquent Tax Revolving Fund
6450	Duplicating Fund
6550	Telecommunications Fund
6641	Equipment Pool Fund

Solid Waste Clean-up Fund (2271)

Year Established: 1990

Fund Purpose:

This fund was established from monies received by Ottawa County from the settlement of litigation over the Southwest Ottawa Landfill. These monies are to be used exclusively for the clean-up of the landfill. (BC 90-277) The fund's goal is to use the interest generated from the principal to cover ongoing annual costs of the landfill clean-up. Beginning in 1998, these expenditures are paid for from this Fund thus saving the General Fund approximately \$283,000 - \$307,000 per year.

A plan to alleviate site contamination was approved by the Department of Natural Resources during 2005. The fund has expended \$2 million to add and replace purge wells and provide overall enhancements to the groundwater purge and treatment system. In addition, the Ottawa County, Michigan Insurance Authority (blended component unit) has contributed an additional \$1.8 million to the project. The improvement project is essentially complete, but ongoing maintenance expenditures for purge well operations will continue indefinitely. Had money not been set aside in this fund, the County would have to fund it from the General Fund or some other County fund.

In addition, as part of the financing plan for the new West Olive and Grand Haven facilities, the fund contributed \$2.5 million in 2008 for the construction of the facilities, allowing us to lower debt service costs.

Financial Benefits:

- 1) Provides long-term financing for annual clean-up costs.
- 2) Takes financial pressure off the General Fund.

Infrastructure Fund (2444)

Year Established: 1999

Fund Purpose:

This fund was established 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.

To date, the fund has made loans to municipalities totaling \$2,155,000. As part of the financing plan for the new West Olive and Grand Haven facilities, this fund is contributing \$125,000 per year for the anticipated principal and interest payments associated with the bond issue.

Financial Benefits:

- 1) Expedites projects by leveraging Federal, State, and other revenue sources.
- 2) Reduces debt levels.
- 3) Relieves General Fund of debt payments

Public Improvement Fund (2450)

Year Established: 1981

Fund Purpose:

This fund is used to account for monies set aside for public improvements. The fund's goal is to provide sufficient dollars to fund the County's major capital projects.

In addition, as part of the financing plan for the new West Olive and Grand Haven facilities, this fund is contributing \$175,000 per year for the anticipated principal and interest payments associated with the bond issue. The 2011 budget includes a diversion of rent revenue from this fund to the General Fund to assist with operations. This change may continue for the next three years with little impact on the fund since no major building projects are currently planned.

Financial Benefits:

- 1) Contributes to a positive bond rating.
- 2) Savings on bond issue costs.
- 3) Relieves General Fund of debt payments.

Stabilization Fund (2570)

Year Established: 1981

Fund Purpose:

This fund was established pursuant to Act No. 30 of the Public Acts of 1978 to assure the continued solid financial condition of the County. Use of funds are restricted for but not limited to:

- a) cover a general fund deficit, when the County's annual audit reveals such a deficit.
- b) prevent a reduction in the level of public services or in the number of employees at any time in a fiscal year when the County's budgeted revenue is not being collected in an amount sufficient to cover budgeted expenditures.
- c) prevent a reduction in the level of public services or in the number of employees when in preparing the budget for the next fiscal year the County's estimated revenue does not appear sufficient to cover estimated expenses
- d) cover expenses arising because of natural disaster, including a flood, fire, or tornado.

Financial Benefits:

- 1) Generates additional revenue for the General Fund. By law, any interest earned on this fund remains in the General Fund.
- 2) Provides long-term financial stability for Ottawa County.
- 3) Contributes positively to the bond rating.

Compensated Absences (2980)

Year Established: 1986

Fund Purpose:

The purpose of the Compensated Absences Fund is to pay for the County's accrued liability which was a result of discontinuing the accumulation and payoff of employee sick days. The amount of liability is equal to number of days accumulated times the rate of pay at the time the employee entered the bank (negotiated in the union contract). An employee's account earns interest at the average rate of return earned by County Treasurer each year. Since 1993, this fund also has accounted for the amount of vacation time that employees have earned and not taken at the end of each fund's fiscal year-end as required under Governmental Accounting Standards Board Statement No. 16.

Financial Benefits:

- 1) The future liability for sick pay has been eliminated.
- 2) County employees received short and long-term disability coverage.
- 3) Reduced County funded sick days.
- 4) Contributes positively to the bond rating.

Delinquent Tax Revolving Fund (5160)

Year Established: 1974

Fund Purpose:

The Delinquent Tax Revolving Fund is used to pay each local government unit, including the County, the respective amount of taxes not collected as of March 1 of each year. After many years of waiting for this fund to mature, the treasurer now avoids costly issuances of Delinquent Tax Anticipation Notes (now referred to as General Obligation Limited Tax Notes) and pays schools, local units and the County in a timely fashion. An annual evaluation is made to determine if it is beneficial for the County to issue general obligation limited tax notes versus using cash on hand. As a financing tool, money had been transferred each year to the General Fund. The 1996 transfer was \$750,000. The County discontinued a transfer to the General Fund in 1997 when the third bond issue was designated to be paid for from this fund. Beginning in 2000, the County had experienced the full impact of proposal A and had started the transfer of funds to the General Fund again. However, with the issuance of a fourth bond issue to be paid from this fund, the transfers have once again been discontinued. In addition, as part of the financing plan for the new West Olive and Grand Haven facilities, this fund is contributing \$150,000 per year for the anticipated principal and interest payments associated with the bond issue.

Financial Benefits:

- 1) Operating Transfers to the General Fund.
- 2) Principal and Interest Payments on four bond issues totaling \$2.6 million in 2011.
- 3) Ability to avoid bond issue costs to pay off annual delinquency.
- 4) Contributes to a positive Bond rating.
- 5) Cash flow management.

Duplicating, Telecommunications, and Equipment Pool Funds (6450, 6550, 6641)

Year Established:

Duplicating (6450)	1986
Telecommunications (6550)	1987
Equipment Pool (6641)	1988

Fund Purposes:

The Duplicating Fund (6450) is used for ongoing replacement of copy machines in County departments. Revenues are received from user departments to cover the expenses incurred in providing printing and copying services. The Telecommunications Fund

(6550) was established in 1987 for the purpose of funding the County's transition from a leased telecommunications system to a County owned and operated system. This fund pays for the operation of and enhancements to the telephone system and a network. Revenues are received from user departments to cover expenses incurred in providing the telephone service as well as future capital improvements. The 2011 budget includes a diversion of the commission earned on jail inmate phone calls from this fund to the General Fund to assist in operations. This transfer may continue for up to three years with little impact on the fund.

The purpose of the Equipment Pool Fund (6641) is to provide long-term financing capabilities to departments on an ongoing basis for capital acquisitions and replacement of office furniture and equipment. Revenues are collected from user departments for the equipment rental charges to cover depreciation costs and to provide funds for future purchases of equipment.

In addition, as part of the financing plan for the new West Olive and Grand Haven facilities, these funds have contributed \$4.1 million for the construction of the facilities and approximately \$150,000 per year for the anticipated principal and interest payments associated with the bond issue.

Financial Benefits:

- 1) Provides a continuous funding source for equipment purchases.
- 2) Stabilizes the budget process by eliminating the peak and valley effect.
- 3) Savings over lease costs.
- 4) Savings on bond issue costs.
- 5) Relieve the General Fund of debt service payments

Overall Benefits of the Financing Tools

- 1) Take financial pressure off the General Fund.

The best way to take financial pressure off the General Fund is to reduce reliance on property taxes for funding of County services. The General Fund directly provides funding for approximately twenty seven (27) County departments and indirectly (through operating transfers) significantly affects eleven (11) other County departments. Property Taxes represent the largest revenue source for the General Fund. However, property tax rates are limited by legislation, and charges for services are dependent on variables not under the control of the County (e.g., the economy). Consequently, it is crucial for the County both to capitalize on other revenue sources and to avoid actions which obligate the County to long-term expenditures. The financing tools provide on-going funding for a variety of costs.

The avoidance of debt payments is very important to the General Fund. Unlike other funding decisions of the General Fund, debt payments are mandatory, regardless of the revenue picture. Effectively, then, debt payments are an immediate subtraction from property tax revenues, taking away from other County programs. Thus, the debt payments avoided by the Public Improvement Fund (due to funding of construction costs) and funded by the Delinquent Tax Revolving Fund, Infrastructure Fund, Public Improvement Fund, Telecommunications Fund and the Ottawa County, Michigan Insurance Authority alleviate pressure on the General Fund, freeing up dollars for other County programs.

- 2) Provide long-term financing for certain operational costs.
By providing funding for certain operational costs on a long-term basis, the County, through the financing tools, is able to provide a high level of service to its residents.

The Duplicating, Telecommunications, and Equipment Pool Funds provide capital for equipment acquisition and replacement. If the County did not have the dollars to pay for the equipment, they would have to lease from an outside vendor or do without. Not purchasing equipment would result in an inefficient use of personnel and reduced service levels, particularly given our population growth levels. Another alternative to equipment purchases would be to just add more staff which are ongoing operational costs as opposed to one-time equipment costs.

Another cost that the financing tools help the County avoid are bond issue costs. Bond issue costs add nothing to the services the taxpayers are receiving. Because the Public Improvement Fund pays for certain projects outright, bond issue costs are avoided. Similar savings are realized by the Delinquent Tax Revolving Fund. Because the Board has allowed the Delinquent Tax Fund to grow, the total delinquency can be paid off without issuing notes. In addition to these direct costs, the County saves the indirect costs associated with the administration of bond/note issues and/or the administration of monthly payments to local municipalities for their delinquencies.

The Compensated Absences Fund also assists the County in controlling costs. Prior to the implementation of the Sick Pay Bank Fund, County employees received twelve (12) sick days per year, and unused days were banked. With the establishment of the Employee Sick Pay Bank Fund, the number of sick days given per year have been reduced to six (6). In return, employees have been given disability coverage which costs the County significantly less. The savings are obviously significant. Clearly, the Financing Tools help the County provide a high level of services in a cost effective manner.

3) Provide long-term financial stability for Ottawa County.

The third and perhaps most important purpose of the Financing Tools is to provide for the long-term stability of the County. The natural result of reducing the reliance on property taxes and controlling costs is to enhance stability, but several of the funds speak more directly to this issue.

The Stabilization Fund, by its nature, enhances stability. The fund's main purpose is to provide emergency funding. This fund, combined with the General Fund's fund balance provides a cushion the County needs to accommodate unforeseen expenditures and revenue reductions.

The Duplicating, Telecommunications, and Equipment Pool Funds promote stability as well. Without these funds, the County would have wide swings in expenditures for equipment purchases from year to year. This peak and valley effect impacts the funding of on-going programs and/or the purchases themselves. The Employee Sick Pay Bank Fund contributes to financial stability by eliminating liabilities. In addition to eliminating the liability, the employees received a greater benefit at a reduced cost to the County.

Additional Benefits:

- 1) Sufficient Equity Level.
One of the key factors that rating agencies use in establishing a bond rating is the level of equity in an organization. Though a specific percentage varies by municipalities, experts suggest 10 - 15 percent of expenditures reflects a healthy organization. The equity level also provides the County with adequate cash flow for payment of expenditures. Accordingly, the County's financing tools contribute indirectly to the General Fund's equity level.
- 2) Indicative of Long-Term Planning.
The Financing Tools show that the County Board had long-term financial planning in mind when they were originally established. Most of these funds began more than ten years ago. In addition, they represent something more significant: a willingness to avoid taking the short-term popularity gain of a tax cut in order to plan and provide for the long-term financial health of the County.
- 3) Contributes to a Positive Bond Rating.
The County has obtained a AAA bond rating from both Moody's and Fitch on General Obligation Limited Tax Bonds. The County itself receives only a small part of the benefit of our high rating. Most of our debt is for water and sewer projects which are paid by municipalities and individuals through assessments. It is the local municipalities and the individual taxpayers that receive the greatest benefit of our high rating.
- 4) Reduced Interest Rates on Bond Issues.
According to Wachovia Securities, formerly A.G. Edwards & Sons, an investment banking firm, the effect of as little as one half step change in the rating could affect the interest rate anywhere between 3 basis points (.03%) to as much as 10 basis points (.10%). On \$100 million in outstanding debt, this would cost an additional \$315,000 to \$1,053,000 over the life of the issue. Remember, these figures represent only a half step change.
- 5) Low Millage Rate.
As discussed earlier, Ottawa County's millage levy is substantially lower than surrounding counties. Most, if not all, Counties in the State are faced with the problem of how to fund the unexpected, how to fund new equipment, and how to fund and solve space problems. These financing tools have allowed Ottawa County to solve these problems without additional taxpayer burdens.

Historical/Projected Summary

	2003 – 2009 Historical Savings <u>To General Fund</u>	2010 – 2016 Projected Savings <u>To General Fund</u>
Solid Waste Clean-up Fund (2271)	\$6,275,964	\$2,240,952
Average Annual Savings	\$896,566	\$320,136
Average Annual Millage Savings	0.0951	0.0341
Public Improvement Fund (2450)	\$20,605,253	\$15,030,260
Average Annual Savings	\$2,943,608	\$2,147,180
Average Annual Millage Savings	0.3250	0.2296
Stabilization Fund (2570)	\$2,259,421	\$776,522
Average Annual Savings	\$322,774	\$110,932
Average Annual Millage Savings	0.0379	0.0118
Delinquent Tax Revolving Fund (5160)	\$17,884,242	\$17,756,784
Average Annual Savings	\$2,554,892	\$2,536,683
Average Annual Millage Savings	0.2964	0.2710
Duplicating, Telecommunications, and Equipment Pool (6450, 6550, 6641)	\$13,221,047	\$10,640,305
Average Annual Savings	\$1,888,721	\$1,520,044
Average Annual Millage Savings	0.2095	0.1623
Grand Total	\$60,245,927	\$46,444,823
Total Average Annual Savings	\$8,606,561	\$6,634,975
Total Average Annual Millage Savings	0.9639	0.7088

GOAL 2: TO MAINTAIN AND ENHANCE COMMUNICATION WITH CITIZENS, EMPLOYEES, AND OTHER STAKEHOLDERS.

Objective 1: Continue to improve the County website, miOttawa.

- Increase and improve the services that citizens can access and receive through the website.
- Examine the expanded use of social networking options that are linked to the website.
- Evaluate the value of the contract with our website contractor.
- Continue to use the Technology Committee to regularly review the status of the website.

The 2010 citizen survey reflects a 5% increase in citizens that report using miOttawa.org to communicate with or learn about Ottawa County government. The website contract is positively reviewed and supported by recommendation from the Technology Committee.

Objective 2: Review and update a comprehensive communication plan to maximize communication with citizens.

- Increase focus on receiving coverage on local radio and community television stations.
- Develop a report on the benefit of County property tax dollars.
- Evaluate the use of citizen budget meetings.
- Partner with local media to offer content for quality coverage.

The 2010 citizen survey reflects a 5% increase in citizens that report knowledge of revenue sharing and potential impacts of its loss. The 2010 citizen survey reflects that 40% of citizens report good awareness of County activities.

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

- Continue using the Front Page and all-staff e-mails to communicate important information to employees.
- Continue the Labor-Management Cooperation Committee.
- Continue and improve employee-edited newsletter.
- Continue brown-bag lunches and other information sessions.

Percentage of employees reporting satisfaction with County Administration continues to increase on the 2011 Employee Satisfaction Survey.

Objective 4: Continue to improve communication with Commissioners.

- Continue departmental annual report process.
- Evaluate use of paperless packets and other communication tools with Commissioners.

100% of Commissioners report satisfaction with communication from Administration.

Objective 5: Evaluate communication with other key stakeholders.

- Develop and implement a legislative action plan.
- Reexamine the role of Commissioners and staff in national, state and regional professional organizations and define the specific purpose of what we are to accomplish in those roles.
- Identify Commissioners to represent the County on NACO and MAC boards and committees.

100% of the Ottawa legislative delegation reports understanding of our legislative positions. Ottawa County, the Board of Commissioners, and staff are recognized as leaders and hold leadership positions in professional organizations.

WHAT WILL WE DO TO GET THERE?

Strategic Plan Goal 2: To Maintain and Enhance Communication with Citizens, Employees, and Other Stakeholders

Objective: Continue to improve the County website, miOttawa.org

Objective: Review and update a comprehensive communication plan to maximize communication with citizens

Objective: Continue to develop and implement methods of communicating with employee groups

Objective: Continue to improve communication with Commissioners

Objective: Evaluate communication with other key stakeholders

Budget Ramifications: The County’s website, miottawa.org also assists in communicating with the public. The 2011 Budget includes \$234,000 for miottawa.org maintenance and development of new services discussed previously under “Technology.” During 2010, the County began placing not only board and committee meeting agendas on the website, but also the packet information that pertains to the items. Citizens and other interested parties can see the details of proposed board activity and discussion prior to meetings. A communication plan update is anticipated to be presented to the Board of Commissioners, but no budget impact is reflected in the 2011 budget. The 2011 budget also includes \$25,000 for an employee survey in the Protected Self-Funded Unemployment Fund.

During 2010, the County completed a \$20,000 citizen survey to better understand community priorities and assist in decision making. The last citizen survey was completed in 2008. Listed below are two questions asked on the 2008 and 2010 survey and the survey results:

Taxes and Services:

2010 Response	2008 Response	Question
38%	37%	In light of the current budget situation in Ottawa County, it is important to maintain existing county services and programs, even if it means having to pay higher taxes.
58%	53%	In light of the current budget situation in Ottawa County, it is important to keep taxes and fees as low as possible, even if it means reducing county services and programs.
4%	10%	Undecided/Don’t know/Refused

Of the following list of problems and issues residents of Ottawa County which one problem or issue you are personally concerned about the most?

2010 Response	2008 Response	Question
45%	37%	Providing economic development and jobs
6%	14%	Protecting the public from crime and drugs
5%	5%	Controlling unplanned development and sprawl
12%	9%	Keeping local taxes and fees low
8%	7%	Maintaining and improving area roads
13%	6%	Improving the quality of area schools
3%	4%	Preserving prime farmland and open space
3%	3%	Providing quality basic city, township or county services
3%	6%	Protecting the environment in the area
1%	3%	Controlling traffic congestion
1%	3%	Undecided/Don't know/Refused

The results of this survey are reflected in the 2011 budget in that no increase in the millage has been included in the budget (even though the County could authorize one with a vote of the Board of Commissioners). Instead, services and costs have been reduced in the last two years to help balance the budget. During 2010, the County hired an economic development coordinator which will be discussed in the next section.

GOAL 3: TO CONTRIBUTE TO A HEALTHY PHYSICAL, ECONOMIC, & COMMUNITY ENVIRONMENT.

Objective 1: Discuss and act upon road policy issues as appropriate.

- *Contact legislators and road officials, on relevant road-related legislation including the US-231 bridge and bypass.*
- *Communicate and coordinate with the road commission on relevant issues and to improve public understanding on roles.*

100% of legislators report understanding of County position on applicable issues. 100% of Commissioners report progress in public understanding of respective roles of the road commission and County.

Objective 2: Consider opportunities to improve economic development in the region.

- *Work with existing partners on regional economic development efforts, guided by the 2008 Economic Development Report.*
- *Continue work on developing an agriculture incubator.*
- *Work to maintain a presence of MSU Extension services in the County.*

100% of Commissioners report satisfaction that options to improve economic development in the region are being considered.

Objective 3: Continue initiatives to preserve the physical environment.

- *Continue efforts related to water quality.*
- *Continue to work with local units of government to seek funding opportunities for completing a groundwater resources inventory.*
- *Improve knowledge on drain issues.*
- *Develop a comprehensive sustainability plan.*
- *Continue to support completion of the Parks and Recreation Commission Parks and Recreation Plan.*

A plan of action with measurable results is developed from water quality research. 95% of attendees surveyed report the Water Quality Forum presented useful, relevant information. A county groundwater resources inventory is completed.

Objective 4: Continue initiatives to positively impact the community.

- *Continue involvement with the Purchase of Development Rights committee.*
- *Complete Urban Smart Growth demonstration project.*
- *Conduct build-out analysis for local government units.*
- *The Board of Commissioners will review the strategic plans of County departments and agencies, as requested by those entities, that provide direct services to the residents of the County.*

Complete Urban Smart Growth project. Complete build-out analysis for two local government units. Department strategic plans are reviewed by the Planning and Policy Committee.

Objective 5: Provide quality County facilities throughout the County.

- *Analyze the potential use of County land for additional communication tower leasing.*
- *Effectively maintain the existing facilities in the County.*

Commissioners consider report on use of additional land for communication tower leasing.

WHAT WILL WE DO TO GET THERE?

Strategic Plan Goal 3: To Contribute to a Healthy Physical, Economic, & Community Environment

Objective: Discuss and act upon road policy issues as appropriate

Objective: Consider opportunities to improve economic development in the region

Objective: Continue initiatives to preserve the physical environment

Objective: Continue initiatives to positively impact the community

Objective: Provide quality County facilities throughout the County

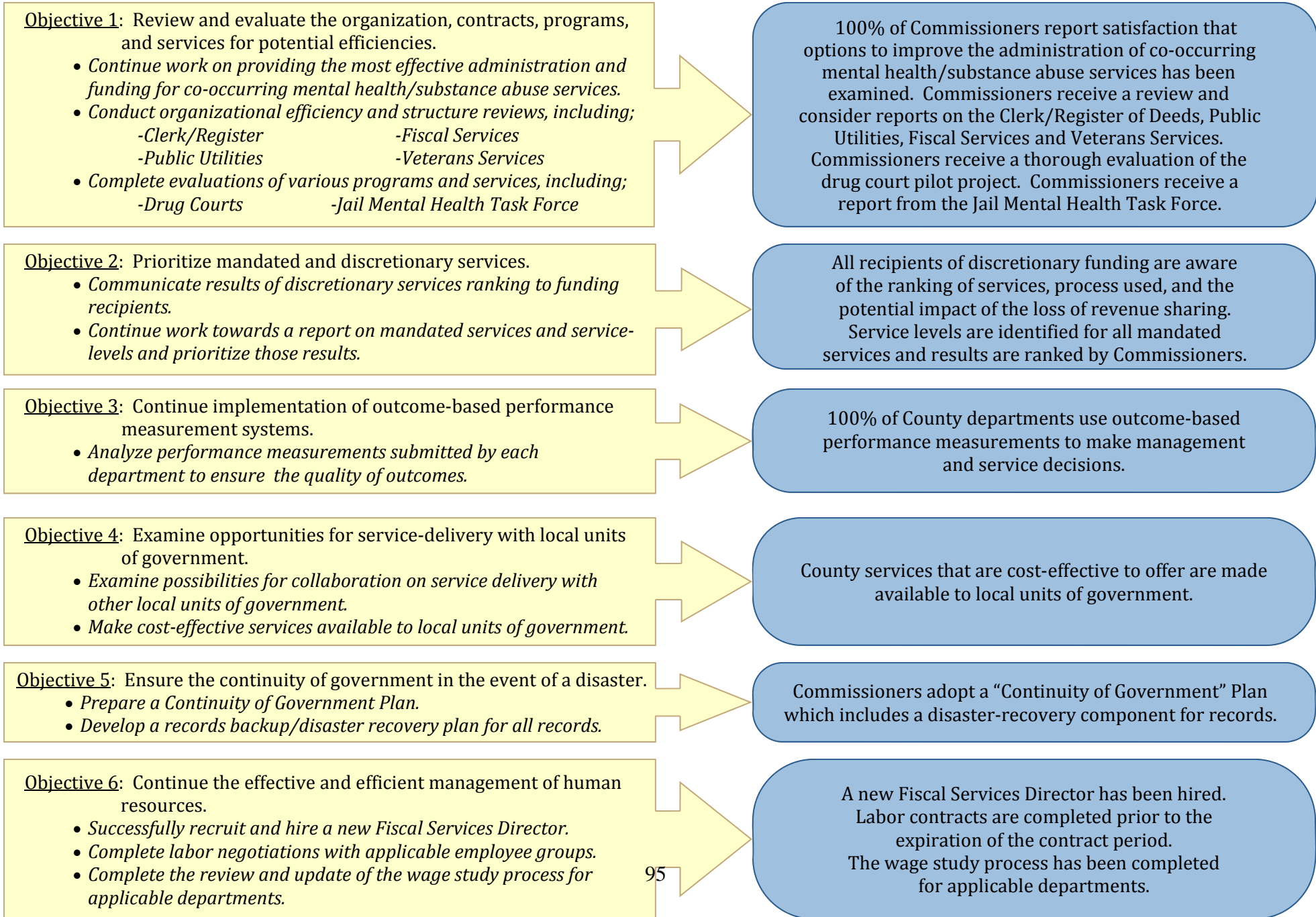
Budget Ramifications: The 2011 budget includes \$8,000 for the planning commission for consultant work with local units for transportation plans. In addition, the Energy Efficiency and Conservation Block grant recorded in the Grant Programs –Pass Thru fund (2750) includes up to \$518,000 for a signal optimization/synchronization study for western Ottawa County. These funds will be spent in 2010 and 2011.

In May of this year, the Board voted to fund an economic development coordinator in the Planning and Performance Improvement department (General Fund, 1010-7211) for the County to provide the oversight for all economic development initiatives undertaken by the County. The top priorities for this position are to administer the County's Brownfield Redevelopment Authority, implement a business incubator, and develop a coordinated economic development plan for Ottawa County. The 2011 budget for the Planning Commission includes \$25,000 to take advantage of economic attraction opportunities. The Planning and Performance Improvement budget also includes over \$51,000 for the County's economic development consultant.

In addition, because of the rapid growth in the County, concern over green space and waterway access has become increasingly important. The 2011 Parks and Recreation budget includes a .3165 mill levy for park development, expansion and maintenance. This levy was renewed by the citizens in August of 2008 and authorizes the levy for ten years. The 2011 Parks and Recreation budget includes a total of \$2.2 million for land acquisition and capital improvements to existing properties.

GOAL 4: TO CONTINUALLY IMPROVE THE COUNTY’S ORGANIZATION AND SERVICES.

WHAT WILL WE DO TO GET THERE?



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

- Objective: Review and evaluate the organization, contracts, programs, and services for potential efficiencies
- Objective: Prioritize mandated and discretionary services
- Objective: Continue implementation of outcome-based performance measurement systems
- Objective: Examine opportunities for service-delivery with local units of government
- Objective: Ensure the continuity of government in the event of a disaster
- Objective: Continue the effective and efficient management of human resources

Budget Ramifications: The 2011 budget reflects the accumulated cost benefits of efficiency and organizational studies performed on the following departments: Equalization and Property Description and Mapping, Fiscal Services and Administrative Services, Parenting Plus, and Veteran's Affairs. In addition, the 2011 budget continues to reflect the reallocation of two full time equivalents from the Register of Deeds office to the District Court which first began in 2010. The economic downturn has decreased workload in the Register of Deeds office and increased civil workload in the District Court.

In January of 2010, the mandatory services study was presented to the Board and these programs were ranked. The County Board completed an additional ranking of discretionary services in April of 2010, and these were used as an additional decision-making tool in the 2011 budget process. Specifically, \$15,000 was eliminated from the MSU Extension budget for the County contribution to the fair boards. Land-use planning resources have been redirected to economic development. Remonumentation has been reduced such that revenue equals expenditures. County-wide memberships and dues are down 4.8 percent in the 2011 budget. In addition, the 2011 budget includes the continuation of outcome based performance measures and program evaluations. During 2009 and 2010, the Planning and Performance Improvement department have been working with departments to further refine goals, objectives, and performance measures.

The Information Technology budget (Internal Service fund 6360) reflects partnering agreements with Park Township to provide imaging services Spring Lake Township and Muskegon County for various hosting services. The County will receive a portion of the convenience fees collected for the services. The County is also in discussion with municipalities within the County to provide website capabilities for their unit within miottawa.org, the County's website. The 2011 budget also includes \$6.0 million in public safety contracts with Ottawa municipalities. The County provides policing services to townships and certain cities and school districts.

Significant progress has been made on the County's disaster recovery plan, and its completion is anticipated before December 31, 2010. Each County facility will have a site emergency plan which includes basic information such as contact lists, evacuation and media guidelines and a vital records list. Information Technology has implemented the offsite replication of critical applications occurring between physically displaced locations as well as

offline and offsite backup to secondary media. Funds are included in the 2011 Information Technology budget to maintain the replication activity.

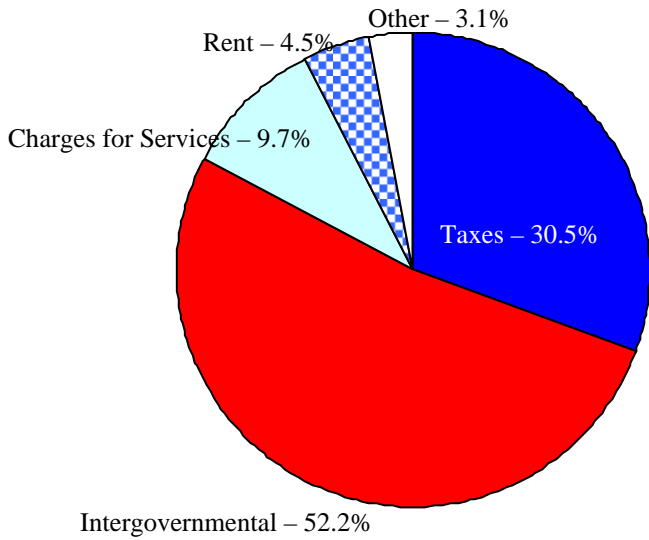
The site plans also provide direction for incident specific emergencies including:

- Violent Incidents
- Civil Disturbances
- Fire or Explosions
- Severe Winter Weather
- Tornados
- Utility Emergencies (e.g., gas line, power failure or water main)
- Bomb Threats
- Hazardous Material Incidents
- Medical Emergencies
- Floods

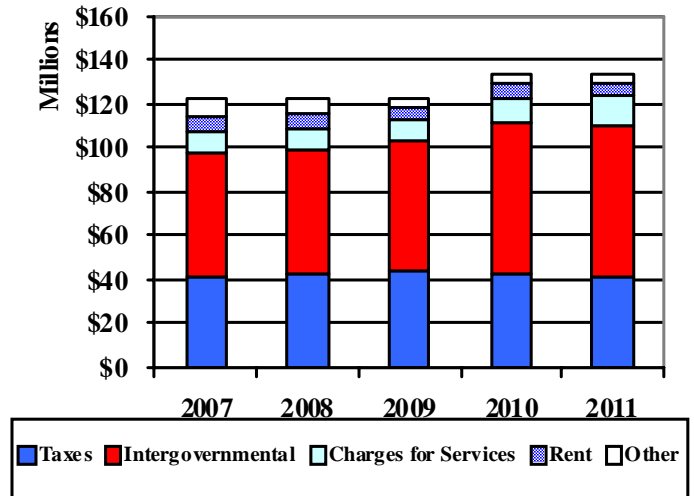
County of Ottawa Summary Information

County of Ottawa Governmental Funds – Revenue Primary Government

2011 Budget

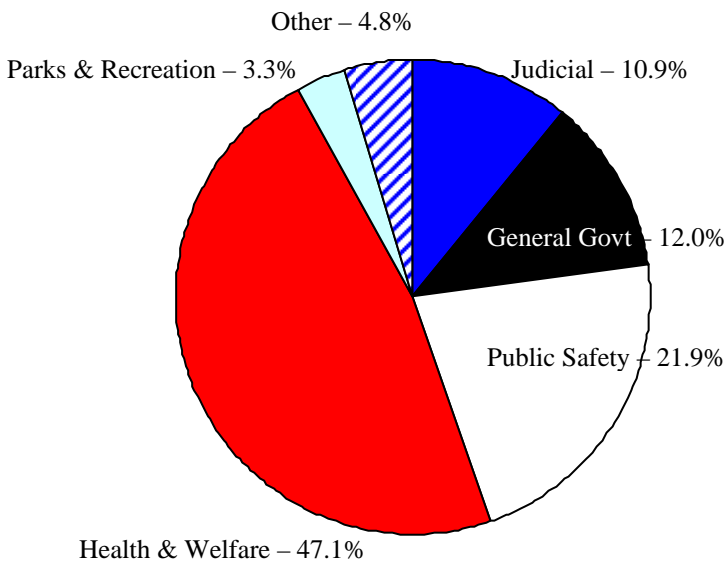


2007 – 2009 Actual, 2010 Estimated, 2011 Budgeted

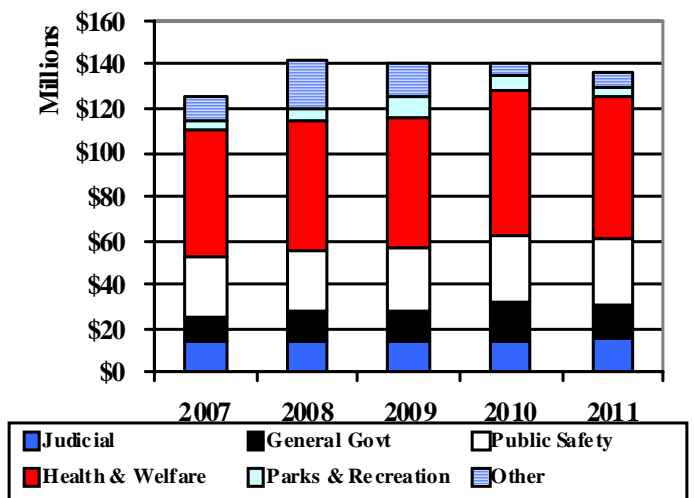


County of Ottawa Governmental Funds – Expenditures Primary Government

2011 Budget

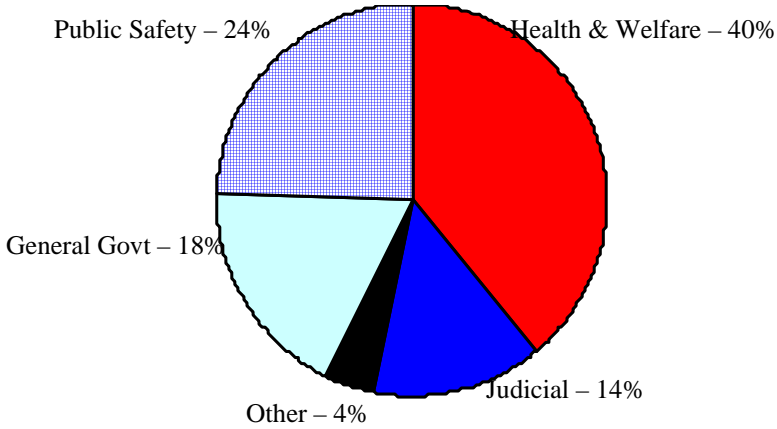


2007 – 2009 Actual, 2010 Estimated, 2011 Budgeted

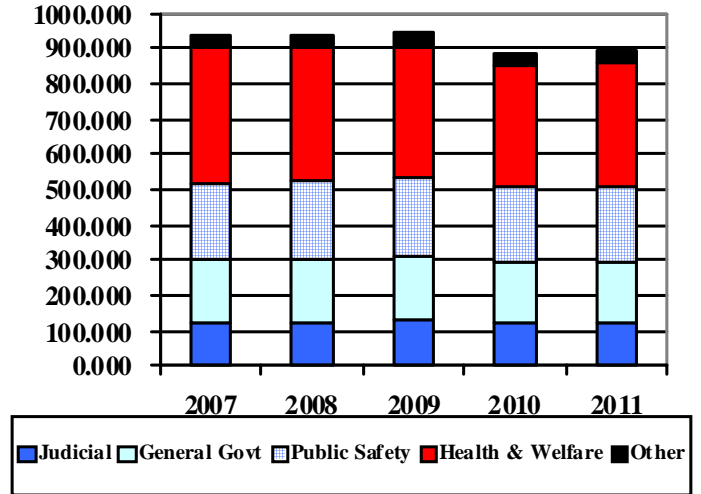


County of Ottawa Personnel by Function - All Funds Primary Government

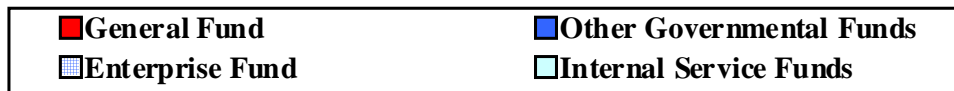
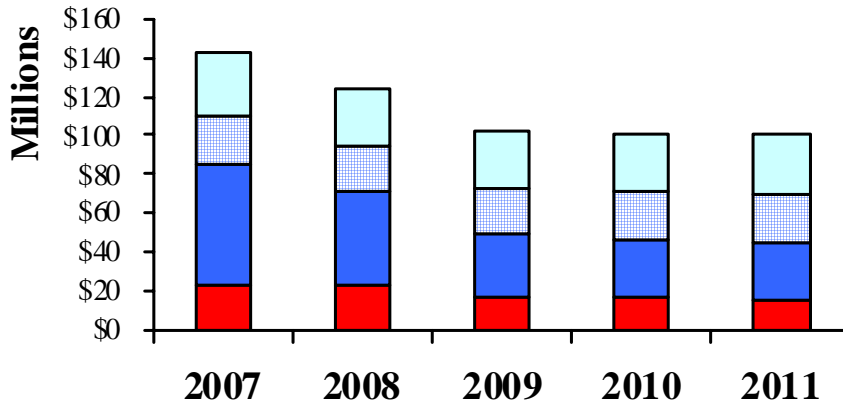
2011 Budget – Full Time Equivalent



2007 – 2011 Adopted Budget Full Time Equivalent



County of Ottawa Equity by Fund Type Primary Government



Note: Equity is based on modified accrual accounting for Governmental Funds and full accrual for Enterprise and Internal Services Funds. Accordingly, equity decreased in 2008 and 2009 due to the use of \$20 million in County assets for the construction of the new Grand Haven Courthouse and Fillmore Street addition.

COUNTY OF OTTAWA
SUMMARY OF 2011 BUDGET AND ESTIMATED FUND BALANCE
ALL BUDGETED FUNDS

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Permanent Fund	Total
Revenues:						
Taxes	\$37,870,625	\$3,035,063				\$40,905,688
Intergovernmental Revenue	8,359,486	61,517,314				69,876,800
Charges for Services	10,336,666	2,639,947				12,976,613
Fines and Forfeits	1,062,000					1,062,000
Interest on Investments	289,160	299,389			\$8	588,557
Rental	3,053,368	562,297	\$2,382,589			5,998,254
Licenses and Permits	401,500	535,641				937,141
Other Revenue	740,429	879,782				1,620,211
	62,113,234	69,469,433	2,382,589		8	133,965,264
Expenditures:						
Legislative	471,519					471,519
Judicial	10,319,818	4,526,455				14,846,273
General Government	15,218,097	1,008,033			\$606	16,226,736
Public Safety	24,238,528	5,562,542				29,801,070
Public Works	461,000	867,446				1,328,446
Health & Welfare	775,957	63,116,445				63,892,402
Culture & Recreation		4,537,232				4,537,232
Community & Economic Development	689,098					689,098
Other	846,298					846,298
Debt Service			3,145,464			3,145,464
Capital Projects						
	53,020,315	79,618,153	3,145,464		\$606	135,784,538
Revenue Over (Under) Expenditures	9,092,919	(10,148,720)	(762,875)		(598)	(1,819,274)
Operating Transfers In (Out)	(10,037,513)	9,724,638	762,875			450,000
Bond Proceeds						
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(944,594)	(424,082)			(598)	(1,369,274)
Fund Balance, Beginning of Year	15,951,773	30,209,127			6,368	46,167,268
Projected Fund Balance, End of Budget Year	\$15,007,179	\$29,785,045	None	None	\$5,770	\$44,797,994

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2011

<u>All Budgeted Funds</u>	Prior Year Actual 12/31/2009	Current Year Estimated 12/31/2010	Adopted Budget 2011
Revenues:			
Taxes	\$43,680,112	\$42,107,282	\$40,905,688
Intergovernmental Revenue	60,128,208	69,141,816	69,876,800
Charges for Services	8,512,541	11,727,204	12,976,613
Fines and Forfeits	1,008,906	1,013,300	1,062,000
Interest on Investments	598,424	688,891	588,557
Rental	6,372,474	6,104,771	5,998,254
Licenses and Permits	652,886	666,077	937,141
Other Revenue	1,514,342	2,052,472	1,620,211
Total Revenues	122,467,893	133,501,813	133,965,264
Expenditures:			
Legislative	540,483	532,144	471,519
Judicial	14,357,862	14,506,267	14,846,273
General Government	13,770,171	17,777,035	16,226,736
Public Safety	28,450,421	29,539,117	29,801,070
Public Works	1,333,248	1,525,538	1,328,446
Health & Welfare	59,756,111	66,878,463	63,892,402
Community & Economic Development	634,793	666,370	689,098
Culture & Recreation	8,734,395	5,757,724	4,537,232
Other	149,627	424,737	846,298
Debt Service	3,542,113	3,151,432	3,145,464
Capital Projects	9,191,249	311,139	
Total Expenditures	140,460,473	141,069,966	135,784,538
Revenue Over (Under) Expenditures	(17,992,580)	(7,568,153)	(1,819,274)
Operating Transfers In (Out)	502,815	522,992	450,000
Proceeds from capital lease	70,190	35,995	
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$17,419,575)</u>		
Budgeted Net Revenues (Expenditures)			(1,369,274)
Current Estimated Revenues Over (Under) Expenditures		(7,009,166)	
Fund Balance, Beginning of Year		53,176,434	46,167,268
Projected Fund Balance, End of Year		<u>\$46,167,268</u>	<u>\$44,797,994</u>

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2011

<u>General Fund (1010)</u>	Prior Year Actual 12/31/2009	Current Year Estimated 12/31/2010	Adopted Budget 2011
Revenues:			
Taxes	\$40,532,402	\$38,924,685	\$37,870,625
Intergovernmental Revenue	4,485,655	4,623,699	8,359,486
Charges for Services	5,899,480	9,244,890	10,336,666
Fines and Forfeits	1,000,406	1,004,800	1,062,000
Interest on Investments	241,526	390,000	289,160
Rental	2,657,536	3,128,664	3,053,368
Licenses and Permits	248,054	242,825	401,500
Other Revenue	312,324	619,136	740,429
Total Revenues	55,377,383	58,178,699	62,113,234
Expenditures:			
Legislative	540,483	532,144	471,519
Judicial	9,943,059	9,941,341	10,319,818
General Government	12,791,133	15,677,115	15,218,097
Public Safety	23,512,373	23,895,359	24,238,528
Public Works	283,211	466,500	461,000
Health & Welfare	1,336,871	1,546,981	775,957
Community & Economic Development	631,388	624,463	689,098
Other	149,627	424,737	846,298
Total Expenditures	49,188,145	53,108,640	53,020,315
Revenue Over (Under) Expenditures	6,189,238	5,070,059	9,092,919
Operating Transfers In (Out)	(11,560,707)	(5,831,243)	(10,037,513)
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$5,371,469)		
Budgeted Net Revenues (Expenditures)			(944,594) ²
Current Estimated Revenues Over (Under) Expenditures		(761,184) ¹	
Fund Balance, Beginning of Year		16,712,957	15,951,773
Projected Fund Balance, End of Year		\$15,951,773	\$15,007,179

¹ The 2010 estimate for General Fund includes net fund balance designation use of \$473,000 mostly for the operating transfer to the Ottawa County Building Authority Capital Projects fund in connection with the Grand Haven Courthouse/Fillmore expansion project. In addition, \$110,000 is being used to accommodate disallowed costs for Community Mental Health and \$76,500 to cover consultant studies not complete at 12/31/09. The anticipated General Fund undesignated fund balance usage is just under \$89,000.

² The budgeted change in fund balance for 2011 is a decrease of \$944,594. Based on prior Board actions, \$55,406 will be added to to fund balance designations or reserves. Consequently, the operating shortfall is actually \$1 million. However, even if the General Fund uses the full \$1 million, the County will still be in compliance with its policy to maintain an undesignated fund balance in the General Fund of 10% - 15% of the most recently completed audited figures. Currently, undesignated fund balance is at 15 percent.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Parks & Recreation (2081)</u>	Actual	Estimated	Budget
	<u>12/31/2009</u>	<u>12/31/2010</u>	<u>2011</u>
Revenues:			
Taxes	\$3,141,232	\$3,178,097	\$3,030,563
Intergovernmental Revenue	1,926,572	736,505	1,049,400
Charges for Services	438,267	320,700	351,560
Fines and Forfeits			
Interest on Investments	59,503	76,884	72,242
Rental	62,138	67,150	52,515
Licenses and Permits			
Other Revenue	244,828	512,300	32,000
Total Revenues	<u>5,872,540</u>	<u>4,891,636</u>	<u>4,588,280</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation	8,734,395	5,757,724	4,537,232
Other			
Total Expenditures	<u>8,734,395</u>	<u>5,757,724</u>	<u>4,537,232</u>
Revenue Over (Under) Expenditures	(2,861,855)	(866,088)	51,048
Operating Transfers In (Out)	<u>297,790</u>		
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$2,564,065)</u>		
Budgeted Net Revenues (Expenditures)			51,048
Current Estimated Revenues Over (Under) Expenditures		(866,088)	
Fund Balance, Beginning of Year		<u>4,967,661</u>	<u>4,101,573</u>
Projected Fund Balance, End of Year		<u><u>\$4,101,573</u></u>	<u><u>\$4,152,621</u></u>

Changes in fund balance in this fund can vary substantially from year to year depending on the land acquisition and capital improvement projects planned for the year. 2010 reflects significant fund balance use for this reason.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2011

Special Revenue	Prior Year	Current Year	Adopted
Friend of the Court (2160)	Actual	Estimated	Budget
	9/30/2009	9/30/2010	2011
Revenues:			
Intergovernmental Revenue	\$2,026,554	\$2,038,080	\$2,049,081
Charges for Services	271,055	266,834	265,160
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	2,297,609	2,304,914	2,314,241
Expenditures:			
Judicial	3,038,013	3,115,724	3,131,070
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	3,038,013	3,115,724	3,131,070
Revenue Over (Under) Expenditures	(740,404)	(810,810)	(816,829)
Operating Transfers In (Out)	732,402	620,818	816,829
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$8,002)		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		(189,992)	
Fund Balance, Beginning of Year		189,992	
Projected Fund Balance, End of Year		None	None

The delay in the change of the federal IV D funding formula resulted in more revenue than anticipated for 2009. These dollars have been carried forward to the 2010 budget for operations.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>9/30 Judicial Grants (2170)</u>	Actual	Estimated	Budget
	9/30/2009	9/30/2010	2011
Revenues:			
Intergovernmental Revenue	\$285,069	\$360,825	\$426,023
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	7,500		
Total Revenues	292,569	360,825	426,023
Expenditures:			
Judicial	351,484	401,280	447,294
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	351,484	401,280	447,294
Revenue Over (Under) Expenditures	(58,915)	(40,455)	(21,271)
Operating Transfers In (Out)	63,074	35,441	21,271
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$4,159		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		(5,014)	
Fund Balance, Beginning of Year		5,014	
Projected Fund Balance, End of Year		None	None

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Health (2210)</u>	Actual	Estimated	Budget
	9/30/2009	9/30/2010	2011
	<hr/>	<hr/>	<hr/>
Revenues:			
Intergovernmental Revenue	\$3,572,158	\$4,106,180	\$3,656,836
Charges for Services	606,751	580,133	615,379
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits	404,832	423,252	535,641
Other Revenue	218,015	236,713	210,747
	<hr/>	<hr/>	<hr/>
Total Revenues	4,801,756	5,346,278	5,018,603
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	9,556,860	9,184,945	9,079,298
Culture & Recreation			
Other			
	<hr/>	<hr/>	<hr/>
Total Expenditures	9,556,860	9,184,945	9,079,298
	<hr/>	<hr/>	<hr/>
Revenue Over (Under) Expenditures	(4,755,104)	(3,838,667)	(4,060,695)
Operating Transfers In (Out)	4,743,828	3,838,667	4,060,695
	<hr/>	<hr/>	<hr/>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$11,276)</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		952,574	952,574
		<hr/>	<hr/>
Projected Fund Balance, End of Year		<u>\$952,574</u>	<u>\$952,574</u>

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Mental Health (2220)</u>	Actual	Estimated	Budget
	9/30/2009	9/30/2010	2011
Revenues:			
Intergovernmental Revenue	\$30,455,490	\$32,518,373	\$33,853,333
Charges for Services	445,534	515,566	614,023
Fines and Forfeits			
Interest on Investments	42,204	30,000	36,000
Rental	170,342	130,000	99,734
Licenses and Permits			
Other Revenue	62,976	56,500	50,250
Total Revenues	31,176,546	33,250,439	34,653,340
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	31,798,595	33,972,617	35,216,448
Culture & Recreation			
Other			
Total Expenditures	31,798,595	33,972,617	35,216,448
Revenue Over (Under) Expenditures	(622,049)	(722,178)	(563,108)
Operating Transfers In (Out)	563,108	722,178	563,108
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$58,941)		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		148,619	148,619
Projected Fund Balance, End of Year		\$148,619	\$148,619

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Solid Waste Clean - Up (2271)</u>	Actual	Estimated	Budget
Revenues:	12/31/2009	12/31/2010	2011
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$41,269	\$33,168	\$39,643
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>41,269</u>	<u>33,168</u>	<u>39,643</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works	478,503	484,953	292,000
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>478,503</u>	<u>484,953</u>	<u>292,000</u>
Revenue Over (Under) Expenditures	(437,234)	(451,785)	(252,357)
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$437,234)</u>		
Budgeted Net Revenues (Expenditures)			(252,357)
Current Estimated Revenues Over (Under) Expenditures		(451,785)	
Fund Balance, Beginning of Year		<u>3,491,433</u>	<u>3,039,648</u>
Projected Fund Balance, End of Year		<u>\$3,039,648</u>	<u>\$2,787,291</u>

*The 2010 estimate reflects the completion of upgrades to the water and purge system at the landfill which began in 2006.
The 2011 budgeted fund balance use is for operations.*

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Landfill Tipping Fees (2272)</u>	Actual	Estimated	Budget
	12/31/2009	12/31/2010	2011
Revenues:			
Intergovernmental Revenue			
Charges for Services	\$321,286	\$300,000	\$300,000
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	30,089	28,000	32,500
Total Revenues	351,375	328,000	332,500
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works	413,965	416,516	417,877
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	413,965	416,516	417,877
Revenue Over (Under) Expenditures	(62,590)	(88,516)	(85,377)
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$62,590)		
Budgeted Net Revenues (Expenditures)			(85,377)
Current Estimated Revenues Over (Under) Expenditures		(88,516)	
Fund Balance, Beginning of Year		949,261	860,745
Projected Fund Balance, End of Year		\$860,745	\$775,368

Revenues vary depending on the actions of Waste Management. The County is reviewing the long-term outlook to determine if program adjustments are needed.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Transportation System (2320)</u>	Actual	Estimated	Budget
	9/30/2009	9/30/2010	2011
Revenues:			
Intergovernmental Revenue	\$157,569	\$157,569	\$157,569
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	157,569	157,569	157,569
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works	157,569	157,569	157,569
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	157,569	157,569	157,569
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		25,787	25,787
Projected Fund Balance, End of Year		\$25,787	\$25,787

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Farmland Preservation (2340)</u>	Actual	Estimated	Budget
	<u>12/31/2009</u>	<u>12/31/2010</u>	<u>2011</u>
Revenues:			
Charges for Services			
Rental			
Licenses and Permits			
Other Revenue		1,000	200
Total Revenues		1,000	200
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Community and Economic Development			
Culture & Recreation			
Other			
Total Expenditures			
Revenue Over (Under) Expenditures		1,000	200
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			200
Current Estimated Revenues Over (Under) Expenditures		1,000	
Fund Balance, Beginning of Year			1,000
Projected Fund Balance, End of Year		\$1,000	\$1,200

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Planning Commission (2420)</u>	Actual	Estimated	Budget
	<u>12/31/2009</u>	<u>12/31/2010</u>	<u>2011</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Interest on Investments			
Rental			
Other Revenue	95	295	
Total Revenues	<u>95</u>	<u>295</u>	
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Community and Economic Development	3,405	41,907	
Culture & Recreation			
Other			
Total Expenditures	<u>3,405</u>	<u>41,907</u>	
Revenue Over (Under) Expenditures	(3,310)	(41,612)	
Operating Transfers In (Out)	<u>3,310</u>	<u>43,851</u>	
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u><u> </u></u>	<u><u> </u></u>	
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		2,239	
Fund Balance, Beginning of Year		<u>190,224</u>	<u>192,463</u>
Projected Fund Balance, End of Year		<u>\$192,463</u>	<u>\$192,463</u>

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Infrastructure (2444)</u>	Actual	Estimated	Budget
Revenues:	12/31/2009	12/31/2010	2011
Intergovernmental Revenue			
Charges for Services	\$27,240		
Fines and Forfeits			
Interest on Investments	48,390	47,384	\$44,222
Rental			
Other Revenue			
Total Revenues	75,630	47,384	44,222
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Community & Economic Development			
Capital Projects			
Total Expenditures			
Revenue Over (Under) Expenditures	75,630	47,384	44,222
Operating Transfers In (Out)	(125,000)	(125,000)	(125,000)
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$49,370)		
Budgeted Net Revenues (Expenditures)			(80,778)
Current Estimated Revenues Over (Under) Expenditures		(77,616)	
Fund Balance, Beginning of Year		2,550,651	2,473,035
Projected Fund Balance, End of Year		\$2,473,035	\$2,392,257

The purpose of this fund is to loan money to municipalities within Ottawa County for infrastructure projects which are recorded as assets. In addition, the fund contributes to debt service payments on the Fillmore Street/Grand Haven project.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Public Improvement (2450)</u>	Actual	Estimated	Budget
	12/31/2009	12/31/2010	2011
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$38,765	\$37,944	\$50,673
Rental	702,545	390,100	410,048
Licenses and Permits			
Other Revenue			
Total Revenues	741,310	428,044	460,721
Expenditures:			
Judicial			
General Government	204,339	27,600	22,700
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Capital Projects			
Total Expenditures	204,339	27,600	22,700
Revenue Over (Under) Expenditures	536,971	400,444	438,021
Operating Transfers In (Out)	(4,094,100)	(187,575)	(187,875)
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	(\$3,557,129)		
Budgeted Net Revenues (Expenditures)			250,146
Current Estimated Revenues Over (Under) Expenditures		212,869	
Fund Balance, Beginning of Year		3,033,859	3,246,728
Projected Fund Balance, End of Year		\$3,246,728	\$3,496,874

The fund balance usage will vary depending on the capital construction projects underway and/or planned (see also the capital construction schedule). The 2009 shortfall reflects the transfer of \$4.1 million to the Ottawa County Building Authority for construction costs and debt service payments. Fund balance is expected to increase in 2010 and 2011 because there are no capital projects planned that will use the rent revenue.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2011

Special Revenue	Prior Year Actual 12/31/2009	Current Year Estimated 12/31/2010	Adopted Budget 2011
<u>Homestead Property Tax (2550)</u>			
Revenues:			
Taxes	\$6,478	\$4,500	\$4,500
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	1,545	391	345
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	8,023	4,891	4,845
Expenditures:			
Legislative			
Judicial			
General Government	46,665	60,353	24,356
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Capital Projects			
Total Expenditures	46,665	60,353	24,356
Revenue Over (Under) Expenditures	(38,642)	(55,462)	(19,511)
Operating Transfers In (Out)	(69,845)	51,928	(18,462)
Proceeds from Capital Lease		35,995	
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$38,642)		
Budgeted Net Revenues (Expenditures)			(37,973)
Current Estimated Revenues Over (Under) Expenditures		32,461	
Fund Balance, Beginning of Year		32,281	64,742
Projected Fund Balance, End of Year		\$64,742	\$26,769

The fund balance is increasing in 2010 to reflect the operating transfer from the General Fund and decreasing in 2011 to reflect the payment for the BS & A software upgrade.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2011

Special Revenue	Prior Year	Current Year	Adopted
Register of Deeds	Actual	Estimated	Budget
<u>Automation Fund (2560)</u>	<u>12/31/2009</u>	<u>12/31/2010</u>	<u>2011</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services	\$248,004	\$208,000	\$235,000
Fines and Forfeits			
Interest on Investments	5,317	3,010	4,264
Rental			
Licenses and Permits			
Other Revenue	230		230
Total Revenues	<u>\$253,551</u>	<u>211,010</u>	<u>239,494</u>
Expenditures:			
Judicial			
General Government	401,699	262,535	154,496
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>\$401,699</u>	<u>262,535</u>	<u>154,496</u>
Revenue Over (Under) Expenditures	(148,148)	(51,525)	84,998
Proceeds from Capital Lease	35,995		
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$112,153)</u>		
Budgeted Net Revenues (Expenditures)			84,998
Current Estimated Revenues Over (Under) Expenditures		(51,525)	
Fund Balance, Beginning of Year		<u>421,899</u>	<u>370,374</u>
Projected Fund Balance, End of Year		<u>\$370,374</u>	<u>\$455,372</u>

The fund balance use in 2010 reflects the remaining payment for the Land Records software. In 2011, the fund will again accumulate fund balance to pay for technology upgrades in the future (pursuant to Public Act 698 of 2002).

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Stabilization (2570)</u>	Actual	Estimated	Budget
	<u>12/31/2009</u>	<u>12/31/2010</u>	<u>2011</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues			
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures			
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		8,269,673	8,269,673
Projected Fund Balance, End of Year		<u>8,269,673</u>	<u>8,269,673</u>

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Prosecuting Attorney Grants (2601)</u>	Actual	Estimated	Budget
	9/30/2009	9/30/2010	2011
Revenues:			
Intergovernmental Revenue	\$140,400	\$144,000	\$140,400
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	333	500	360
Total Revenues	140,733	144,500	140,760
Expenditures:			
Judicial			
General Government	195,018	214,672	211,581
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	195,018	214,672	211,581
Revenue Over (Under) Expenditures	(54,285)	(70,172)	(70,821)
Operating Transfers In (Out)	54,285	70,172	70,821
Revenue & Other Sources Over (Under) Expenditures & Other Uses	54,285	70,172	70,821
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		25,092	25,092
Projected Fund Balance, End of Year		\$25,092	\$25,092

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Sheriff Grant Programs (2609)</u>	Actual	Estimated	Budget
	9/30/2009	9/30/2010	2011
Revenues:			
Intergovernmental Revenue	\$338,231	\$210,181	\$492,170
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	338,231	210,181	492,170
Expenditures:			
Judicial			
General Government			
Public Safety	375,606	222,703	492,170
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	375,606	222,703	492,170
Revenue Over (Under) Expenditures	(37,375)	(12,522)	
Operating Transfers In (Out)	37,375	12,522	
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		None	None

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Sheriff Contracts (2610)</u>	Actual	Estimated	Budget
	9/30/2009	9/30/2010	2011
Revenues:			
Intergovernmental Revenue	\$3,969,166	\$4,401,648	\$4,387,209
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	3,573	2,956	
Total Revenues	3,972,739	4,404,604	4,387,209
Expenditures:			
Judicial			
General Government			
Public Safety	4,175,192	4,636,077	4,622,439
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	4,175,192	4,636,077	4,622,439
Revenue Over (Under) Expenditures	(202,453)	(231,473)	(235,230)
Operating Transfers In (Out)	202,453	231,473	235,230
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(202,453)	(231,473)	(235,230)
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		1,241	1,241
Projected Fund Balance, End of Year		\$1,241	\$1,241

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Sheriff Road Patrol (2661)</u>	Actual	Estimated	Budget
	9/30/2009	9/30/2010	2011
Revenues:			
Intergovernmental Revenue	\$214,271	\$215,491	\$190,700
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	214,271	215,491	190,700
Expenditures:			
Judicial			
General Government			
Public Safety	310,944	333,448	346,157
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	310,944	333,448	346,157
Revenue Over (Under) Expenditures	(96,673)	(117,957)	(155,457)
Operating Transfers In (Out)	96,673	117,957	155,457
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(96,673)	(117,957)	(155,457)
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		None	None

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Law Library (2690)</u>	Actual	Estimated	Budget
	<u>12/31/2009</u>	<u>12/31/2010</u>	<u>2011</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits	\$8,500	\$8,500	
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>8,500</u>	<u>8,500</u>	
Expenditures:			
Judicial	29,073	31,833	
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>29,073</u>	<u>31,833</u>	
Revenue Over (Under) Expenditures	(20,573)	(23,333)	
Operating Transfers In (Out)	<u>20,573</u>	<u>23,333</u>	
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u>57,179</u>	<u>57,179</u>
Projected Fund Balance, End of Year		<u><u>\$57,179</u></u>	<u><u>\$57,179</u></u>

County of Ottawa
Budget Summary
Budget Year Ending June 30, 2011

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>Administration (2740)</u>	<u>6/30/2009</u>	<u>6/30/2010</u>	<u>2011</u>
Revenues:			
Intergovernmental Revenue	\$242,840	\$636,084	\$707,928
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	1,000		
Total Revenues	243,840	636,084	707,928
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	243,840	636,084	707,928
Culture & Recreation			
Other			
Total Expenditures	243,840	636,084	707,928
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		948	948
Projected Fund Balance, End of Year		\$948	\$948

County of Ottawa

Budget Summary

Budget Year Ending June 30, 2011

Special Revenue Workforce Investment Act - <u>Youth (2741)</u>	Prior Year Actual 6/30/2009	Current Year Estimated 6/30/2010	Adopted Budget 2011
Revenues:			
Intergovernmental Revenue	\$1,028,042	\$2,082,391	\$1,081,368
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	1,028,042	2,082,391	1,081,368
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	1,028,042	2,082,391	1,081,368
Culture & Recreation			
Other			
Total Expenditures	1,028,042	2,082,391	1,081,368
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		None	None

County of Ottawa

Budget Summary

Budget Year Ending June 30, 2011

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>Adult (2742)</u>	<u>6/30/2009</u>	<u>6/30/2010</u>	<u>2011</u>
Revenues:			
Intergovernmental Revenue	\$576,281	\$1,068,878	\$818,203
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	576,281	1,068,878	818,203
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	576,281	1,068,878	818,203
Culture & Recreation			
Other			
Total Expenditures	576,281	1,068,878	818,203
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		511	511
Projected Fund Balance, End of Year		\$511	\$511

County of Ottawa

Budget Summary

Budget Year Ending June 30, 2011

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>6/30 Grant Programs (2743)</u>	<u>6/30/2009</u>	<u>6/30/2010</u>	<u>2011</u>
Revenues:			
Intergovernmental Revenue	\$2,636,357	\$3,155,482	\$1,984,934
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	2,941		
Total Revenues	2,639,298	3,155,482	1,984,934
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	2,653,048	3,155,505	1,984,934
Culture & Recreation			
Other			
Total Expenditures	2,653,048	3,155,505	1,984,934
Revenue Over (Under) Expenditures	(13,750)	(23)	
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	(\$13,750)		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		(23)	
Fund Balance, Beginning of Year		92,367	92,344
Projected Fund Balance, End of Year		\$92,344	\$92,344

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2011

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act - 12/31 Grant Programs (2744)	Actual 12/31/2009	Estimated 12/31/2010	Budget 2011
Revenues:			
Intergovernmental Revenue	\$250,798	\$303,178	\$304,889
Charges for Services	6,483		
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	20,171	28,362	
Total Revenues	277,452	331,540	304,889
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	301,115	331,540	304,889
Culture & Recreation			
Other			
Total Expenditures	301,115	331,540	304,889
Revenue Over (Under) Expenditures	(23,663)		
Operating Transfers In (Out)	9,927		
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$13,736)</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		42,662	42,662
Projected Fund Balance, End of Year		<u>42,662</u>	<u>42,662</u>

County of Ottawa

Budget Summary

Budget Year Ending September 30, 2011

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>9/30 Grant Programs (2748)</u>	<u>9/30/2009</u>	<u>9/30/2010</u>	<u>2011</u>
Revenues:			
Intergovernmental Revenue	\$2,243,775	\$3,754,636	\$3,495,234
Charges for Services			
Fines and Forfeits			
Interest on Investments	19		
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	2,243,794	3,754,636	3,495,234
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	2,227,815	3,754,636	3,495,234
Culture & Recreation			
Other			
Total Expenditures	2,227,815	3,754,636	3,495,234
Revenue Over (Under) Expenditures	15,979		
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	\$15,979		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		34,271	34,271
Projected Fund Balance, End of Year		\$34,271	\$34,271

County of Ottawa

Budget Summary

Budget Year Ending March 31, 2011

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>3/31 Grant Programs (2749)</u>	<u>3/31/2009</u>	<u>3/31/2010</u>	<u>2011</u>
Revenues:			
Intergovernmental Revenue	\$17,500	\$17,500	\$4,740
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue		5,000	
Total Revenues	<u>17,500</u>	<u>22,500</u>	<u>4,740</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	17,500	22,500	4,740
Culture & Recreation			
Other			
Total Expenditures	<u>17,500</u>	<u>22,500</u>	<u>4,740</u>
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		<u>None</u>	<u>None</u>

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Grant Programs - Pass Thru (2750)</u>	Actual	Estimated	Budget
	9/30/2009	9/30/2010	2011
Revenues:			
Intergovernmental Revenue	\$69,698	\$1,908,069	\$591,012
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	69,698	1,908,069	591,012
Expenditures:			
Judicial	18,573	1,500,000	522,800
General Government			
Public Safety	76,306	436,671	101,776
Public Works			
Health & Welfare			
Culture & Recreation			
Community & Economic Development			
Other			
Total Expenditures	94,879	1,936,671	624,576
Revenue Over (Under) Expenditures	(25,181)	(28,602)	(33,564)
Operating Transfers In (Out)	25,181	28,602	33,564
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		None	None

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Emergency Feeding (2800)</u>	Actual	Estimated	Budget
	9/30/2009	9/30/2010	2011
Revenues:			
Intergovernmental Revenue	\$375,694	\$77,436	\$65,000
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
	<hr/>	<hr/>	<hr/>
Total Revenues	375,694	77,436	65,000
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	379,214	77,436	65,000
Culture & Recreation			
Other			
	<hr/>	<hr/>	<hr/>
Total Expenditures	379,214	77,436	65,000
Revenue Over (Under) Expenditures	(3,520)		
Operating Transfers In (Out)			
	<hr/>	<hr/>	<hr/>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>(\$3,520)</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		18,688	18,688
Projected Fund Balance, End of Year		<u>18,688</u>	<u>18,688</u>

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2011

Special Revenue	Prior Year	Current Year	Adopted
Federal Emergency	Actual	Estimated	Budget
<u>Management Agency (2810)</u>	<u>9/30/2009</u>	<u>9/30/2010</u>	<u>2011</u>
Revenues:			
Intergovernmental Revenue	\$24,000	\$5,000	
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>24,000</u>	<u>5,000</u>	
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	24,000	5,000	
Culture & Recreation			
Other			
Total Expenditures	<u>24,000</u>	<u>5,000</u>	
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		<u>None</u>	<u>None</u>

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2011

Special Revenue	Prior Year	Current Year	Adopted
Community	Actual	Estimated	Budget
<u>Corrections Program (2850)</u>	<u>9/30/2009</u>	<u>9/30/2010</u>	<u>2011</u>
Revenues:			
Intergovernmental Revenue	\$220,000	\$220,000	\$242,000
Charges for Services	209,228	201,081	168,825
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	10,274	8,234	6,395
Total Revenues	<u>439,502</u>	<u>429,315</u>	<u>417,220</u>
Expenditures:			
Judicial	977,660	1,016,089	948,091
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>977,660</u>	<u>1,016,089</u>	<u>948,091</u>
Revenue Over (Under) Expenditures	(538,158)	(586,774)	(530,871)
Operating Transfers In (Out)	<u>557,701</u>	<u>488,885</u>	<u>530,871</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$19,543</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		(97,889)	
Fund Balance, Beginning of Year		<u>254,188</u>	<u>156,299</u>
Projected Fund Balance, End of Year		<u>\$156,299</u>	<u>\$156,299</u>

Fund balance use in 2010 was planned in an effort to assist the General Fund.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2011

Special Revenue	Prior Year	Current Year	Adopted
Revenue Sharing	Actual	Estimated	Budget
<u>Reserve Fund (2855)</u>	<u>12/31/2009</u>	<u>12/31/2010</u>	<u>2011</u>
Revenues:			
Taxes			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$74,147	\$33,093	
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>74,147</u>	<u>33,093</u>	
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures			
Revenue Over (Under) Expenditures	74,147	33,093	
Operating Transfers In (Out)	<u>(4,695,407)</u>	<u>(4,681,321)</u>	<u>(423,889)</u>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>(\$4,621,260)</u>		
Budgeted Net Revenues (Expenditures)			(423,889)
Current Estimated Revenues Over (Under) Expenditures		(4,648,228)	
Fund Balance, Beginning of Year		<u>5,072,117</u>	<u>423,889</u>
Projected Fund Balance, End of Year		<u>\$423,889</u>	<u>None</u>

The Revenue Sharing Reserve Fund will be depleted (as planned) in 2011.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Community Action Agency (2870)</u>	Actual	Estimated	Budget
	9/30/2009	9/30/2010	2011
Revenues:			
Intergovernmental Revenue	\$576,355	\$986,724	\$567,157
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	31,017	30,000	30,000
Total Revenues	607,372	1,016,724	597,157
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	628,797	1,045,724	626,157
Culture & Recreation			
Other			
Total Expenditures	628,797	1,045,724	626,157
Revenue Over (Under) Expenditures	(21,425)	(29,000)	(29,000)
Operating Transfers In (Out)	33,174	29,000	29,000
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$11,749		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		152,691	152,691
Projected Fund Balance, End of Year		\$152,691	\$152,691

County of Ottawa
Budget Summary
Budget Year Ending March 31, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Weatherization (2890)</u>	Actual	Estimated	Budget
	3/31/2009	3/31/2010	2011
Revenues:			
Intergovernmental Revenue	\$293,630	\$1,331,964	\$1,319,517
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	293,630	1,331,964	1,319,517
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	293,630	1,331,964	1,319,517
Culture & Recreation			
Other			
Total Expenditures	293,630	1,331,964	1,319,517
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		168	168
Projected Fund Balance, End of Year		\$168	\$168

County of Ottawa

Budget Summary

Budget Year Ending September 30, 2011

Special Revenue	Prior Year	Current Year	Adopted
Department of Human	Actual	Estimated	Budget
<u>Services (2901)</u>	<u>9/30/2009</u>	<u>9/30/2010</u>	<u>2011</u>
Revenues:			
Intergovernmental Revenue	\$150,779	\$175,000	\$175,000
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	1,452	2,346	400
Total Revenues	<u>152,231</u>	<u>177,346</u>	<u>175,400</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	287,391	261,879	249,150
Culture & Recreation			
Other			
Total Expenditures	<u>287,391</u>	<u>261,879</u>	<u>249,150</u>
Revenue Over (Under) Expenditures	(135,160)	(84,533)	(73,750)
Operating Transfers In (Out)	<u>135,160</u>	<u>74,837</u>	<u>73,750</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		(9,696)	
Fund Balance, Beginning of Year		<u>280,214</u>	<u>270,518</u>
Projected Fund Balance, End of Year		<u>\$270,518</u>	<u>\$270,518</u>

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2011

Special Revenue	Prior Year	Current Year	Adopted
Child Care-Circuit Court (2920)	Actual	Estimated	Budget
<u>Child Care-Circuit Court (2920)</u>	<u>9/30/2009</u>	<u>9/30/2010</u>	<u>2011</u>
Revenues:			
Intergovernmental Revenue	\$3,824,845	\$3,883,534	\$3,742,759
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	567,524	521,130	516,700
Total Revenues	<u>4,392,369</u>	<u>4,404,664</u>	<u>4,259,459</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	8,340,037	8,333,354	8,147,227
Culture & Recreation			
Other			
Total Expenditures	<u>8,340,037</u>	<u>8,333,354</u>	<u>8,147,227</u>
Revenue Over (Under) Expenditures	(3,947,668)	(3,928,690)	(3,887,768)
Operating Transfers In (Out)	<u>4,045,802</u>	<u>3,841,113</u>	<u>3,887,768</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$98,134</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		(87,577)	
Fund Balance, Beginning of Year		<u>1,439,319</u>	<u>1,351,742</u>
Projected Fund Balance, End of Year		<u>\$1,351,742</u>	<u>\$1,351,742</u>

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Child Care-Social Services (2921)</u>	Actual	Estimated	Budget
	9/30/2009	9/30/2010	2011
Revenues:			
Intergovernmental Revenue	\$259	\$1,000	\$1,000
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
	<hr/>	<hr/>	<hr/>
Total Revenues	259	1,000	1,000
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	668	2,500	2,500
Culture & Recreation			
Other			
	<hr/>	<hr/>	<hr/>
Total Expenditures	668	2,500	2,500
Revenue Over (Under) Expenditures	(409)	(1,500)	(1,500)
Operating Transfers In (Out)	409	1,500	1,500
	<hr/>	<hr/>	<hr/>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<hr/> <hr/>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		73,786	73,786
Projected Fund Balance, End of Year		<u>73,786</u>	<u>73,786</u>

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2011

Special Revenue Soldiers & Sailors Relief (2930)	Prior Year Actual 12/31/2009	Current Year Estimated 12/31/2010	Adopted Budget 2011
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues			
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	\$36,426	\$42,140	
Culture & Recreation			
Other			
Total Expenditures	36,426	42,140	
Revenue Over (Under) Expenditures	(36,426)	(42,140)	
Operating Transfers In (Out)	36,426	42,140	
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		None	None

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Veteran's Trust (2941)</u>	Actual	Estimated	Budget
	9/30/2009	9/30/2010	2011
Revenues:			
Intergovernmental Revenue	\$26,220	\$22,389	\$13,852
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	26,220	22,389	13,852
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	25,981	22,389	13,852
Culture & Recreation			
Other			
Total Expenditures	25,981	22,389	13,852
Revenue Over (Under) Expenditures	239		
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	\$239		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		1,481	1,481
Projected Fund Balance, End of Year		\$1,481	\$1,481

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2011

Special Revenue	Prior Year	Current Year	Adopted
<u>Compensated Absences (2980)</u>	Actual	Estimated	Budget
	<u>12/31/2009</u>	<u>12/31/2010</u>	<u>2011</u>
Revenues:			
Taxes			
Intergovernmental Revenue			
Charges for Services	\$39,213	\$90,000	\$90,000
Fines and Forfeits			
Interest on Investments	45,642	37,000	52,000
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>84,855</u>	<u>127,000</u>	<u>142,000</u>
Expenditures:			
Legislative			
Judicial			
General Government	131,317	49,619	72,100
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>131,317</u>	<u>49,619</u>	<u>72,100</u>
Revenue Over (Under) Expenditures	(46,462)	77,381	69,900
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$46,462)</u>		
Budgeted Net Revenues (Expenditures)			69,900
Current Estimated Revenues Over (Under) Expenditures		77,381	
Fund Balance, Beginning of Year		<u>3,681,275</u>	<u>3,758,656</u>
Projected Fund Balance, End of Year		<u><u>\$3,758,656</u></u>	<u><u>\$3,828,556</u></u>

Fund Balance use/increase depends on the number of employees that retire and have a sick bank balance.

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2011

Debt Service Ottawa County Building Authority (5690-5695)	Prior Year Actual 12/31/2009	Current Year Estimated 12/31/2010	Adopted Budget 2011
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental	\$2,779,913	\$2,388,857	\$2,382,589
Licenses and Permits			
Other Revenue			
Total Revenues	2,779,913	2,388,857	2,382,589
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Debt Service	3,542,113	3,151,432	3,145,464
Total Expenditures	3,542,113	3,151,432	3,145,464
Revenue Over (Under) Expenditures	(762,200)	(762,575)	(762,875)
Operating Transfers In (Out)	751,712	762,575	762,875
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$10,488)		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		None	None

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2011

Capital Projects	Prior Year	Current Year	Adopted
Ottawa County Building	Actual	Estimated	Budget
<u>Authority (5690-5695)</u>	<u>12/31/2009</u>	<u>12/31/2010</u>	<u>2011</u>
Revenues:			
Intergovernmental Revenue			
Interest on Investments			
Rental			
Other Revenue			
Total Revenues			
Expenditures:			
Capital Projects	9,191,249	\$311,139	
Total Expenditures	9,191,249	311,139	
Revenue Over (Under) Expenditures	(9,191,249)	(311,139)	
Proceeds from Bond Issuance			
Premium on Bonds Issued			
Operating Transfers In (Out)	9,191,249	311,139	
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u><u> </u></u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year			
Projected Fund Balance, End of Year		<u><u>None</u></u>	<u><u>None</u></u>

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2011

Permanent Fund	Prior Year	Current Year	Adopted
<u>Cemetery Trust (1500)</u>	Actual	Estimated	Budget
	<u>12/31/2009</u>	<u>12/31/2010</u>	<u>2011</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$97	\$17	\$8
Rental			
Licenses and Permits			
Other Revenue			
	<hr/>	<hr/>	<hr/>
Total Revenues	97	17	8
Expenditures:			
Judicial			
General Government			\$606
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
	<hr/>	<hr/>	<hr/>
Total Expenditures			606
Revenue Over (Under) Expenditures	97	17	(598)
Operating Transfers In (Out)	<hr/>	<hr/>	<hr/>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>\$97</u>		
Budgeted Net Revenues (Expenditures)			(598)
Current Estimated Revenues Over (Under) Expenditures		17	
Fund Balance, Beginning of Year		<hr/> 6,351	<hr/> 6,368
Projected Fund Balance, End of Year		<hr/> \$6,368	<hr/> \$5,770

COUNTY OF OTTAWA
2011 BUDGET SUMMARY
OTHER FUNDS

FUND NUMBER	FUND NAME	2010 PROJECTED RETAINED EARNINGS	2011 REVENUE/ OPERATING TRANSFERS	2011 EXPENSES/ OPERATING TRANSFERS	2011 PROJECTED RETAINED EARNINGS
5160	Delinquent Tax Revolving Fund	\$24,499,371	\$2,717,910	\$2,761,967	24,455,314
5360	Land Bank Authority	0	30,000	0	30,000
6360	Information Technology	2,651,037	2,982,325	2,982,325	2,651,037
6450	Duplicating	688,431	102,698	113,103	678,026
6550	Telecommunications	3,021,544	626,447	715,425	2,932,566
6641	Equipment Pool	4,609,439	1,008,463	898,662	4,719,240
6770	Protected Self-Funded Programs	3,867,994	381,943	378,546	3,871,391
6771	Employee Insurance	2,600,849	14,939,097	14,338,782	3,201,164
6772	Protected Self-Funded Unemployment Insurance	592,598	160,853	408,751	344,700
6775	Long Term Disability Insurance	114,315	186,644	172,668	128,291
6780	Ottawa County, Michigan Insurance Authority Fund	10,096,485	2,192,000	1,348,628	10,939,857
6782	Protected Self-Funded Insurance - Mental Health	1,680,790	5,000	0	1,685,790
TOTAL OTHER FUNDS		<u>\$54,422,853</u>	<u>\$25,333,380</u>	<u>\$24,118,857</u>	<u>\$55,637,376</u>

COUNTY OF OTTAWA
COMPONENT UNITS BUDGET SUMMARY

FOR THE YEAR ENDED DECEMBER 31, 2011 ¹

	Ottawa County Road Commission (2010)	Ottawa County Central Dispatch Authority (2350)	Ottawa County Drain Commission	Ottawa County Public Utilities System	2011 Total Component Units
Revenues:					
Intergovernmental revenues	\$26,350,000	\$4,790,420		\$10,640,000	\$41,780,420
Charges for services			\$3,076,861	15,300,000	18,376,861
Interest on investments	50,000	20,000	43,677	10,000	123,677
Other	220,000	47,270			267,270
Total revenues	<u>26,620,000</u>	<u>4,857,690</u>	<u>3,120,538</u>	<u>25,950,000</u>	<u>60,548,228</u>
Expenditures:					
Current operations:					
General government					
Public safety		3,915,435			3,915,435
Public works	27,190,000		2,490,684	15,165,774	44,846,458
Capital Projects			4,000,000	17,120,000	21,120,000
Debt service:					
Principal			384,367	5,770,000	6,154,367
Interest and fiscal charges			31,810	4,730,000	4,761,810
Total expenditures	<u>27,190,000</u>	<u>3,915,435</u>	<u>6,906,861</u>	<u>42,785,774</u>	<u>80,798,070</u>
Revenues over (under) expenditures	<u>(570,000)</u>	<u>942,255</u>	<u>(3,786,323)</u>	<u>(16,835,774)</u>	<u>(20,249,842)</u>
Other financing sources (uses):					
General obligation bond proceeds			3,995,000		3,995,000
Total other financing sources (uses)			<u>3,995,000</u>		<u>3,995,000</u>
Revenues and other financing sources over (under) expenditures and other financing uses	<u>(570,000)</u>	<u>942,255</u>	<u>208,677</u>	<u>(16,835,774)</u>	<u>(16,254,842)</u>
Estimated fund balances, beginning of year,	<u>6,320,598</u>	<u>6,055,798</u>	<u>792,401</u>	<u>44,531,576</u>	<u>57,700,373</u>
Estimated fund balances, end of year	<u><u>\$5,750,598</u></u>	<u><u>\$6,998,053</u></u>	<u><u>\$1,001,078</u></u>	<u><u>\$27,695,802</u></u>	<u><u>\$41,445,531</u></u>

¹ The budget for the Ottawa County Road Commission is based on its fiscal year of September 30, 2011.

Revenue Source Descriptions

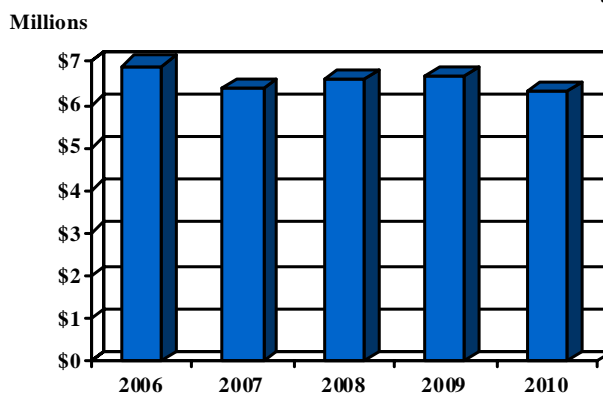
Primary Government

Property Taxes

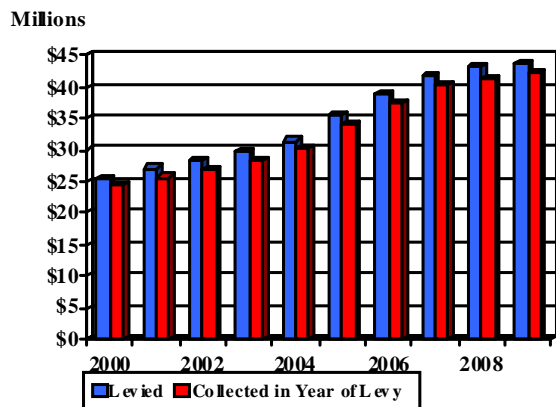
Property Taxes are levied against the assessed taxable valuation of real and personal property in the County. The tax rates are expressed in "mills" per one dollar of the assessed taxable valuation of the property; one mill of taxation is equal to one dollar on each one thousand dollars of assessed valuation. Reductions, due to various legislative acts to provide exemptions, are based on historical trends. In addition to the operating levy, in August, 1989, Ottawa County residents voted a 20 year millage at the rate of .5 mill to fund the equipment lease obligation and the cost of operating the E-911 Central Dispatch system. In November 1996, a 10-year .33 mill was approved for Park Expansion, Development and Maintenance. The Park levy was renewed for 10 years by the voters during 2006, and the E-911 Central Dispatch levy was renewed for 20 years during 2008. The property tax levies conform with the Headlee constitutional tax limitation amendment as well as P.A. 5 of 1982, Truth in Taxation requirements.

The graph to the right highlights the millage "cushion" for Ottawa County. For the last twelve years, the County has levied less than its maximum allowed mills for operations. For the 2010 *operating* levy, the current maximum is 4.2650 mills; the County is levying 3.6 mills. Consequently, the County has a substantial "cushion" available for funding operations that equates to approximately \$6.3 million in 2010. This "cushion" can be accessed with a vote of the Board of Commissioners. The 2011 operating levy will remain at 3.6 mills, so the "cushion" is expected to change in proportion to the taxable value change.

Ottawa County Millage Cushion
Difference between Maximum and Actual Levy



Property Tax Levies and Collections

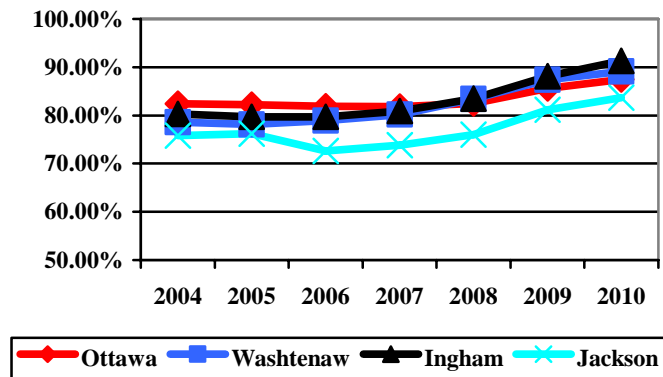


Like any municipality, Ottawa County is concerned with its tax collection rate. The County's current collection rate is slightly higher than it was in the late nineties. The graph to the right provides a ten-year history of collections for the County. The collection rate for the year the levy was made was 95.1% in 2000; in 2009, 96.55%.

Taxable Value

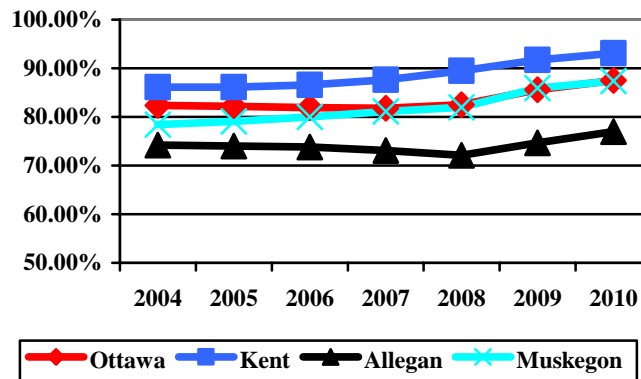
Proposal A of 1994 limits increases in the taxable value of property to the lower of the consumer price index or 5%. This has artificially lowered the 2010 taxable value of the County by approximately \$1.4 billion which equates to over \$6 million in County operating taxes annually. Even though home prices are declining, they are not necessarily lower than the taxable value, so the County is seeing increases in the taxable value of such property even though the assessed value may be decreasing. However, if home prices continue to fall, the gap between the taxable value and the assessed value will be closed. At that point, the taxable value will change in concert with housing prices. This means that the effect of falling home prices has been delayed for Michigan municipalities. In comparing Ottawa County to some of its comparable Michigan counties, Ottawa County (in red) had a smaller gap between taxable and assessed value from 2004 - 2007, but it has maintained the gap better than the comparable counties. In fact, based on the 2010 values, Ottawa's gap is now slightly larger than Washtenaw and Ingham Counties:

Taxable Value as a % of State Equalized Value

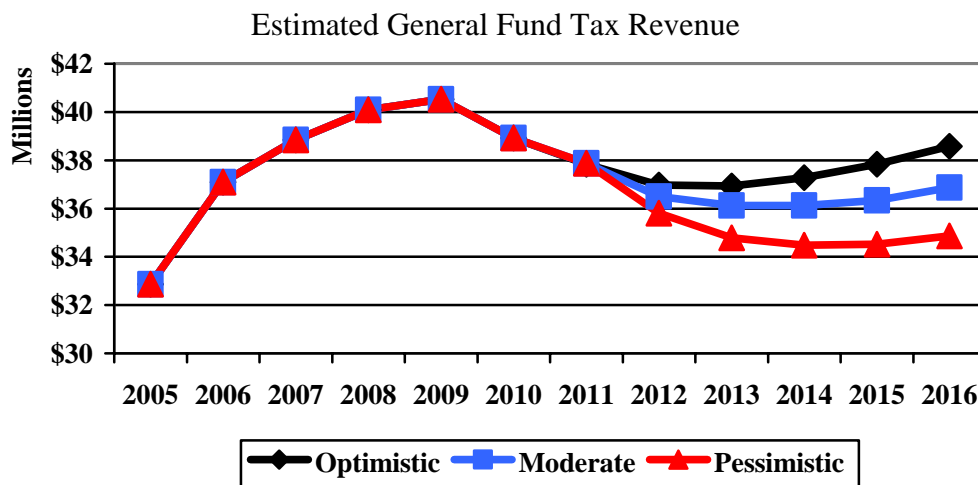


However, the comparable counties are in the middle and east side of the State which has been more acutely impacted by the troubled auto industry. It may be more relevant to look at Ottawa's gap in comparison to its adjacent counties. The chart that follows shows that Ottawa's experience is in line with its neighbors.

Taxable Value as a % of State Equalized Value



As discussed in the transmittal letter, Ottawa County is concerned about its taxable value-much like other Michigan municipalities- due to falling home values. In Ottawa County, 70 percent of the tax base is residential. Although other Michigan municipalities have felt the decline in the housing market for a few years, Ottawa County experienced its first decrease in taxable value of 4.01 percent in 2010. Taxable value is expected to decrease further in 2011 by 3.5%, and the County anticipates additional decreases in the near future which will negatively impact revenue. It has become increasingly difficult to project property values due to the volatility in the housing market, not just in Ottawa County, but in the national economy as well. Other factors play a role as well. If unemployment continues to rise in the County, it may cause property values to decrease further (due to additional foreclosures). As a result, the County is showing projections based on an optimistic, moderate, and pessimistic scenario. The optimistic scenario reflects a range of taxable value changes of -1.0 percent to 2.0 percent; moderate, -3.0 percent to 1.5 percent; pessimistic, -5.0 percent to 1.0 percent.



Intergovernmental Revenue

Intergovernmental revenue can be found in the majority of the County's funds. Such revenues come from the Federal and State governments as well as local municipalities. For the County as a whole, intergovernmental revenue is the County's largest revenue source.

General Fund: There are four main components to intergovernmental revenue in the General Fund:

State Court Fund Distribution

Revenue received from the State under Public Act 374 of 1996 for reimbursement of allowable costs of court operations, pursuant to a formula. The budget is based on information received from the State of Michigan. The 2011 budget for this revenue source is \$1.1 million.

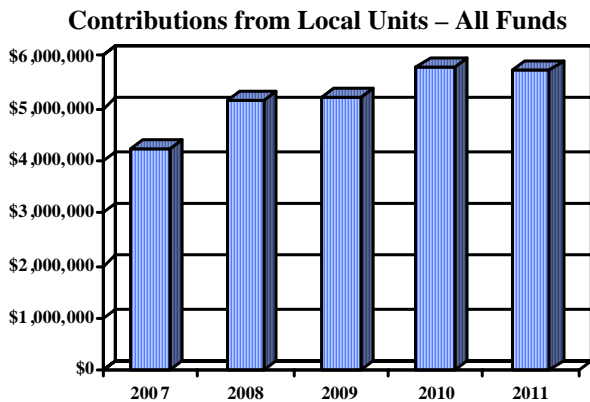
Convention Facility Liquor Tax

The County share of distribution of revenues generated from the tri-county convention facilities tax levied under Public Act 106 and 4% liquor tax levied under Public Act 107 of 1985, when these revenues exceed the debt service requirements for convention facilities. The Public

Act mandates a 50% allocation for substance abuse programs and 50% for general County operations. Previously, the County Board would also direct 100% to be used for substance abuse. However, beginning with the 2007 budget, the County may use 50% for general operations. The 2011 budget of just \$957,000 is based on information received from the State of Michigan.

Contributions from Local Units

Contributions from Local Units represent payments from townships and cities in Ottawa County for policing services that the County provides and are based on expenditures.



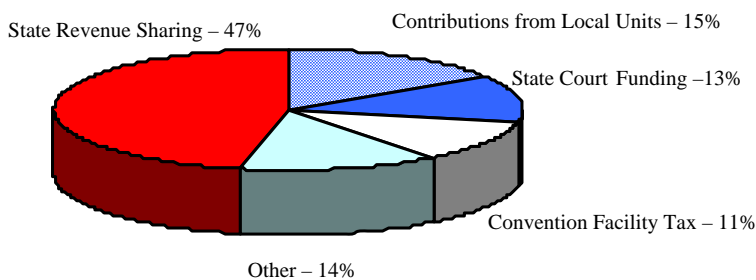
As communities have realized the value of Community Policing programs, the demand for these services has increased. The graph to the left shows the increasing dollars the County is receiving for these services. Many of these programs began with federal funding under the COPS Universal grant programs that expired after three years. As the grants have expired, the municipalities have continued to fund the programs from their own resources. As for the future, the County expects this revenue source to increase steadily over the next few years in tandem with public safety expenditures.

State Revenue Sharing

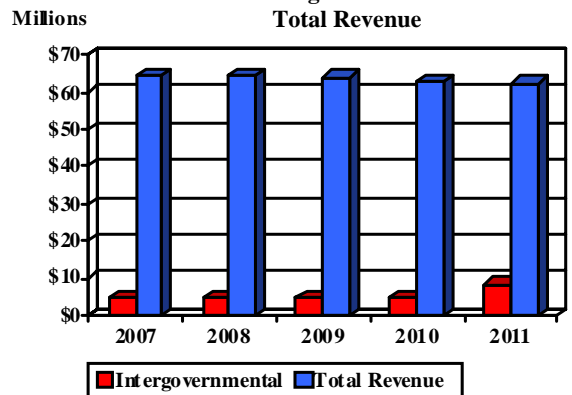
Since 2005, State Revenue Sharing payments from the State of Michigan had been suspended. Beginning in 2011, payments are anticipated to resume once again. As discussed in the transmittal letter, there are significant concerns about the State’s ability to make these payments beyond next year. For 2011, the County is budgeting a 6.5 percent decrease from the calculated amount provided by the State.

The graphs that follow summarize both the components of intergovernmental revenue and its importance to the General Fund. With the reinstatement of State Revenue Sharing, Intergovernmental revenues as a percentage of total General Fund revenue is increasing from 7.3 percent in 2010 (estimated) to 13.4 percent in 2011.

General Fund Intergovernmental Revenue



General Fund Intergovernmental Revenue and Total Revenue



Special Revenue Funds: Special Revenue funds hold the majority of the intergovernmental revenue since these are primarily grant funds. The purposes of these grants include culture and recreation (Parks and Recreation fund), judicial (Friend of the Court and Judicial Grants funds), public safety (community policing), health and welfare (Health, Mental Health, Community Action Agency, and Child Care funds), and employment services (Workforce Investment Act (WIA) funds). Budget amounts are based on State recommendations.

Parks and Recreation

The Parks and Recreation department receives funds from the State of Michigan and/or the Federal government for land acquisition and capital improvements at County parks. The revenue source can and does vary substantially from one year to the next depending on both the applications submitted and the ranking and availability of State funding for the projects. The 2011 budget includes a request for \$647,000 from the Environmental Protection Agency for the restoration of the Holland Country Club and a \$365,000 request to the State of Michigan for improvements at Olive Shores.

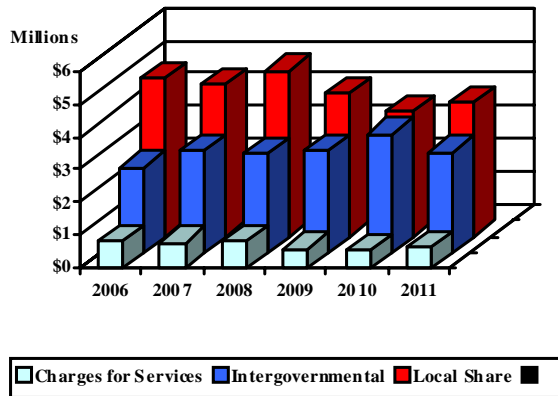
Friend of the Court Co-op Reimbursement

This revenue represents funds received from the state for title IV-D child support enforcement. The program is a federal, state and county cooperative effort to collect child care support from parents who are legally obligated to pay. This is accomplished through services provided to establish paternity, locate absent parents, establish and enforce child support orders and collect child support payments. Revenue estimates are based on eligible expenditures, with federal funding for 66 percent of eligible expenditures. Increases are anticipated to partially accommodate inflation, but no funds are anticipated for program expansion. The budget is based on preliminary contract amounts from the State of Michigan.

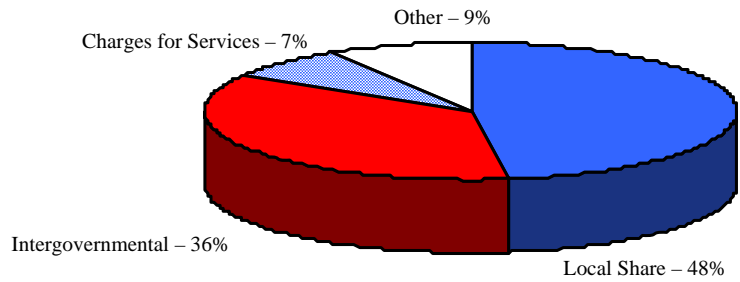
Health Fund

Intergovernmental revenue in the Health fund includes various state grants, Medicaid reimbursements, and state cost sharing established by the Public Health code. Medicaid fees are likely to increase due to the increased caseload and Medicaid eligible population. Nine services identified by the state are supposed to be reimbursed at a cost sharing level of 50%. Unfortunately, state grants and cost sharing reimbursements have not kept pace with expenditures. Some of the difference had been made up in fees charged to the clients, but much of the difference had been funded by local dollars. The graph below shows the increasing local share in red. A significant spike in local funding occurred in 2006 when Intergovernmental revenue decreased from 34.5 percent of expenditures in 2005 to 28.9 percent in 2006. Local share increased from 47.7 percent of expenditures in 2005 to 54.5 percent of expenditures in 2006. As County resources have become tighter, the County was forced to make reductions to bring these funding percentages back in line. The 2011 budget shows Intergovernmental revenue funding 36.1 percent of expenditures, and the local share funding 47.7 percent of expenditures.

Public Health Revenue



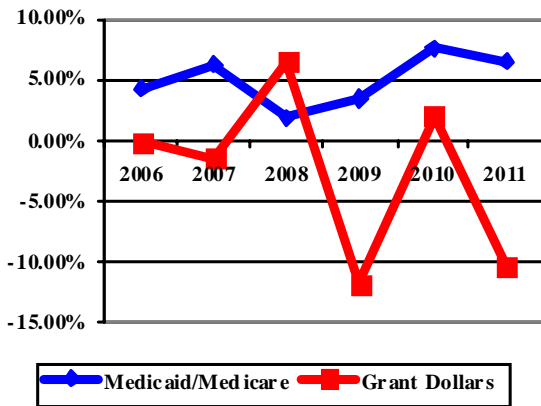
2011 Public Health Revenue



Mental Health

State funding for Mental Health Medicaid programs changed from a fee-for-service payment method, to capitated payments under a managed care system.

% Change in Mental Health Intergovernmental Revenue



Capitation for Medicaid is an "at risk" funding. State general fund revenues are to serve priority population residents up to resources available. If overspending occurs in either funding stream, Mental Health has a fund balance of State and non-County dollars that can be used. In addition, an Internal Service fund has been established to accommodate this risk of capitation of Medicaid. Although Medicaid dollars have increased due to increased enrollment, grant dollars, including those from the State of Michigan, have declined as illustrated by the graph to the left.

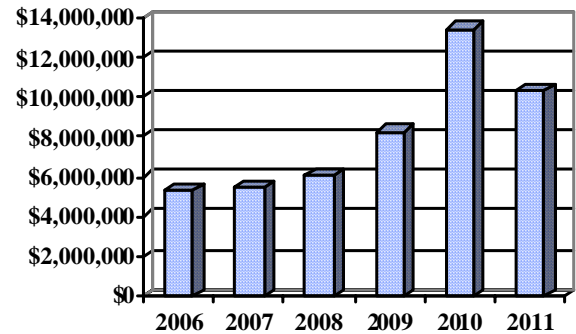
Sheriff Contracts

Beginning in 1997, the Federal government provided grants to townships that contract with the County to provide community policing services in order to enhance local law enforcement in their area. The grants were intended as "seed money" to start the community policing projects, and they typically lasted three years. All of these grants have expired, but in most cases, the programs were continued with contributions from local units discussed previously.

Workforce Investment Act Funds

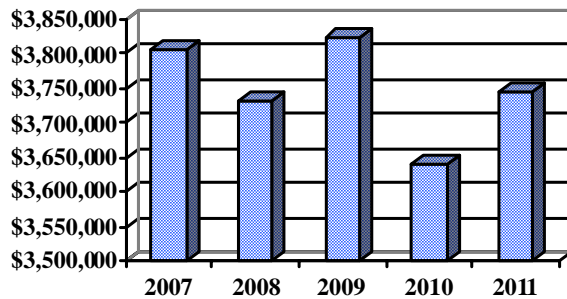
Workforce Investment Act (WIA) are federal funds received for training and employment programs for underemployed and economically disadvantaged citizens. The 2011 budget amount shows only the estimated revenues to be received from the State. Conservative budgeting requires the County to not budget carryover dollars until approved by the State. However, the County typically receives additional grants during the year in addition to the carryover dollars from the previous years. Beginning in 2008, revenue is increasing due to federal stimulus dollars the County has received/expects to receive, and these dollars continue in 2010 and 2011. Once the federal initiatives end, Intergovernmental revenue in these funds is expected to decrease.

Workforce Investment Act Funds - Intergovernmental Revenue



Child Care

Child Care Fund Intergovernmental Revenue



This revenue represents the 50% subsidy by the State for net child care costs excluding state institutions. Barring legislative changes, revenues in this fund are expected to rise in tandem with expenditures in the future. However, as discussed in the transmittal letter, there has been legislative action which may require the County to fund certain positions with General Fund dollars. This would decrease expenditures in this fund and the intergovernmental revenue would also decrease.

At this point, it is too early to know the revenue ramifications for this fund.

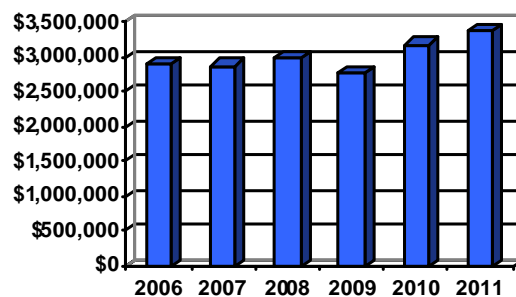
Charges for Services

General Fund: In the General Fund, there are three main sources of charges for services. Court Costs, Indirect Cost Allocation, and Register of Deeds revenue.

Court Costs

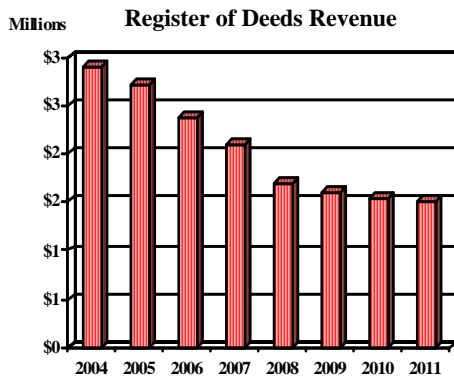
Court Costs are costs assessed for criminal and civil cases and traffic violations. The majority of these revenues are collected in the District and Circuit courts. This revenue source is on an upward swing. In the District Court, collections fell in 2009 because the State of Michigan increased the amount of money it collects by \$8 per ticket effective April 1, 2009.

Ottawa County Court Costs



However, in July of 2009, the District Court implemented revised court costs which should recoup the loss due to the State action and provide additional revenue as well. In July of 2010, the District Court increased fines for all civil infractions by 10 percent. In addition, a probation oversight fee of \$15 per month has been instituted for new probation cases. The economy has also increased the number of civil cases, increasing those collections.

Register of Deeds Revenue

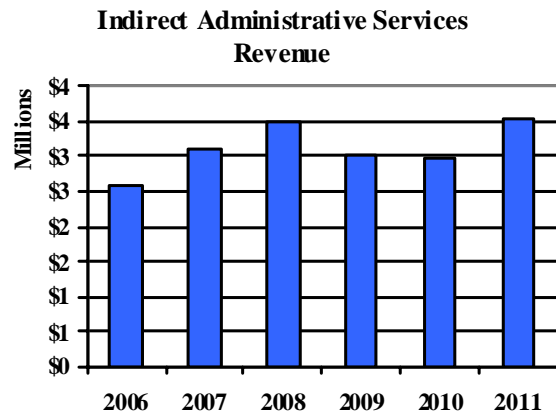


The Register of Deeds office collects fees for property services and transfer taxes. Under Public Act 134 of 1966, a fee of \$.55 for each \$500 of value of property transferred is assessed. In addition, new legislation enacted 10/1/03 allows the Register of Deeds to collect \$5 for each deed recorded and \$3 for each additional page. These revenue sources are highly dependent on interest rates and the economy. 2003 reflects the record low interest rates that resulted in an avalanche of mortgage refinancing documents. More recently, however, this revenue has been decreasing. The slow housing market has clearly affected this

revenue source negatively. Interest rates are unlikely to go lower, and most home owners who were able to refinance their mortgages have already done so. Consequently, until the local economy improves such that home sales accelerate and/or new construction resumes, the County is unlikely to see an improvement in this revenue. The County does not anticipate a turn around in this revenue source in the near future. However, the County does have significant land available for development, so once the economic recovery reaches West Michigan, revenues may grow substantially.

Indirect Administrative Services

This revenue represents reimbursement for indirect costs incurred by the County in the administration of grants and other contractual programs. A cost allocation plan is prepared annually by consultants to identify the costs. The revenue received in the General Fund is dependent on both the actual administrative costs and where the costs are allocated to since the County does not charge all departments. The graph shows increasing revenue beginning in 2007 which resulted from increased allocations to the District Court in connection with the expanded Hudsonville facility. The District Court allocation increased again in 2008 with the opening of the much larger Holland District Court building. The adjustments that were required to reflect the Hudsonville and District Court expansions were complete in 2009, so 2010 revenue is lower. However, the completion of the Grand Haven Courthouse has increased this revenue significantly in 2011, and revenue is anticipated to be higher for a few years, then decrease



slightly when all of the prior year adjustments have ceased. The expansion of the Grand Haven facility will likely bring in more grant dollars from the Friend of the Court grant.

Special Revenue Funds: Parks and Recreation, Health, Mental Health, and the Landfill Surcharge funds are the primary purveyors of Charges for Services revenue in the Special Revenue funds.

Parks and Recreation

Charges for Services in the Parks and Recreation fund include reservation and entrance fees for the use of county park facilities. Although highly dependent on the weather, entrance fees should continue to increase in the future due to the capital improvements made at the various parks. The budget is calculated by averaging historical information.

Health and Mental Health

For Health and Mental Health, the charges represent fees collected from private insurance as well as fees collected from clients. Clients are charged on a sliding fee scale based on income. Revenue is projected based on historical activity and projected caseload.

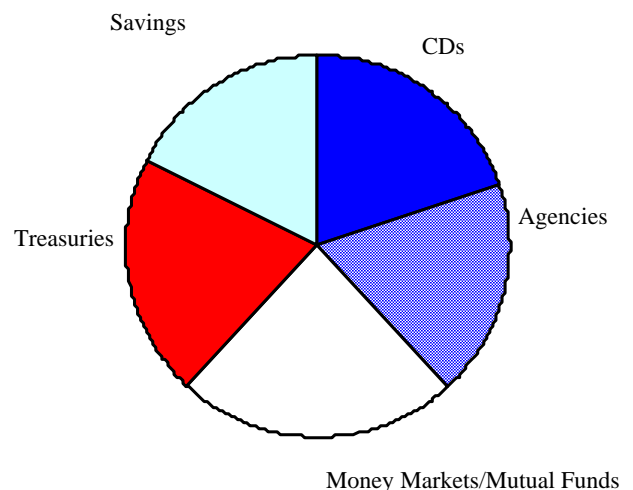
Landfill Tipping Fees

These fees represent the County portion of the surcharge fee collected by the landfills. The amount budgeted is based on historical collections and current year activity. This revenue has decreased because the volume of waste haulers has decreased primarily due to lower construction activity.

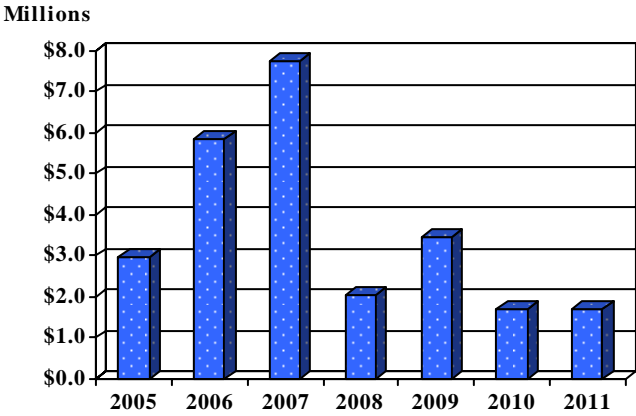
Interest on Investments

This revenue source represents both the interest earned on the investments of County funds as well as the changes in the market value of those investments at year end. Allowable investments are set by state statutes. The treasurer employs a laddered approach that results in the continuing maturity of investments in order to have the correct balance between liquidity and return. The graph to the right shows the components of the County's investment pool as of 7/31/10. Additional information on the County's investment policy can be found in the appendix section of this document.

Ottawa County Investment Portfolio Components – 7/31/10



Investment Revenue



The graph to the right shows the downturn in investment income that the County has experienced. The County records its investments in accordance with Governmental Accounting Standards Board Statement No. 31 which requires a fair market adjustment at year end. Since the market has been somewhat volatile, investment income has been fluctuating.

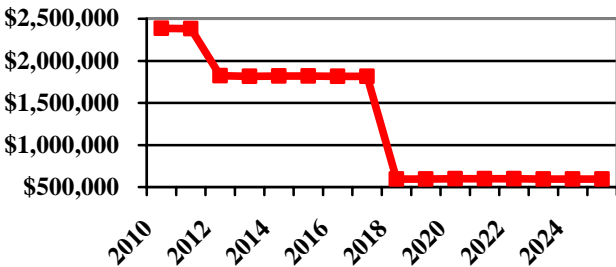
Market values at 12/31/07 were temporarily high, resulting in strong earnings. However, market values fell during fiscal year 2008. Beginning in 2008, cash balances were reduced as the County funded a portion of the Fillmore facility expansion and the new Grand Haven Facility. Planned fund balance use in other funds, the Revenue Sharing Reserve Fund in particular, has also reduced the investment balance and by extension, investment revenue. Unfortunately, the County does not anticipate significant improvement in interest rates in the near future.

Rent

Rent revenue is received from two sources. The County charges rent to grant funds for the use of County space. The budgets are based on the annual operating expenditures in the General Fund’s Building and Grounds departments plus a fixed charge for capital costs where appropriate. This rent revenue is expected to remain relatively steady over the next few years. In 2015, rent revenue may drop by \$200,000 and by an additional \$400,000 in 2016 as fixed charges on the Probate/Jail facility will have expired.

The second source of rent revenue relates to the Ottawa County Building Authority (the “Authority”), a blended component unit. Lease agreements exist between the Authority and the County which allow the Authority to charge the County rent for the buildings which is based on the debt service payments on the bonds the Authority issued. Decreases in rent revenue correspond to decreases in debt service payments. New bond issues are not anticipated at this time. Payments should remain fairly steady until 2012 and 2018, when certain issues are paid off. The graph that follows reflects anticipated rent revenue for the Building Authority:

Rent Revenue of the Ottawa County Building Authority



Component Units

Road Commission

The Road Commission receives funds from the state and local units for road improvements and repairs.

Drains

The drainage districts receive reimbursements for drainage projects or other services rendered. The budgets are based on anticipated projects of the drain commissioner.

Chapter 6 Drains - Projects petitioned for by individuals

Chapter 20 Drains - Intra-County projects usually petitioned for by townships

Chapter 21 Drains - Inter-County projects petitioned for by a governmental unit

Public Utilities System

Under Public Act 342 of 1937, the Public Utilities System records monies received to provide technical and administrative assistance to townships, cities and villages in regard to water and sanitation systems and facilities as well as operating costs.

Ottawa County Central Dispatch Authority (OCCDA)

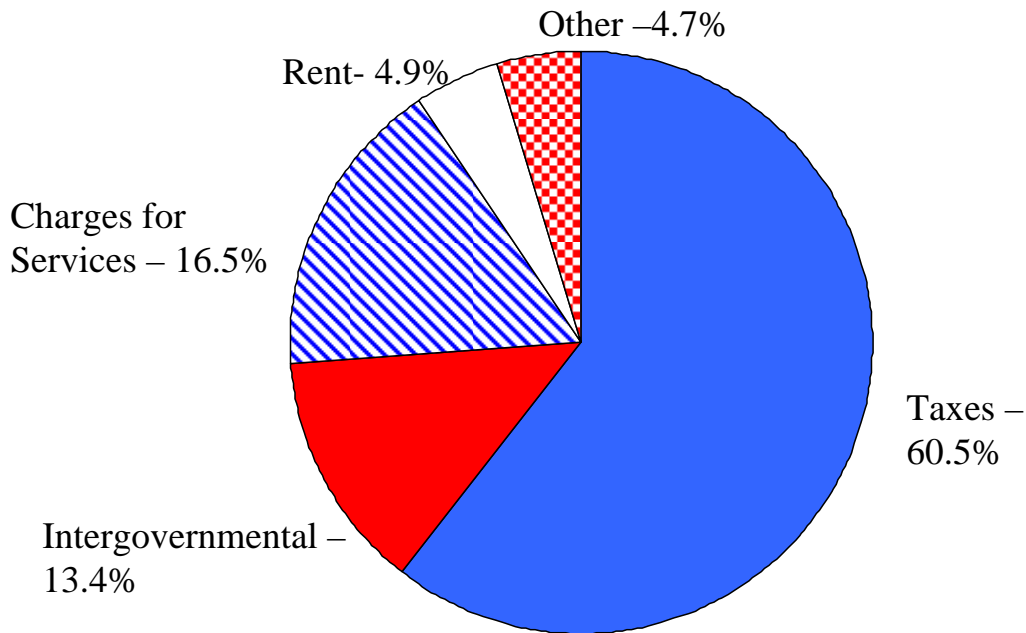
In addition to the property tax levy in Ottawa County, OCCDA receives property taxes from Allegan County for the portion of the City of Holland that is in Allegan County.

OCCDA receives surcharge revenue from Allegan County which represents a designated amount charged to each landline phone at a business or residence. OCCDA also receives surcharge revenue from the State of Michigan. The State collects the revenue from wireless phone providers and allocates it to participating counties. Surcharge revenue must be used for capital expenditures, mainly technology.

GENERAL FUND

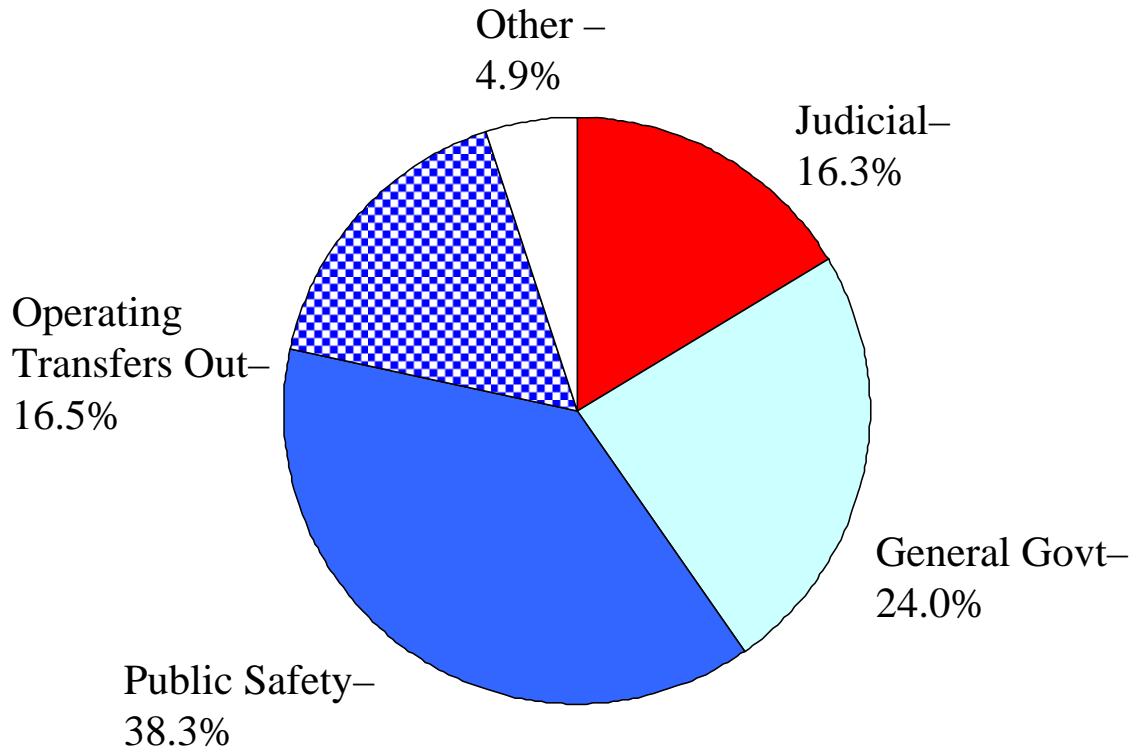
The General Fund is used to account for all revenues and expenditures applicable to the general operations of the County except for those required or determined to be more appropriately accounted for in another fund (e.g., Special Revenue fund.) Revenues are derived primarily from property tax, intergovernmental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

General Fund 2011 Revenues



Source	2010 Amended Budget	2011 Adopted Budget	2011 % of Total	% of Change
Taxes	\$39,292,953	\$37,870,625	60.5%	-3.62%
Intergovernmental	4,622,030	8,359,486	13.4%	80.86%
Charges for Services	9,124,451	10,336,666	16.5%	13.29%
Fines and Forfeits	982,730	1,062,000	1.7%	8.07%
Interest on Investments	426,400	289,160	0.5%	-32.19%
Rental	3,168,995	3,053,368	4.9%	-3.65%
Licenses and Permits	253,525	401,500	0.6%	58.37%
Other Revenue	668,307	740,429	1.2%	10.79%
Operating Transfers In	5,761,213	442,351	0.7%	-92.32%
	<u>\$64,300,604</u>	<u>\$62,555,585</u>	<u>100.0%</u>	<u>-2.71%</u>

General Fund 2011 Expenditures



Use	2010 Amended Budget	2011 Adopted Budget	2011 % of Total	% of Change
Legislative	\$531,464	\$471,519	0.6%	-11.28%
Judicial	10,084,690	10,319,818	16.3%	2.33%
General Government	15,900,789	15,218,097	24.0%	-4.29%
Health and Welfare	1,571,581	775,957	1.2%	-50.63%
Public Safety	24,046,410	24,238,528	38.3%	0.80%
Public Works	466,500	461,000	0.7%	-1.18%
Community & Economic Development	663,403	689,098	1.1%	3.87%
Other	686,837	846,298	1.3%	23.22%
Operating Transfers Out	11,244,380	10,479,864	16.5%	-6.80%
	<u>\$65,196,054</u>	<u>\$63,500,179</u>	<u>100.0%</u>	<u>-2.60%</u>

**COUNTY OF OTTAWA
GENERAL FUND COMPARATIVE ANALYSIS
ACTUAL 2008 & 2009
BUDGET 2010 & 2011**

REVENUES

DEPT	DEPARTMENT NAME	ACTUAL 2008	ACTUAL 2009	CURRENT	AMENDED BUDGET 2010	2011 ADOPTED BY BOARD	\$ CHANGE 2010 TO BOARD	% CHANGE 2010 BUDGET TO PROPOSED 2011
				YEAR 2010 ESTIMATED				
1310	Circuit Court	\$237,647	\$226,731	\$231,200	\$243,700	\$249,350	\$5,650	2.32%
1360	District Court	\$2,985,542	\$2,889,338	\$3,301,421	\$3,179,006	\$3,558,600	\$379,594	11.94%
1370	Drug Court Planning	\$0	\$26,000	\$27,273	\$32,273	\$0	-\$32,273	-100.00%
1373	State Justice Institute	\$0	\$0	\$30,000	\$30,000	\$0	-\$30,000	-100.00%
1380	Circuit Court Strategic Planning Initiative	\$28,202	\$52,073	\$42,596	\$42,596	\$0	-\$42,596	-100.00%
1480	Probate Court	\$66,490	\$60,064	\$66,989	\$66,989	\$62,100	-\$4,889	-7.30%
1490	Circuit Court - Juvenile Services	\$124,797	\$124,703	\$169,483	\$160,854	\$158,496	-\$2,358	-1.47%
1492	Juvenile Accountability Incentive Block Grant	\$14,372	\$10,254	\$18,739	\$18,739	\$0	-\$18,739	-100.00%
1660	Family Counseling	\$25,493	\$23,505	\$22,000	\$20,000	\$23,000	\$3,000	15.00%
1910	Elections	\$26,678	\$22,909	\$11,500	\$11,500	\$23,150	\$11,650	101.30%
1920	Canvassing Board	\$0	\$0	\$100	\$100	\$100	\$0	0.00%
2010	Fiscal Services	\$4,180,978	\$3,601,224	\$4,253,017	\$4,067,184	\$4,291,188	\$224,004	5.51%
2150	County Clerk	\$568,447	\$526,235	\$579,950	\$626,200	\$644,245	\$18,045	2.88%
2250	Equalization	\$94	\$1,608	\$100	\$100	\$600	\$500	500.00%
2290	Prosecuting Attorney	\$173,257	\$176,109	\$181,580	\$181,580	\$198,640	\$17,060	9.40%
2360	Register of Deeds	\$1,706,168	\$1,593,248	\$1,532,000	\$1,365,200	\$1,521,500	\$156,300	11.45%
2450	Survey & Remonumentation	\$129,758	\$33,594	\$68,000	\$91,858	\$68,000	-\$23,858	-25.97%
2530	County Treasurer	\$39,428,892	\$38,246,217	\$36,896,847	\$37,418,872	\$40,155,300	\$2,736,428	7.31%
2570	Co-Op Extension	\$53,968	\$31,195	\$24,576	\$24,576	\$22,868	-\$1,708	-6.95%
2590	Geographic Information Systems	\$137,320	\$96,981	\$99,450	\$94,450	\$104,450	\$10,000	10.59%
2651	Facilities Maintce - Hudsonville Human Serv	\$62,091	\$63,269	\$69,281	\$69,333	\$66,359	-\$2,974	-4.29%
2652	Facilities Maintce - Holland Human Serv	\$195,718	\$200,789	\$215,011	\$223,214	\$210,673	-\$12,541	-5.62%
2653	Facilities Maintce - Fulton Street	\$70,534	\$67,679	\$79,481	\$79,766	\$74,908	-\$4,858	-6.09%
2655	Facilities Maintce - Holland Health Facility	\$193,184	\$200,302	\$205,664	\$205,870	\$191,652	-\$14,218	-6.91%
2658	Facilities Maintce - Grand Haven Health	\$137,893	\$136,876	\$150,639	\$153,955	\$146,334	-\$7,621	-4.95%
2659	Facilities Maintce - CMH Facility	\$227,845	\$231,194	\$253,381	\$256,628	\$242,095	-\$14,533	-5.66%
2660	Facilities Maintce - Coopersville	\$28,148	\$0	\$0	\$0	\$0	\$0	N/A
2665	Facilities Maintce - Juvenile Serv Complex	\$1,431,052	\$1,474,617	\$1,532,577	\$1,561,164	\$1,515,800	-\$45,364	-2.91%
2667	Facilities Maintce - Administrative Annex	\$59,450	\$49,509	\$344,156	\$344,697	\$342,830	-\$1,867	-0.54%
2668	Facilities Maintce - FIA	\$263,847	\$236,386	\$282,474	\$278,368	\$264,867	-\$13,501	-4.85%
2750	Drain Commission	\$44,605	\$26,123	\$24,500	\$37,500	\$31,600	-\$5,900	-15.73%

**COUNTY OF OTTAWA
GENERAL FUND COMPARATIVE ANALYSIS
ACTUAL 2008 & 2009
BUDGET 2010 & 2011**

REVENUES

DEPT	DEPARTMENT NAME	ACTUAL 2008	ACTUAL 2009	CURRENT	AMENDED	2011	\$ CHANGE	% CHANGE
				YEAR 2010 ESTIMATED	BUDGET 2010	ADOPTED BY BOARD	2010 TO BOARD	2010 BUDGET TO PROPOSED 2011
3020	Sheriff	\$198,649	\$225,653	\$226,011	\$192,810	\$239,000	\$46,190	23.96%
3100	West Mi Enforcement Team - Operations	\$17,084	\$2,944	\$14,672	\$14,672	\$14,935	\$263	1.79%
3113	COPS Holland/West Ottawa	\$62,534	\$55,026	\$67,331	\$65,812	\$67,439	\$1,627	2.47%
3119	City of Coopersville	\$469,387	\$502,923	\$536,066	\$532,162	\$519,106	-\$13,056	-2.45%
3120	City of Hudsonville	\$550,048	\$552,304	\$639,653	\$610,364	\$623,379	\$13,015	2.13%
3170	Blendon/Holland/Robinson/Zeeland (CITE)	\$40,265	\$42,296	\$40,693	\$44,771	\$44,804	\$33	0.07%
3200	Sheriff Training	\$37,228	\$27,511	\$30,000	\$30,000	\$30,000	\$0	0.00%
3250	Central Dispatch	\$4,233,130	\$4,374,007	\$4,417,168	\$4,412,196	\$4,234,630	-\$177,566	-4.02%
3310	Marine Safety	\$109,369	\$210,789	\$141,821	\$141,991	\$151,565	\$9,574	6.74%
3510	Jail	\$731,907	\$769,334	\$849,412	\$875,773	\$841,939	-\$33,834	-3.86%
3540	Local Corrections Academy Grant	\$4,850	\$0	\$0	\$0	\$0	\$0	N/A
3550	Excelling - Corr Env Grant	\$35,000	\$0	\$0	\$0	\$0	\$0	N/A
4260	Emergency Services	\$42,022	\$62,276	\$30,000	\$30,000	\$40,141	\$10,141	33.80%
4262	Solution Area Planner Grant	\$36,241	\$93,853	\$10,500	\$20,875	\$0	-\$20,875	-100.00%
4263	Haz Mat Response Team	\$40,246	\$38,720	\$28,613	\$29,055	\$34,175	\$5,120	17.62%
4265	Homeland Security Equipment Grant	\$37,665	\$0	\$81,775	\$81,775	\$60,000	-\$21,775	-26.63%
6039	Jail Health Services	\$0	\$9,954	\$9,000	\$18,367	\$0	-\$18,367	-100.00%
6300	Substance Abuse	\$964,247	\$944,420	\$1,000,944	\$1,000,944	\$956,755	-\$44,189	-4.41%
6480	Medical Examiners	\$15,201	\$14,460	\$13,600	\$13,600	\$31,225	\$17,625	129.60%
7210	Planning & Transportation	\$4,995	\$25,007	\$0	\$0	\$0	\$0	N/A
7211	Planner - Grants	\$9,201	\$441	\$0	\$0	\$30	\$30	N/A
9300	Transfers In Control	\$4,497,516	\$5,299,447	\$4,761,213	\$5,761,213	\$442,351	-\$5,318,862	-92.32%
TOTAL REVENUE		\$64,739,255	\$63,680,097	\$63,612,457	\$64,762,652	\$62,500,179	-\$2,262,473	-3.49%

**COUNTY OF OTTAWA
GENERAL FUND COMPARATIVE ANALYSIS
ACTUAL 2008 & 2009
BUDGET 2010 & 2011**

EXPENDITURES

DEPT	DEPARTMENT NAME	ACTUAL 2008	ACTUAL 2009	CURRENT	AMENDED BUDGET 2010	2011 BUDGET ADOPTED BY BOARD	\$ CHANGE 2010 BUDGET PROPOSED 2011	% CHANGE 2010 BUDGET PROPOSED 2011
				YEAR 2010 ESTIMATED				
1010	Commissioners	\$558,168	\$539,273	\$530,719	\$529,929	\$463,493	-\$66,436	-12.54%
1290	Tax Allocation Board	\$1,196	\$1,210	\$1,425	\$1,535	\$8,026	\$6,491	422.87%
1310	Circuit Court	\$2,165,817	\$2,129,694	\$2,100,298	\$2,210,906	\$2,448,013	\$237,107	10.72%
1360	District Court	\$6,017,814	\$6,043,707	\$6,032,360	\$5,966,225	\$6,118,516	\$152,291	2.55%
1370	Drug Court Planning	\$0	\$902	\$20,583	\$32,273	\$0	-\$32,273	-100.00%
1373	State Justice Institute	\$0	\$0	\$33,000	\$33,000	\$0	-\$33,000	-100.00%
1380	Circuit Court Strategic Planning Initiative	\$23,923	\$50,679	\$42,596	\$42,596	\$0	-\$42,596	-100.00%
1480	Probate Court	\$797,354	\$773,903	\$775,763	\$809,811	\$759,840	-\$49,971	-6.17%
1490	Circuit Court - Juvenile Services	\$877,809	\$826,100	\$790,915	\$843,943	\$828,799	-\$15,144	-1.79%
1492	Juvenile Accountability Block Grant	\$15,969	\$11,395	\$20,820	\$20,820	\$0	-\$20,820	-100.00%
1520	Adult Probation	\$116,774	\$64,621	\$78,341	\$78,451	\$132,924	\$54,473	69.44%
1660	Family Counseling	\$36,771	\$38,530	\$35,645	\$35,645	\$27,086	-\$8,559	-24.01%
1670	Jury Board	\$8,569	\$3,530	\$11,020	\$11,020	\$4,640	-\$6,380	-57.89%
1910	Elections	\$309,979	\$76,813	\$241,158	\$251,688	\$106,413	-\$145,275	-57.72%
1920	Canvassing Board	\$5,476	\$0	\$6,000	\$6,000	\$960	-\$5,040	-84.00%
2010	Fiscal Services	\$1,176,564	\$1,277,390	\$1,236,407	\$1,271,773	\$1,270,623	-\$1,150	-0.09%
2100	Corporate Counsel	\$205,752	\$212,299	\$215,711	\$215,002	\$211,646	-\$3,356	-1.56%
2150	County Clerk	\$1,508,183	\$1,674,810	\$1,647,411	\$1,638,224	\$1,626,259	-\$11,965	-0.73%
2230	Administrator	\$382,994	\$427,489	\$414,384	\$455,344	\$414,781	-\$40,563	-8.91%
2250	Equalization	\$996,369	\$1,026,795	\$1,039,462	\$1,026,701	\$1,018,458	-\$8,243	-0.80%
2260	Human Resources	\$576,622	\$553,384	\$572,099	\$620,434	\$518,321	-\$102,113	-16.46%
2290	Prosecuting Attorney	\$3,221,436	\$3,204,689	\$3,295,011	\$3,312,595	\$3,295,099	-\$17,496	-0.53%
2330	Administrative Services	-\$1,719	\$0	\$0	\$0	\$0	\$0	N/A
2360	Register of Deeds	\$720,753	\$665,015	\$673,217	\$678,919	\$656,011	-\$22,908	-3.37%
2450	Survey & Remonumentation	\$665,760	\$349,931	\$85,752	\$92,058	\$68,027	-\$24,031	-26.10%
2470	Plat Board	\$896	\$473	\$2,731	\$2,736	\$2,368	-\$368	-13.45%
2530	County Treasurer	\$813,353	\$867,803	\$853,699	\$884,979	\$839,948	-\$45,031	-5.09%
2570	Co-Op Extension	\$563,956	\$538,911	\$396,359	\$393,943	\$369,242	-\$24,701	-6.27%
2590	Geographic Information System	\$589,506	\$486,373	\$505,495	\$505,095	\$496,224	-\$8,871	-1.76%
2610	Building Authority	\$2,558	\$866	\$2,250	\$2,250	\$1,460	-\$790	-35.11%

COUNTY OF OTTAWA
GENERAL FUND COMPARATIVE ANALYSIS
ACTUAL 2008 & 2009
BUDGET 2010 & 2011

EXPENDITURES

DEPT	DEPARTMENT NAME	ACTUAL 2008	ACTUAL 2009	CURRENT	AMENDED	2011 BUDGET	\$ CHANGE	% CHANGE
				YEAR 2010 ESTIMATED	BUDGET 2010	ADOPTED BY BOARD	2010 BUDGET PROPOSED 2011	2010 BUDGET PROPOSED 2011
2651	Facilities Maintce - Hudsonville Human Ser	\$167,311	\$170,008	\$178,555	\$177,853	\$169,189	-\$8,664	-4.87%
2652	Facilities Maintce - Holland Human Serv	\$181,890	\$184,246	\$190,867	\$198,427	\$186,529	-\$11,898	-6.00%
2653	Facilities Maintce - Fulton Street	\$66,713	\$63,005	\$71,141	\$71,203	\$66,568	-\$4,635	-6.51%
2654	Facilities Maintce - Grand Haven	\$674,865	\$703,836	\$665,461	\$672,468	\$608,236	-\$64,232	-9.55%
2655	Facilities Maintce - Holland Health Facility	\$281,819	\$203,596	\$205,664	\$205,089	\$188,094	-\$16,995	-8.29%
2656	Facilities Maintce - Holland District Court	\$241,033	\$224,700	\$207,405	\$225,334	\$206,322	-\$19,012	-8.44%
2658	Facilities Maintce - Grand Haven Health	\$67,814	\$65,869	\$76,671	\$79,808	\$132,116	\$52,308	65.54%
2659	Facilities Maintce - CMH Facility	\$181,249	\$184,893	\$198,961	\$201,658	\$187,675	-\$13,983	-6.93%
2660	Facilities Maintce - Coopersville	\$51,080	\$34,828	\$26,793	\$29,775	\$25,580	-\$4,195	-14.09%
2661	Facilities Maintce - Emergency Services	\$3,437	\$1,881	\$3,700	\$3,700	\$4,500	\$800	21.62%
2664	Facilities Maintce - 4th & Clinton	\$33,426	\$26,261	\$0	\$0	\$0	\$0	N/A
2665	Facilities Maintce - Juvenile Serv Complex	\$883,480	\$908,283	\$918,054	\$943,194	\$901,277	-\$41,917	-4.44%
2666	Facilities Maintce - 434 Franklin	\$611	\$0	\$0	\$0	\$0	\$0	N/A
2667	Facilities Maintce - Administrative Annex	\$706,241	\$700,330	\$683,718	\$695,575	\$686,730	-\$8,845	-1.27%
2668	Facilities Maintce - FIA	\$310,636	\$286,265	\$333,559	\$342,633	\$303,746	-\$38,887	-11.35%
2750	Drain Commission	\$631,130	\$644,778	\$699,504	\$666,415	\$634,929	-\$31,486	-4.72%
2800	Ottawa Soil & Water Conservation Dist.	\$27,244	\$28,596	\$29,916	\$29,916	\$20,766	-\$9,150	-30.59%
3020	Sheriff	\$7,741,017	\$8,158,447	\$8,369,204	\$8,371,922	\$8,230,169	-\$141,753	-1.69%
3100	West Mi Enforcement Team - Operations	\$564,866	\$620,976	\$648,393	\$646,754	\$646,078	-\$676	-0.10%
3113	COPS Holland/West Ottawa	\$93,334	\$82,130	\$100,494	\$99,178	\$100,329	\$1,151	1.16%
3119	City of Coopersville	\$469,388	\$502,925	\$536,066	\$534,772	\$519,106	-\$15,666	-2.93%
3120	City of Hudsonville	\$550,051	\$552,303	\$639,653	\$613,432	\$623,379	\$9,947	1.62%
3170	Blendon/Holland/Robinson/Zeeland (CITE)	\$82,000	\$85,966	\$91,342	\$91,343	\$91,835	\$492	0.54%
3200	Sheriff Training	\$37,228	\$27,511	\$30,000	\$30,000	\$30,000	\$0	0.00%
3250	Central Dispatch	\$4,260,366	\$4,369,930	\$4,406,173	\$4,412,396	\$4,235,780	-\$176,616	-4.00%
3310	Marine Safety	\$231,813	\$328,976	\$216,801	\$226,796	\$221,782	-\$5,014	-2.21%
3510	Jail	\$7,778,977	\$7,938,113	\$8,000,628	\$8,137,734	\$8,723,501	\$585,767	7.20%
3540	Local Corrections Academy Grant	\$5,392	\$0	\$0	\$0	\$0	\$0	N/A
3550	Excelling - Corr Env Grant	\$35,000	\$0	\$0	\$0	\$0	\$0	N/A
4260	Emergency Services	\$335,582	\$305,573	\$318,339	\$321,402	\$284,842	-\$36,560	-11.38%

**COUNTY OF OTTAWA
GENERAL FUND COMPARATIVE ANALYSIS
ACTUAL 2008 & 2009
BUDGET 2010 & 2011**

EXPENDITURES

DEPT	DEPARTMENT NAME	ACTUAL 2008	ACTUAL 2009	CURRENT	AMENDED BUDGET 2010	2011 BUDGET ADOPTED BY BOARD	\$ CHANGE 2010 BUDGET PROPOSED 2011	% CHANGE 2010 BUDGET PROPOSED 2011
				YEAR 2010 ESTIMATED				
4262	Solution Area Planner Grant	\$39,402	\$92,053	\$10,500	\$20,875	\$0	-\$20,875	-100.00%
4263	Haz Mat Response Team	\$75,215	\$74,893	\$57,226	\$57,683	\$68,349	\$10,666	18.49%
4265	Homeland Security Equipment Grant	\$37,556	\$0	\$81,775	\$81,775	\$60,000	-\$21,775	-26.63%
4300	Animal Control	\$398,784	\$372,576	\$388,765	\$400,348	\$403,378	\$3,030	0.76%
4450	Drain Assessments	\$73,561	\$283,211	\$466,500	\$466,500	\$461,000	-\$5,500	-1.18%
6039	Jail Health Services	\$0	\$627,251	\$789,962	\$825,962	\$0	-\$825,962	-100.00%
6300	Substance Abuse	\$414,123	\$407,929	\$432,472	\$432,472	\$413,378	-\$19,094	-4.42%
6480	Medical Examiners	\$303,664	\$251,513	\$256,547	\$258,147	\$257,439	-\$708	-0.27%
6810	Veterans Burial	\$40,905	\$50,178	\$68,000	\$55,000	\$63,000	\$8,000	14.55%
6890	Soldiers & Sailors	\$0	\$0	\$0	\$0	\$42,140	\$42,140	N/A
7210	Planning - Transportation	\$4,995	\$24,973	\$0	\$0	\$0	\$0	N/A
7211	Planner - Grants	\$606,930	\$600,397	\$618,530	\$657,470	\$683,165	\$25,695	3.91%
7212	Road Salt Management	\$0	\$6,018	\$5,933	\$5,933	\$5,933	\$0	0.00%
8650	Insurance	\$272,874	\$149,627	\$224,737	\$224,737	\$165,815	-\$58,922	-26.22%
8900	Contingency	\$0	\$0	\$200,000	\$459,232	\$660,483	\$201,251	43.82%
9010	Equipment Pool	\$0	\$0	\$0	\$2,868	\$20,000	\$17,132	597.35%
9650	Operating Transfers Out	\$13,479,719	\$16,860,154	\$10,592,456	\$11,244,380	\$10,479,864	-\$764,516	-6.80%
TOTAL EXPENDITURES		\$64,801,323	\$69,051,583	\$63,701,096	\$65,196,054	\$63,500,179	-\$1,695,875	-2.60%
TOTAL REVENUE		\$64,739,255	\$63,680,097	\$63,612,457	\$64,762,652	\$62,500,179		
FUND BALANCE (USE)		-\$62,068	-\$5,371,486	-\$88,639	-\$433,402	-\$1,000,000		

2011 General Fund Budget Legislative Expenditures \$471,519



OTTAWA COUNTY BOARD OF COMMISSIONERS

Back Row (Left to Right): Gordon D. Schrottenboer - District 7; Jane M. Ruitter - District 4;
Matthew M. Hehl - District 5; Robert W. Karsten - District 9;
Vice-Chair James C. Holtrop - District 10;
Joyce E. Kortman - District 1; James H. Holtvluwer - District 11

Front Row (Left to Right): Dennis W. Swartout - District 3; Donald G. Disselkoen - District 8;
Chair Philip D. Kuyers - District 2; Roger G. Rycenga - District 6

Function Statement

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

Mission Statement

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

TARGET POPULATION	<ul style="list-style-type: none"> • Ottawa County Citizens
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: To Maintain and Improve the Strong Financial Position of the County of Ottawa Objectives:</p> <ol style="list-style-type: none"> 1) Advocate on legislative issues to maintain and improve the financial position of the County 2) Implement processes and strategies to deal with operational budget deficits 3) Reduce the negative impact of rising employee benefit costs on the budget 4) Maintain or improve bond ratings <p>Goal 2: To Maintain and Enhance Communication with Citizens, Employees, and Other Stakeholders Objectives:</p> <ol style="list-style-type: none"> 1) Continue to improve the County website, miOttawa.org 2) Review and update a comprehensive communication plan to maximize communication with citizens 3) Continue to develop and implement methods of communicating with employee groups 4) Continue to improve communication with Commissioners 5) Evaluate communication with other key stakeholders <p>Goal 3: To Contribute to a Healthy Physical, Economic, & Community Environment Objectives:</p> <ol style="list-style-type: none"> 1) Discuss and act upon road policy issues as appropriate 2) Consider opportunities to improve economic development in the region 3) Continue initiatives to preserve the physical environment 4) Continue initiatives to positively impact the community 5) Provide quality County facilities throughout the County <p>Goal 4: To Continually Improve the County's Organization and Services Objectives:</p> <ol style="list-style-type: none"> 1) Review and evaluate the organization, contracts, programs, and services for potential efficiencies 2) Prioritize mandated and discretionary services 3) Continue implementation of outcome-based performance measurement systems 4) Examine opportunities for service-delivery with local units of government 5) Ensure the continuity of government in the event of a disaster 6) Continue the effective and efficient management of human resources
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1-1: Comprehensive Annual Financial Report Goal 1-4: Bond Ratings from last evaluation Goal 2-1: miottawa.org Goal 2-2: Ottawa County Communication Plan Goal 4-2: Board ranking of mandatory and discretionary services Goal 4-5: County of Ottawa Site Emergency Plans</p>

The third quarterly progress report on Strategic Plan objectives follows.

GOAL 1: TO MAINTAIN AND IMPROVE THE STRONG FINANCIAL POSITION OF THE COUNTY.

Objective 1: Advocate on legislative issues to maintain and improve the financial position of the County.

- *Advocate to achieve full funding of mandates.*
- *Advocate to achieve the full reinstatement of revenue sharing.*
- *Work with our legislative delegation to make our positions statements on legislative issues clear.*
- *Identify other legislation that impacts our financial position and develop clear position statements on those issues.*
- *Evaluate the value of the lobbyist contract.*
- *Develop improved communication methods to make our position statements known to key stakeholders, including citizens.*

- Good progress on all deliverables:
- *Legislation in committee to address full funding of mandates.*
 - *Revenue sharing is currently fully funded in the state budget.*
 - *Continued work with MAC, GCSI and Legislators on several issues to protect our financial position.*
 - *Several communication methods have been implemented and are being considered to state our positions.*

Objective 2: Implement processes and strategies to deal with operational budget deficits.

- *Adopt a budget calendar and provide information to the Board of Commissioners necessary to make key decisions.*
- *Identify financial threats and approve strategies to mitigate those threats.*
- *Fully fund the County financing tools.*
- *Eliminate operational budget deficits, adopting the budget by the end of October.*

- Good progress on all deliverables:
- *The recommended budget will be presented to the Board in October which addresses all identified deliverables.*

Objective 3: Reduce the negative impact of rising employee benefit costs on the budget.

- *Approve a strategy to eventually move to a defined contribution (DC) plan for new hires.*
- *Consider a report and adopt strategies to reduce health benefit costs.*
- *Implement a health management plan.*

- Good progress on all deliverables:
- *Resolution of intent has been adopted to move to a defined contribution system for new hires.*
 - *A new health plan is being implemented which both reduces cost and implements a health management plan.*

Objective 4: Maintain or improve bond ratings.

- *Continue to address budget deficits with pro-active, balanced approaches.*
- *Present thorough, high-quality information to bond rating agencies.*

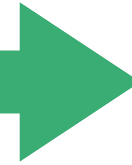
- Good progress on all deliverables:
- *Recommended budget addresses budget deficits.*
 - *Maintained two triple ratings and pursuing a third.*

WHAT WILL WE DO TO GET THERE?

GOAL 2: TO MAINTAIN AND ENHANCE COMMUNICATION WITH CITIZENS, EMPLOYEES, AND OTHER STAKEHOLDERS.

Objective 1: Continue to improve the County website, miOttawa.

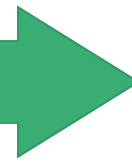
- Increase and improve the services that citizens can access and receive through the website.
- Examine the expanded use of social networking options that are linked to the website.
- Evaluate the value of the contract with our website contractor.
- Continue to use the Technology Committee to regularly review the status of the website.



- Good progress on all deliverables:
- Many additional services added to miOttawa.
 - Social media options being implemented.
 - Positive review of website contractor, with more costs being covered by website technology fees.
 - Technology Committee continues active oversight role.

Objective 2: Review and update a comprehensive communication plan to maximize communication with citizens.

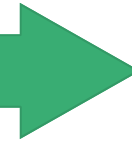
- Increase focus on receiving coverage on local radio and community television stations.
- Develop a report on the benefit of County property tax dollars.
- Evaluate the use of citizen budget meetings.
- Partner with local media to offer content for quality coverage.



- Good progress on all deliverables:
- Communication plan to be updated for the Board by the end of 2011.

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

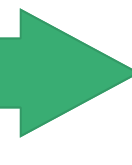
- Continue using the Front Page and all-staff e-mails to communicate important information to employees.
- Continue the Labor-Management Cooperation Committee.
- Continue and improve employee-edited newsletter.
- Continue brown-bag lunches and other information sessions.



- Good progress on all deliverables:
- Front Page and emails frequently used for communication.
 - Labor-Management has met three times in 2010.
 - There have been five editions of the newsletter in 2010.
 - Brown-bag lunches continue every quarter.

Objective 4: Continue to improve communication with Commissioners.

- Continue departmental annual report process.
- Evaluate use of paperless packets and other communication tools with Commissioners.



- Good progress on all deliverables:
- Departmental annual reports completed for 2010.
 - Packets provided on website and some have gone paperless.

Objective 5: Evaluate communication with other key stakeholders.

- Develop and implement a legislative action plan.
- Reexamine the role of Commissioners and staff in national, state and regional professional organizations and define the specific purpose of what we are to accomplish in those roles.
- Identify Commissioners to represent the County on NACO and MAC boards and committees.



- Good progress on all deliverables:
- MAC and GCSI work on various legislative issues.
 - Board examined conference budget and prioritized involvement in organizations locally and nationally.

WHAT WILL WE DO TO GET THERE?

GOAL 3: TO CONTRIBUTE TO A HEALTHY PHYSICAL, ECONOMIC, & COMMUNITY ENVIRONMENT.

WHAT WILL WE DO TO GET THERE?

Objective 1: Discuss and act upon road policy issues as appropriate.

- *Contact legislators and road officials, on relevant road-related legislation including the US-231 bridge and bypass.*
- *Communicate and coordinate with the road commission on relevant issues and to improve public understanding on roles.*

- Good progress on all deliverables:
- *The bypass has been approved and will begin in 2010.*
 - *Quarterly meetings continue with the Road Commission.*

Objective 2: Consider opportunities to improve economic development in the region.

- *Work with existing partners on regional economic development efforts, guided by the 2008 Economic Development Report.*
- *Continue work on developing an agriculture incubator.*
- *Work to maintain a presence of MSU Extension services in the County.*

- Good progress on all deliverables:
- *Work with partners continue to improve regional economic development efforts.*
 - *Economic Development staff has been added to focus on economic development and the agriculture incubator.*
 - *MSU Extension has a retained presence in the County.*

Objective 3: Continue initiatives to preserve the physical environment.

- *Continue efforts related to water quality.*
- *Continue to work with local units of government to seek funding opportunities for completing a groundwater resources inventory.*
- *Improve knowledge on drain issues.*
- *Develop a comprehensive sustainability plan.*
- *Continue to support completion of the Parks and Recreation Commission Parks and Recreation Plan.*

- Good progress on all deliverables:
- *Fifth Water Quality Forum scheduled for November 1.*
 - *Groundwater resources inventory moving forward.*
 - *Drain Commissioner Geerlings presented information on processes and current issues with drains.*
 - *Progress continues with sustainability efforts and Parks.*

Objective 4: Continue initiatives to positively impact the community.

- *Continue involvement with the Purchase of Development Rights committee.*
- *Complete Urban Smart Growth demonstration project.*
- *Conduct build-out analysis for local government units.*
- *The Board of Commissioners will review the strategic plans of County departments and agencies, as requested by those entities, that provide direct services to the residents of the County.*

- Some progress on most deliverables:
- *The PDR committee is meeting regularly and raising funds.*
 - *Urban Smart Growth project is progressing.*
 - *The build-out analysis is being conducted by two interns.*
 - *Strategic plans have not yet been presented to the Board of Commissioners.*

Objective 5: Provide quality County facilities throughout the County.

- *Analyze the potential use of County land for additional communication tower leasing.*
- *Effectively maintain the existing facilities in the County.*

- Good progress on all deliverables:
- *Three additional towers are being analyzed for leasing.*
 - *Building projects completed, utility efficiencies achieved.*

GOAL 4: TO CONTINUALLY IMPROVE THE COUNTY'S ORGANIZATION AND SERVICES.

WHAT WILL WE DO TO GET THERE?

Objective 1: Review and evaluate the organization, contracts, programs, and services for potential efficiencies.

- Continue work on providing the most effective administration and funding for co-occurring mental health/substance abuse services.
- Conduct organizational efficiency and structure reviews, including;
 - Clerk/Register
 - Fiscal Services
 - Public Utilities
 - Veterans Services
- Complete evaluations of various programs and services, including;
 - Drug Courts
 - Jail Mental Health Task Force

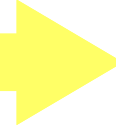


Good progress on all deliverables:

- Improvements for co-occurring services being finalized.
- Clerk/Register decision expected prior to the end of 2010.
- Fiscal Services review completed and being implemented.
- Veterans Services report expected by the end of 2011.

Objective 2: Prioritize mandated and discretionary services.

- Communicate results of discretionary services ranking to funding recipients.
- Continue work towards a report on mandated services and service-levels and prioritize those results.

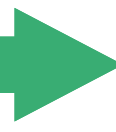


Some progress made on deliverables:

- Mandated/discretionary ranking used in budget process.
- The mandated services study has hit a roadblock, locally and statewide.

Objective 3: Continue implementation of outcome-based performance measurement systems.

- Analyze performance measurements submitted by each department to ensure the quality of outcomes.

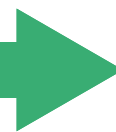


Good progress on this deliverable:

- The recommended budget again includes performance measures.

Objective 4: Examine opportunities for service-delivery with local units of government.

- Examine possibilities for collaboration on service delivery with other local units of government.
- Make cost-effective services available to local units of government.



Good progress on all deliverables:

- Existing collaborations continue and new options examined.
- Opportunities continue to be offered and several projects began in 2010.

Objective 5: Ensure the continuity of government in the event of a disaster.

- Prepare a Continuity of Government Plan.
- Develop a records backup/disaster recovery plan for all records.



Good progress on this deliverable:

- Site Emergency Plans are being implemented Countywide.

Objective 6: Continue the effective and efficient management of human resources.

- Successfully recruit and hire a new Fiscal Services Director.
- Complete labor negotiations with applicable employee groups.
- Complete the review and update of the wage study process for applicable departments.



Good progress on all deliverables:

- Fiscal Services Director and assistant hired.
- Labor negotiations on-track for the end of 2010.
- Wage study process brought internal and progressing well.

Fund: (1010) General Fund

Department: (1010) Commissioners

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Commissioners	11.000	11.000	11.000	\$103,841

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
<i>Expenditures</i>					
Personnel Services	\$275,345	\$294,284	\$291,170	\$304,492	\$268,837
Supplies	\$16,713	\$9,369	\$9,793	\$18,188	\$9,751
Other Services & Charges	\$332,212	\$254,515	\$238,310	\$208,039	\$184,905
Capital Outlay					
Total Expenditures	\$624,270	\$558,168	\$539,273	\$530,719	\$463,493

Budget Highlights:

In an effort to aide in balancing the deficit, the commissioners agreed to an overall decrease in their budget.

Fund: (1010) General Fund

Department: (1290) Reapportionment

Resources

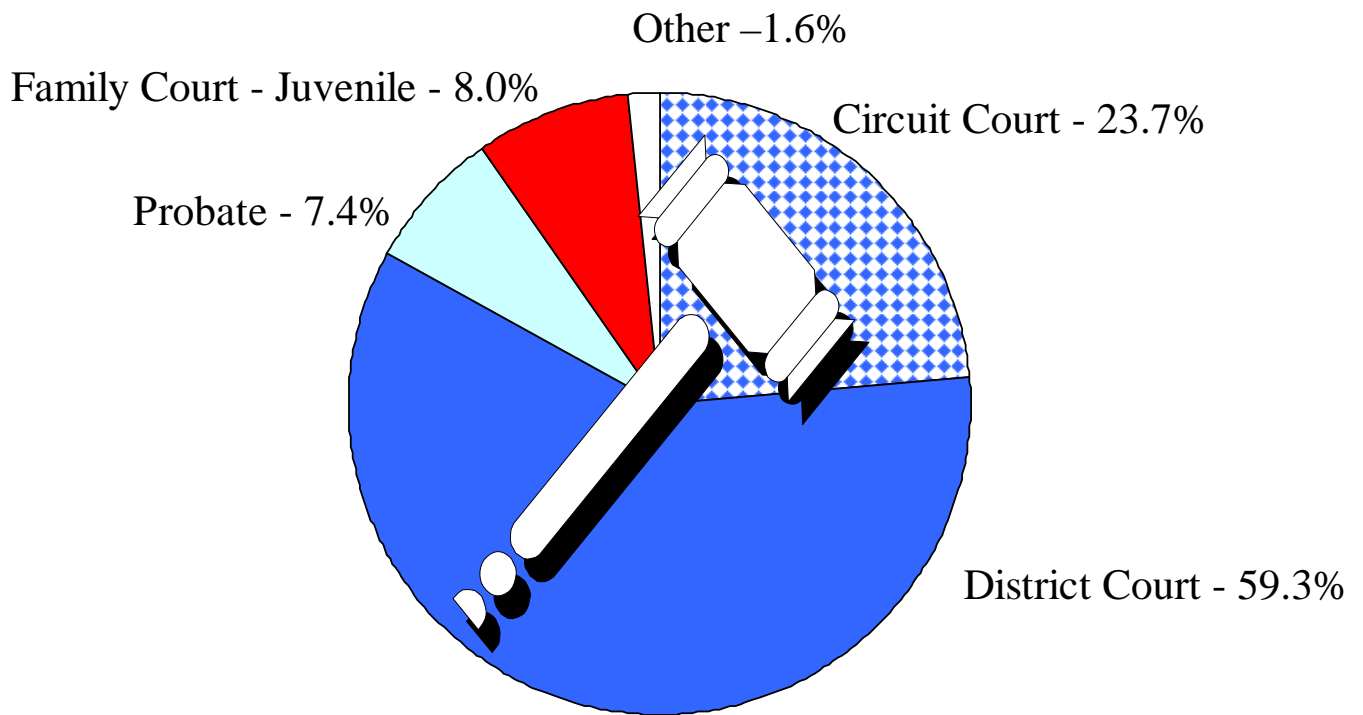
Personnel

No permanent personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Expenditures					
Personnel Services	\$162	\$411	\$218	\$225	\$1,236
Supplies					\$4,000
Other Services & Charges	\$831	\$785	\$992	\$1,200	\$2,790
Capital Outlay					
Total Expenditures	\$993	\$1,196	\$1,210	\$1,425	\$8,026

2011 General Fund Budget Judicial Expenditures \$10,319,818



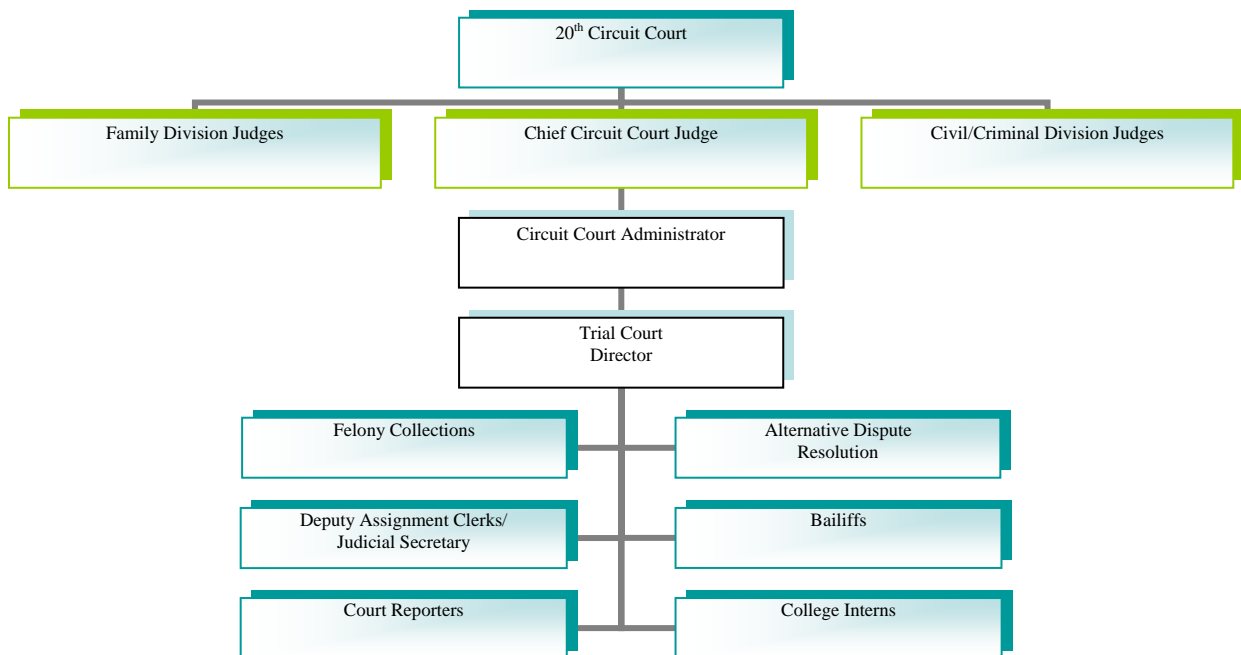
Function Statement

**20TH JUDICIAL CIRCUIT COURT
TRIAL DIVISION**

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

Mission Statement

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



TARGET POPULATION	<ul style="list-style-type: none"> • Court Business Users • Court Hearing Users • Attorneys • Ottawa County Citizens • 20th Circuit Court Employees
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: To provide quality services and resources for all Court users through a fully functional Court operation</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Enhance the accessibility and fairness of the Trial Division 2) Maintain a manageable caseload 3) Process cases in a timely manner 4) The Trial Division employees will rate the quality of the work environment and relations between staff and management as satisfying through the utilization of a Court Employee Satisfaction Survey
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1-1: Circuit Court User Survey (court business users, court hearing users, attorneys) to be completed in 2010</p> <p>Goal 1-2: Caseload Report</p> <p>Goal 1-3: State Court Administrator’s Office (SCAO) Case Age Detail Report</p> <p>Goal 1-4: Circuit Court Employee Survey</p>

	ANNUAL MEASURES		TARGET	2007	2008, 2009	2010 ESTIMATED	2011 PROJECTED
	SELF-REPORTED AND OUTPUT MEASURES	Goal 1-1: Average Accessibility Score	3.5	4.6	N/A ¹	4.8	N/A ¹
Goal 1-1: Average Fairness Score		3.5	4.8	N/A ¹	4.8	N/A ¹	
Goal 1-1: Average Timeliness Score		3.5	4.5	N/A ¹	4.5	N/A ¹	
Goal 1-1: Average Outcome/Effectiveness/Quality Score		3.5	4.9	N/A ¹	4.8	N/A ¹	
Goal 1-1: Outcome/External Relations Score (attorney's only)		3.5	4.4	N/A ¹	4.8	N/A ¹	
Goal 1-2: # of incoming cases		N/A	4,085	4,085 4,129	4,100	4,100	
Goal 1-2: # of outgoing (closed) cases		N/A	4,151	4,151 4,231	4,200	4,200	
Goal 1-3: SCAO guidelines require 90% of felony cases adjudicated within 91 days from bind over		90%	71%	70% 74%	80%	80%	
Goal 1-3: SCAO guidelines require 98% of felony cases adjudicated within 154 days from bind over		98%	89%	87% 91%	98%	98%	
Goal 1-3: SCAO guidelines require 100% of felony cases adjudicated within 301 days from bind over		100%	98%	97% 98%	100%	100%	
Goal 1-3: SCAO guidelines require 75% of general civil cases adjudicated within 364 days from filing		75%	74%	72% 80%	75%	75%	
Goal 1-3: SCAO guidelines require 95% of general civil cases adjudicated within 546 days from filing		95%	89%	89% 92%	95%	95%	
Goal 1-3: SCAO guidelines require 100% of general civil cases adjudicated within 728 days from filing		100%	95%	95% 97%	98%	98%	
Goal 1-3: SCAO guidelines require 90% of divorce proceedings without minor children adjudicated within 91 days from filing		90%	30% ⁴	31% 34%	35%	35%	
Goal 1-3: SCAO guidelines require 98% of divorce proceedings without minor children adjudicated within 273 days from filing		98%	87%	85% 89%	95%	95%	
Goal 1-3: SCAO guidelines require 100% of divorce proceedings without minor children adjudicated within 364 days from filing		100%	95%	94% 95%	98%	98%	
Goal 1-3: SCAO guidelines require 90% of divorce proceedings with minor children adjudicated within 254 days from filing		90%	61%	56% 67%	90%	90%	
Goal 1-3: SCAO guidelines require 98% of divorce proceedings with minor children adjudicated within 301 days from filing		98%	76%	73% 82%	95%	95%	
Goal 1-3: SCAO guidelines require 100% of divorce proceedings with minor children adjudicated within 364 days from filing		100%	87%	84% 91%	98%	98%	
Goal 1-3: SCAO guidelines require 100% of appeals adjudicated within 182 days from filing from administrative agency		100%	80%	80% 100%	100%	100%	
Goal 1-3: SCAO guidelines require 100% of appeals adjudicated within 182 days of filing extraordinary writ		100%	86%	86% 84%	100%	100%	
Goal 1-3: SCAO guidelines require 90% of custody proceedings adjudicated within 147 days of filing		90%	95%	95% 93%	95%	95%	
Goal 1-3: SCAO guidelines require 100% of custody proceedings adjudicated within 238 days of filing		100%	98%	99% 98%	100%	100%	
Goal 1-4: Overall job satisfaction		3.5	N/A ²	4.6	4.8	N/A ³	
Goal 1-4: Employees understand what is expected of them		3.5	N/A ²	4.8	4.8	N/A ³	
Goal 1-4: Employee assessment of adequacy of resources necessary to perform job		3.5	N/A ²	3.9	4.8	N/A ³	
Goal 1-4: Employees have an opportunity to express their ideas		3.5	N/A ²	4.7	4.9	N/A ³	
Goal 1-4: Employees are treated with respect at work		3.5	N/A ²	4.6	4.9	N/A ³	
Goal 1-4: Employees are proud to work in the Trial Division		3.5	N/A ²	4.7	5.0	N/A ³	
Goal 1-4: % of employees reporting they enjoy coming to work		3.5	N/A ²	4.6	4.9	N/A ³	
Goal 1-4: % of employees reporting the court is respected in the community		3.5	N/A ²	4.2	4.5	N/A ³	
Goal 1-4: % of employees reporting awareness of the Court's Strategic Plan		3.5	N/A ²	4.5	5.0	N/A ³	
OUTCOME MEASURES	Goal 1-2: Clearance Rate	100%	102%	102%	102%	102%	

¹ Trial Court User's Survey is not completed every year. Next scheduled date is summer 2010.

² No employee survey was completed in 2007 or 2009.

³ Trial Court Employee Survey is not completed every year. Scheduled completion is no later than Fall 2010.

⁴ A summons in a domestic (divorce) case expires 91 days from issuance. Therefore, meeting the 90% within 91 days disposition guideline is impractical. The Court is making every effort to adjudicate domestic cases without children as efficiently as possible.

County-wide Strategic Plan Directive:

Goal 4, Objective 6: Continue the effective and efficient management of human resources.

Resources				
Personnel	2009	2010	2011	2011
Position Name	# of	# of	# of	Budgeted
	Positions	Positions	Positions	Salary
Judge - Circuit Court	4.000	4.000	4.000	\$182,896
Trial Court Director	1.000	1.000	1.000	\$62,359
Senior Law Clerk	1.000	1.000	1.000	\$58,538
Circuit Court Clerk	4.750	4.750	4.750	\$172,117
Mediation Assign/Collections Clerk	1.000	1.000	1.000	\$41,691
Court Reporter	2.000	2.000	2.000	\$117,076
Law Clerk/Bailiff	1.000	1.000	1.000	\$49,454
	14.750	14.750	14.750	\$684,131

Funding

	2007	2008	2009	2010	2011
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,209	\$1,078	\$1,174	\$1,100	\$1,000
Charges for Services	\$159,591	\$186,724	\$191,865	\$190,100	\$197,100
Fines and Forfeitures	\$25,495	\$16,990	\$14,059	\$20,000	\$28,500
Other Revenue	\$22,953	\$32,855	\$19,633	\$20,000	\$22,750
Total Revenues	\$209,248	\$237,647	\$226,731	\$231,200	\$249,350
Expenditures					
Personnel Services	\$970,809	\$1,017,696	\$1,033,202	\$1,034,162	\$1,024,633
Supplies	\$38,748	\$37,341	\$38,258	\$50,536	\$72,596
Other Services & Charges	\$1,066,510	\$1,110,780	\$1,058,234	\$1,015,600	\$1,350,784
Total Expenditures	\$2,076,067	\$2,165,817	\$2,129,694	\$2,100,298	\$2,448,013

Budget Highlights:

Indirect administrative expenditures are rising for occupants of the new Grand Haven Courthouse since the building is larger than the previous building.

Function Statement

The function of the 58th District Court is to dispense justice to the citizens of Ottawa County. There are three District Court locations in Ottawa County: Grand Haven, Holland, and Hudsonville. The Courts are divided into the following divisions: Traffic, Criminal, Civil, and Probation.

The Traffic Division is responsible for entering tickets into the computer system, taking payment for tickets, scheduling hearings for disputed tickets, and notifying the Secretary of State of case dispositions.

The Criminal Division handles State and ordinance criminal cases. It is responsible for scheduling all matters, accepting payments, receiving and disbursing bonds, issuing restricted driver licenses, and notifying Secretary of State and Michigan State Police Records of case dispositions.

The Civil Division processes all civil and small claim cases filed in the Court. It schedules civil hearings and trials, processes all civil writs, receives and disburses money. This division also handles weddings that are performed by the Court.

The Probation Division supervises persons placed on probation by the Court. They are responsible for monitoring the requirements that must be performed by the Probationer as well as referring such persons to community rehabilitative and employment programs. The Probation Officers prepare bond screening reports and pre-sentence investigations for the Court. The Probation Department also performs assessments of alcohol offenders and conducts chemical testing to determine if a person on probation is using drugs.

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.

TARGET POPULATION	<ul style="list-style-type: none"> • Court Business and Hearing Users • Attorneys • Ottawa County Citizens 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Be sensitive and responsive to the needs of a diverse community Objectives: 1) Improve access to the court and its processes with equitable treatment</p> <p>Goal 2: Ensure that court procedures and structures best facilitate the expedient and economical resolution of matters before the court Objectives: 1) Move files through the court process in an expeditious manner 2) Dispose of cases within time frames set by the Court's local administrative order</p> <p style="background-color: #fff9c4;">Goal 3: Improve the collection of fines and costs Objectives: 1) Collect fines and costs in a prudent and effective manner</p> <p>Goal 4: Improve employee satisfaction Objectives: 1) Receive a favorable response from the court employee satisfaction survey</p> <p>Goal 5: Ensure probationer compliance of probation order Objectives: 1) Increase the number of drug tests and preliminary breath tests administered to probationers</p>					
ACTIONS/ PROGRAM COMPONENTS	Goal 1-1: District Court Users Survey		Goal 3-1: Fine and Fee Collection Program			
	Goal 2-1: Caseload Report		Goal 4-1: Employee Satisfaction Survey			
	Goal 2-2: State Court Administrator's Office Case Age Detail Report		Goal 5-1: District Court Probation Program			
SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1-1: % of those surveyed rating service of the District Court favorably	60%	N/A	N/A	60%	65%
	Goal 2-2: % of cases where the time guideline is met for the case type	95%	90%	93%	95%	98%
	Goal 3-1: % of cases from 4 years ago where fines & costs are collected	96%	96.6%	95.6%	97%	97%
	Goal 4-1: % of employees satisfied with court employment	70%	79.7%	77.5%	78%	78%
	Goal 5-1: % increase in probationer drug tests & P.B.T.'s	10%	24%	5.1%/7.4%	5%/7%	2%/7%
OUTCOME MEASURES	Goal 2-1: Case clearance rate	100%	92%	93%	94%	95%

County-wide Strategic Plan Directive:
 Goal 1, Objective 2: Implement processes and strategies to deal with operational budget deficits

Resources				
Personnel	2009	2010	2011	2011
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary
Judge - District Court	4.000	4.000	4.000	\$182,896
Court Administrator	1.000	1.000	1.000	\$93,182
Director of Probation Services	0.100	0.100	0.250	\$18,320
Assistant Director of Probation Services	0.750	0.750	0.750	\$46,770
Chief Deputy Court Clerk	3.000	3.000	3.000	\$164,979
Assignment Clerk	3.000	3.000	3.000	\$107,560
Trial Court Specialist	1.000	1.000	1.000	\$47,506
District Court Clerk II	9.000	9.000	10.000	\$378,789
Records Processing Clerk II	0.000	2.000	1.000	\$28,451
District Court Clerk I	13.500	11.250	11.250	\$363,416
Traffic Clerk	1.000	1.000	0.000	\$0
Abstracting/Indexing Clerk	0.000	0.000	1.000	\$35,120
Court Recorder	4.000	4.000	4.000	\$158,862
Court Officer	0.875	0.875	0.875	\$33,470
Case Specialist	1.000	1.000	1.000	\$35,408
Probation-Treatment Specialist	8.500	8.400	8.200	\$452,329
Probation Secretary	0.750	0.750	0.750	\$26,556
Probation Assistant	1.000	1.000	1.000	\$39,073
Bailiff	0.700	0.700	0.700	\$20,571
Magistrate	1.000	1.000	1.000	\$76,377
	54.175	53.825	53.775	\$2,309,635

Funding

	2007	2008	2009	2010	2011
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$74,964	\$89,327	\$78,723	\$78,421	\$78,000
Charges for Services	\$1,952,296	\$1,968,992	\$1,819,507	\$2,229,000	\$2,439,000
Fines and Forfeitures	\$982,059	\$915,215	\$981,378	\$980,000	\$1,028,600
Other Revenue	\$14,973	\$12,008	\$9,730	\$14,000	\$13,000
Total Revenues	\$3,024,292	\$2,985,542	\$2,889,338	\$3,301,421	\$3,558,600
Expenditures					
Personnel Services	\$3,026,582	\$3,156,049	\$3,291,826	\$3,447,304	\$3,446,458
Supplies	\$205,947	\$258,785	\$249,866	\$222,500	\$239,704
Other Services & Charges	\$2,212,078	\$2,602,980	\$2,502,015	\$2,362,556	\$2,432,354
Total Expenditures	\$5,444,607	\$6,017,814	\$6,043,707	\$6,032,360	\$6,118,516

Budget Highlights:

The District Court implemented new fees and increases in civil infraction penalties during 2010. Indirect administrative expenditures are rising for occupants of the new Grand Haven Courthouse since the building is larger than the previous building.

Fund: (1010) General Fund

Department: 1361, 1370, 1371, 1373, 1380, 1491, 1492 Judicial Grants

Resources

Personnel

No permanent personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$14,232	\$33,824	\$57,427	\$86,514	
Charges for Services				\$2,000	
Other Revenue		\$8,750	\$30,900	\$30,094	
Total Revenues	\$14,232	\$42,574	\$88,327	\$118,608	
Expenditures					
Personnel Services					
Supplies	\$893	\$2,715	\$4,339	\$18,375	
Other Services & Charges	\$13,652	\$37,177	\$58,637	\$98,624	
Capital Outlay					
Total Expenditures	\$14,545	\$39,892	\$62,976	\$116,999	

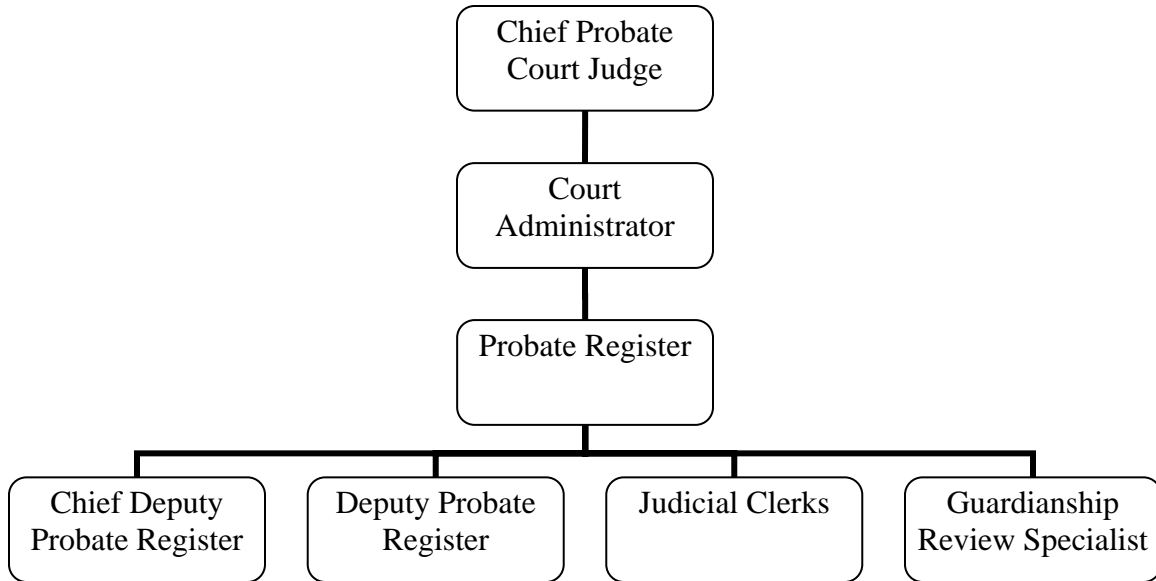
Budget Highlights:

Grant awards, if any, were unknown when the budget was finalized, so nothing is budgeted for 2011.

Function Statement

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 guardianship, decedents' estates, and mentally ill persons. The Judge of Probate also serves in the Circuit Court Family Division.

OTTAWA COUNTY PROBATE COURT



Mission Statement

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

TARGET POPULATION	<ul style="list-style-type: none"> • Court Business Users • Court Hearing Users • Attorneys • Ottawa County Citizens • Court Employees
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: To provide quality services and resources for all Court users through a fully functional Court operation</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Enhance the accessibility and fairness of the Probate Court system 2) Maintain a reasonable caseload 3) Process cases in a timely manner 4) Ensure case files are complete, reliable, and accessible 5) Probate Court Employees will rate the quality of the work environment and relations between staff and management as satisfying through the utilization of a Court Employee Satisfaction Survey
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1-1: Probate/Circuit Court User Survey (court business users, court hearing users, attorneys) to be completed in 2010</p> <p>Goal 1-2: Caseload Report</p> <p>Goal 1-3: State Court Administrative Office Case Age Detail Report</p> <p>Goal 1-4: Case File Random Sampling Program</p> <p>Goal 1-5: Probate Court Employee Survey</p>

	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
SELF-REPORTED AND OUTPUT MEASURES	Goal 1-1: Average Accessibility Score	3.5	N/A	N/A	3.5	N/A
	Goal 1-1: Average Fairness Score	3.5	N/A	N/A	3.5	N/A
	Goal 1-1: Average Timeliness Score	3.5	N/A	N/A	3.5	N/A
	Goal 1-1: Average Outcome/Effectiveness/Quality Score	3.5	N/A	N/A	3.5	N/A
	Goal 1-1: Outcome/External Relations Score (attorney's only)	3.5	N/A	N/A	3.5	N/A
	Goal 1-2: # of incoming cases	N/A	878	960	970	980
	Goal 1-2: # of outgoing (closed) cases	N/A	795	743	750	770
	Goal 1-3: % of contested estate, trust, guardianship, or conservator matters adjudicated within 182 days from filing	75%	96%	90%	90%	92%
	Goal 1-3: % of contested estate, trust, guardianship, or conservator matters adjudicated within 273 days from filing	90%	96%	97%	97%	98%
	Goal 1-3: % of contested estate, trust, guardianship, or conservator matters adjudicated within 364 days from filing	100%	100%	97%	97%	98%
	Goal 1-3: % of mental illness and judicial proceeding petitions adjudicated within 14 days from filing	90%	97%	98%	98%	99%
	Goal 1-3: % of mental illness and judicial proceeding petitions adjudicated within 28 days from filing	100%	100%	100%	100%	100%
	Goal 1-3: % of civil proceedings adjudicated within 364 days from filing	75%	67%	100%	100%	100%
	Goal 1-3: % of civil proceedings adjudicated within 546 days from filing	95%	67%	100%	100%	100%
	Goal 1-3: % of civil proceedings adjudicated within 728 days from filing	100%	67%	100%	100%	100%
	Goal 1-3: % of miscellaneous petitions adjudicated 35 days from filing	100%	100%	100%	100%	100%
	Goal 1-4: % of entries having documents	100%	99%	99%	99%	100%
	Goal 1-4: % of documents having an entry	100%	100%	100%	100%	100%
	Goal 1-4: % of paper documents matching the imaged documents	100%	99%	99%	99%	100%
	Goal 1-4: % of documents having date stamp	100%	100%	100%	100%	100%
Goal 1-4: % of documents having hearing recording stamp	N/A	N/A	N/A	N/A	N/A	
Goal 1-4: % of files located within 0-15 minutes	100%	100%	100%	100%	100%	
Goal 1-4: % of files located within 16-30 minutes	0%	N/A	N/A	N/A	N/A	
Goal 1-4: % of files located within 31-60 minutes	0%	N/A	N/A	N/A	N/A	
Goal 1-4: % of files located within 61+ minutes	0%	N/A	N/A	N/A	N/A	
Goal 1-4: % of files not found	0%	N/A	N/A	N/A	N/A	
Goal 1-5: Overall job satisfaction (based on 22 questions)	3.5	N/A	N/A	3.5	N/A	
OUTCOME MEASURES	Goal 1-2: Clearance Rate	100%	91%	78%	79%	80%

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Judge - Probate Court	1.000	1.000	1.000	\$139,919
Probate Register	1.000	1.000	1.000	\$60,449
Chief Deputy Probate Register	1.000	1.000	1.000	\$44,042
Deputy Probate Register	1.000	1.000	1.000	\$37,230
Probate Court Clerk	2.000	2.000	2.000	\$56,838
	<u>6.000</u>	<u>6.000</u>	<u>6.000</u>	<u>\$338,478</u>

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Charges for Services	\$54,919	\$50,601	\$49,012	\$53,000	\$50,000
Fines and Forfeitures				\$100	\$100
Other Revenue	\$14,286	\$15,889	\$11,052	\$13,889	\$12,000
Total Revenues	<u>\$69,205</u>	<u>\$66,490</u>	<u>\$60,064</u>	<u>\$66,989</u>	<u>\$62,100</u>
Expenditures					
Personnel Services	\$467,291	\$464,491	\$469,904	\$484,037	\$466,983
Supplies	\$15,845	\$20,292	\$22,376	\$16,130	\$22,753
Other Services & Charges	\$294,503	\$312,571	\$281,623	\$275,596	\$270,104
Total Expenditures	<u>\$777,639</u>	<u>\$797,354</u>	<u>\$773,903</u>	<u>\$775,763</u>	<u>\$759,840</u>

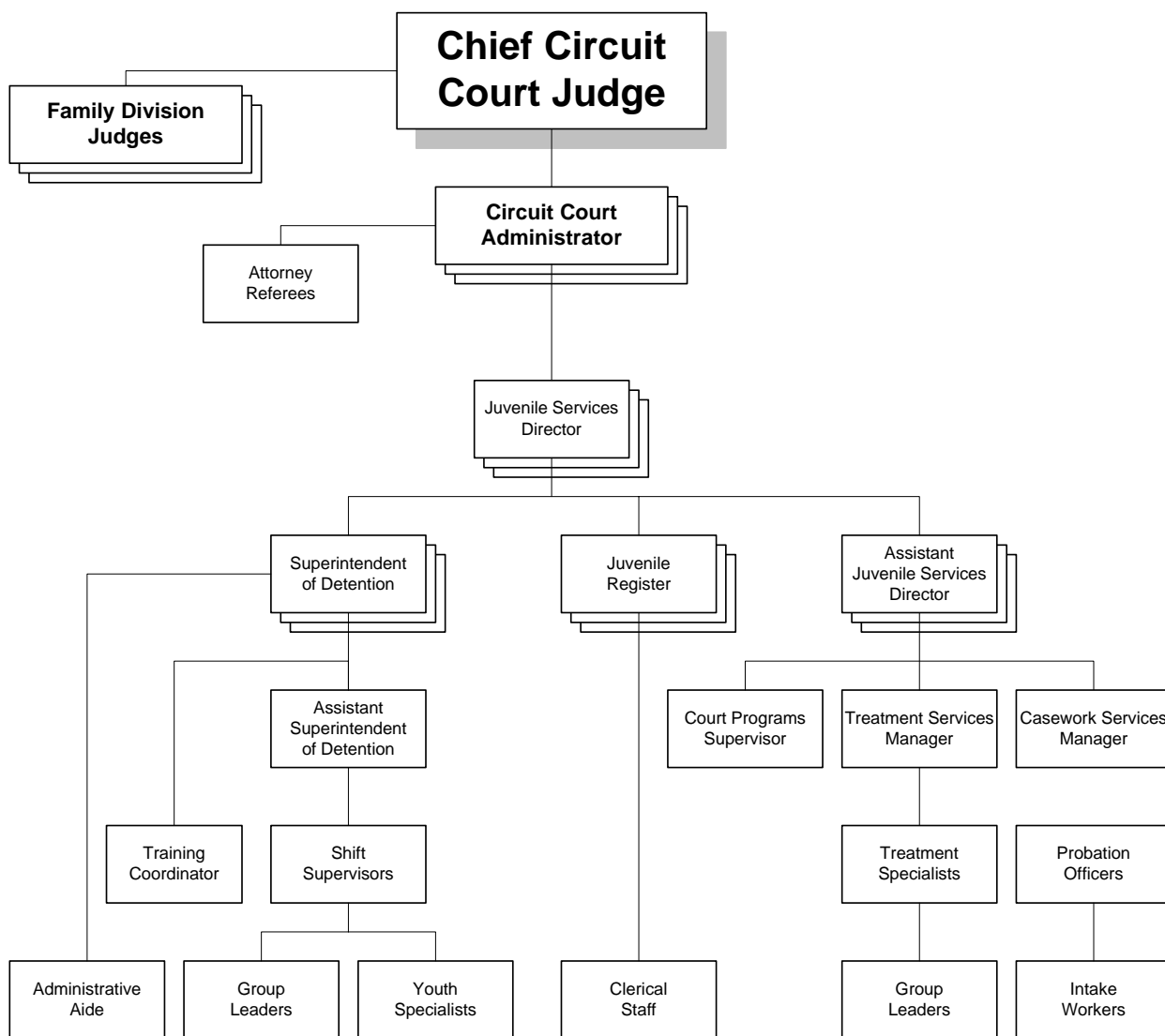
Function Statement

The function of the 20th Circuit Court, Family Division – Juvenile Services is to process cases in delinquency; neglect and abuse; and other legal matters mandated by statute. An additional function includes assisting families and juveniles in the prevention, remediation and treatment of delinquent behaviors while protecting public safety. The Judge of Probate also serves in the Circuit Court Family Division.

Mission Statement

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

20th Judicial Circuit Court Family Division / Juvenile Services



TARGET POPULATION	<ul style="list-style-type: none"> Ottawa County Juvenile Offenders Attorneys Court Employees Ottawa County Citizens 					
PRIMARY GOALS & OBJECTIVES	Goal 1: Provide quality services and resources for all Court users through a fully-functional Court operation Objectives: <ol style="list-style-type: none"> Enhance the accessibility and fairness of Juvenile Services Maintain a manageable caseload Monitor the number of days from filing to disposition in order to achieve compliance with the SCAO¹ guidelines Juvenile Services and Detention Center employees will rate the quality of the work environment and relations between staff and management as satisfying through the utilization of a Court Employee Satisfaction Survey 					
ACTIONS/ PROGRAM COMPONENTS	Goal 1-1: Juvenile Services User Survey (court business users, court hearing users, attorneys) to be completed in 2010. Goal 1-2: Caseload Report Goal 1-3: State Court Administrative Office Case Age Detail Report Goal 1-4: Juvenile Services Employee Survey					
SELF-REPORTED AND OUTPUT MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1-1: Average Accessibility Score	3.5	N/A	N/A*	3.6	N/A*
	Goal 1-1: Average Fairness Score	3.5	N/A	N/A*	3.6	N/A*
	Goal 1-1: Average Timeliness Score	3.5	N/A	N/A*	3.6	N/A*
	Goal 1-1: Average Outcome/Effectiveness/Quality Score	3.5	N/A	N/A*	3.6	N/A*
	Goal 1-1: Outcome/External Relations Score (attorney's only)	3.5	N/A	N/A*	3.5	N/A*
	Goal 1-2: # of incoming cases	N/A	1,660	1,560	1,500	1,500
	Goal 1-2: # of outgoing (closed) cases	N/A	1,716	1,634	1,600	1,600
	Goal 1-3: SCAO guidelines require 90% of detained minor/court custody cases adjudicated & disposed 84 days from petition authorization	90%	98%	100%	100%	100%
	Goal 1-3: SCAO guidelines require 100% of detained minor/court custody cases adjudicated & disposed 98 days from petition authorization	100%	98%	100%	100%	100%
	Goal 1-3: SCAO guidelines require 75% of minors not detained/court custody petitions adjudicated & disposed 119 days from petition authorization	75%	91%	94%	95%	95%
	Goal 1-3: SCAO guidelines require 90% of minors not detained/court custody petitions adjudicated & disposed w/in 182 days from petition authorization	90%	96%	100%	100%	100%
	Goal 1-3: SCAO guidelines require 100% of minors not detained/court custody petitions adjudicated & disposed within 210 days	100%	98%	100%	100%	100%
	Goal 1-3: SCAO guidelines require 100% of miscellaneous family proceedings and emancipations adjudicated & disposed 91 days from filing	100%	50%	100%	100%	100%
Goal 1-4: Average % of employees satisfied with job (based on 22 survey questions)	3.5	N/A ²	3.79	Completion date - Fall 2010**	3.8	
OUTCOME MEASURES	Goal 1-2: Clearance Rate	100%	103%	98%	101%	101%

¹ SCAO – State Court Administrative Office

² Employee surveys and Juvenile Services user surveys were not completed in 2008.

* Juvenile User's Survey is not completed every year and has not been completed to date but is scheduled summer 2010.

** Juvenile Services Employee Survey is not completed every year but is scheduled for completion no later than fall 2010.

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Circuit Court Administrator	1.000	1.000	0.660	\$71,453
Juvenile Services Director	1.000	0.150	0.150	\$13,978
Juvenile Court Referee	0.875	0.875	0.875	\$73,121
Asst Director - Juvenile Services	0.125	0.125	0.125	\$9,548
Judicial Clerk Juvenile	1.000	1.000	1.000	\$28,256
Juvenile Register	1.000	1.000	1.000	\$47,709
Administrative Aide	0.000	0.000	1.000	\$35,099
Reimbursement Specialist	1.000	1.000	1.000	\$33,597
	6.000	5.150	5.810	\$312,761

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$78,597	\$78,643	\$91,362	\$104,121	\$104,121
Charges for Services	\$41,389	\$45,184	\$33,341	\$60,862	\$54,375
Fines and Forfeitures					
Other Revenue	\$3,000	\$970		\$4,500	
Total Revenues	\$122,986	\$124,797	\$124,703	\$169,483	\$158,496
Expenditures					
Personnel Services	\$528,253	\$498,807	\$495,448	\$421,330	\$453,139
Supplies	\$14,409	\$15,946	\$17,087	\$20,505	\$28,650
Other Services & Charges	\$351,853	\$363,056	\$313,565	\$349,080	\$347,010
Capital Outlay					
Total Expenditures	\$894,515	\$877,809	\$826,100	\$790,915	\$828,799

Function Statement

The Adult Probation department has two primary functions. First, Adult Probation completes pre-sentence investigations for the Circuit Court. These investigations are required by statutes and totaled 915 for 2007, averaging 76 per month. Second, Adult Probation supervises offenders who are placed on probation by the Circuit Court and those released on parole from prison. There are approximately 1,060 offenders on felony-level community supervision in Ottawa County. In addition to the traditional types of supervision, there are agents who supervise offenders on the electronic monitoring system and in the Adult Drug Treatment Court. Workload averages have remained relatively stable over the past few years.

The Adult Probation department has representatives in three locations: Grand Haven, Holland, and Hudsonville. The 24 employees in the Adult Probation department are employees of the Michigan Department of Corrections. Ottawa County provides office space, supplies, and other operating necessities.

Mission Statement

To protect the public from crime by enforcing conditions ordered by the courts and the Parole Board and developing investigative reports including appropriate sentencing recommendations to the courts.

TARGET POPULATION	<ul style="list-style-type: none"> • Felons • High Court Misdemeanors 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Rehabilitate Offenders Objectives: 1) Eliminate Substance Abuse 2) Promote Restorative Justice (court fees, fines, victim costs, restitution) 3) Encourage Offender Education and Employment 4) Reduce Recidivism</p> <p>Goal 2: Reduce Cost of Jail and Prison Operations Objectives: 1) Divert Offenders from Jail and/or Prison</p> <p>Goal 3: Administer Effective Programming Options Objectives: 1) Ensure Cost-Effective Programs</p>					
ACTIONS/ PROGRAM COMPONENTS	<ul style="list-style-type: none"> • Traditional Probation • Enforcement of Court Orders • Referrals (Employment, Education, Treatment) 					
SELF-REPORTED, OUTPUT AND EFFICIENCY MEASURES	ANNUAL MEASURES	Target	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1: % of participants successfully completing probation	65%	67%	71%	70%	70%
	Goal 1-1: % of probationers clean a minimum of 90 consecutive days at successful discharge	100%	N/A	N/A	100%	100%
	Goal 1-2: % of participants paying 100% of court fees, fines, victim costs, and restitution at discharge	80%	80%	74%	80%	80%
	Goal 1-3: % of participants obtaining a GED during probation (if applicable)	100%	N/A	N/A	100%	100%
	Goal 1-3: % of participants with improved employment at successful discharge	35%	N/A	N/A	35%	40%
OUTCOME MEASURES	Goal 1-4: Recidivism rate 1 year after successful discharge	30%	N/A	N/A	30%	30%
	Goal 1-4: Recidivism rate 2 years after successful discharge	45%	N/A	N/A	N/A	45%
	Goal 1-4: Recidivism rate 3 years after successful discharge	55%	N/A	N/A	N/A	N/A
	Goal 2-1: Prison commitment rate	<22%	8.2%	8.0%	8.5%	8.5%
	Goal 3-1: Cost per probationer (County dollars only)	N/A	\$112	\$112	\$112	\$112

County-wide Strategic Plan Directive:

Goal 1, Objective2: Implement processes and strategies to deal with operational budget deficits

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007	2008	2009	2010 Current Year Estimated	2011 Adopted by Board
Expenditures					
Supplies	\$13,376	\$18,642	\$13,332	\$20,772	\$14,025
Other Services & Charges	\$102,226	\$98,132	\$51,289	\$57,569	\$118,899
Total Expenditures	\$115,602	\$116,774	\$64,621	\$78,341	\$132,924

Function Statement

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

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007	2008	2009	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Licenses and Permits	\$26,115	\$25,493	\$23,505	\$22,000	\$23,000
Total Revenues	\$26,115	\$25,493	\$23,505	\$22,000	\$23,000
Expenditures					
Other Services & Charges	\$27,639	\$36,771	\$38,530	\$35,645	\$27,086
Total Expenditures	\$27,639	\$36,771	\$38,530	\$35,645	\$27,086

Function Statement

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.

Resources

Personnel

No personnel has been allocated to this department.

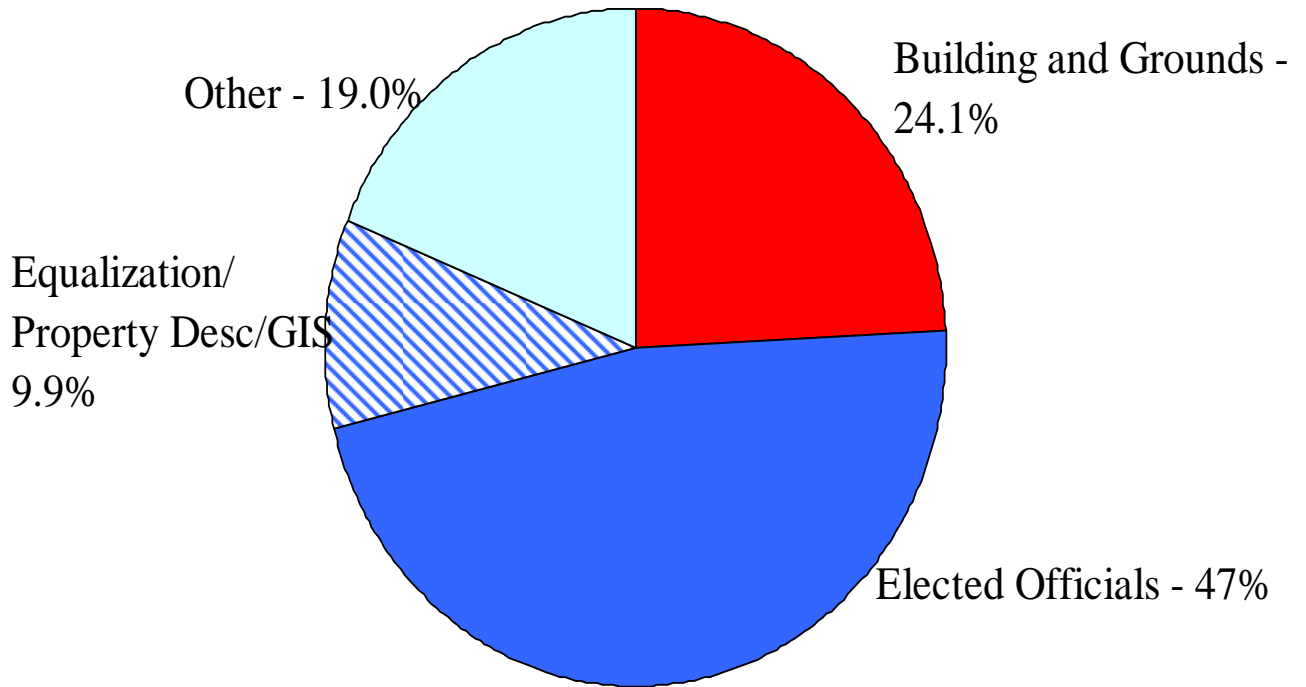
Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Expenditures					
Supplies	\$2,145	\$5,594	\$1,693	\$7,825	\$2,500
Other Services & Charges	\$1,867	\$2,975	\$1,837	\$3,195	\$2,140
Total Expenditures	\$4,012	\$8,569	\$3,530	\$11,020	\$4,640

Budget Highlights:

The 2010 budget includes funds for printing new jury questionnaires.

2011 General Fund
General Government Expenditures
\$15,218,097



Function Statement

The County Clerk's office is responsible for the oversight of all elections held in the County, for development and printing of ballots, and ordering all election supplies for all State and Federal elections. The County Clerk's office is responsible for running all school board and special elections as mandated under the Election Consolidation Act of 2003. The office is responsible for training election workers and for the dissemination of campaign finance information as well as filing all local campaign finance committee reports. After every election, the County Clerk's office reviews election returns and assists the Board of Canvassers in finalization of the election results. Other duties of the Elections Division include setting dates for special elections upon request; assisting in providing information and direction in the elections process including but not limited to administration, management, petition drives, recounts, and recalls; providing a County-wide voter registration process; and assisting in the registration of voters throughout the County.

Mission Statement

The purpose of this division is to conduct and/or oversee all elections in Ottawa County; to serve the public accurately, efficiently and effectively; and to follow the Michigan Constitution, statutes, and other directives along with Federal laws and regulations.

TARGET POPULATION	<ul style="list-style-type: none"> • Voters of Ottawa County • Candidates for Public Offices in Ottawa County • Local Unit Clerks • Election Officials 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Comply with Federal, State and local election laws and requirements Objectives:</p> <ol style="list-style-type: none"> 1) Provide vote tabulating equipment in each precinct 2) Provide Americans with Disabilities (ADA) compliant ballot marking device in each polling place 3) Prepare PC cards and flash cards with the software programmed to operate equipment and properly tabulate elections <p>Goal 2: Provide timely and accurate information to voters and candidates about upcoming elections Objectives:</p> <ol style="list-style-type: none"> 1) Election and filing date information to candidates at least 10 days prior to their respective dates 2) Notice of campaign finance reports sent out 10 days prior to due date 3) Notice of last day of registration is published in local papers at least 10 days prior to the last day to register 4) Notice of Election Day is published in local papers at least 10 days prior to elections <p>Goal 3: Ensure capable, qualified election officials Objectives:</p> <ol style="list-style-type: none"> 1) Train inspectors and other election officials to provide voter assistance with voting procedures, proper use of ballots, and operation of voting machines as appropriate during elections 2) Disseminate candidate names to clerks no more than 10 days after the filing deadline 3) Provide ballots to clerks at least 45 days prior to Federal and State elections and at least 20 days prior to local elections 4) Inspectors follow voting procedures as reported on by clerks, canvass board and citizens 5) Ensure the accuracy of ballot information <p>Goal 4: Respond to requests from the public regarding election law Objectives:</p> <ol style="list-style-type: none"> 1) Customer ratings of satisfaction with information provided 2) Requests responded to within five working days of receipt of request 3) Customer ratings of satisfaction with total elapsed time between requesting and receiving desired information 4) Perform public educational sessions, which will increase awareness <p>Goal 5: Ensure customer satisfaction in serving the Board of Canvassers, the Election Commission and the local Clerks Objectives:</p> <ol style="list-style-type: none"> 1) Annual survey ratings of satisfaction with Election Division services and support by these groups 					
ACTIONS/ PROGRAM COMPONENTS	<ul style="list-style-type: none"> • Election Equipment Program • Election Notification Program • Election Inspector Training Program • Customer Service Program • Stakeholder Customer Satisfaction Program 					
SELF-REPORTED AND OUTPUT MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 2-1: % of candidates receiving election and filing date information at least 10 days prior to the respective date	100%	100%	100%	100%	100%
	Goal 2-2: % of campaign finance reports sent 10 days prior to due date	100%	95%	98%	98%	98%
	Goal 2-4: % of time the notice of election day is published in local papers at least 10 days prior to elections	100%	100%	100%	100%	100%

SELF-REPORTED AND OUTPUT MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 3-1: Training session offered to inspectors and other election officials	Yes	Yes	Yes	Yes	Yes
	Goal 3-2: % of time candidate names are disseminated to clerks no more than 10 days after the filing deadline	100%	100%	100%	100%	100%
	Goal 3-3: Ballots provided to clerks at least 45 days prior to Federal and State elections and at least 20 days prior to local elections	Yes	Yes	Yes	Yes	Yes
	Goal 4-1: % of customers satisfied with information provided	100%	95%	98%	98%	98%
	Goal 4-2: % of requests responded to within 5 working days	100%	90%	98%	100%	100%
	Goal 4-3: % of customers satisfied with speed of service	100%	90%	90%	95%	98%
OUTCOME MEASURES	Goal 5-1: % of stakeholders satisfied with Elections services	100%	90%	95%	98%	98%

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Elections Coordinator	1.000	1.000	1.000	\$41,159
Records Processing Clerk III	1.000	0.000	0.000	\$0
	2.000	1.000	1.000	\$41,159

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Charges for Services	\$15,478	\$25,544	\$22,909	\$10,000	\$22,400
Other Revenue	\$637	\$1,134	\$0	\$1,500	\$750
Total Revenues	\$16,115	\$26,678	\$22,909	\$11,500	\$23,150
Expenditures					
Personnel Services	\$146,282	\$122,922	\$46,955	\$65,549	\$64,965
Supplies	\$5,375	\$135,959	\$2,693	\$136,280	\$8,596
Other Services & Charges	\$8,937	\$51,098	\$27,165	\$33,709	\$32,852
Capital Outlay	\$0	\$0	\$0	\$5,620	\$0
Total Expenditures	\$160,594	\$309,979	\$76,813	\$241,158	\$106,413

Budget Highlights:

2010 was an election year for the County; consequently, expenditures for Supplies and Other Services & Charges show a large increase in 2010.

Function Statement

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

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues	<hr/>				
Other Revenue				\$100	\$100
Total Revenues	<hr/> <hr/>				
				\$100	\$100
Expenditures	<hr/>				
Personnel Services					
Supplies					
Other Services & Charges		\$5,476		\$6,000	\$960
Total Expenditures	<hr/> <hr/>				
		\$5,476		\$6,000	\$960

Budget Highlights:

2010 was an election year, so expenditures are higher.

Function Statement

The Fiscal Services Department is responsible for the development, implementation, administration, and modification of policies, procedures, and practices to ensure the proper accounting for and conservation of all County financial assets and the proper discharge of the County’s fiduciary responsibilities. The Department is responsible for monitoring the financial/accounting systems and financial policy development to ensure integrity and compliance with State and Federal laws as well as Governmental Accounting Standards Board (GASB) statements. The functions that are managed within the department include the preparation of the Comprehensive Annual Financial Report (CAFR), the Schedule of Federal Financial Assistance (single audit), the development of the annual budget, the general ledger, accounts payable, accounts receivable for several County departments, payroll, capital assets, grant reporting, purchasing, financial staff support for the Public and Mental Health Departments, the Building Authority, and the Insurance Authority.

The Ottawa County CAFR has been a recipient of the Government Finance Officers Association’ Certificate of Achievement for Excellence in Financial Reporting for the past twenty-six years. The CAFR is distributed to various County departments, the State of Michigan, and outside organizations such as financial institutions and rating agencies that use the document to assess the County’s financial stability and for rating bonds for Ottawa County.

Development of the annual budget request to the Board of Commissioners includes providing departments with information necessary to complete their budget requests, reviewing, analysis, summarization and balancing recommendations of the information. Special emphasis is given to long-term planning (via the Financing Tools) and capital improvement projects. In addition, it is the responsibility of the Fiscal Services Department to ensure compliance with all State (P.A. 621) and Federal laws, as well as Governmental Accounting Standards Board statements. Budgeting responsibilities also include on-going review of all County budgets and recommendations for corrective action when necessary and/or prudent to the achievement of long-term County goals.

Mission Statement

To administer an efficient financial management system that facilitates sound fiscal planning, accurate and timely reporting, and reliable service to board members, administrators, employees, vendors, and citizens.

TARGET POPULATION	<ul style="list-style-type: none"> • County Departments and Employees • Vendors • Board of Commissioners • Creditors
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Continue to improve the County’s financial stability and maintain financial integrity by adhering to standards and practices set by Generally Accepted Accounting Principals (GAAP), the Governmental Accounting Standards Board (GASB), the Financial Accounting Standards Board (FASB), and the Government Finance Officers Association (GFOA)</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Complete the Comprehensive Annual Financial Report by June 15 of each year 2) Complete the single audit by July 31 of each year 3) File the State of Michigan F-65 Report by June 30 of each year 4) Present the Budget to the Board of Commissioners for approval in October of each year 5) Strive to maintain or improve the County’s current bond ratings with credit agencies 6) Provide accurate and timely information to Administrative staff, the Board, and other decision makers regarding the financial status of the County 7) Assure financial integrity and provide proper stewardship of County funds <p>Goal 2: Prepare and report bi-weekly payrolls in accordance with federal and state statutes, County policies, and collective bargaining unit agreements (<i>Payroll</i>)</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Issue payroll checks bi-weekly and error free 2) Prepare and report tax deposits bi-weekly and error free 3) Prepare and report wage and tax reports quarterly and error free 4) Provide W-2 forms to employees by January 31 and to the IRS and State by February 28 <p>Goal 3: Process accounts payable disbursements to meet the financial obligations of the County according to IRS guidelines and County policies (<i>Accounts Payable</i>)</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Pay all invoices within three weeks of receipt and 99.0% error free 2) Provide 1099 forms to vendors by January 31 and submit to the IRS, State, and cities by February 28 <p>Goal 4: Prepare invoices for all accounts receivable to facilitate prompt reimbursement (<i>Accounts Receivable</i>)</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Invoice 100% of billable services within 15 days of the end of the billing cycle 2) Report 100% of eligible expenditures for grant funding reimbursement by the due date of each grant contract

ACTIONS/ PROGRAM COMPONENTS	Goal 1-1,2,3,4,5,6,7: Audit and Budget Program Goal 2-1,2,3,4: Payroll and Tax Reporting Program Goal 3-1,2: Accounts Payable Program Goal 4-1: Accounts Receivable Program Goal 4-2: Grant Reporting Program					
	ANNUAL SELF-MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
SELF- REPORTED AND OUTPUT MEASURES	Goal 1-1: Complete CAFR by June 15 of each year	Yes	Yes	Yes	Yes	Yes
	Goal 1-2: Complete single audit report by July 31 of each year	Yes	Yes	Yes	Yes	Yes
	Goal 1-3: Complete F-65 report by June 30 of each year	Yes	Yes	Yes	Yes	Yes
	Goal 1-4: Present budget by October of each year	N/A	10/14	10/13	10/12	10/11
	Goal 1-6: % of time general ledger closes within 3 working days	100%	100%	100%	100%	100%
	Goal 1-7: # of audit adjustments	1	2	3	1	1
	Goal 1-7: # of audit comments from auditors	1	2	1	1	1
	Goal 2-1: # of payroll checks/direct deposits issued	N/A	28,940	28,957	28,957	28,957
	Goal 2-1: % of payroll checks issued without error	100%	99.99%	99.99%	100%	100%
	Goal 2-2: % of bi-weekly tax deposits without error	100%	100%	100%	100%	100%
	Goal 2-3: % of quarterly wage and tax reports without error	100%	100%	100%	100%	100%
	Goal 2-4: Provide W-2 forms to employees, IRS, & State by deadline	Met	Met	Met	Met	Met
	Goal 3-1: # of invoices processed	N/A	46,687	45,675	45,675	45,675
	Goal 3-1: % of checks issued error free	99.2%	99.2%	99.7%	99.7%	99.7%
	Goal 3-1: # of voided checks due to A/P error	40	37	37	43	40
	Goal 3-1: # of complaints regarding timeliness	20	20	20	20	20
	Goal 3-2: # of 1099 forms produced	N/A	478	404	404	404
	Goal 3-2: # of 1099 S forms issued	N/A	24	22	22	22
	Goal 3-2: Provide 1099 forms to vendors, IRS, State & cities by deadline	Met	Met	Met	Met	Met
	Goal 3-2: % of 1099 forms issued without error	100%	100%	100%	100%	100%
	Goal 4-1: # of invoices processed	N/A	15,130	10,784	10,784	10,784
	Goal 4-1: % of billable services invoiced within 15 days	98%	97%	97%	98%	98%
	Goal 4-2: # of grant reports and cash requests produced	N/A	1,355	1,555	1,700	1,700
Goal 4-2: % of grant reports processed by due date	98%	97%	98%	98%	98%	
OUTCOME MEASURES	Goal 1-5: Bond rating maintained or improved	Improve	Maintain	Maintain	Improve	Maintain
	Goal 1-7: Variance between adopted revenues and actual revenues (adjusting for grants)	≤5%	2.3%	4.6%	3.1%	≤5%
	Goal 1-7: Variance between adopted expenditures and actual expenditures (adjusting for grants) *	≤5%	7.5%	4.2%	3.1%	≤5%
	Goal 1-7: \$ of disallowed costs from grants	\$0	\$12,727	\$19,763	\$0	\$0
	Goal 4-1: % of intergovernmental revenue outstanding at year end	<15%	12.6%	11.5%	<15%	<15%

* The 2008 Adopted budget included a transfer of \$2.9 million to the Ottawa County Building Authority Capital Projects fund in connection with the Fillmore Street/ Grand Haven Courthouse project. No funds were needed for the project in 2008 due to the progress of construction; the amount was delayed to 2009. If the variance were adjusted for this reason, the expenditure variance would be 3.5 percent.

County-wide Strategic Plan Directive:

Goal 1, Objective2: Implement processes and strategies to deal with operational budget deficits

Goal 1, Objective 4: Maintain or improve bond ratings

Resources				
Personnel	2009	2010	2011	2011
Position Name	# of	# of	# of	Budgeted
	Positions	Positions	Positions	Salary
Fiscal Services Director	0.500	0.500	0.500	\$54,131
Assistant Fiscal Services Director	0.000	0.000	0.800	\$66,981
Budget/Audit Manager	0.600	0.600	0.600	\$45,827
Senior Accountant	0.800	0.800	0.000	\$0
Financial Analyst	0.500	0.500	0.000	\$0
Risk Management/Accountant	0.250	0.250	0.250	\$13,190
Accountant II	3.900	3.900	4.400	\$231,924
Administrative Assistant/Buyer	0.750	0.750	0.750	\$36,186
Payroll Specialist	1.000	1.000	1.000	\$48,247
Account Clerk II	3.500	3.500	4.500	\$160,989
Accountant I	0.500	0.500	0.000	\$0
Account Clerk I	1.000	1.000	0.000	\$0
Records Processing Clerk III	1.000	0.000	0.000	\$0
	14.300	13.300	12.800	\$657,475

Funding

	2007	2008	2009	2010	2011
	Actual	Actual	Actual	Current	Adopted
				Year	by Board
				Estimated	
Revenues					
Intergovernmental Revenue	\$22,400	\$22,800	\$23,600	\$22,000	\$23,600
Charges for Services	\$3,842,500	\$4,153,282	\$3,572,523	\$3,504,788	\$4,270,593
Other Revenue	\$9,073	\$4,896	\$5,101	\$53,684	\$52,401
Total Revenues	\$3,873,973	\$4,180,978	\$3,601,224	\$3,580,472	\$4,346,594
Expenditures					
Personnel Services	\$780,119	\$953,806	\$1,020,709	\$983,062	\$970,068
Supplies	\$48,084	\$67,416	\$64,605	\$62,102	\$57,950
Other Services & Charges	\$137,739	\$155,342	\$192,076	\$191,243	\$242,605
Capital Outlay					
Total Expenditures	\$965,942	\$1,176,564	\$1,277,390	\$1,236,407	\$1,270,623

Budget Highlights:

Revenue from the Indirect Administrative cost study are recorded in this department under Charges for Services, these amounts will vary depending on the total cost allocated and the distribution of those costs determined by the study. New Jail reimbursement agreements within the State and a neighboring county have also increased this revenue. New financial software is budgeted for 2011.

Function Statement

The office of Corporate Counsel represents the County, the Board of Commissioners, and constituent departments and agencies in all legal matters. The office is responsible for preparing formal and informal legal opinions, drafting and reviewing contracts, policies, and resolutions, and representing the County in civil litigation and proceedings. The office functions at the highest level of critical thinking skills and accountability as required by the applicable standards of care for licensed professionals under Federal and Michigan law. Establishment of the office of Corporate Counsel is authorized by MCL 49.71.

Mission Statement

To provide continuous quality legal services to all departments and elected officials of Ottawa County government.

TARGET POPULATION	<ul style="list-style-type: none"> • County Departments • Board of Commissioners • FOIA Requestors 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Ensure that all official County documents are legally compliant</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Review County Board Rules, County Policies, and Administrative Rules, and update as necessary 2) Prepare/review new County Policies and Administrative Rules 3) Prepare/review County Contracts 4) Prepare/review County Resolutions <p>Goal 2: Improve the level of knowledge of County employees regarding county policies and legal compliance</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Educate employees who request training on the Freedom of Information Act (FOIA) 2) Educate Health Department and Community Mental Health employees about the Health Insurance Portability & Accountability Act (HIPAA) 3) Provide training on the Open Meetings Act to all persons on county committees or commissions 4) Provide training/information on the "Red Flag" policy for applicable employees <p>Goal 3: Provide excellent overall customer service/satisfaction</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Provide thorough and satisfactory services 2) Provide interaction with customers that is courteous, respectful, and friendly 3) Provide timely responses to requests for legal services within budget/time limitations <p>Goal 4: Improve quality and cost-efficiency of work processes through innovation</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Develop and implement new processes to contain cost, improve efficiencies, and increase customer service 2) Review Corporate Counsel staffing levels 					
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1: Annual Review of Board Rules; Biennial Review of County Policies; Contract and Resolution Review and Preparation</p> <p>Goal 2: Training and Education Program (Three Year Cycle)</p> <p>Goal 3: Customer Service Program</p> <p>Goal 4: Management Plan</p>					
SELF-REPORTED, OUTPUT AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
	Goal 1-1: % of Board Rules reviewed	100%	100%	100%	100%	100%
	Goal 1-1: % of County Policies and Administrative Rules reviewed	60%	60%	60%	60%	60%
	Goal 1-2: % of new County policies and administrative rules that are prepared or reviewed by Corporate Counsel	100%	100%	100%	100%	100%
	Goal 1-3: % of County contracts that are prepared or reviewed by Corporate Counsel	100%	100%	100%	100%	100%
	Goal 1-4: % of County resolutions that are prepared or reviewed by Corporate Counsel	100%	100%	100%	100%	100%
	Goal 2-1: % of all county employees receiving FOIA training	33%	30%	30%	30%	30%
	Goal 2-2: % of Health Department and Community Mental Health employees receiving HIPAA training	100%	20%	20%	20%	20%
	Goal 2-3: % of persons on County committees or commissions receiving Open Meetings Act training/information	100%	100%	100%	100%	100%

SELF-REPORTED, OUTPUT AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
	Goal 2-4: % of Fiscal Services employees receiving Red Flag training	100%	n/a	n/a	n/a	100%
	Goal 3-1: % of customers satisfied or very satisfied with Corporate Counsel services	100%	100%	100%	100%	100%
	Goal 3-2: % of customers indicating interaction with Corporate Counsel was always courteous, respectful, and friendly	100%	100%	100%	100%	100%
	Goal 3-3: % of customers satisfied with response time	100%	90%	90%	90%	90%
	Goal 4-1: # of new processes implemented that result in a positive return-on-investment, increased efficiency, and/or improved customer satisfaction	1	1	1	1	1
	Goal 4-2: Cost of Corporate Counsel per County FTE	n/a	\$220	\$225	\$227	\$207
	Goal 4-2: Ratio of Corporate Counsel FTEs to County FTEs	n/a	1:625	1:626	1:626	1:626
OUTCOME MEASURES	Goal 1-1: % of County board rules and county policies reviewed by Corporate Counsel that are successfully contested as not being legally compliant	0%	0%	0%	0%	0%
	Goal 1-2: % of contracts reviewed by Corporate Counsel that are successfully contested as not being legally compliant	0%	0%	0%	0%	0%
	Goal 1-3: % of resolutions reviewed by Corporate Counsel that are successfully contested as not being legally compliant	0%	0%	0%	0%	0%
	Goal 2-1: # of FOIA violations	0	0	0	0	0
	Goal 2-2: # of HIPAA violations	0	0	0	0	0
	Goal 2-3: # of Open Meetings Act violations	0	0	0	0	0

Resources

Personnel	2009	2010	2011	2011
	# of Positions	# of Positions	# of Positions	Budgeted Salary
Corporate Counsel	0.950	0.950	0.950	\$102,848
Administrative Secretary	0.625	0.625	0.625	\$30,155
	1.575	1.575	1.575	\$133,003

Funding	2010			
	2007	2008	2009	2011
	Actual	Actual	Actual	Current Year Estimated
Expenditures	by Board			
Personnel Services	\$168,453	\$173,426	\$182,242	\$190,164
Supplies	\$8,410	\$8,670	\$8,338	\$8,300
Other Services & Charges	\$16,721	\$23,656	\$21,719	\$17,247
Total Expenditures	\$193,584	\$205,752	\$212,299	\$215,711
				\$211,646

Function Statement

The office of the County Clerk is one of the major service offices in the County. It is responsible for maintaining vital records such as births, deaths, marriages, concealed weapons (CCW's), assumed names and plats as well as providing access to those records for the general public. The Clerks also issues a number of passports every year. Convenient services to the public are provided by maintaining satellite offices in the Holland, Hudsonville and Grand Haven areas.

Along with the vital records, the County Clerk also maintains records of the proceedings of the Board of Commissioners and its committees, and the proceedings of the Plat Board, Concealed Weapons Board, Elections Commission, Canvass Board, and many other County committees.

Circuit Court Records, a division of the County Clerk's office, creates and maintains all files for the Circuit Court by recording all hearings and pleadings, attesting and certifying court orders, and preparing commitments to jail and prison. Other duties include 1) preparing annual statistical reports and sending them to the State Court Administrator's Office, 2) abstracting all criminal convictions involving automobiles to the Secretary of State's office, 3) judicial disposition reporting of criminal convictions to the Michigan State Police, 4) preparation of juror list, notifications, excuses, and payroll, and 5) assisting in the preparation of Personal Protection Orders.

Mission Statement

To serve the public in an accurate, efficient, and effective manner and to follow the Michigan Constitutional Statutes and other directives along with pertinent Federal laws and regulations.

TARGET POPULATION	<ul style="list-style-type: none"> • Ottawa County Citizens • Circuit Court Customers 	<ul style="list-style-type: none"> • Board of Commissioners • Genealogists
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Ensure the integrity of marriage, birth and death records Objectives: 1) Process records accurately 2) Process in a timely fashion 3) Distribute accurate information (e.g. copies of certificate)</p> <p>Goal 2: Ensure the integrity of other vital records including business registrations, concealed weapons permits, military discharges, notary public commissioners, corporate agreements, traffic signs, missing persons, and county contracts Objectives: 1) Process records accurately 2) Process in a timely fashion 3) Distribute accurate information (e.g. copies of certificate)</p> <p>Goal 3: Provide high quality customer service (Vital Records) Objectives: 1) Staff is friendly to customers 2) Staff responds to customer needs accurately 3) Respond timely to requests for forms, procedures, information to Federal, State and County Offices</p> <p>Goal 4: To follow Federal and State statutes and guidelines regarding the security of all vital records and the protection of specific information on those records from unauthorized public access Objectives: 1) The Fillmore office meets all Federal and State guidelines for security of vital records</p> <p>Goal 5: To follow Federal and State statutes and guidelines regarding the security of all public records and the protection of specific information on those records from unauthorized public access Objectives: 1) The Grand Haven Courthouse meets all Federal and State guidelines</p> <p>Goal 6: Eliminate use of paper in Circuit Court Records & utilize of electronic processes for storage & dissemination of records Objectives: 1) Continue with the implementation of the digitized imaging system</p> <p>Goal 7: Continue to make Circuit Court Records services more readily available on-line as well as at all County Clerk locations Objectives: 1) To focus on quality service to our customers and the citizens of Ottawa County</p> <p>Goal 8: Ensure the integrity of all files for the Circuit Court by recording all hearings and pleadings, attesting and certifying court orders, and preparing commitments to jail and prison Objectives: 1) Process records accurately and timely 2) Distribute accurate information</p>	

	Goal 9: Provide high quality customer service (Circuit Court Records) Objectives: 1) Staff is friendly to customers 2) Staff responds to customer needs accurately 3) Respond timely to requests for forms, procedures, information to Federal, State and County Offices					
ACTIONS/ PROGRAM COMPONENTS	<ul style="list-style-type: none"> • Vital Records Program • Customer Service Program • Record Security Program • Electronic Imaging Program • Record Accessibility Program • Circuit Court Records Program 					
SELF- REPORTED, OUTPUT, AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1-1: % of marriage, birth & death records returned by State for correction	0%	0.5%	1%	0%	0%
	Goal 1-2: % of time marriage, birth and death records met State and Federal filing requirements	100%	100%	100%	100%	100%
	Goal 1-3: % of marriage, birth & death records returned by customer for correction	0%	2%	1%	0%	0%
	Goal 2-1: % of other vital records with errors	0%	0.5%	.5%	0%	0%
	Goal 2-2: % of time concealed weapons permits are returned by State for correction	0%	0%	0%	0%	0%
	Goal 2-3: % of other vital records returned by customers for correction	0%	2%	2%	0%	0%
	Goal 3-1: % of customer satisfaction cards rating the friendliness of the vital records staff as "poor" or "fair"	0%	0.5%	0.5%	0%	0%
	Goal 3-2: % of customer satisfaction cards rating the responsiveness of vital records staff as "poor" or "fair"	0%	0.5%	0.5%	0%	0%
	Goal 3-2: % of vital records staff cross-trained in two or more areas	100%	90%	90%	100%	100%
	Goal 3-3: % of vital records requests processed within 3 business days	100%	80%	90%	100%	100%
	Goal 4-1: Do records stored at Fillmore Complex meet State and Federal guidelines for security?	Yes	Yes	Yes	Yes	Yes
	Goal 5-1: Do records stored at Grand Haven Courthouse meet State and Federal guidelines for security?	Yes	Yes	Yes	Yes	Yes
	Goal 6-1: Establish procedures for staff processing of digitized records	Yes	Yes	Yes	Yes	Yes
	Goal 7-1: Court payments accepted at all locations	Yes	No	Yes	Yes	Yes
	Goal 7-1: # of online services available	≥ 6	6	10	12	14
	Goal 8-1: % of Circuit Court Records with errors	0%	8%	5%	0%	0%
	Goal 8-2: % of copies of Circuit Court Records returned due to error	0%	6%	3%	0%	0%
	Goal 9-1: % of customer satisfaction cards rating the friendliness of the Circuit Court records staff as "poor" or "fair"	0%	1%	1%	0%	0%
	Goal 9-2: % of customer satisfaction cards rating the responsiveness of Circuit Court records staff as "poor" or "fair"	0%	1%	1%	0%	0%
Goal 9-2: % of Circuit Court records staff cross trained	100%	95%	95%	100%	100%	
Goal 9-3: % of Circuit Court records requests processed within 2 business days	100%	90%	93%	100%	100%	

County-wide Strategic Plan Directive:

Goal 4, Objective 6: Continue the effective and efficient management of human resources

Goal 2, Objective 1: Continue to improve the County website, miottawa.org

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
County Clerk	1.000	1.000	1.000	\$80,214
Chief Deputy County Clerk	1.000	1.000	1.000	\$60,587
Assistant Chief Deputy County Clerk	1.000	1.000	1.000	\$52,891
Vital Records Supervisor	1.000	1.000	1.000	\$44,012
Case Records Specialist	1.000	1.000	1.000	\$41,691
Account Clerk I	1.000	1.000	1.000	\$34,261
Case Records Processor I	8.000	8.000	8.000	\$249,492
Case Records Processor II	3.000	3.000	3.000	\$116,421
Vital Records Clerk	5.000	4.000	4.000	\$125,133
Records Processing Clerk I	1.000	1.000	1.000	\$25,611
Records Processing Clerk III	0.000	1.000	1.000	\$33,974
	23.000	23.000	23.000	\$864,287

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Licenses and Permits	\$21,545	\$32,621	\$52,393	\$51,500	\$46,500
Charges for Services	\$615,111	\$531,733	\$471,665	\$526,000	\$595,000
Other Revenue	\$21,107	\$4,093	\$2,177	\$2,450	\$2,745
Total Revenues	\$657,763	\$568,447	\$526,235	\$579,950	\$644,245
Expenditures					
Personnel Services	\$1,041,715	\$1,145,868	\$1,263,710	\$1,337,513	\$1,329,271
Supplies	\$84,374	\$80,970	\$117,319	\$70,350	\$82,233
Other Services & Charges	\$204,303	\$281,345	\$293,781	\$239,548	\$214,755
Capital Outlay					
Total Expenditures	\$1,330,392	\$1,508,183	\$1,674,810	\$1,647,411	\$1,626,259

Budget Highlights:

Charges for Services revenue is increasing due to the implementation of a fee study completed during 2010 which include higher fees for certain services in this department.

Function Statement

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, including the supervision of the operations and performance of all County departments and heads of departments except elected officials and their officers; 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.

Mission Statement

To maintain and improve Ottawa County's organizational operations.

TARGET POPULATION	<ul style="list-style-type: none"> • Administrative Departments • Elected Officials and the Courts 	<ul style="list-style-type: none"> • Citizens 				
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Maintain and improve the strong financial position of the County Objectives:</p> <ol style="list-style-type: none"> 1) Implement processes and strategies to deal with operational budget deficits. 2) Reduce the negative impact of rising employee benefit costs on the budget. 3) Maintain or improve bond ratings <p>Goal 2: Maintain and enhance communication with citizens, employees, and other stakeholders Objectives:</p> <ol style="list-style-type: none"> 1) Continue to implement new methods of communicating with the public 2) Identify and implement methods of communicating with employee groups <p>Goal 3: Contribute to a healthy physical, economic, & community environment Objectives:</p> <ol style="list-style-type: none"> 1) Consider opportunities to improve economic development in the region. 2) Continue initiatives to preserve the physical environment. <p>Goal 4: Continually improve the County's organization and services Objectives:</p> <ol style="list-style-type: none"> 1) Review and evaluate the organization, contracts, programs, and services for potential efficiencies 2) Citizens will be satisfied with County services and value of services 					
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1-1: Fiscal Services Goal 1-2: Fiscal Services Goal 1-3: Bond Rating Review Goal 2-1: Budget In Brief, Citizen Budget Meetings, Website, Citizen Survey Goal 2-2: Brown Bag Lunches, Employee Survey Goal 3-1: Brownfield Redevelopment Authority, Recovery Zone Facility Bonds, Land Bank Authority Goal 3-2: Water Quality Forum, Parks and Recreation Commission Goal 4-1: Planning & Performance Improvement Goal 4-2: Citizen Survey</p>					
SELF-REPORTED AND OUTPUT MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1-1: Plan to address 5-year projected budget deficit	Yes	Yes	Yes	Yes	Yes
	Goal 1-2: % of actuarial estimate of Other Post Employment Benefits (OPEB) funded	100%	100%	100%	100%	100%
	Goal 2-1: # of new services available on miottawa.org	6	6	8	5	N/A
	Goal 2-1: # of citizens reached through citizen budget meetings	100	N/A	13	95	100
	Goal 2-2: % of employees completely to fairly well satisfied with communication from Administration	90%	N/A	86%	N/A	90%
	Goal 2-2: % of employees satisfied with the "climate of trust"	75%	N/A	78%	N/A	80%
	Goal 3-1: # New and ongoing initiatives to improve economic development in the region	2	N/A	3	4	4

	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 3-2: % of Water Quality Forum attendees satisfied with annual program	100%	100%	88%	100%	100%
	Goal 4-2: % of survey respondents who rate the County as positive	75%	70%	N/A	73%	N/A
	Goal 4-2: % of survey respondents who believe taxes are too high	30%	39%	N/A	30%	N/A
	Goal 4-2: # of service areas for which more than 50% of resident survey respondents feel more should be done	0	0	N/A	0	0
OUTCOME MEASURES	Goal 1-1: General Fund fund balance as a % of prior year's audited expenditures	10-15%	15.5%	15%	15%	15%
	Goal 1-2: County Bond Rating:					
	<i>Moody's</i>		Aa1	Aaa	Aaa	Aaa
	<i>Standard & Poor's</i>		AA	AA	AA	AA
	<i>Fitch</i>		AAA	AAA	AAA	AAA
	Goal 3-2: A water quality plan of action will be developed	Yes	No	No	No	Yes
	Goal 4-1: Annual savings to County from evaluations	\$100,000	\$1,093,522	\$1,154,947	\$1,492,485	\$1,500,000

The goals and objectives above are taken directly from the County's Strategic Plan

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Administrator	0.840	0.840	0.840	\$123,331
Assistant County Administrator	1.000	1.000	1.000	\$91,781
Financial Analyst	0.500	0.500	0.000	\$0
Administrative Assistant	1.000	1.000	1.000	\$40,986
	3.340	3.340	2.840	\$256,098

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Expenditures					
Personnel Services	\$342,869	\$332,433	\$374,263	\$359,635	\$360,359
Supplies	\$10,600	\$18,102	\$13,634	\$13,755	\$11,546
Other Services & Charges	\$46,192	\$32,459	\$39,592	\$40,994	\$42,876
Total Expenditures	\$399,661	\$382,994	\$427,489	\$414,384	\$414,781

Budget Highlights:

During 2010, the Financial Analyst position became vacant and it will remain vacant for 2011.

Function Statement

Equalization is statutorily mandated to administer the real and personal property tax system at the county level and conduct valuation studies in order to determine the total assessed value of each classification of property in each township and city. The department also does all tax limitation and "Truth in Taxation" calculations, audits tax levy requests, and provides advice and assistance to local unit assessors, school districts and other tax levying authorities.

The department maintains the parcel-related layers in the County Geographic Information System (GIS), including changes in property-splits, combinations, plats; maintains tax descriptions, owner names, addresses, and current values, and local unit assessment roll data for 23 local units.

Mission Statement

To assist the County Board of Commissioners by examining the assessment rolls of the townships and cities to ascertain whether the real and personal property in the townships and cities have been equally and uniformly assessed at 50% of true cash value; to oversee the apportionment process; and to update and maintain property data in the County GIS and the BS&A Assessing system.

TARGET POPULATION	<ul style="list-style-type: none"> • Local Units of Government • Board of Commissioners and County Departments 	<ul style="list-style-type: none"> • Local Assessors • The Public 				
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Administer property equalization process to ensure each local unit of government contributes uniformly and equitably to any taxing authority Objectives:</p> <ol style="list-style-type: none"> 1) Determine market value of all classes of real property in all local units 2) Audit local unit assessment rolls to verify consistency with calculated market values 3) Adjust classes of property by adding or deducting appropriate amounts from the total valuation, and present report to County Board 4) Represent Ottawa County in the equalization appeal process <p>Goal 2: Administer the apportionment process to ensure the millages of each taxing authority are valid Objectives:</p> <ol style="list-style-type: none"> 1) Audit millages requested by each taxing authority 2) Prepare and present report to county Board <p>Goal 3: Ensure schools are getting total allocated mills from non-principal residences Objectives:</p> <ol style="list-style-type: none"> 1) Audit assessment rolls to identify invalid Principal Residence Exemptions (PREs) 2) Issue denials of PRE to all applicable property owners 3) Represent Ottawa County in the PRE appeal process <p>Goal 4: Maintain the integrity of parcel base layers in the GIS, property tax descriptions, and assessment roll information Objectives:</p> <ol style="list-style-type: none"> 1) Ensure uniform parcel numbering 2) Ensure all properties are represented on the tax assessment roll 3) Ensure accuracy and completeness of new or changed property descriptions 4) Ensure property tax maps match descriptions on the tax assessment roll <p>Goal 5: Improve quality and cost-efficiency of work processes through innovation Objectives:</p> <ol style="list-style-type: none"> 1) Develop and implement new processes to contain cost, improve efficiencies, and/or increase customer service 2) Review Equalization Department staffing ratios 					
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1: Appraisal Studies; Two Year Sales Studies; One Year Sales Studies; Personal Property Audits, Equalization Report</p> <p>Goal 2: Apportionment Report Program</p> <p>Goal 3: Principal Residence Exemption Program</p>	<p>Goal 4: Property Description and Mapping Program</p> <p>Goal 5: Management Plan</p>				
SELF-REPORTED, EFFICIENCY AND OUTPUT MEASURES	ANNUAL MEASURES	TARGET	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
	Goal 1-1: % of market value studies completed	100%	100%	100%	100%	100%
	Goal 1-2: % of local assessment rolls audited	100%	100%	100%	100%	100%
	Goal 1-3: % of assessment rolls adjusted	0%	0%	0%	0%	0%
	Goal 1-4: # of market value studies appealed	0	0	0	0	0
	Goal 2-1: % of requested millages audited	100%	100%	100%	100%	100%
	Goal 2-1: % of times a requested millage is incorrectly audited	0%	0%	0%	0%	0%
	Goal 3-1: % of assessment rolls where PREs audited	100%	100%	100%	100%	100%
	Goal 3-2: # of PRE denials issued	50	91	41	40	40
	Goal 3-3: % of PRE denials appealed	10%	9%	7%	10%	10%

	ANNUAL MEASURES	TARGET	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
	SELF-REPORTED, EFFICIENCY AND OUTPUT MEASURES	Goal 3-4: Cost to County for PRE Program (Materials only)	\$100	\$100	\$100	\$100
Goal 4-1: % of new parcels numbered uniformly		100%	100%	100%	100%	100%
Goal 3-4: Cost to County for PRE Program (Materials only)		\$100	\$100	\$100	\$100	\$100
Goal 4-2: % of all properties represented on tax assessment roll		100%	100%	100%	100%	100%
Goal 4-3: % of new parcel descriptions that do not match deed		0%	0%	0%	0%	0%
Goal 4-4: % of property tax maps matching tax assessment roll		100%	100%	100%	100%	100%
Goal 5-1: # of new processes implemented that result in a positive return-on-investment, increased efficiency, and/or improved customer service		N/A	N/A	N/A	3	3
Goal 5: Equalization Employee cost per parcel		N/A	\$5.32	\$6.23	\$6.06	\$6.24
Goal 5-2: # of parcels per Equalization FTEs		N/A	8,147	8,164	8,680	8,690
OUTCOME MEASURES	Goal 1-4: % of time the Michigan Tax Tribunal or State Tax Commission side with County on equalization appeals	100%	N/A	N/A	100%	100%
	Goal 3-3: % of time Michigan Tax Tribunal sides with County on PRE appeals	95%	100%	100%	95%	95%
	Goal 3-3: Dollars collected by schools as a result of PRE denials	N/A	\$159,371	\$71,606	\$60,000	\$60,000
	Goal 3-3: County share of PRE interest on taxes	N/A	\$13,289	\$6,478	\$5,500	\$5,000

Resources

Personnel	2009	2010	2011	2011
	# of	# of	# of	Budgeted
	Positions	Positions	Positions	Salary
Equalization Director	1.000	1.000	1.000	\$91,781
Deputy Equalization Director	1.000	1.000	1.000	\$69,673
Personal Property Auditor	1.000	0.000	0.000	\$0
Appraiser III	2.000	3.000	3.000	\$154,344
Appraiser II	1.000	0.000	0.000	\$0
Appraiser I	1.000	1.000	1.000	\$41,691
Property Description Coordinator	1.000	1.000	1.000	\$52,891
Property Description Technician	2.000	2.000	2.000	\$83,382
Senior Abstracting/Indexing Clerk	1.000	1.000	1.000	\$38,807
Abstracting/Indexing Clerk	2.500	2.500	2.500	\$87,800
	13.500	12.500	12.500	\$620,369

Funding	2007	2008	2009	2010 Current	2011
	Actual	Actual	Actual	Year	Adopted
	Actual	Actual	Actual	Estimated	by Board
Revenues					
Charges for Services	\$64	\$94	\$1,608	\$100	\$600
Total Revenues	\$64	\$94	\$1,608	\$100	\$600
Expenditures					
Personnel Services	\$566,386	\$876,547	\$913,922	\$910,676	\$900,600
Supplies	\$8,935	\$19,555	\$13,863	\$17,069	\$15,174
Other Services & Charges	\$72,244	\$100,267	\$99,010	\$111,717	\$102,684
Total Expenditures	\$647,565	\$996,369	\$1,026,795	\$1,039,462	\$1,018,458

Function Statement

The Human Resources Department represents a full-service human resource operation for the various departments of Ottawa County. Department operations include programs in the areas of employee relations, benefits administration, labor relations, classification maintenance, and training.

Among the diverse responsibilities are recruitment, selection, interviews (exit interviews), promotion, training, contract negotiations, contract administration, grievance resolution, disciplinary process, employee compensation, administration of benefits, and employee wellness activities. In addition the department oversees the creation and administration of the various Benefit Manuals.

The department is responsible for the negotiating with and contracting with health care providers, including health and prescription coverage, vision, and dental. The department creates and enforces County policies and procedures approved by the Board for the administration of Human Resource functions.

Also included in the department’s responsibilities is the function of labor relations, which includes representation for the County in contract negotiations with eight (8) bargaining units. The department is also responsible for contract administration and review sessions with the Board of Commissioners. Additional responsibilities associated with labor relations are the handling of grievances and representation in processes such as mediation, fact finding, and both grievance and interest arbitration.

Training opportunities are also the responsibility of the department for the development of employees throughout the organization. This is accomplished by offering the GOLD (Growth Opportunities in Learning and Development) Standard Leadership and GOLD Standard Employee Programs, as well as a variety of in-house training, ranging from customer service skills and compliance trainings to the development of skills for supervisors.

The department is engaged in a collaborative effort to provide employee wellness activities and educational opportunities. Employees are encouraged to participate in utilization of the on-site exercise facilities. The program is based on the premise that healthier County employees equate to limitations/reductions in the County’s cost of its health plan.

In an effort to develop a program of employee retention, the department conducts exit interviews with all employees upon receiving notice of resignation. Also included in this retention program is an annual Service Awards Program designed to recognize the employee’s duration of employment with Ottawa County. Special recognition is given to each employee every five years.

Mission Statement

The Human Resources Department serves the County of Ottawa by focusing efforts on the County’s most valuable asset, its employees. Human Resources does this through recruitment, hiring and retention of a diverse, qualified workforce. The Human Resources Department provides human resource direction and technical assistance, training and development, equal employment opportunities and employee/labor relation services to the County.

TARGET POPULATION	<ul style="list-style-type: none"> • Ottawa County Board of Commissioners • Ottawa County Departments • Ottawa County Employees and Prospective Employees
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Assist departments to recruit, hire and retain a qualified, ethnically diverse workforce in an efficient manner</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Attract qualified, diverse internal and external candidates for County employment and promotion through up-to-date advertising methods 2) Assist departments in selecting qualified applicants for open positions in a timely manner through effective applicant screening, testing and interviewing 3) Educate Department Heads and Elected Officials and other hiring managers with regard to their responsibilities in hiring a diverse workforce <p>Goal 2: Provide compensation that will allow the County to retain quality employees</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Conduct a compensation study on a regular basis that ensures compensation is competitive with the local labor market and identified comparable counties <p>Goal 3: Provide employee benefit programs designed to attract and retain high quality employees in a manner that meets legal compliance, and ensure employees are aware of the benefits available to them</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Provide and administer a quality array of benefits to employees at a fair and reasonable cost to the County and employees 2) Effectively communicate/educate employees about their benefits, and promote benefits that may have a significant impact on employees at a low cost to the County

PRIMARY GOALS & OBJECTIVES	<p>Goal 4: Provide professional development and continuous learning opportunities for all Ottawa County employees</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) The County will provide leadership development 2) The County will provide general employee training opportunities <p>Goal 5: Provide and maintain an efficient employee recordkeeping system that is in compliance with applicable laws</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Collect, protect the privacy of, maintain and retain employment records (electronic and hard copy) for all active and terminated employees and maintain 100% compliance with State and Federal laws, local affiliations, and accreditations 2) Assure compliance with applicable employment laws and control costs associated with these laws 3) The County will contest unemployment claims it believes are ineligible <p>Goal 6: Provide professional labor relations services to the County Board of Commissioners, employees and departments</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Negotiate fair, timely, and affordable collective bargaining agreements on behalf of the County Board of Commissioners with all existing labor unions 2) Provide support and enforcement of all existing collective bargaining agreements, County policies and employee benefit manuals in a timely fashion 3) Respond to complaints filed with the Human Resources department within the guidelines established by the Problem Solving Policy 4) Provide answers to contract interpretation questions in a timely fashion 5) Counsel department managers on employee discipline matters to promote fair treatment and compliance with employment laws 					
	ACTIONS/ PROGRAM COMPONENTS	<ul style="list-style-type: none"> • GOLD Standard Leadership Training • GOLD Standard Employee Training • Employee Wellness and Service Recognition Programs 				
SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
	Goal 1-1: # of employment applications received/processed	-	3,925	5,022	3,500	3,500
	Goal 1-1: # of positions filled	-	135	111	100	100
	Goal 1-1: # of new hires	-	83	81	75	75
	Goal 1-2: % of time departments received screened applicant pool within four weeks	100%	100%	100%	100%	100%
	Goal 1-2: Average # of interviews per posted position	< 5	3.1	4.26	5	5
	Goal 1-3: # of harassment prevention trainings offered	-	20	15	15	15
	Goal 1-3: Personnel policies are in compliance with the law and EEOC guidelines	Yes	Yes	Yes	Yes	Yes
	Goal 3: # of employees	-	1,174	1,139	1,130	1,130
	Goal 3-2: % of employees participating in flexible spending	30%	34%	33%	34%	34%
	Goal 3-2: % of employees participating in deferred compensation	50%	64%	64%	64%	64%
	Goal 3-2: # of visits from Deferred Compensation Program representatives	-	6	8	7	7
	Goal 3-2: Employee Recognition Program maintained	Yes	Yes	Yes	Yes	Yes
	Goal 4-1: # of GOLD Standard Leadership training opportunities	-	2	4	4	4
	Goal 4-2: Average # of general employee training opportunities offered by HR	30	102	154	130	130
	Goal 5-1: % of personnel files in compliance with guidelines	100%	100%	100%	100%	100%
	Goal 5-1: % of accreditation audits passed	100%	100%	100%	100%	100%
	Goal 5-2: % of FMLA/Worker's Compensation leaves in compliance with regulations	100%	100%	100%	100%	100%
	Goal 5-3: % of unemployment claims contested	-	33%	33%	33%	33%
	Goal 6-1: # of bargaining units	-	8	8	8	8
	Goal 6-1: % of collective bargaining agreements negotiated within 4 months of expiration	100%	100%	100%	100%	100%
	Goal 6-1: % of collective bargaining agreements negotiated within Board's economic parameters	100%	100%	100%	100%	100%
	Goal 6-2: % of time grievances are responded to within contractually specified time frame	100%	100%	100%	100%	100%
	Goal 6-3: % of time complaints are responded to within contractually specified time frames established by the Problem Resolution Policy	100%	100%	100%	100%	100%

	ANNUAL MEASURES	TARGET	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
	Goal 6-4: % of time contract interpretation questions are answered within 2 business days	100%	100%	100%	100%	100%
OUTCOME MEASURES	Goal 1-2, 2: Employment turnover ratio	< 10%	8.73	8.56	8.5	8.5
	Goal 1-3: # of discrimination claims filed	0	0	2	0	0
	Goal 3-1: % of employees satisfied with benefit package	> 75%	N/A	67%	N/A	75%
	Goal 3-2: % of employees utilizing no cost counseling	5%	5.5%	5%	5%	5%
	Goal 4: % of employees fairly well satisfied or better with training opportunities	> 85%	85%	96%	90%	90%
	Goal 5-2: % of Worker's Compensation claims with lost time	< 20%	15%	11%	12%	12%
	Goal 5-3: % of contested unemployment claims settled in favor of the County	≥ 50%	70%	60%	60%	60%
	Goal 6-2: % of written grievances resolved before arbitration	≥ 80%	N/A	100%	100%	90%
	Goal 6-5: # of wrongful termination cases lost	0	0	0	0	0

County-wide Strategic Plan Directive:

Goal 1, Objective3: Reduce the negative impact of rising employee benefit costs on the budget

Goal 2, Objective 3: Continue to develop and implement methods of communicating with employee groups

Goal 4, Objective 6: Continue the effective and efficient management of human resources

Resources

Personnel	2009	2010	2011	2011
	# of Positions	# of Positions	# of Positions	Budgeted Salary
Human Resources Director	0.600	0.600	0.600	\$55,069
Employment & Labor Relations Manager	0.400	0.400	0.400	\$30,039
Personnel Benefits Specialist	0.100	0.000	0.000	\$0
Training and Development Coordinator	0.500	1.000	1.000	\$63,558
Administrative Secretary II	1.000	1.000	0.000	\$0
Interviewer	1.000	0.000	0.000	\$0
Human Resources Generalist	0.000	0.325	0.325	\$15,506
Human Resources Assistant	1.000	1.000	1.000	\$52,891
Human Resources Technician	0.000	0.000	1.000	\$34,394
	4.600	4.325	4.325	\$251,457

Funding

Expenditures	2007	2008	2009	2010	2011
	Actual	Actual	Actual	Current Year Estimated	2011 Adopted by Board
Personnel Services	\$304,018	\$349,527	\$370,141	\$342,159	\$356,821
Supplies	\$19,304	\$25,389	\$26,369	\$21,955	\$19,534
Other Services & Charges	\$158,170	\$201,706	\$156,874	\$207,985	\$141,966
Total Expenditures	\$481,492	\$576,622	\$553,384	\$572,099	\$518,321

Function Statement

The Prosecuting Attorney is the chief law enforcement officer of the County, charged with the duty to ensure the laws are faithfully executed and enforced to maintain the rule of law. 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 County building in Grand Haven, the Prosecuting Attorney staffs a satellite office in the Holland District Court Building and West Olive Administrative Complex.

The Prosecuting Attorney is an elected constitutional officer whose duties and powers are prescribed by the legislature. The Prosecuting Attorney is charged with the fair and impartial administration of justice. The Prosecuting Attorney acts as the chief administrator of criminal justice for the County and establishes departmental policies and procedures. The Prosecuting Attorney and staff provide legal advice and representation on behalf of the People of the State of Michigan at all stages of prosecution, from the initial investigation through trial and appeal. The Prosecuting Attorney and staff similarly provide advice and representation in Family Court abuse and neglect, delinquency, and mental commitment proceedings.

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.

TARGET POPULATION	<ul style="list-style-type: none"> • Victims • Accused and Convicted Criminals (misdemeanors and felons) • Single Parents needing Support Order and/or Paternity Testing 								
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Deliver the highest quality legal services on behalf of the People of the State of Michigan despite significant growth in caseloads in some areas (<i>Criminal Division</i>)</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Increase the amount and quality of training and education in prosecution skills 2) Retain experienced career prosecutors <p>Goal 2: Provide leadership, along with other criminal justice system leaders, in devising and implementing strategies to reduce crime and victimization and thereby improve the quality of life in our community (<i>Criminal Division</i>)</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Participate with community organizations, local law enforcement, and service providers in collaborative efforts to address issues effecting crime and victimization <p>Goal 3: Maintain a high conviction rate and rigid plea negotiation standards (<i>Criminal Division</i>)</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Maintain a staffing level which affords Assistant Prosecutors adequate case preparation 2) Increase the annual number of felony and misdemeanor cases with a "quality plea" disposition. A quality plea being an admission of guilt to the highest charge (based on penalty) <p>Goal 4: Solve high visibility crimes which remain open investigations (<i>Criminal Division</i>)</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Maintain an adequate staff level to enable the assignment of Assistant Prosecutors to the Cold Case Teams formed in Ottawa County <p>Goal 5: Review and respond to requests for warrants within 48 hours of receipt (<i>Criminal Division</i>)</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Establish a report which calculates the percentage of OnBase electronic warrant requests processed within 48 hours <p>Goal 6: Maintain an 80% rate or higher performance level on child support cases obtaining an order of support (<i>Child Support Division</i>)</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Establish a policy and procedure for closing cases on the State of Michigan Child Support Enforcement System (MiCSES) where it has been determined a respondent is not the biological father of the child <p>Goal 7: Maintain a 90% or higher performance level on paternity establishment (<i>Child Support Division</i>)</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Review quarterly to determine current performance level 								
ACTIONS/ PROGRAM COMPONENTS	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;">Goal 1-1,2: Prosecutor Training Program</td> <td style="width: 50%; border: none;">Goal 5-1: Warrant Review Program</td> </tr> <tr> <td style="border: none;">Goal 2-1: Crime Prevention Program</td> <td style="border: none;">Goal 6-1: Child Support Order Program</td> </tr> <tr> <td style="border: none;">Goal 3-1: Plea Negotiation Policy</td> <td style="border: none;">Goal 7-1: Paternity Establishment Program</td> </tr> <tr> <td style="border: none;">Goal 4-1: Cold Case Team</td> <td style="border: none;"></td> </tr> </table>	Goal 1-1,2: Prosecutor Training Program	Goal 5-1: Warrant Review Program	Goal 2-1: Crime Prevention Program	Goal 6-1: Child Support Order Program	Goal 3-1: Plea Negotiation Policy	Goal 7-1: Paternity Establishment Program	Goal 4-1: Cold Case Team	
Goal 1-1,2: Prosecutor Training Program	Goal 5-1: Warrant Review Program								
Goal 2-1: Crime Prevention Program	Goal 6-1: Child Support Order Program								
Goal 3-1: Plea Negotiation Policy	Goal 7-1: Paternity Establishment Program								
Goal 4-1: Cold Case Team									

SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1: # of felony cases filed	N/A	1,281	1,023	1,074	1,127
	Goal 1: # of misdemeanor cases filed	N/A	7,495	7,159	7,517	7,893
	Goal 5-1: % of warrant requests processed within 48 hours (2009 base line year data for warrants tracked in OnBase)	65%	N/A	64%	66%	66%
	Goal 6-1: # of non-support cases filed	N/A	449	352	370	388
	Goal 6-1: Child support order performance level *State provided future estimates	80%	84.2%	84.2%	82.4%*	82%*
	Goal 7-1: # of paternity cases filed	N/A	213	176	185	194
	Goal 7-1: Paternity establishment level *State provided future estimates	90%	96.7%	96.7%	97.3%*	97%*
OUTCOME MEASURES	Goal 3-2: % of felony cases with plea to the highest charge	65%	48%	47%	50%	52%
Goal 3-2: % of misdemeanor requests with plea to the highest charge	65%	67%	62%	65%	65%	

Resources

Personnel	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Prosecuting Attorney	1.000	1.000	1.000	\$126,053
Division Chief	5.000	5.000	5.000	\$489,420
Chief Prosecuting Attorney	1.000	1.000	1.000	\$108,261
Assistant Prosecuting Attorney II	6.000	6.000	6.000	\$538,920
Office Administrator	1.000	1.000	1.000	\$60,587
Legal Clerk	1.000	1.000	1.000	\$27,416
Legal Assistant I	1.000	1.000	1.000	\$37,230
Legal Assistant II	5.500	5.500	5.500	\$213,439
Legal Assistant III	2.000	2.000	2.000	\$83,382
Child Support Investigator	1.600	1.600	1.600	\$77,196
Domestic Violence Intervention Officer	1.000	1.000	1.000	\$54,253
Assistant Prosecuting Attorney I *	1.000	0.000	0.000	\$0
	27.100	26.100	26.100	\$1,816,157

* The assistant prosecuting attorney position will be held vacant in 2011. Formal approval for the position remains, but it is unfunded for the year due to budgetary constraints.

Funding	2007	2008	2009	2010 Current Year	2011 Adopted
	Actual	Actual	Actual	Estimated	by Board
Revenues					
Intergovernmental Revenue	\$121,385	\$120,225	\$132,267	\$135,420	\$145,825
Charges for Services	\$24,454	\$21,670	\$20,627	\$20,160	\$29,548
Other Revenue	\$19,042	\$31,362	\$23,215	\$26,000	\$23,267
Total Revenues	\$164,881	\$173,257	\$176,109	\$181,580	\$198,640
Expenditures					
Personnel Services	\$2,399,636	\$2,525,130	\$2,536,571	\$2,585,527	\$2,576,429
Supplies	\$107,143	\$96,233	\$112,660	\$90,030	\$93,221
Other Services & Charges	\$525,390	\$600,073	\$555,458	\$619,454	\$625,449
Total Expenditures	\$3,032,169	\$3,221,436	\$3,204,689	\$3,295,011	\$3,295,099

Function Statement

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.

Mission Statement

To put into public record all land related documents to safeguard ownership and monetary obligations.

TARGET POPULATION	<ul style="list-style-type: none"> • Residents of Ottawa County • Individuals Owning Property in Ottawa County 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Provide timely and accurate recording of documents</p> <p style="padding-left: 20px;">Objectives:</p> <ol style="list-style-type: none"> 1) Improve quality control of submitting agencies (i.e. reduce document errors) 2) Increase the utilization of electronic filing through promotion and third party training 3) Provide an accurate index of recordable documents in searchable fields that allows for cross indexing <p>Goal 2: Provide convenient access to documents</p> <p style="padding-left: 20px;">Objectives:</p> <ol style="list-style-type: none"> 1) Make all documents available to the public 2) Convert all useable records into electronic formats 3) Maintain microfilm <p>Goal 3: Improve quality and cost-efficiency of work processes</p> <p style="padding-left: 20px;">Objectives:</p> <ol style="list-style-type: none"> 1) Develop and implement new processes to contain cost, improve efficiencies & index accuracy and/or increase customer service 					
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1: Submitting Agency Training; E-File Promotion Program; FIDLAR Audit Report</p> <p>Goal 2: Office, Internet, and Phone Access; Indexing Program; Imaging Program; Audit Microfilm; Archive Microfilm</p> <p>Goal 3: Management Plan</p>					
SELF-REPORTED AND OUTPUT MEASURES	ANNUAL MEASURES	TARGET	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
	Goal 1-1: % of documents submitted with zero errors	100%	N/A	60%	65%	75%
	Goal 1-2: % of total documents received electronically	15%	8.5%	9%	11%	15%
	Goal 1-3: % of errors in indexed documents	<10%	N/A	N/A	9%	9%
	Goal 2-2: % of Deed Books (8 fields) indexed to 1942	100%	84%	88%	93%	98%
	Goal 2-2: % of Deed Books (1 field) indexed to 1836	100%	N/A	30%	100%	N/A
	Goal 2-2: % of paper Deed Books converted to image	100%	25%	99%	100%	N/A
	Goal 2-2: % of Deed Books (1836-1941) back-indexed	100%	N/A	N/A	0%	1%
	Goal 2-2: % of miscellaneous books (1836-1968) converted to image	100%	N/A	99%	100%	N/A
	Goal 2-3: % of non-polyester microfilm audited	100%	N/A	100%	N/A	N/A
	Goal 2-3: % of microfilm with vinegar syndrome that is recreated	100%	N/A	N/A	100%	N/A
	Goal 2-3: % of microfilm relocated to one facility	100%	N/A	N/A	75%	100%
	Goal 3-1: # of new processes implemented based on survey responses & in-house brainstorming that results in a positive return-on-investment, increased efficiency, and/or improved customer satisfaction	2	2	4	3	4
	Goal 3-1: Number of pages recorded per Register of Deeds FTEs –	>15,000	17,657	28,725	24,188	25,425
OUTCOME MEASURES	Goal 1-1: % of recordable documents recorded each day	100%	98%	99%	100%	98%
	Goal 3-1: Net revenue per recorded document	>\$0	\$1.28	\$5.30	\$3.85	\$3.73

County-wide Strategic Plan Directive:

Goal 4, Objective 1: Review and evaluate the organization, contracts, programs and services for potential efficiencies.

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Register of Deeds	1.000	1.000	1.000	\$79,506
Chief Deputy Register of Deeds	1.000	1.000	1.000	\$60,587
Abstracting/Indexing Clerk	7.000	4.000	4.000	\$140,480
Senior Abstracting/Indexing Clerk	2.000	3.000	2.000	\$77,614
Public Service Center Clerk	0.000	0.000	1.000	\$37,230
	<u>11.000</u>	<u>9.000</u>	<u>9.000</u>	<u>\$395,417</u>

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Charges for Services	\$2,108,231	\$1,706,168	\$1,593,248	\$1,442,000	\$1,452,400
Other Revenue	\$0	\$0	\$0	\$90,000	\$69,100
Total Revenues	<u>\$2,108,231</u>	<u>\$1,706,168</u>	<u>\$1,593,248</u>	<u>\$1,532,000</u>	<u>\$1,521,500</u>
Expenditures					
Personnel Services	\$594,712	\$637,863	\$570,825	\$600,181	\$587,666
Supplies	\$26,473	\$27,503	\$24,829	\$22,050	\$22,400
Other Services & Charges	\$52,800	\$55,387	\$69,361	\$50,986	\$45,945
Total Expenditures	<u>\$673,985</u>	<u>\$720,753</u>	<u>\$665,015</u>	<u>\$673,217</u>	<u>\$656,011</u>

Budget Highlights:

Beginning in 2010, the County anticipates continued declines in revenue due to the troubled housing market.

Two clerical positions have been temporarily reassigned to the District Court based on workload.

Function Statement

The Department oversees the remonumentation and setting of Global Positioning System (GPS) coordinates of property-controlling, government corners pursuant to Act 345 of 1990 and the County Remonumentation Plan.

Mission Statement

Facilitate the Remonumentation and GPS coordinates of all County corners by December 31, 2011(resources permitting)

Goal 1: Oversee the County Remonumentation Plan for public land survey corners pursuant to Act 345 of 1990

Objective: Check 145 corners (per year) for damage and to verify they remain as originally established as a part of the Maintenance Phase of the Remonumentation Program

Objective: Establish GPS coordinates on additional remonumentation corners in Ottawa County

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Planning & Performance Improvment. Director	0.050	0.050	0.050	\$4,590
Land Use Planning Specialist	0.000	0.000	0.100	\$5,470
Remonumentation Representative	0.5	0.000	0.000	\$0
	0.550	0.050	0.150	\$10,060

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$159,038	\$129,758	\$33,594	\$68,000	\$68,000
Total Revenues	\$159,038	\$129,758	\$33,594	\$68,000	\$68,000
Expenditures					
Personnel Services	\$5,387	\$28,534	\$52,090	\$5,865	\$14,727
Supplies	\$696	\$4,015	\$501	\$1,692	\$400
Other Services & Charges	\$255,068	\$633,211	\$297,340	\$78,195	\$52,900
Total Expenditures	\$261,151	\$665,760	\$349,931	\$85,752	\$68,027

Function Statement

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.

Resources

Personnel

No permanent personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Expenditures	<hr/>				
Personnel Services	\$1,693	\$896	\$473	\$2,731	\$2,368
Supplies					
Other Services & Charges					
Total Expenditures	<hr/> \$1,693	<hr/> \$896	<hr/> \$473	<hr/> \$2,731	<hr/> \$2,368 <hr/>

Function Statement

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 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, and the Ottawa County, Michigan Insurance Authority.

Mission Statement

Develop and implement systems to invest and protect cash assets of the county, to protect the rights of property owners and to provide accurate information relative to the treasurer's operation on a timely basis.

TARGET POPULATION	<ul style="list-style-type: none"> • Citizens • Property Owners • Business Owners • Bankruptcy Courts • Local Units of Government • Community Organizations • County Departments and Elected Offices • Historians and Genealogical Researchers 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Protect public funds Objectives: 1) Diversify investments 2) Evaluate creditworthiness of financial institutions holding county funds</p> <p>Goal 2: Ensure liquidity of public funds Objectives: 1) Utilize laddered investments to meet cash flow needs</p> <p>Goal 3: Maximize return on investment Objectives: 1) Invest General Pool funds at competitive rates</p> <p>Goal 4: Adhere to state statutes that address forfeiture and foreclosure processes Objectives: 1) Ensure property owners and those with an interest in a property are properly notified of delinquent, forfeiture and foreclosure status 2) Collect and account for delinquent and forfeited accounts 3) Handle the disposal of foreclosed property and accounting</p> <p>Goal 5: Improve quality and cost-efficiency of work processes through innovation Objectives: 1) Increase the number of electronic transactions for services 2) Develop and implement new processes to contain cost, improve efficiencies, and/or increase customer service 3) Review Treasurer Department staffing ratios</p>					
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1: Financial Institution Assessments Goal 1, 2, 3: County Investment Policy Goal 4: General Property Tax Act; First Class Mail Notices; Certified Mail Notices; Personal Contact with Pre-foreclosure Occupied Properties; Foreclosed Property Auction Goal 5: Electronic Payment Program; Management Plan</p>					
SELF-REPORTED AND OUTPUT MEASURES	ANNUAL MEASURES	TARGET	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
	Goal 1,2,3: % of investments in compliance with County Investment Policy	100%	100%	100%	100%	100%
	Goal 1-2: % of financial institutions holding County funds deemed creditworthy	90%	96%	77%	90%	90%
	Goal 3-1: Value of county investment portfolio (millions, year end)	N/A	\$80.5	\$78.1	\$75	\$72
	Goal 4-1: # of properties returned delinquent	N/A	7,179	7,493	6,800	7,200
	Goal 4-1: % of properties returned delinquent	N/A	7.0%	7.3%	6.6%	7.0%
	Goal 4-2: % of delinquent properties forfeited	N/A	14%	18%	16%	17%
	Goal 4-2: % of property owners with delinquent properties contacted 90 days before foreclosure	95%	80%	57%	75%	75%
	Goal 5-1: % of total tax searches processed online	85%	89%	95%	93%	95%
	Goal 5-1: % of total dog license renewals processed online	8%	7.7%	9.2%	10%	10%
	Goal 5-1: % of total tax payments processed online	4%	N/A	0%	3%	4%
	Goal 5-2: # of new processes implemented that result in a positive return-on-investment, increased efficiency, and/or improved customer satisfaction	≥4	N/A	8	4	4
	Goal 4-3: % of properties foreclosed of those properties forfeited	2%	2%	1.8%	5.3%	4%
	Goal 5-3: Treasurer Revenue per County resident	N/A	\$16.03	\$14.60	\$13.88	14.00
	Goal 5-3: Cost of Treasurer's Office per County resident	N/A	\$3.63	\$4.10	\$4.14	\$4.04

	ANNUAL MEASURES	TARGET	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
	Goal 5-3: County residents per Treasurer FTE	N/A	28,987	29,106	29,111	29,167
OUTCOME MEASURES	Goal 1-3: Invested principal lost during the year	\$0	\$0	\$0	\$0	\$0
	Goal 2-1: Portfolio weighted average maturity at 12/31 (years)	<3	1.98	2.73	2	2
	Goal 3-1: Total rate of return on County's General pooled funds	N/A	4.4%	1.1%	1.35%	1.4%
	Goal 3-1: 2/3 Barclay 1-5 year Government & 1/3 Barclay 3-month Treasury (blended rate)	N/A	6.5%	.7%	1.0%	1.0%

County-wide Strategic Plan Directive:

Goal 1, Objective2: Implement processes and strategies to deal with operational budget deficits

Goal 4, Objective 1: Review and evaluate the organization, contracts, programs and services for potential efficiencies.

Resources				
Personnel	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
County Treasurer	0.950	0.950	0.950	\$84,923
Chief Deputy Treasurer	1.000	1.000	1.000	\$54,651
Deputy Treasurer	1.000	1.000	1.000	\$45,119
Revenue Accounting Supervisor	1.000	1.000	1.000	\$48,247
Delinquent Property Tax Specialist	1.000	1.000	1.000	\$41,691
Revenue Accounting Technician	1.000	1.000	1.000	\$38,807
Warranty Deed Clerk	0.000	0.000	1.000	\$31,969
Public Service Center Clerk	0.000	0.000	1.000	\$30,448
Clerk - Treasurer	0.000	0.000	1.000	\$33,161
Records Processing Clerk II	2.000	2.000	0.000	\$0
Records Processing Clerk IV	1.500	2.000	0.000	\$0
	9.450	9.950	8.950	\$409,016

Funding	2007	2008	2009	2010 Current	2011
	Actual	Actual	Actual	Year Estimated	Adopted by Board
Revenues					
Taxes	\$34,819,949	\$35,855,340	\$36,158,395	\$34,507,517	\$33,635,995
Licenses and Permits	\$153,517	\$153,244	\$147,383	\$147,325	\$306,000
Intergovernmental Revenue	\$1,638,036	\$1,596,998	\$1,494,208	\$1,504,455	\$5,395,041
Charges for Services	\$205,012	\$159,039	\$48,060	\$26,300	\$24,045
Fines and Forfeitures	\$5,072	\$4,739	\$4,969	\$4,700	\$4,800
Interest and Rents	\$1,948,903	\$999,948	\$569,783	\$390,000	\$289,160
Other Revenue	\$170,929	\$659,584	(\$176,581)	\$316,550	\$500,259
Total Revenues	\$38,941,418	\$39,428,892	\$38,246,217	\$36,896,847	\$40,155,300
Expenditures					
Personnel Services	\$578,180	\$584,537	\$599,123	\$611,372	\$600,938
Supplies	\$41,507	\$61,005	\$50,731	\$46,400	\$44,670
Other Services & Charges	\$138,407	\$167,811	\$217,949	\$195,927	\$194,340
Total Expenditures	\$758,094	\$813,353	\$867,803	\$853,699	\$839,948

Budget Highlights:

The 2011 tax revenue budget represents 3.6000 mills (the approved levy) out of the estimated 4.2650 mills allowable for 2011. This rate is identical to the 2010 levy. Interest and Rents remain low because the County has been using fund balance for building projects and other planned purposes and return rates are low. The anticipated return of State revenue sharing dollars is reflected in intergovernmental revenue.

Function Statement

MSU Extension (MSUE) responds to local needs through a unique partnership of County, State, and Federal resources. MSUE’s mission is to help the citizens of Ottawa County improve their lives through an educational process that applies knowledge to critical needs and opportunities. Ottawa County MSUE disseminates and encourages the application of research-generated knowledge and leadership techniques to individuals, families, youth, and communities. Information is extended to all county residents through MSU’s non-formal education system, which assists people to make better decisions about issues that affect their lives.

MSUE provides Community and Economic Development through on-site consultations, small and large group programming, collaborative project work, and in-school programs in areas that include Agricultural and Natural Resources programming, agronomy, livestock production, commercial nursery and horticulture, marketing, integrated pest management, fisheries, renewable and bio-energy, agricultural financial management, nutrient management, land-use, and home and garden, technology, ground water/water quality, and Journey Mentoring, 4-H youth development.

Ottawa County MSU Extension offers educational programs in the following general program areas:

The **Community and Economic Development Program** enhances human and economic well-being and quality of life by providing educational and technical assistance to the local agricultural community, local business, government, community organizations and private citizens through our Agricultural and Natural Resources, Children Youth and Family, and 4-H Youth Development Programs.

- The **Agriculture Program** uses research-based information to help retain competitiveness and profitability for the varied agricultural industries of Ottawa County.
 - The **Horticulture Program** offers information and assistance to commercial horticulture industries; fruit, vegetable, greenhouse and nursery producers, enabling them to efficiently grow and market quality products and services. The Horticulture Program provides homeowners scientific information to properly manage their home environments. The **Master Gardener Program** provides in-depth horticultural knowledge, and through volunteer service, extends this information and provides community services throughout the county.
- The **Natural Resources & Sea Grant Programming** provides information about management and conservation of our County’s economically valuable resources. Technical information is provided to decision-makers to help them form and implement sound public policies for land, forest, water, and wildlife issues.
- The **4-H Youth Development Program** helps young people become self-directing, productive and contributing members of society through hands-on learning experiences, which help them to develop their potential. Children can become involved in 4-H by joining volunteer driven 4-H clubs, school enrichment programs and special interest groups. 4-H serves urban, suburban, and rural youth. The **Journey 4-H Youth Mentoring** program provides leadership for the Ottawa County Mentoring Collaborative and is a collaborative effort between MSU Extension and the 20th Circuit Court, Family Division, Juvenile Services, and was inaugurated in 1995. This youth mentoring initiative focuses on high-risk youth, with priority given to those involved in the court system. The program recruits, selects and intensively trains volunteer mentors who go on to work one-on-one with a youth. The program aims to reduce the frequency and severity of delinquent behavior.

Mission Statement

Helping the citizens of Ottawa County improve their lives through an educational process that applies knowledge to critical needs and opportunities

TARGET POPULATION

- Agricultural Business and Industry (Livestock, Dairy, and Crop Producers, Co-ops, Pesticide Applicators, Tree Fruit Growers, Small Fruit Growers, Vegetable Growers, Food Processors, Nursery Industry, Commercial Horticulture Industry)
- Charter boat industry and any citizen that utilizes local aquatic resources
- Local Municipalities (elected, appointed, and other officials)
- Economic Development Groups and Local Business and Industry
- Home/Land Owners
- Not-for-Profit Organizations
- Youth (School Grades K-12 & 5-18, and others)
- Parents
- Senior citizens and Farm Markets
- Family Court
- Families with “at-risk” Youth
- Families within 130% and 180% of poverty

PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Increase access to and involvement of youth and families in available reinforcing programs</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Provide a mentoring program to serve the Ottawa County Family Court Juvenile Services division 2) Provide technical assistance and training to staff, volunteers and communities who provide programming to at-risk youth and families 3) Expand youth mentoring through collaboration with the Ottawa County Mentoring Collaborative 4) Maintain or expand involvement in 4-H youth programs 						
	<p>Goal 2: Ensure Ottawa County maintains and enhances its diverse economy by increasing awareness and providing opportunities for the agriculture industry to create new products and/or reach new markets</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Identify critical issues and offer educational programs essential to the continued growth and profitability of agriculture 2) Assist the Agricultural & Natural Resources industry in the development and education of marketing opportunities 						
	<p>Goal 3: Provide youth and adults with opportunities for agricultural career exploration and development of skills that result in job preparedness as well as enhanced employability</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Conduct an Integrative Pest Management (IPM) Scout training course for our blueberry growers and Hispanic workforce 2) Introduce young children to the importance of the Food and Fiber industry through the “Ag in the Classroom” school program, 4-H activities and program collaboration with High School Agricultural Education Programs 						
	<p>Goal 4: Promote the use of conservation and alternative sources of energy including anaerobic digestion, wind energy, gasification and direct combustion of biomass through research, education and demonstration projects</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Communicate to the Agricultural and Natural Resources industry the opportunities available for energy conservation, energy efficiency, and alternative energy production and usage 2) Agriculture will utilize alternative forms of energy to fuel agricultural production and generate renewable energy for other uses 						
	<p>Goal 5: Increase the capability of Ottawa County landowners to minimize their impact on water quality</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Provide assistance to farmers to minimize the environmental impact of manure application and maximize the nutrient value of manure generated on their farms 2) Provide assistance to residential property owners on the proper application of fertilizers to turf and other plant materials 3) Enhance awareness and reduce conflict between agriculture and residents by educating decision makers and citizens about the environmental stewardship role of agriculture 						
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1-1,2,3: Journey Youth Mentoring Program</p> <p>Goal 1-4: 4-H Program</p> <p>Goal 2-1,2: Agriculture and Natural Resources Program</p> <p>Goal 3-1: Integrated Pest Management Program</p> <p>Goal 3-2: Ag In the Classroom Program</p> <p>Goal 4-1,2: Agriculture Energy Efficiency and Conservation Program</p> <p>Goal 5-1,2,3: Water Quality Program</p>						
SELF-REPORTED, OUTPUT AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED	
	Goal 1-1: # of new Journey mentors trained	20	12	25	15	20	
	Goal 1-2: #of community mentoring programs providing training and support	10	13	13	12	12	
	Goal 1-2: # of mentors recruited for partner agencies	75	105	125	110	110	
	Goal 1-4: # of Ottawa County youth between ages of 5 & 18 involved in 4-H	6,000	7,634	6,906	7,000	7,000	
	Goal 2-1: # of farms/producers served	750	2,516	1,998	1,880	1,880	
	Goal 2-2: # of farms/producers consulted on Business Management, Enterprises, & Marketing through one-on-one consultation & educational programs	69	289	295	351	351	
	Goal 3-1: % of IPM participants who demonstrate competency	75%	92%	95%	95%	80%	
	Goal 3-1: # of IPM training participants establishing competence as blueberry insect scouts	10	17	23	20	15	
	Goal 3-2: # of “Ag in the Classroom” programs provided annually	140	175	178	160	160	
	Goal 3-2: # of students contacted through the “Ag in the Classroom” program	3,500	4,253	4,106	3,800	3,800	

	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	SELF- REPORTED, OUTPUT AND EFFICIENCY MEASURES	Goal 4-1: # contacts made through educational programs and energy audits	30	99	866	665
Goal 4-2: # of farms incorporating alternative energy production		5	17	5	5	5
Goal 4-2: # of new/expanded Value Added enterprises		2	7	7	3	5
Goal 5-1: # of producers contacted through programs and consultations		190	426	120	125	130
Goal 5-1: # of producers who implement new practices		13	41	11	15	17
Goal 5-2: # of homeowner submitted soil tests		80	146	203	100	150
Goal 5-3: # MDEQ/MDA complaints		1	4	10	5	5
OUTCOME MEASURES	Goal 1-1: % of mentoring clients not committing offenses while in mentoring	50%	53%	46%	50%	50%
	Goal 1-1: % of mentoring clients reducing frequency & severity of offenses while in mentoring	50%	74%	75%	70%	70%
	Goal 1-1: % of mentoring clients in program more than 3 months reducing frequency of offenses	50%	74%	83%	70%	70%
	Goal 3-1: Average blueberry pesticide savings per acre	\$45	\$110	\$95	\$80	\$75

County-wide Strategic Plan Directive:

Goal 3, Objective 3: Continue initiatives to preserve the physical environment

Goal 3, Objective 4: Continue initiatives to positively impact the community

Resources

Personnel	2009	2010	2011	2011
	# of	# of	# of	Budgeted
Position Name	Positions	Positions	Positions	Salary
Extension Clerk	2.700	1.700	2.000	\$70,240
Senior Extension Clerk	1.000	1.000	1.000	\$38,807
Account Clerk II	0.625	0.000	0.000	\$0
	4.325	2.700	3.000	\$109,047

Funding

	2007	2008	2009	2010	2011
	Actual	Actual	Actual	Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$2,667	\$6,550	\$3,941	\$2,800	\$0
Other Revenue	\$52,668	\$47,418	\$27,254	\$21,776	\$22,868
Total Revenues	\$55,335	\$53,968	\$31,195	\$24,576	\$22,868

Expenditures

Personnel Services	\$233,031	\$237,963	\$232,591	\$177,729	\$165,013
Supplies	\$33,290	\$39,214	\$34,576	\$32,313	\$32,230
Other Services & Charges	\$266,741	\$286,779	\$271,744	\$186,317	\$171,999
Total Expenditures	\$533,062	\$563,956	\$538,911	\$396,359	\$369,242

Function Statement

Geographic Information Systems (GIS) is an expanding department started in the fourth quarter of 1999. GIS provides better access to Ottawa County's information using the latest in information technology to improve the delivery and quality of government services, while experiencing improved efficiencies, productivity, and cost effective service. The advances in technology and the requirements of a more informed citizenry have increased the need for development of an enhanced access / informational delivery system. Our goal is to enable county-wide accessibility to GIS technology, data and procedures to support the County Departmental business functions. In addition, the IT/GIS Department will educate County Departments, external agencies and Local Units of Government, on how to use GIS as a tool to make their existing tasks and duties more efficient. The efficiencies gained combined with increased capabilities result in better service to the public and economic advantages for the County as a whole.

Mission Statement

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

TARGET POPULATION	<ul style="list-style-type: none"> • GIS Partner and Non-Partner Agencies • Citizens • County Departments 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Maintain County GIS Infrastructure (hardware and software) to improve decision making capabilities of customers Objectives:</p> <ol style="list-style-type: none"> 1) Ensure GIS network availability 2) Ensure data is accurate <p>Goal 2: Provide excellent customer service/satisfaction Objectives:</p> <ol style="list-style-type: none"> 1) Provide thorough and satisfactory services 2) Provide interaction with customers that is courteous, respectful, and friendly 3) Provide timely responses to service requests <p>Goal 3: Provide education and training to county local unit partners Objectives:</p> <ol style="list-style-type: none"> 1) Train GIS users about GIS programs 2) Educate all users regarding GIS related policies 3) Increase awareness of new technologies <p>Goal 4: Improve quality and cost-efficiency of work processes through innovation Objectives:</p> <ol style="list-style-type: none"> 1) Develop and implement new processes to improve GIS Department efficiencies and contain cost 2) Implement technology improvements and data sets that increase customer efficiencies and contain cost 3) Maximize revenue by increasing cost-effective GIS web services and ensuring a fair pricing schedule for services 4) Establish partnership with agencies and non-participating local units of government who purchase GIS services 5) Review GIS staffing needs to ensure staffing ratios meet work-loads 					
ACTIONS/ PROGRAM COMPONENTS	Goal 1: Five Year Technology Plan		Goal 3: Training and Education Program			
	Goal 2: Customer Service Plan and Customer Surveys		Goal 4: Management Plan			
SELF-REPORTED AND OUTPUT MEASURES	ANNUAL MEASURES	TARGET	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
	Goal 1-1: % of time GIS servers are not available to users	0%	0.92%	0.19%	0.2%	<1%
	Goal 1-2: % error in sample areas of GIS data	<1%	.50	.49	<1%	<1%
	Goal 2-1: % of customers satisfied with GIS services	95%	100%	98.5%	95%	95%
	Goal 2-2: % of customers stating that interaction with GIS staff was courteous, respectful, and friendly	95%	100%	98.5%	95%	95%
	Goal 2-3: % of service requests responded to within 48 business hours	98%	100%	100%	98%	98%
	Goal 3-2: % of users who have a thorough understanding of GIS policies (Triennial Survey)	80%	N/A	N/A	80%	N/A
	Goal 3-3: % of employees aware of GIS technology capabilities	75%	N/A	N/A	80%	80%
	Goal 4-1: # of new processes implemented that result in a positive return-on-investment, increased efficiency, and/or improved customer service	6	8	7	8	6
	Goal 4-2: % increase in total number of available datasets	5%	4%	6%	3%	3%

	ANNUAL MEASURES	TARGET	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
	Goal 4-4: % increase in partnering agencies/local units		5%	11%	0%	5%
Goal 4: GIS cost per GIS user		N/A	\$2,348.62	\$1,937.73	\$2,012.33	<\$2,800.00
Goal 4-3: % increase in revenue from GIS data and services		4%	2.2%	2.3%	2.5%	2.7%
Goal 4-5: GIS FTEs per GIS user		N/A	N/A	1:50	<1:40	<1:40
OUTCOME MEASURES	Goal 3-1: % of users who report that training improved their ability to perform their job effectively	100%	N/A	N/A	100%	100%

County-wide Strategic Plan Directive:

Goal 4, Objective 4: Examine opportunities for service delivery with local units of government

Goal 4, Objective 1: Review and evaluate the organization, contracts, programs and services for potential efficiencies.

Resources

Personnel	2009	2010	2011	2011
	# of	# of	# of	Budgeted
Position Name	Positions	Positions	Positions	Salary
GIS Manager	1.000	1.000	1.000	\$76,378
GIS Technician	2.000	2.000	2.000	\$96,494
GIS Programmer/Technician	1.000	1.000	1.000	\$51,335
Programmer/Analyst	1.000	1.000	1.000	\$66,797
	5.000	5.000	5.000	\$291,004

Funding

	2010				2011 Adopted by Board
	2007 Actual	2008 Actual	2009 Actual	Current Year Estimated	
Revenues					
Intergovernmental Revenue	\$0	\$40,944	\$0	\$0	\$0
Charges for Services	\$92,517	\$96,376	\$96,981	\$99,450	\$104,450
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$92,517	\$137,320	\$96,981	\$99,450	\$104,450
Expenditures					
Personnel Services	\$353,523	\$383,746	\$408,629	\$431,080	\$426,254
Supplies	\$13,371	\$19,840	\$20,266	\$11,196	\$9,101
Other Services & Charges	\$61,973	\$185,920	\$57,478	\$63,219	\$60,869
Total Expenditures	\$428,867	\$589,506	\$486,373	\$505,495	\$496,224

Budget Highlights:

2008 Other Services and Charges reflect a new aerial photography project for which the County received partial funding (reflected in Intergovernmental Revenue).

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Expenditures	<hr/>				
Supplies				\$150	\$60
Other Services & Charges	\$1,641	\$2,558	\$866	\$2,100	\$1,400
	<hr/>				
Total Expenditures	\$1,641	\$2,558	\$866	\$2,250	\$1,460

Function Statement

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

Mission Statement

Operate and maintain buildings, grounds, and equipment so they are efficient, safe, clean, and comfortable.

TARGET POPULATION	<ul style="list-style-type: none"> • Visitors to Ottawa County Facilities • Ottawa County Employees 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Maintain buildings, grounds, and equipment Objectives: 1) Provide clean, safe, and aesthetically pleasing buildings and grounds 2) Promote energy conservation through temperature control 3) Perform maintenance & operational activities in an environmentally sensitive manner</p> <p>Goal 2: Provide excellent customer service/satisfaction Objectives: 1) Provide thorough and satisfactory services 2) Provide interaction with customers that is courteous, respectful, and friendly 3) Provide timely responses to service requests</p> <p>Goal 3: Improve the level of knowledge of Ottawa County employees regarding energy conservation and maintenance policies Objectives: 1) Educate all employees about energy conservation 2) Educate department employees regarding building and grounds related processes</p> <p>Goal 4: Improve quality and cost-efficiency of work processes through innovation Objectives: 1) Develop and implement new processes to contain cost, improve efficiencies, and increase customer service 2) Identify and implement energy efficient technologies 3) Review staffing needs to ensure staffing ratios meet work-loads</p>					
ACTIONS/ PROGRAM COMPONENTS	Goal 1: Management and Sustainability Plan Goal 2: Customer Service Plan and Customer Surveys		Goal 3: Education Plan Goal 4: Management Plan			
SELF-REPORTED AND OUTPUT MEASURES	ANNUAL MEASURES	TARGET	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
	Goal 1-1: # of reported accidents in buildings or on grounds	< 5	11	8	7	6
	Goal 1-1: # of building code violations	0	0	0	0	0
	Goal 1-2: % compliance with the Building Environmental Policy	100%	100%	100%	100%	100%
	Goal 1-3: # of environmental violations	0	0	0	0	0
	Goal 2-1: % of customers satisfied with Facilities' work order resolution	100%	N/A	90%	91%	92%
	Goal 2-2: % of customers indicating interaction with Facilities was courteous, respectful, and friendly	100%	N/A	92%	93%	94%
	Goal 2-3: # of work orders processed	N/A	44,211	45,054	44,500	44,500
	Goal 2-3: % of work orders completed by the requested due date	100%	96.26%	96.99%	97%	98%
	Goal 3-1: % of employees with thorough understanding of conserving energy while at work	100%	Ongoing	Ongoing	Ongoing	Ongoing
	Goal 3-2: % of employees with thorough understanding of building & grounds policies	100%	Ongoing	Ongoing	Ongoing	Ongoing
	Goal 4-1: # of new processes implemented that result in a positive return-on-investment, increased efficiency, and/or improved customer service	10	10	12	10	8
	Goal 4-2: # of new energy efficient technologies implemented	3	3	3	3	3
	Goal 4-3: Square feet maintained per FTE *	N/A	22,010	24,402	31,195	31,195
	Goal 4: % change in maintenance cost per square foot compared to consumer price index (CPI) for fuel and utilities	< CPI	3.6% / 9.7%	1.8% / -4.2%	1.5% / n/a	2.0% / n/a
	Goal 4: Facilities cost per square foot	< \$6.75	\$6.23	\$6.38	\$6.60	\$6.75

	ANNUAL MEASURES	TARGET	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
	Goal 4-3: County FTEs per Facilities FTE *	N/A	36.23	36.34	43.18	43.18
OUTCOME MEASURES	Goal 1: # of onsite accidents in which the county was held liable	0	N/A	4	2	2

* For years 2009 and prior, includes cleaning as well as maintenance

County-wide Strategic Plan Directive:
 Goal 3, Objective 3: Continue initiatives to preserve the physical environment
 Goal 3, Objective 5: Provide quality County facilities throughout the County

Resources

Personnel	2009	2010	2011	2011
	# of	# of	# of	Budgeted
Position Name	Positions	Positions	Positions	Salary
Facilities Maintenance Director	1.000	1.000	1.000	\$83,732
Building & Grounds Supervisor	1.000	1.000	1.000	\$57,983
Custodial/Maintenance Supervisor	1.000	1.000	1.000	\$48,251
Custodian	5.000	5.000	5.000	\$152,720
Maintenance Worker	11.000	11.000	11.000	\$426,260
Housekeeper	5.250	0.000	0.000	\$0
Facilities Secretary	1.000	1.000	1.000	\$34,436
Facilities Clerk	0.600	0.600	0.600	\$16,485
	25.850	20.600	20.600	\$819,867

Funding

	2007	2008	2009	2010 Current	2011
	Actual	Actual	Actual	Year Estimated	Adopted by Board
Revenues					
Rents	\$2,610,933	\$2,666,911	\$2,657,536	\$3,128,664	\$3,053,368
Other Revenue	\$4,499	\$2,851	\$3,085	\$4,000	\$2,150
Total Revenues	\$2,615,432	\$2,669,762	\$2,660,621	\$3,132,664	\$3,055,518
Expenditures					
Personnel Services	\$1,321,330	\$1,388,620	\$1,403,241	\$1,301,026	\$1,234,046
Supplies	\$176,519	\$201,332	\$210,833	\$201,200	\$185,000
Other Services & Charges	\$1,995,485	\$2,190,493	\$2,143,927	\$2,258,323	\$2,187,516
Capital Outlay	\$0	\$71,160	\$0	\$0	\$60,000
Total Expenditures	\$3,493,334	\$3,851,605	\$3,758,001	\$3,760,549	\$3,666,562

Budget Highlights:

2011 rent reflects the continued diversion of \$300,000 in rent revenue from the Public Improvement Fund. Effective with the 2010 budget, housekeeping services will be contracted out, and service will be reduced from 5 days per week to 2 or 3 times per week depending on the facility. The County expects to save \$250,000 annually as a result of the change.

Function Statement

The Drain Commissioner provides direction to private land owners and units of government through organization of projects as petitioned or as maintained, to insure proper storm water drainage. Funding is arranged for all projects through drain assessments as warranted. The office keeps records and accounts for all legally established County drains. Storm water management guidelines are provided for land development with the County. The Drain Commissioner oversees storm water quality, in particular, as it relates to the Soil Erosion and Sedimentation Control Act, P.A. 347 and Phase II of the Federal Clean Water Act.

Mission Statement

Minimize damage caused by flooding through proper storm water management for the citizens of Ottawa County and protect surface waters through the development review process, soil erosion control and water quality educational programs.

TARGET POPULATION	<ul style="list-style-type: none"> • Ottawa County Residents • Drainage Districts • Developers
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Provide leadership in storm water management and facilitate establishment and maintenance of County Drains to provide drainage, flood prevention and stream protection to urban and agricultural lands</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Respond to petition requests to create or maintain drains within 5 days of request *2) Hold public hearing within 90 days of receipt of petition *3) Prepare plans and bid documents within 180 days of determination of necessity 4) Respond to drainage complaints/maintenance requests within 48 hours 5) Resolve drainage complaints (which are Drain Commissioner responsibility) within 30 days 6) Secure 100% of financing necessary for drain projects before project begins 7) Provide research and general drainage information to citizens of Ottawa County <p>Goal 2: Review and approve storm water management systems within all plats</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Issue preliminary site plan approval within 30 days of receipt of application, plans and fee 2) Issue construction plan approval within 30 days of receipt of construction plans and fee 3) Issue final site plan approval within 10 days of receipt of required documentation <p>Goal 3: Provide a legal mechanism for platted developments to allow for future maintenance of the drainage infrastructure</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Establish storm water infrastructure within all new plats as a County Drain <p>Goal 4: Require design criteria in the Drain Commissioners Storm Water Control Policy to reduce the probability of flooding of both the property within a development and adjacent to a development</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Review and/or update the Drain Commissioner’s Storm Water Control Policy annually <p>Goal 5: Review and approve storm water management systems within all mobile home parks</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Issue drainage approval within 30 days of receipt of application, plans and fee <p>Goal 6: Facilitate establishment of Inland Lake Levels</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Provide information and petition forms within 5 days of request to establish a lake level 2) Review petitions received for accuracy and compliance within 30 days of receipt 3) Formally submit completed petitions to Circuit Court to establish a lake level <p>Goal 7: Ensure all legally established Inland lake Levels are functioning as designed to maintain proper water level</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Respond to complaints/maintenance requests within 48 hours 2) Conduct inspections and complete reports of said inspections for all established lake levels every three years <p>Goal 8: Effectively prevent erosion and control sedimentation resulting from construction related activities to improve and protect the quality of the surface waters of the State</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Review permit application & plan submitted and make initial site inspection within 30 days of submittal 2) Issue permits for all earth changing activities within 500 feet of a lake, stream or County Drain or that disturb one or more acres within 2 days of completion of the plan review and site inspection 3) Inspect all permitted sites during construction on a regular basis to ensure permit compliance. The number of inspections needed depends on the potential for erosion on that particular site. 4) Follow through on all areas of non-compliance to minimize erosion and off-site sedimentation within 24 hours of inspection 5) Review and/or update the County Soil Erosion & Sedimentation Control Ordinance annually

PRIMARY GOALS & OBJECTIVES	<p>Goal 9: Develop and implement a program through a cooperative, coordinated effort that will aid in the improvement of our surface water quality and will create public awareness of the effects of storm water pollution on the surface waters of the State</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Obtain Certificate of Coverage (every five (5) years) as required by law to discharge storm water from County Drains to waters of the State 2) Update Illicit Discharge & Elimination Plan (IDEP) annually for both the Macatawa Watershed and the Lower Grand River Watershed 3) Perform re-inspection of all storm water outfalls as identified in the IDEP to determine if there are pollutants being discharged from County Drains into waters of the State as required every 5 years 4) Eliminate 100% of illicit storm water connections within 2 years of discovery 5) Update Public Education Plan (PEP) every 5 years to ensure that it reaches diverse audiences to gain community support by educating the public about the importance of water quality initiatives and the resulting benefits to the community in the Macatawa Watershed and the Lower Grand River Watershed 6) Update Storm Water Pollution Prevention Initiative (SWPPI) every 5 years to enforce a comprehensive storm water management program for post-construction controls in areas of new development and significant redevelopment and assess progress made in storm water pollution prevention in the Macatawa Watershed and the Lower Grand River Watershed 					
	ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1-1,2,3,4,5,6,7: Drain Code Administration</p> <p>Goal 2-1,2,3: Michigan Subdivision Control Act</p> <p>Goal 3-1: Michigan Subdivision Control Act</p> <p>Goal 4-1: Michigan Subdivision Control Act</p> <p>Goal 5-1: Mobile Home Commission Act</p>		<p>Goal 6-1,2,3: Inland Lake Level Act</p> <p>Goal 7-1,2: Inland Lake Level Act</p> <p>Goal 8-1,2,3,4,5: Soil Erosion and Sedimentation Control Program</p> <p>Goal 9-1,2,3,4,5,6: Federal Clean Water Act, Phase II Storm Water Regulations</p>		
SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1-1: % of petition requests completed within 5 days	100%	90%	95%	100%	100%
	*Goal 1-2: % of public hearings held within 90 days of receipt of petition	100%	50%	0%	75%	100%
	*Goal 1-3: % of plans & bid documents completed within 180 days of determination of necessity for petition	100%	90%	10%	75%	100%
	Goal 1-4: % of drainage complaints responded to within 48 hours of receipt of complaint	90%	50%	80%	90%	100%
	Goal 1-5: % of drainage complaints under Drains jurisdiction requiring maintenance resolved within 30 days	90%	50%	50%	90%	100%
	Goal 1-6: % of drain projects with financing secured prior to start of project	100%	100%	100%	100%	100%
	Goal 1-7: % of citizen requests that are provided assistance	100%	90%	90%	100%	100%
	Goal 2-1: % of plat preliminary site plans approved within 30 days of receipt of required information	100%	100%	100%	100%	100%
	Goal 2-2: % of plat construction plans approved within 30 days of receipt of required information	100%	100%	100%	100%	100%
	Goal 2-3: % of Plats given final approval within 10 days of receipt of required documentation	100%	100%	100%	100%	100%
	Goal 3-1: % of drains established in plats reviewed & approved by Drain Commissioner	100%	100%	100%	100%	100%
	Goal 4-1: Completion of annual review and/or update of Storm Water Control Policy	Yes	No	No	Yes	Yes
	Goal 5-1: % of Mobile Home Park site plans approved within 30 days of receipt of required information	100%	N/A	N/A	N/A	100%
	Goal 6-1: % of petition forms distributed within 5 days of request	100%	N/A	N/A	N/A	100%
	Goal 6-2: % of petitions reviewed with 30 days of receipt	100%	N/A	N/A	N/A	100%
	Goal 6-3: % of petitions submitted to Circuit Court to establish a lake level	100%	N/A	N/A	N/A	100%
	Goal 7-1: % of complaints/maintenance requests that were responded to within 48 hours of receipt	100%	100%	100%	100%	100%
	Goal 7-2: % of inspections made & reports completed every 3 years for all legally established lake levels (due in 2007)	100%	100%	100%	100%	100%
	Goal 8-1: % of permit applications & plans reviewed and site inspections made within 30 days of submittal	100%	100%	100%	100%	100%
Goal 8-2: % of permits issued within 2 days of completion of plan review & site inspection	100%	100%	100%	100%	100%	

	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 8-3: % of permitted sites inspected on a regular basis (based on erosion potential)	100%	100%	100%	100%	100%
	Goal 8-4: % of violations that received follow up within 24 hours of inspection/discovery	100%	100%	100%	100%	100%
	Goal 8-5: Completion of annual review/update of the County Ordinance	Yes	Yes	Yes	Yes	Yes
	Goal 9-1: Valid Certificate of Coverage in effect from MDEQ	Yes	Yes	Yes	Yes	Yes
	Goal 9-2: Review/Update of IDEP	Yes	Yes	Yes	Yes	Yes
	Goal 9-3: % of storm water outfalls inspected that required a 2 nd inspection due to discovery of an illicit discharge	Less than 1%	N/A	N/A	N/A	Less than 1%
	Goal 9-5: Update of PEP (due 2013)	Yes	Yes	N/A	N/A	N/A
	Goal 9-6: Update of SWPPI (due 2013)	Yes	Yes	N/A	N/A	N/A
OUTCOME MEASURES	Goal 9-4: % of illicit connections/discharges eliminated within 2 years of discovery	100%	100%	100%	100%	100%

* In both 2008 and 2009, Ottawa County experienced many extreme rain events in addition to large snowfall totals which resulted in significant flooding throughout the county. Because of this, a record number of petition requests were received, most of which came immediately following the June 19, 2009 storm event. This was the most intense storm of the year and came at a time when the ground was saturated therefore it triggered an unprecedented number of drainage complaints/inspection requests. The following months were spent responding to those requests, and it wasn't until later in the year that public hearings could be scheduled. This resulted in not being able to hold any of the necessary public hearings within 90 days of receipt of the petition. Since that time, hearings have been scheduled on a two week basis, if possible. However, with so many petitioned projects now in the design phase all at once, there have also been delays in completing plans and bid documents within 180 days of the hearing. For Goal 1-2 and 1-3, in a normal year, the annual measures given are adequate. It is hoped that once the petitions received in 2009 are processed, future goals will be able to be met.

County-wide Strategic Plan Directive:

Goal 3, Objective 3: Continue initiatives to preserve the physical environment

Goal 3, Objective 4: Continue initiatives to positively impact the community

Resources

Personnel	2009	2010	2011	2011
<u>Position Name</u>	# of	# of	# of	Budgeted
	Positions	Positions	Positions	Salary
Drain Commissioner	1.000	1.000	1.000	\$78,397
Chief Deputy Drain Commissioner	1.000	1.000	1.000	\$60,587
Soil Erosion Control Agent	1.000	1.000	1.000	\$48,050
Soil Erosion Control Inspector	1.000	1.000	1.000	\$41,691
Drain Clerk	1.000	1.000	1.000	\$33,161
Development Coordinator	1.000	1.000	1.000	\$38,807
Drain Inspector	1.000	1.000	1.000	\$44,649
	<u>7.000</u>	<u>7.000</u>	<u>7.000</u>	<u>\$345,342</u>

Funding	2007	2008	2009	2010	2011
	Actual	Actual	Actual	Current	Adopted
				Year	by Board
				Estimated	
Revenues					
Licenses	\$60,586	\$35,851	\$24,773	\$22,000	\$26,000
Intergovernmental Revenue		\$5,104			
Charges for Services	\$4,150	\$3,650	\$1,350	\$2,500	\$5,600
Other Revenue					
Total Revenues	<u>\$64,736</u>	<u>\$44,605</u>	<u>\$26,123</u>	<u>\$24,500</u>	<u>\$31,600</u>
Expenditures					
Personnel Services	\$443,906	\$493,130	\$513,573	\$562,162	\$518,507
Supplies	\$17,502	\$12,558	\$16,016	\$14,500	\$7,100
Other Services & Charges	\$106,467	\$125,442	\$115,189	\$122,842	\$109,322
Total Expenditures	<u>\$567,875</u>	<u>\$631,130</u>	<u>\$644,778</u>	<u>\$699,504</u>	<u>\$634,929</u>

Fund: (1010) General Fund

Department: (2800) Ottawa Soil & Water Conservation District

Resources

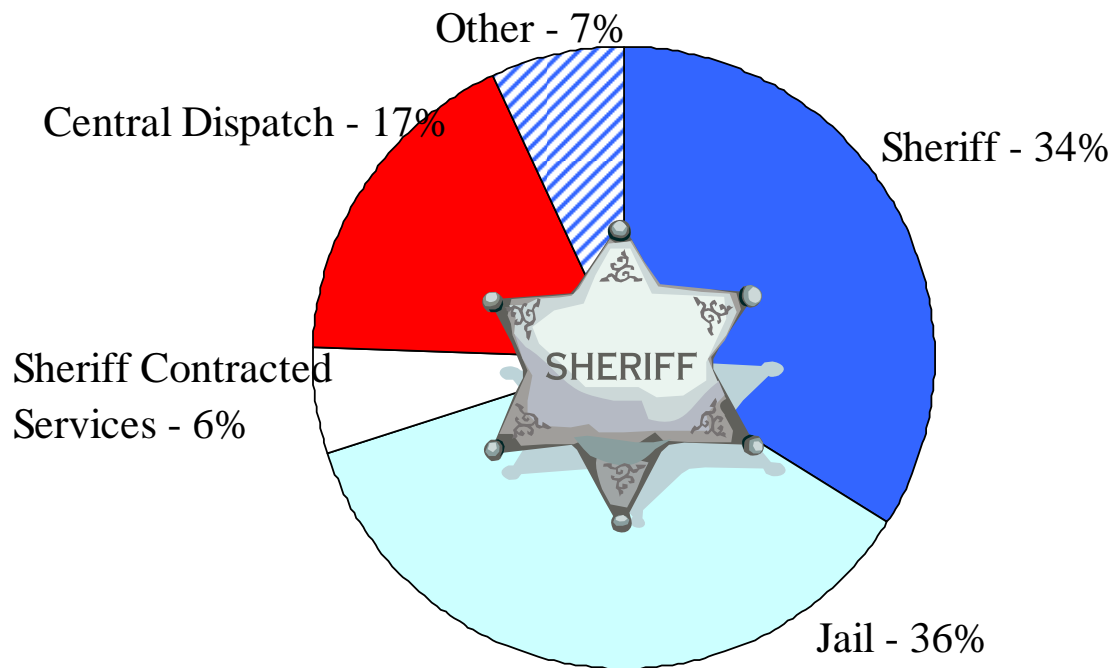
Personnel

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Expenditures					
Other Services & Charges	\$20,609	\$27,244	\$28,596	\$29,916	\$20,766
Total Expenditures	\$20,609	\$27,244	\$28,596	\$29,916	\$20,766

2011 General Fund Public Safety Expenditures \$24,238,528



Function Statement

Administrative Division

The function of the Administrative Division is to set objectives for the department; make plans; develop procedures; organize and reorganize; provide for staffing and equipping the department; adopt rules and regulations for the administration; discipline; provide equipment and uniforms for the members and officers of the department; affixing powers and duties, prescribing penalties for violations of any such rules and regulations, and providing for enforcement thereof; inspect and recommend promotion of personnel; coordinate efforts and relationships; establish policies; report on departmental activities and/or accomplishments; maintain good public and official relations; present the department budget; provide general administration to the department; and provide adequate training of department personnel.

In addition to our main office in West Olive, our Law Enforcement Division Operations and Services operates out of small satellite offices in Grand Haven, Holland, Spring Lake and Marne to more efficiently service those areas of the County.

Various indicators are used to discern the effectiveness of department programs. It is important to note that the Sheriff's department does not control these indicators, but rather has an influence on them. Consequently, these measures do not tell whether or not the Sheriff's Department is doing a good job, but will indicate if program additions or changes are necessary.

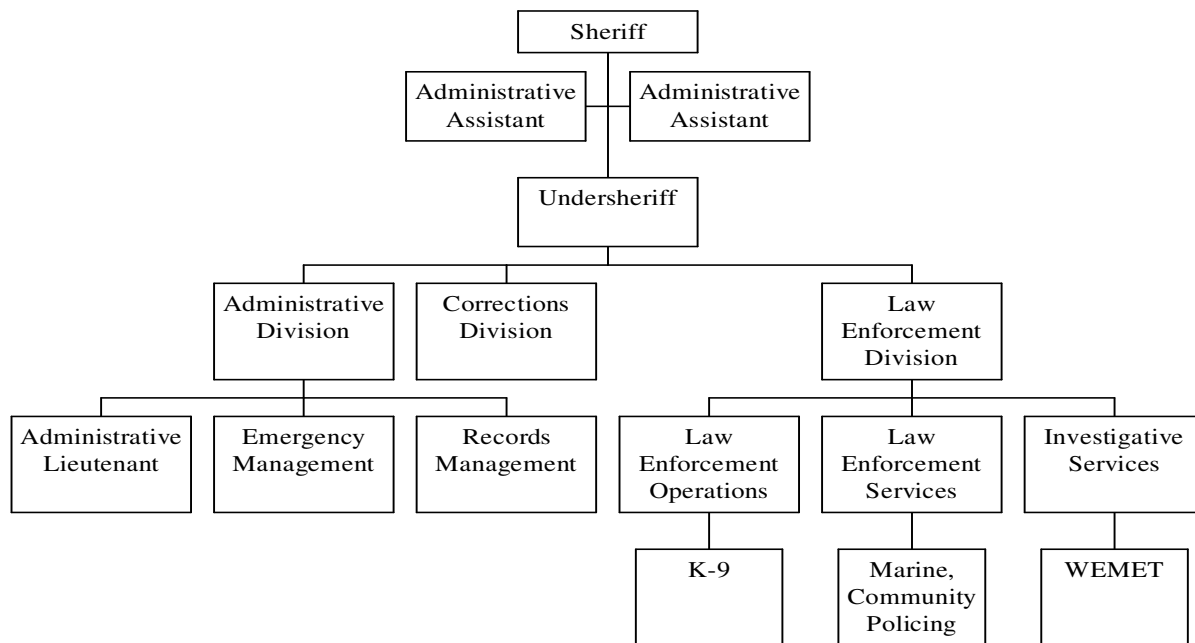
Records Unit

The function of the Records Unit is to maintain a centralization of records; to provide timely, accurate, and complete information to administrative and operational components of the department and provide maintenance of warrants; to document all civil process and subpoenas and expedite the timely service of said documents within the time prescribed by law.

Investigative Unit

The function of the Investigative Unit is to coordinate criminal investigations and investigate as necessary all criminal offenses and situations which may become criminal in nature for the purpose of apprehending, interrogating and prosecuting offenders, and recovering stolen property; interrogate arrested persons referred by Uniformed Services or Operations; investigate or arrest persons wanted for criminal offenses by other jurisdictions, and maintain investigative liaisons with other police agencies; to supply information necessary for effective operations on matters of inter-divisional interest; coordinate incoming extraditions.

Ottawa County Sheriff's Department



Mission Statement

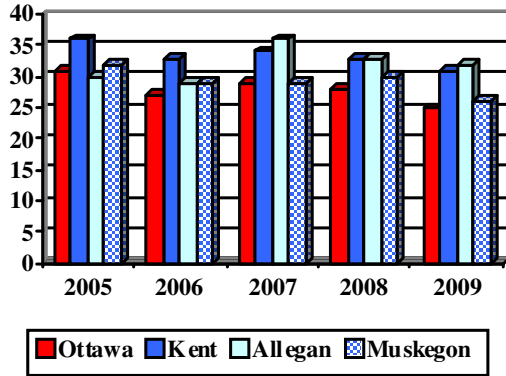
The mission of the Ottawa County Sheriff's Office is to protect and preserve the general safety and welfare of the county residents through effective law enforcement.

TARGET POPULATION	<ul style="list-style-type: none"> • Citizens • Motorists • Victims of Crimes 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: To provide programs and services that minimize crime in order to assure a high quality of life for the citizens of Ottawa County</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Violent (Index) crimes will be below 18 per 1,000 residents 2) Non violent (Non-Index) crimes will be below 70 per 1,000 residents 3) At least 80% of citizens will feel safe in their neighborhood <p>Goal 2: To provide quality records management services for the criminal justice system and residents of Ottawa County</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Enter warrants in the Michigan Law Enforcement Information Network (LEIN) within 1 day of receipt 2) Enter personal protection orders (PPO) in the Michigan Law Enforcement Information Network (LEIN) within 1 day of receipt 3) Provide police reports within 2 days of request 4) Transcribe officer reports within 2 days of receipt <p>Goal 3: To provide closure to citizens of Ottawa County who have been the victims of crime and hold offenders accountable for their actions</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) To attain a clearance rate on violent (Index) crimes of no less than 90% 2) To attain a clearance rate on non-violent (Non-Index) crimes of no less than 90% <p>Goal 4: To enhance public safety through the use of road patrol officers to deter and respond timely to traffic violations and crashes</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Minimize traffic crashes 2) To provide timely assistance to citizen calls for service 					
ACTIONS/ PROGRAM COMPONENTS	Goal 1-1, 2, 3: Administrative Division		Goal 3-1, 2: Investigative Division			
	Goal 2-1, 2, 3, 4: Records Division		Goal 4-1, 2: Patrol Division			
SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 2-1: % of time warrants are entered in LEIN within 1 day of receipt	95%	95%	100%	100%	100%
	Goal 2-2: % of time PPOs are entered in LEIN within 1 day of receipt	95%	95%	100%	100%	100%
	Goal 2-3: # of original and supplemental reports	N/A	22,540	24,474	24,973	25,483
	Goal 2-3: % of time police reports are provided within 2 days of request	96%	94%	96%	99%	100%
	Goal 2-4: # of documents transcribed	N/A	14,499	15,185	15,984	16,825
	Goal 2-4: % of time officer reports are transcribed within 2 days of receipt	90%	88%	85%	87%	88%
	Goal 3: # of cases assigned	N/A	1,909	1,898	1,917	1,936
	Goal 3: # of criminal arrests	N/A	348	414	381	384
	Goal 3: Average caseload per detective	172	166	158	161	164
	Goal 3-1: % of violent crimes cleared	>90%	86.7%	89%	90%	90%
	Goal 3-2: % of non-violent crimes cleared	>90%	95.3%	94%	95%	95%
	Goal 4: # of calls for service	N/A	72,665	67,754	69,136	70,547
	Goal 4: # of traffic accidents investigated	N/A	5,652	5,299	5,290	5,288
	Goal 4: # of citizens per deputy	<3,000	2,121	2,129	2,150	2,195
OUTCOME MEASURES	Goal 1-3: % of residents who feel very to mostly safe in their neighborhood (survey conducted every other year)	80%	99%	100%	100%	100%
	Goal 1-1: Violent crimes per 1,000 residents	<18	8.75	10.18	9.75	9.98
	Goal 1-2: Non-violent crimes per 1,000 residents	<70	60.8	59.5	58	56.5
	Goal 4-1: # of traffic crashes per 1,000 citizens *	<50	21	20	21	22
	Goal 4-1: # of fatal traffic crashes per 1,000 citizens *	<0.12	.08	.07	.075	.08
	Goal 4-1: # of alcohol related crashes per 1,000 citizens *	<2	.79	.71	.71	.70
	Goal 4-2: Average # of minutes to respond to call (in minutes)	<10	6.2	6.0	6.3	6.4

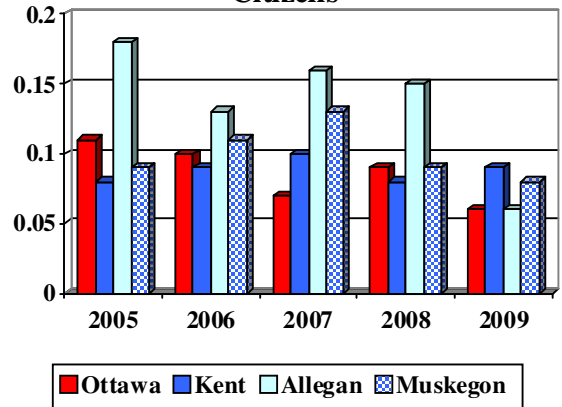
* Figures represent the total crashes that occur in all of Ottawa County, regardless if reported by the Sheriff's Department or the police department of a city within the County.

County-wide Strategic Plan Directive:
 Goal 3, Objective 4: Continue initiatives to positively impact the community

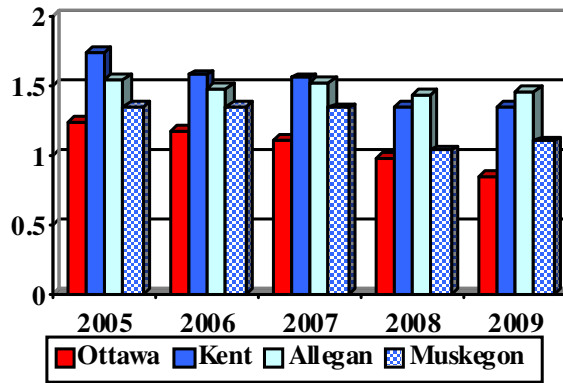
Traffic Crashes per 1,000 Citizens



Fatal Traffic Crashes per 1,000 Citizens



Alcohol Related Crashes per 1,000 Citizens



The graphs above show that crash rates in Ottawa County compare favorably with adjacent counties.

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Sheriff	1.000	1.000	1.000	\$111,022
Undersheriff	1.000	1.000	1.000	\$91,781
Records Management Director	1.000	1.000	1.000	\$63,558
Sergeant	10.250	9.250	9.250	\$607,354
Lieutenant	3.700	3.700	3.700	\$277,522
Evidence Technician	1.000	1.000	1.000	\$58,249
Road Patrol Deputy	28.000	28.000	28.000	\$1,603,238
Detective	13.000	14.000	14.000	\$879,815
Administrative Secretary II	2.000	2.000	2.000	\$96,494
Clerk Typist II/Matron	10.000	10.000	10.000	\$331,581
	70.950	70.950	70.950	\$4,120,614

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue		\$343			
Charges for Services	\$186,857	\$188,519	\$214,947	\$216,910	\$230,900
Other Revenue	\$8,647	\$9,787	\$10,706	\$9,101	\$8,100
Total Revenues	\$195,504	\$198,649	\$225,653	\$226,011	\$239,000
Expenditures					
Personnel Services	\$5,941,132	\$6,184,911	\$6,596,335	\$6,780,617	\$6,654,922
Supplies	\$249,019	\$223,900	\$257,143	\$297,665	\$299,258
Other Services & Charges	\$1,236,098	\$1,332,206	\$1,304,969	\$1,290,922	\$1,275,989
Capital Outlay					
Total Expenditures	\$7,426,249	\$7,741,017	\$8,158,447	\$8,369,204	\$8,230,169

Function Statement

The West Michigan Enforcement Team (WEMET) consists of five deputies and one sergeant assigned to the WEMET Multi-Jurisdictional Drug Enforcement Team (coordinated by the Michigan State Police) to enhance drug enforcement activities.

Mission Statement

Enhance drug enforcement efforts and reduce drug related incidents in the county.

TARGET POPULATION	<ul style="list-style-type: none"> • Citizens • Juveniles • Illegal Drug Users and Manufacturers 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: County law enforcement will be proactive in its efforts to curtail the use and trafficking of illegal drugs</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Reduce the incidence of drug activity in Ottawa County 2) Identify deterrents to the threat of methamphetamine production in Ottawa County 3) Provide drug education in the schools to reduce juvenile use of drugs 					
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1-1: Drug Activity Reduction Program</p> <p>Goal 1-2: Methamphetamine Reduction Program</p> <p>Goal 1-3: School Education Program</p>					
SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1-1: # of Arrests	N/A	247	187	190	194
	Goal 1-1: # of Vehicle Seizures	N/A	36	29	32	33
	Goal 1-1: # of drug related public complaints per 1,000 residents	<1.3	.35	.87	.88	.90
	Goal 1-2: # of methamphetamine related incidents per 1,000 residents	<0.03	0.04	0.04	0.05	0.05
	Goal 1-3: # of Narcotics Presentations	39	34	38	37	37
OUTCOME MEASURES	Goal 1-1: # of drug related deaths per 1,000 residents	<0.05	0.02	0.03	0.03	.03
	Goal 1-3: # of juvenile arrests for drug/narcotics violations	N/A	131	151	154	157

County-wide Strategic Plan Directive:

Goal 3, Objective 4: Continue initiatives to positively impact the community

Resources

Personnel	2009 # of	2010 # of	2011 # of	2011 Budgeted
Position Name	Positions	Positions	Positions	Salary
Sergeant	1.000	1.000	1.000	\$65,660
Road Patrol Deputy	5.000	5.000	5.000	\$297,880
	6.000	6.000	6.000	\$363,540

Funding	2007	2008	2009	2010 Current	2011
	Actual	Actual	Actual	Year	Adopted
	Actual	Actual	Actual	Estimated	by Board
Revenues					
Intergovernmental Revenue	\$19,924	\$17,084	\$2,944	\$14,672	\$14,935
Total Revenues	\$19,924	\$17,084	\$2,944	\$14,672	\$14,935
Expenditures					
Personnel Services	\$531,510	\$510,249	\$544,761	\$571,429	\$563,031
Supplies	\$9,207	\$4,194	\$4,713	\$4,870	\$5,850
Other Services & Charges	\$68,762	\$50,423	\$71,502	\$72,094	\$77,197
Total Expenditures	\$609,479	\$564,866	\$620,976	\$648,393	\$646,078

Function Statement

This schedule reports the activity in six departments in the General Fund: 3113 - COPS - Holland/West Ottawa, 3119 - City of Coopersville, 3120 - City of Hudsonville, 3130 - Zoning , Enforcement, and 3170 - Blendon/Tallmadge/Holland/Zeeland (CITE). Each of these departments records a contractual arrangement between the Sheriff's department and a municipality for community policing services.

Several municipalities contract with the Sheriff's Department to provide Community Policing Services. The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole.

County-wide Strategic Plan Directive:

Goal 4, Objective 4: Examine opportunities for service delivery with local units of government

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Road Patrol Deputy	11.000	11.000	11.000	\$649,989
Sergeant	2.000	2.000	2.000	\$130,784
	<u>13.000</u>	<u>13.000</u>	<u>13.000</u>	<u>\$780,773</u>

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,322,019	\$1,122,234	\$1,152,549	\$1,283,743	\$1,254,728
Other	\$1,988				
Total Revenues	<u>\$1,324,007</u>	<u>\$1,122,234</u>	<u>\$1,152,549</u>	<u>\$1,283,743</u>	<u>\$1,254,728</u>
Expenditures					
Personnel Services	\$1,230,527	\$1,069,129	\$1,111,589	\$1,229,046	\$1,196,278
Supplies	\$21,197	\$20,234	\$12,042	\$21,200	\$21,040
Other Services & Charges	\$143,864	\$105,410	\$99,693	\$117,309	\$117,331
Capital Outlay					
Total Expenditures	<u>\$1,395,588</u>	<u>\$1,194,773</u>	<u>\$1,223,324</u>	<u>\$1,367,555</u>	<u>\$1,334,649</u>

Function Statement

Public Act 302 of 1982 enables law enforcement agencies to receive 60% of funds generated by certified, full-time, Road Patrol Officers. Training provides and strengthens the opportunity for Officers to gain more expertise in all areas of law enforcement.

Mission Statement

To maintain and improve the expertise of Ottawa County officers.

TARGET POPULATION	<ul style="list-style-type: none"> • New and Current Deputies 																																				
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Provide quality training to all department law enforcement officers</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) New deputies will receive a nine week training program administered by the Road Patrol Field Training Program 2) Officers will receive adequate training to achieve/maintain certification and expertise 																																				
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1-1: New Deputy Training Program</p> <p>Goal 1-2: Ongoing Deputy Education</p>																																				
SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #0070C0; color: white;"> <th style="text-align: center;">ANNUAL MEASURES</th> <th style="text-align: center;">TARGET</th> <th style="text-align: center;">2008</th> <th style="text-align: center;">2009</th> <th style="text-align: center;">2010 ESTIMATED</th> <th style="text-align: center;">2011 PROJECTED</th> </tr> </thead> <tbody> <tr> <td>Goal 1-1: % of new deputies completing training course before deployment</td> <td style="text-align: center;">100%</td> <td style="text-align: center;">100%</td> <td style="text-align: center;">100%</td> <td style="text-align: center;">100%</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Goal 1-2: % of officers receiving 40 hours of training per year</td> <td style="text-align: center;">95%</td> <td style="text-align: center;">93%</td> <td style="text-align: center;">98%</td> <td style="text-align: center;">100%</td> <td style="text-align: center;">100%</td> </tr> <tr> <td>Goal 1-2: # of hours of training provided</td> <td style="text-align: center;">N/A</td> <td style="text-align: center;">962</td> <td style="text-align: center;">993</td> <td style="text-align: center;">1,000</td> <td style="text-align: center;">1,010</td> </tr> <tr> <td>Goal 1: Average Cost per officer for training sessions</td> <td style="text-align: center;"><\$120</td> <td style="text-align: center;">\$115</td> <td style="text-align: center;">\$117</td> <td style="text-align: center;">\$119</td> <td style="text-align: center;">\$120</td> </tr> <tr> <td>Goal 1-2: % of deputies certified</td> <td style="text-align: center;">100%</td> <td style="text-align: center;">100%</td> <td style="text-align: center;">100%</td> <td style="text-align: center;">100%</td> <td style="text-align: center;">100%</td> </tr> </tbody> </table>	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED	Goal 1-1: % of new deputies completing training course before deployment	100%	100%	100%	100%	100%	Goal 1-2: % of officers receiving 40 hours of training per year	95%	93%	98%	100%	100%	Goal 1-2: # of hours of training provided	N/A	962	993	1,000	1,010	Goal 1: Average Cost per officer for training sessions	<\$120	\$115	\$117	\$119	\$120	Goal 1-2: % of deputies certified	100%	100%	100%	100%	100%
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Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007	2008	2009	2010 Current Year Estimated	2011 Adopted by Board
Actual	Actual	Actual	Actual	Estimated	by Board
Revenues					
Intergovernmental Revenue	\$29,882	\$37,228	\$27,511	\$30,000	\$30,000
Total Revenues	\$29,882	\$37,228	\$27,511	\$30,000	\$30,000
Expenditures					
Other Services & Charges	\$29,882	\$37,228	\$27,511	\$30,000	\$30,000
Total Expenditures	\$29,882	\$37,228	\$27,511	\$30,000	\$30,000

Function Statement

This department records the tax revenue collected for the Ottawa County Central Dispatch Authority (OCCDA), a component unit of the County, and the lease payments to cover the principal and interest payments on the bond issue for the E-911 Central Dispatch system. The last payment on the issue was made in the year 2009, so the entire levy is now distributed to E-911 Central Dispatch.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Taxes	\$4,020,342	\$4,233,130	\$4,374,007	\$4,417,168	\$4,234,630
Total Revenues	\$4,020,342	\$4,233,130	\$4,374,007	\$4,417,168	\$4,234,630
Expenditures					
Other Services & Charges	\$4,027,964	\$4,260,366	\$4,369,930	\$4,406,173	\$4,235,780
Total Expenditures	\$4,027,964	\$4,260,366	\$4,369,930	\$4,406,173	\$4,235,780

Budget Highlights:

The tax levy for the 2011 tax revenue is set at .4400 mills.

Function Statement

The function of the Marine Patrol is to enforce State/local ordinances; perform miscellaneous services related to public health and safety; receive and process complaints; arrest offenders; prepare reports and testify in court; investigate water accidents; maintain records and logs of activity; cooperate 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; furnish assistance and provide control at special events; provide emergency medical aid; assist in the recovery of bodies; assist 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.

Mission Statement

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

TARGET POPULATION	<ul style="list-style-type: none"> Citizens, Visitors, and Recreational Users of Ottawa County Waterways 					
PRIMARY GOALS & OBJECTIVES	Goal 1: Provide Marine Safety to the citizens and visitors of Ottawa County through education and enforcement Objectives: 1) Provide boater safety classes and seize media opportunities to educate citizens about marine safety 2) Maintain the Dive Team for needed responses in Ottawa County					
ACTIONS/ PROGRAM COMPONENTS	Goal 1-1: Boater Safety Education Program Goal 1-2: Ottawa County Dive Team					
SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1: # of contacts	N/A	2,688	2,577	2,616	2,656
	Goal 1: # of tickets	N/A	247	127	138	147
	Goal 1: # of public complaints per 1,000 residents	<2	1.00	0.77	0.79	0.81
	Goal 1-1: # of persons certified in boat safety	N/A	494	547	552	558
	Goal 1-2: # of Dive Calls	N/A	17	21	21	22
	Goal 1-2: % of dive team member trained in last 12 months	80%	100%	100%	100%	100%
OUTCOME MEASURES	Goal 1: # of accidents	<28	11	17	14	15
	Goal 1: # of drownings	<10	1	0	1	1
	Goal 1: Average # of minutes to respond to call (in minutes)	<10	8.2	7.9	8.0	8.0

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Sergeant	0.750	0.750	0.750	\$49,244

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$97,691	\$109,233	\$186,679	\$141,821	\$151,565
Charges for Services	\$70	\$136	\$17,815		
Other Revenue			\$6,295		
Total Revenues	\$97,761	\$109,369	\$210,789	\$141,821	\$151,565
Expenditures					
Personnel Services	\$160,263	\$142,795	\$160,702	\$150,827	\$150,497
Supplies	\$13,375	\$26,754	\$28,044	\$16,100	\$18,632
Other Services & Charges	\$55,249	\$62,264	\$59,136	\$49,874	\$52,653
Capital Outlay	\$14,805		\$81,094		
Total Expenditures	\$243,692	\$231,813	\$328,976	\$216,801	\$221,782

Budget Highlights:

During 2009, the County received additional grant funds for the purchase of a boat.

Function Statement

The function of the Sheriff's Correctional Facilities is to provide safe, secure, and clean housing for all inmates within; to ensure adequate medical treatment, counseling, guidance, and educational programs; to provide rehabilitative programs to include: Alcoholics Anonymous, Narcotics Anonymous, Sentence Work Abatement Program, and the Work Release Program. Additionally, this division provides court security for all courts and judges in the County as well as transports inmates to and from all courts, prisons, and any other facility as directed by the courts, documenting such movements.

Mission Statement

Protect the public from offenders that pose a danger and provide a safe and humane environment for individuals in custody

TARGET POPULATION	<ul style="list-style-type: none"> • Inmates • Corrections Staff • Courthouse Visitors • Citizens and General Public 					
PRIMARY GOALS & OBJECTIVES	Goal 1: Maintain a secure and healthy correctional facility for inmates, staff and the community (<i>Detainment</i>)					
	Objectives: <ol style="list-style-type: none"> 1) Injuries and illness will be minimized 2) The jail will be maintained in accordance with standards set by the Michigan Department of Corrections (MDOC) 					
	Goal 2: Citizens will be safe from inmates (<i>Detainment</i>)					
	Objectives: <ol style="list-style-type: none"> 1) Provide adequate supervision of inmates to reduce risk of escape 					
	Goal 3: Continue to provide support to the inmate population (<i>Detainment</i>)					
	Objectives: <ol style="list-style-type: none"> 1) Provide volunteer services designed to equip inmates with the skills necessary to improve financial organization, job interview techniques, and basic health education 2) Provide religious services to interested inmates 3) Provide educational opportunities to inmates in the form of general equivalency programs 4) Continue to provide training opportunities to reduce liability and increase staff professionalism and skills 					
ACTIONS/ PROGRAM COMPONENTS	Goal 4: Improve the efficiency and effectiveness of the correctional operation (<i>Transport</i>)					
	Objectives: <ol style="list-style-type: none"> 1) Use video arraignment technology to limit the number of transports for court arraignments 					
	Goal 5: Citizens will be safe from inmates during transport to Court proceedings (<i>Transport</i>)					
	Objectives: <ol style="list-style-type: none"> 1) Provide adequate supervision of inmates during transport to reduce risk of escape 					
	Goal 6: Provide building security at county courthouses (<i>Court House Security</i>)					
	Objectives: <ol style="list-style-type: none"> 1) Screen members of the public for weapons/contraband at the entrance to all facilities 2) Respond to court panic alarms and respond to medical calls within the facility in a timely fashion 					
SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	Goal 1-1: Jail Medical Treatment Program Goal 1-2: Accreditation Program Goal 2-1: Jail Supervision Program Goal 3-1, 2, 3: Support Programs, Religious Program, Education/GED Program Goal 3-4: Staff Training Program Goal 4-1: Video Arraignment Program Goal 5-1: Transportation Security Program Goal 6-1, 2: Visitor Screening Program					
	ANNUAL MEASURES					
		TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1: Average daily jail population	N/A	389	352	361	375
	Goal 1-1: # of incidents per average daily population (monthly)	N/A	4.1	5.5	3.9	4.0
	Goal 1-2: % compliance with MDOC standards	100%	100%	100%	100%	100%
	Goal 3-1: # inmate support programs offered	6	5	5	5	5
	Goal 3-1: Average # of inmates attending support programs (monthly)	N/A	159	130	136	140
	Goal 3-2: Average # of inmates attending religious services (monthly)	N/A	1,003	740	738	745
	Goal 3-3: # inmates receiving GED certificates	N/A	20	16	10	10
Goal 3-4: % of corrections officers receiving 40 hrs of training in last year	90%	96%	97%	98%	98%	
Goal 4-1: # of inmates physically transported to court	<10,000	10,092	9,310	9,500	9,693	

	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 6-1: # of contraband items found/confiscated by court security staff		N/A	1,071	1,116	1,118
Goal 6-2: # of court panic/medical emergency alarms responded to		N/A	40	69	54	50
Goal 1: Cost per day/inmate		<\$55	\$50	\$50	\$50	\$52
OUTCOME MEASURES	Goal 2-1 & Goal 5-1: # of (attempted) escapes during incarceration or transport	0	0	0	0	0
	Goal 6-2: % of court panic/medical emergency alarms responded to within 2min	100%	100%	100%	100%	100%

County-wide Strategic Plan Directive:

Goal 4, Objective 1: Review and evaluate the organization, contracts, programs and services for potential efficiencies

Goal 3, Objective 5: Provide quality County facilities throughout the County

Resources

Personnel	2009	2010	2011	2011
	# of	# of	# of	Budgeted
Position Name	Positions	Positions	Positions	Salary
Lieutenant/Jail Administrator	1.000	1.000	1.000	\$69,992
Sergeant	6.000	6.000	6.000	\$365,820
Corrections Officer	51.000	50.000	49.000	\$2,292,827
Court Services Officer	14.000	14.000	15.000	\$739,358
Clerk Typist II/Matron	5.000	5.000	5.000	\$166,625
	77.000	76.000	76.000	\$3,634,622

Funding

	2007	2008	2009	2010 Current	2011
	Actual	Actual	Actual	Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$150,495	\$88,249	\$40,320	\$0	\$0
Charges for Services	\$630,401	\$666,541	\$718,537	\$837,920	\$831,000
Other Revenue	\$8,867	\$16,967	\$10,477	\$11,492	\$10,939
Total Revenues	\$789,763	\$771,757	\$769,334	\$849,412	\$841,939
Expenditures					
Personnel Services	\$5,160,316	\$5,418,186	\$5,658,009	\$5,684,543	\$5,525,945
Supplies	\$861,919	\$821,678	\$765,039	\$785,250	\$785,450
Other Services & Charges	\$1,541,461	\$1,579,505	\$1,515,065	\$1,530,835	\$2,412,106
Total Expenditures	\$7,563,696	\$7,819,369	\$7,938,113	\$8,000,628	\$8,723,501

Budget Highlights:

Effective with the 2011 budget process, Jail Health Services, previously recorded in 1010-6039, will be combined with the Jail budget. Consequently, other services and charges expenditures have increased.

Function Statement

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 declarations/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).

Mission Statement

Enhance public safety and promote domestic preparedness through a comprehensive emergency management program that will adequately mitigate, prepare for, respond appropriately to and quickly recover from natural, technological, and terrorist-related emergencies.

TARGET POPULATION	<ul style="list-style-type: none"> • Citizens • Local Units of Government 																																																						
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Provide sustained activities to eliminate or reduce the long-term risk of property damage and loss of life from hazards and effects</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Identify locations for temporary shelters 2) Minimize the occurrence of local emergency declarations <p>Goal 2: Establish authority and responsibility for emergency actions and provide resources to support them</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Through the Local Emergency Planning Committee, develop and maintain emergency response plans for each type of emergency 2) Communication and activity between response team members will be coordinated through a central location <p>Goal 3: A response team will be available to respond to emergencies</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) The Technical Response team (TRT) and Hazardous Materials (HAZMAT) team are adequately trained for a variety of emergencies 2) Training exercises will be conducted to identify deficiencies and test the community's ability to respond to an emergency <p>Goal 4: Response to an emergency will be prompt</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) An emergency declaration will be requested within 24 hours of the causal event 																																																						
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1-1: Shelter Identification Program</p> <p>Goal 1-2: Management Plan</p> <p>Goal 2-1: Emergency Response Plans</p> <p>Goal 2-2: Emergency Operations Center (EOC) Plan</p> <p>Goal 3-1, 2: HazMat and Technical Response Program</p> <p>Goal 4-1: Management Plan</p>																																																						
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ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED																																																		
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Goal 3-1: % of HazMat team members trained to HAZAMAT Advanced Technician Level	100%	100%	100%	100%	100%																																																		
Goal 3-2: # of training exercises conducted	5	4	6	6	6																																																		
OUTCOME MEASURES	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Goal 4-1: Average time (in hours) between emergency occurrence and formal declaration</td> <td style="text-align: center;">24</td> <td style="text-align: center;">24</td> <td style="text-align: center;">24</td> <td style="text-align: center;">24</td> <td style="text-align: center;">24</td> </tr> </table>	Goal 4-1: Average time (in hours) between emergency occurrence and formal declaration	24	24	24	24	24																																																
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County-wide Strategic Plan Directive:
Goal 3, Objective 4: Continue initiatives to positively impact the community

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Director of Emergency Management	1.000	1.000	1.000	\$76,378
Local Emergency Planning Committee Coordinator	0.600	0.600	0.600	\$25,015
Records Processing Clerk II	0.500	0.500	0.500	\$16,040
	2.100	2.100	2.100	\$117,433

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$38,661	\$42,022	\$62,276	\$30,000	\$40,141
Charges for Services					
Other Revenue					
Total Revenues	\$38,661	\$42,022	\$62,276	\$30,000	\$40,141
Expenditures					
Personnel Services	\$140,332	\$154,956	\$163,004	\$168,186	\$165,763
Supplies	\$11,574	\$10,964	\$8,241	\$12,325	\$9,505
Other Services & Charges	\$146,655	\$169,662	\$134,328	\$137,828	\$109,574
Capital Outlay					
Total Expenditures	\$298,561	\$335,582	\$305,573	\$318,339	\$284,842

Function Statement

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.

Resources

Personnel

<u>Position Name</u>	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Local Emergency Planning Committee Coordinator	0.400	0.400	0.400	\$16,677

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$20,544	\$32,618	\$36,172	\$28,613	\$34,175
Charges for Services			\$2,000		
Other Revenue	\$18,771	\$7,628	\$548		
Total Revenues	\$39,315	\$40,246	\$38,720	\$28,613	\$34,175
Expenditures					
Personnel Services	\$21,666	\$23,202	\$24,334	\$23,376	\$26,835
Supplies	\$15,470	\$16,491	\$19,292	\$10,900	\$11,751
Other Services & Charges	\$20,377	\$35,522	\$31,267	\$22,950	\$29,763
Total Expenditures	\$57,513	\$75,215	\$74,893	\$57,226	\$68,349

Function Statement

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 entails canvassing a specific area for dog licenses, as well as coordinating and conducting the dog census. The department is also required to investigate all livestock loss complaints.

Mission Statement

Enhance public health and safety by responding to animal-related complaints and addressing the stray animal population.

TARGET POPULATION	<ul style="list-style-type: none"> • Citizens • Animal Owners 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Educate the public regarding animal control issues and licensing requirements Objectives: 1) Use media outlets and the annual dog census to promote the licensing of all dogs (in Michigan, dogs must be up-to-date on rabies vaccinations to be licensed)</p> <p>Goal 2: Ensure humane treatment of animals in Ottawa County Objectives: 1) Animal Control officers will respond to animal cruelty complaints within 12 hours</p> <p>Goal 3: Address public health concerns related to stray animals Objectives: 1) The County will capture stray animals and transport them to the Harbor Shores Humane Society 2) The County will respond promptly to vicious animal complaints</p>					
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1-1: Licensing Awareness Program Goal 2-1: Animal Cruelty Response Goal 3-1, 2: Animal Retrieval Program</p>					
SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1-1: # of licensed dogs	N/A	19,165	19,235	19,331	19,428
	Goal 2-1: # of animal cruelty complaints	N/A	71	39	40	41
	Goal 2-1: Average # of hours before responding to animal cruelty complaints	<1	<1	<1	<1	<1
	Goal 3-1: # of Animals Retrieved	N/A	1,795	1,480	1,494	1,510
	Goal 3-2: Average # of minutes before responding to vicious animal call	<10	7.1	7.0	7.0	7.0
OUTCOME MEASURES	Goal 3: # of dog bites per 1,000 residents	<1	1.12	0.47	0.48	0.48
	Goal 3: # of reported cases of rabies	N/A	0	0	0	0

County-wide Strategic Plan Directive:

Goal 3, Objective 4: Continue initiatives to positively impact the community

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Animal Control Officer	3.000	3.000	3.000	\$124,589

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Expenditures					
Personnel Services	\$165,078	\$177,944	\$178,901	\$193,029	\$183,847
Supplies	\$497	\$27,487	\$2,899	\$3,905	\$4,230
Other Services & Charges	\$216,294	\$193,353	\$190,776	\$191,831	\$215,301
Capital Outlay					
Total Expenditures	\$381,869	\$398,784	\$372,576	\$388,765	\$403,378

Function Statement

In the aftermath of the 9/11 tragedy, President Bush created the Department of Homeland Security to address terrorism threats within the country. The department provides grant dollars to local governments to help them address potential weaknesses in security specific to their region.

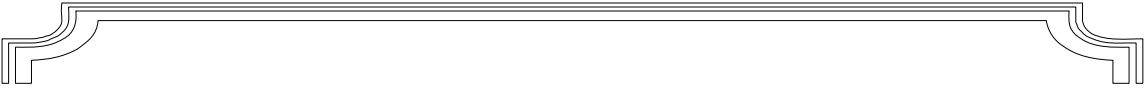
Resources

Personnel

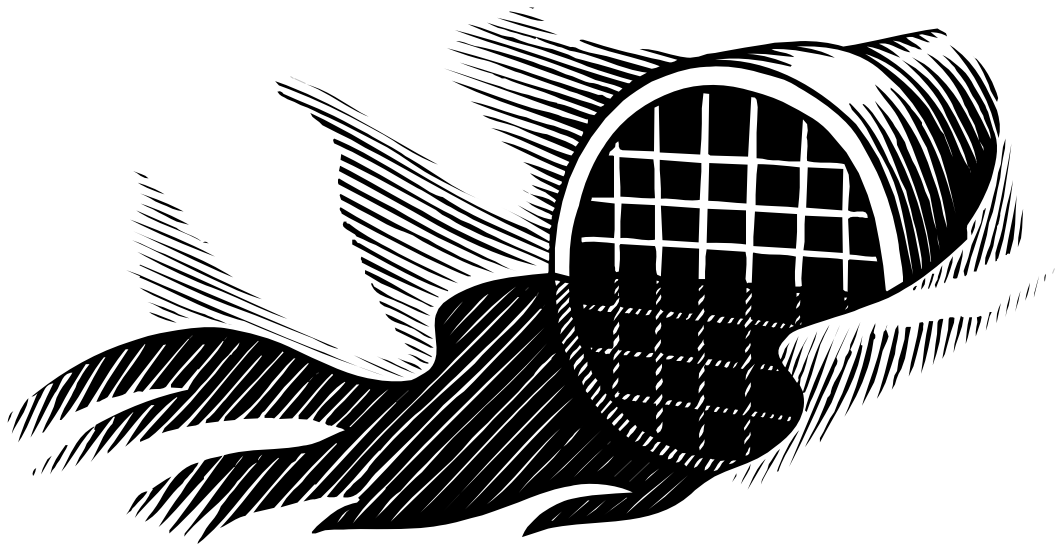
Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Homeland Security Regional Planner	0.730	0.693	0.670	\$43,038

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$59,033	\$73,906	\$93,853	\$92,275	\$60,000
Other Revenue					
Total Revenues	\$59,033	\$73,906	\$93,853	\$92,275	\$60,000
Expenditures					
Personnel Services	\$57,782	\$72,684	\$86,167	\$85,964	\$58,300
Supplies			\$119	\$3,000	\$200
Other Services & Charges	\$1,251	\$4,274	\$5,767	\$3,311	\$1,500
Capital Outlay					
Total Expenditures	\$59,033	\$76,958	\$92,053	\$92,275	\$60,000



2011 General Fund Budget
Public Works Expenditures \$461,000



Function Statement

This department records the County's share of drain assessments as determined by the Drain Commissioner's office. The amount can vary significantly by year.

Resources

Personnel

No personnel has been allocated to this department.

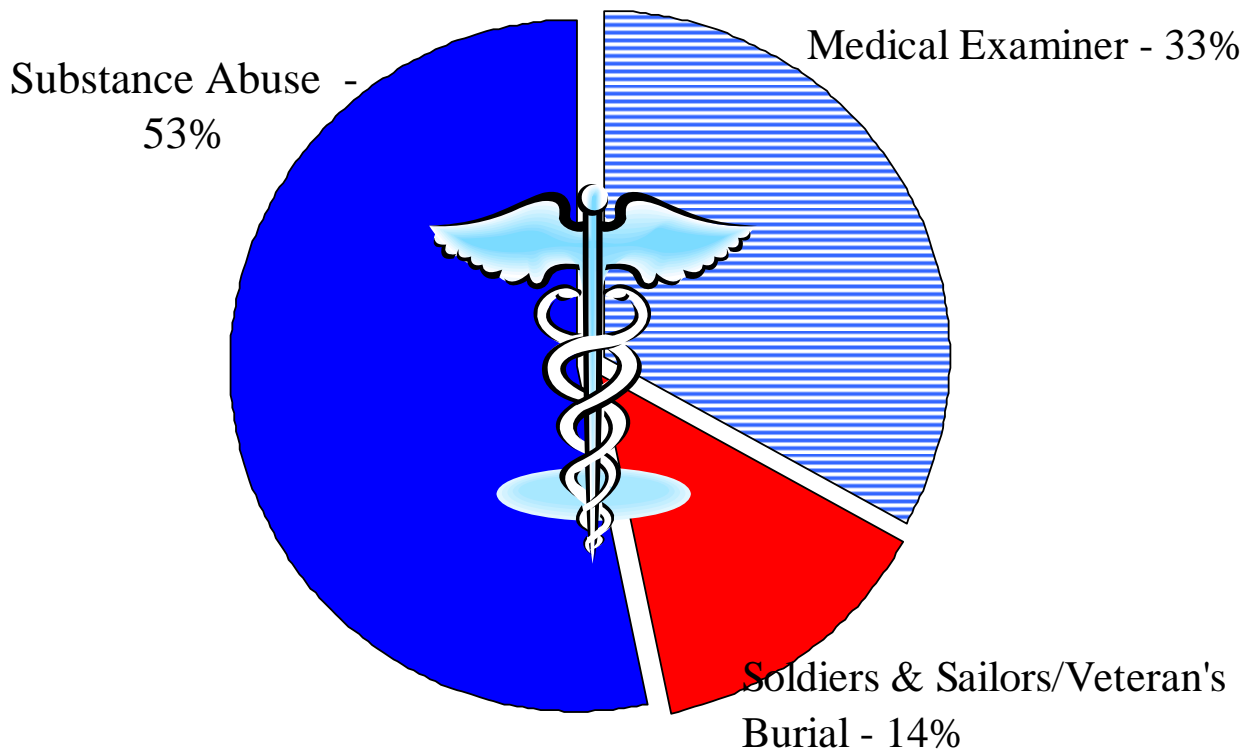
Funding

	2007	2008	2009	2010 Current Year	2011 Adopted
	Actual	Actual	Actual	Estimated	by Board
Expenditures					
Other Services & Charges	\$219,386	\$73,561	\$283,211	\$466,500	\$461,000
Total Expenditures	\$219,386	\$73,561	\$283,211	\$466,500	\$461,000

Budget Highlights:

The County share of drain assessments varies by year depending on the number and scope of projects. Heavy rains in 2008 and 2009 have prompted additional drain work in 2009 thru 2011.

2011 General Fund Health and Welfare Expenditures \$775,957



Function Statement

The Jail Health Service department records the costs associated with providing the required health care for inmates at the Ottawa County Jail. The County contracts with Secure Care, Inc. to provide these services.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Charges for Services			\$9,954	\$9,000	
Total Revenues			\$9,954	\$9,000	
Expenditures					
Personnel Services					
Supplies			\$19,509	\$19,500	
Other Services & Charges			\$607,742	\$770,462	
Total Expenditures			\$627,251	\$789,962	

Budget Highlights:

Effective with the 2011 budget process, these expenditures will be combined with the Jail (1010-3510)

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$880,280	\$964,247	\$944,420	\$1,000,944	\$956,755
Total Revenues	\$880,280	\$964,247	\$944,420	\$1,000,944	\$956,755
Expenditures					
Personnel Services					
Supplies					
Other Services & Charges	\$414,801	\$414,123	\$407,929	\$432,472	\$413,378
Total Expenditures	\$414,801	\$414,123	\$407,929	\$432,472	\$413,378

Function Statement

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.

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Clerk	0.200	0.200	0.200	\$7,446

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue		\$1,600	\$1,600	\$1,600	\$1,600
Charges for Services	\$9,653	\$13,601	\$12,860	\$12,000	\$29,625
Total Revenues	\$9,653	\$15,201	\$14,460	\$13,600	\$31,225

Expenditures

Personnel Services	\$30,862	\$39,966	\$37,248	\$34,287	\$35,447
Supplies	\$129	\$659	\$483	\$573	\$565
Other Services & Charges	\$211,957	\$263,039	\$213,782	\$221,687	\$221,427
Total Expenditures	\$242,948	\$303,664	\$251,513	\$256,547	\$257,439

Function Statement

The Soldiers and Sailors Relief Commission receives burial claims from funeral directors and determines eligibility for the \$300 county burial allowance. Eligibility is determined by the time and length of service during an armed conflict, honorable discharge, and length of residency in Ottawa County. The commission also sees that government headstone markers are ordered and placed if desired by the veteran's spouse or family and that installation and financial restitution be made for the services rendered.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007	2008	2009	2010	2011
	Actual	Actual	Actual	Current Year	Adopted
				Estimated	by Board
Expenditures					
Other Services & Charges	\$49,050	\$40,905	\$50,178	\$68,000	\$63,000
Total Expenditures	\$49,050	\$40,905	\$50,178	\$68,000	\$63,000

Function Statement

The Veteran's Affairs Committee, formerly the Soldiers and Sailors Relief Commission, consists of three to five members appointed by the Board of Commissioners of Ottawa County. This department records administrative department records administrative expenditures of the commission such as mileage and per diem costs.

Resources

Personnel

No personnel has been allocated to this department.

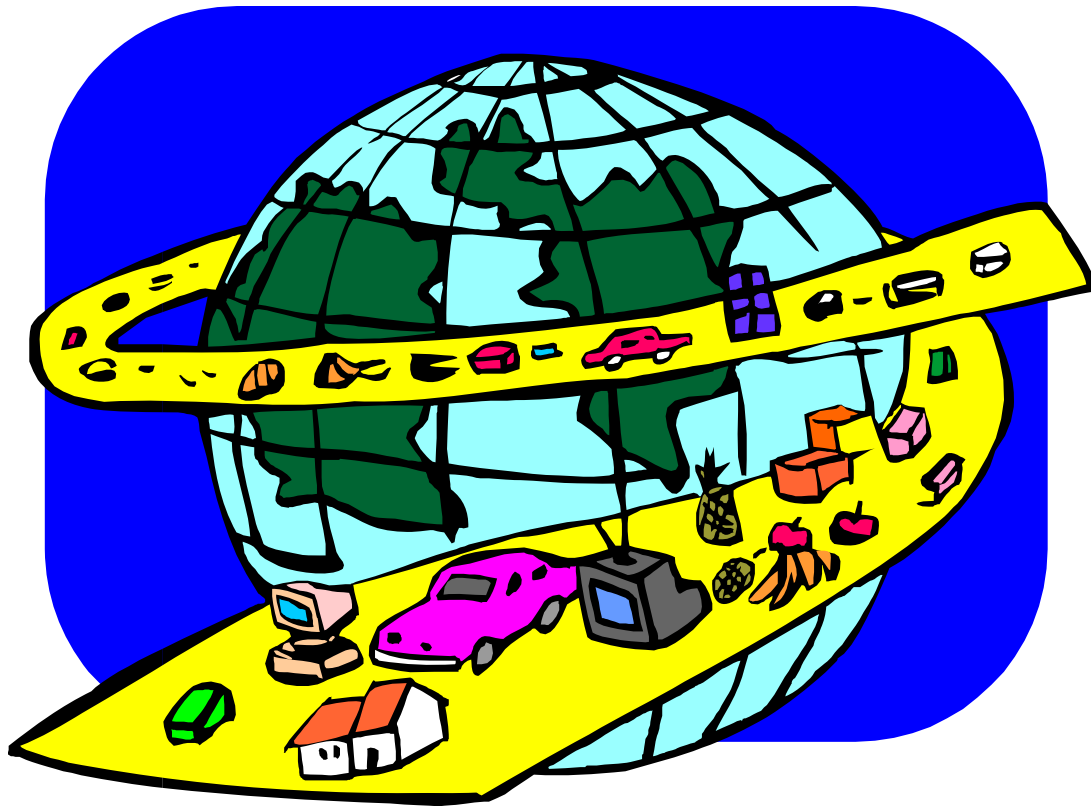
Funding

	2007	2008	2009	2010	2011
	Actual	Actual	Actual	Current Year	Adopted
				Estimated	by Board
Expenditures					
Supplies					
Other Services & Charges					\$42,140
Total Expenditures					\$42,140

Budget Highlights:

These expenditures had previously been recorded in Special Revenue fund 2930 - Soldier's & Sailors Relief. The anticipated implementation of GASB Statement # 54 requires the County to combine this fund with the General Fund.

2011 General Fund Budget
Community & Economic Development
Expenditures \$689,098



Resources

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue		\$4,995	\$24,973		
Other Revenue					
<hr/>					
Total Revenues		\$4,995	\$24,973		
<hr/> <hr/>					
Expenditures					
Personnel Services					
Supplies					
Other Services & Charges		\$4,995	\$24,973		
<hr/>					
Total Expenditures		\$4,995	\$24,973		
<hr/> <hr/>					

Budget Highlights:

2008 and 2009 reflect a one-time transit study grant.

Function Statement

The Planning and Performance Improvement Department initiates programs to increase economic development and to protect and improve quality of life in Ottawa County. The Department also conducts outcome-based evaluations of County programs and services to improve organizational performance and maximize the use of financial resources. The Department also provides statistical data that is used by County departments and local agencies to justify requests for grant funding, and performs reviews of grant applications and award requirements to protect the County from any permanent financial obligations.

Mission Statement

Provide services to increase economic development, maintain and improve quality of life, improve organizational performance, and maximize the use of financial resources

<p>TARGET POPULATION</p>	<ul style="list-style-type: none"> • County Board and Administration • Elected Offices and County Departments • Local Leaders, Agencies, and Citizens • Community Planners
<p>PRIMARY GOALS & OBJECTIVES</p>	<p>Goal 1: Increase economic development in Ottawa County Objectives:</p> <ol style="list-style-type: none"> 1) Increase investment in local businesses 2) Increase the number of new businesses relocating to Ottawa County 3) Promote collaboration among the County’s economic development agencies in order to maximize existing resources, obtain additional resources, and minimize duplication of resources 4) Foster the development and expansion of businesses that produce services and products associated with the agribusiness sector of our economy 5) Utilize the County’s Brownfield Redevelopment Authority to attract and retain businesses <p>Goal 2: Protect and improve quality-of-life in Ottawa County Objectives:</p> <ol style="list-style-type: none"> 1) Develop decision-making tools that can be utilized by local/county officials to mitigate/reduce the impacts of development on aquifers and surface waters, as well as to ensure that future development is not negatively impacted by elevated water table levels 2) Maintain a Purchase of Development Rights (PDR) Program that allow local units of government and farmers to access funding for farmland preservation 3) Determine the feasibility of creating/expanding a regional public transit network 4) Advocate for construction of the US-231 bypass <p>Goal 3: Improve organizational performance and maximize the use of financial resources Objectives:</p> <ol style="list-style-type: none"> 1) Evaluate County programs and services, and provide recommendations for continuation, consolidation, expansion, privatization, or discontinuation 2) Establish performance-based budgeting measures for County departments 3) Provide statistical data to bolster county and community grant applications 4) Protect the County from any ongoing financial obligations that may result from accepting state/federal grants <p>Goal 4: Provide excellent customer service/satisfaction Objectives:</p> <ol style="list-style-type: none"> 1) Provide thorough and satisfactory services 2) Provide interaction with customers that is courteous, respectful, and friendly 3) Provide timely responses to service requests <p>Goal 5: Improve quality and cost-efficiency of work processes through innovation Objectives:</p> <ol style="list-style-type: none"> 1) Develop and implement new processes to contain cost, improve efficiencies, and increase customer service 2) Assess department staffing ratios
<p>ACTIONS/ PROGRAM COMPONENTS</p>	<p>Goal 1: Recovery Zone Facility Bonds(RZFB), Coordinated Economic Development Plan, Agricultural Business Incubator, Brownfield Redevelopment Authority, Investor Attraction Plan, Metropolitan Statistical Area Designation, Revolving Loan Fund Goal 2: Comprehensive Water Resources Study, Purchase of Development Rights, West Michigan Transit Linkages Study, US-231 Goal 3: Strategic Planning, Administrative and Outcome-based Evaluations, Performance-Based Budgeting, Statistical Research, Data Books, Grants Administration Goal 4: Customer First Program Goal 5: Strategic Performance and Innovation Plan</p>

	Annual Measures	Target	2008 Actual	2009 Actual	2010 Estimated	2011 Projected	
SELF-REPORTED AND OUTPUT MEASURES	Goal 1-1: Value of RZFB dollars distributed	-	N/A	N/A	\$31.1 million	N/A	
	Goal 1-1: Revolving Loan Fund remains available to local units	-	N/A	Yes	Yes	Yes	
	Goal 1-2: % of local units adopting standardized mapping colors and terminologies in their master plans (adoption of the standards is dependant on when the community will be updating their master plan)	> 90%	42%	58%	71%	92%	
	Goal 1-2: % of local units adopting standardized mapping colors and terminologies in their zoning ordinances (adoption of the standards is dependant on when the community will be updating their ordinance)	> 90%	12%	21%	42%	58%	
	Goal 1-3: Complete a coordinated economic development plan	-	N/A	N/A	N/A	Completed	
	Goal 1-4: Complete an agricultural technology business incubator feasibility study	-	N/A	N/A	Completed	N/A	
	Goal 1-5: Obtain grant funding to conduct a countywide brownfield site inventory	-	N/A	N/A	N/A	Obtained	
	Goal 2-1: Complete comprehensive water resources study	-	N/A	N/A	N/A	Completed	
	Goal 2-2: County PDR program remains available to local units	-	N/A	Yes	Yes	Yes	
	Goal 2-3: Complete West-Michigan transit linkages study	-	N/A	N/A	Completed	N/A	
	Goal 2-4: Complete Phase I of US-231 Bypass construction	-	N/A	N/A	N/A	Completed	
	Goal 3-1: # of strategic plans completed for programs and initiatives targeted for evaluation	2	2	2	2	2	
	Goal 3-1: # of administrative evaluations completed	2	1	1	2	2	
	Goal 3-1: # of outcome-based evaluations completed	2	0	1	2	2	
	Goal 3-2: % of departmental performance-based budgets reviewed to ensure outcome measures are included	100%	N/A	28%	75%	100%	
	Goal 3-3: # of requests fulfilled for data/research assistance	> 30	34	32	50	60	
	Goal 3-3: # of specialized/technical reports completed (e.g. Human Services Survey, Mental Health Diversion Report, RZFB, Benchmarking Consortium Report)	2	2	2	3	3	
	Goal 3-3: # of data books updated and/or completed	1	0	1	1	1	
	Goal 3-4: Value of grant awards processed	>\$1 million	\$4.5 million	\$8.2 million	\$8 million	\$8 million	
	Goal 4-1: % of customers satisfied with Department services	100%	100%	100%	100%	100%	
	Goal 4-2: % of customers indicating interaction with department staff was courteous, respectful, and friendly	100%	100%	100%	100%	100%	
	Goal 4-3: % of customers satisfied with staff response time	100%	100%	100%	100%	100%	
	Goal 5-1: # of new processes implemented that result in a positive return-on-investment, increased efficiency, and/or improved customer satisfaction	2	1	1	2	2	
	Goal 5: Cost of Department per capita (<i>benchmarked</i>)	-	\$2.30	\$2.51	\$2.43	\$2.40	
	Goal 5-2: Department FTEs per capita (<i>benchmarked</i>)	-	1:30,693	1:34,927	1:40,301	1:40,301	
	OUTCOME MEASURES	Goal 3: Cost-savings resulting from implemented recommendations for program improvement, modification, or discontinuation	≥\$150,000	\$674,320	\$573,131	\$862,022	\$650,963
		Goal 3: Verified cost-effective programming	≥\$150,000	\$5,636,562	\$5,654,598	\$6,057,358	\$6,191,171
Goal 3-4: % of grants that result in an unintentional ongoing financial obligation to the County		0%	0%	0%	0%	0%	

County-wide Strategic Plan Directive:

Goal 4, Objective 1: Review and evaluate the organization, contracts, programs and services for potential efficiencies

Goal 3, Objective 4: Continue initiatives to positively impact the community

Goal 3, Objective 1: Discuss and act upon toad policy issues as appropriate

Goal 3, Objective 2: Consider opportunities to improve economic development in the region

Goal 3, Objective 3: Continue initiatives to preserve the physical environment

Goal 4, Objective 3: Continue implementation of outcome-based performance measures

Resources				
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Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Planning & Performance Impv. Director	0.950	0.950	0.950	\$87,192
Asst Planning & Performance Impv. Director	0.000	0.000	1.000	\$69,673
Economic Development Coordinator	0.000	0.000	1.000	\$57,328
Research & Evaluation Analyst	2.000	1.000	1.000	\$58,249
Management Planning Analyst	1.000	1.000	0.000	\$0
Program & Research Analyst	1.000	1.000	0.000	\$0
Land Use Planning Analyst	1.000	1.000	0.900	\$49,229
Senior Secretary	1.000	1.000	1.000	\$32,441
	6.950	5.950	5.850	\$354,112

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
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Revenues

Other Revenue	\$6,902	\$9,201	\$441		
	\$6,902	\$9,201	\$441		

Expenditures

Personnel Services	\$438,814	\$473,824	\$428,887	\$481,029	\$521,669
Supplies	\$11,479	\$18,241	\$11,822	\$16,967	\$21,521
Other Services & Charges	\$121,856	\$114,865	\$159,688	\$120,534	\$139,975
Total Expenditures	\$572,149	\$606,930	\$600,397	\$618,530	\$683,165

Function Statement

During 2004, the County began working with area farmers and the Road Commission to form a road salt management plan with the goal of reducing salt application in environmentally sensitive areas. According to farmers, the road salt is causing extensive damage to blueberry bushes close to roads that receive significant salt application.

Resources

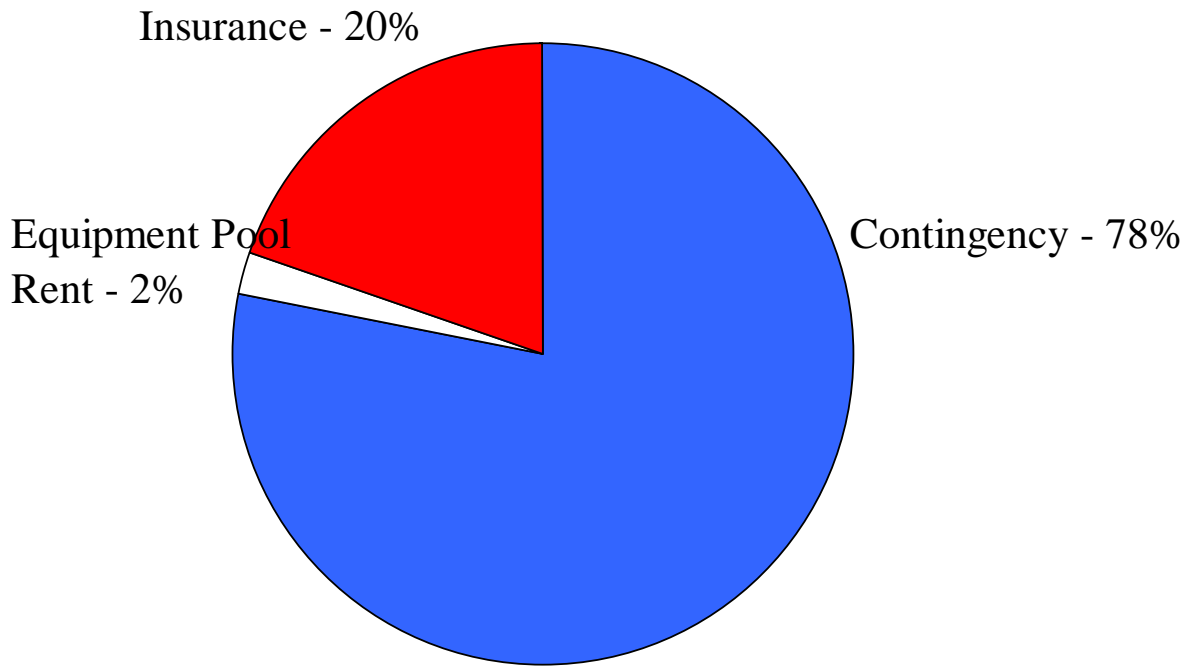
Personnel

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue					
Other Revenue					
Total Revenues					
Expenditures					
Personnel Services					
Supplies					
Other Services & Charges	\$1,160		\$6,018	\$5,933	\$5,933
Total Expenditures	\$1,160		\$6,018	\$5,933	\$5,933

2011 General Fund Other Expenditures \$846,298



Function Statement

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

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007	2008	2009	2010	2011
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Expenditures					
Personnel Services		\$133,328	\$9,569	\$83,479	\$20,000
Other Services & Charges	\$147,251	\$139,546	\$140,058	\$141,258	\$145,815
Total Expenditures	\$147,251	\$272,874	\$149,627	\$224,737	\$165,815

Function Statement

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.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Expenditures					
Debt Service				\$200,000	\$660,483
Total Expenditures				\$200,000	\$660,483

Budget Highlights:

The County's financial policy, approved by the Board in 1995, that recommends annual contingency amounts of 1 to 2% of the General Fund's actual expenditures for the most recently completed audit.

Function Statement

The Equipment Pool budget in the General Fund was established to provide funds for equipment rental not budgeted, purchased from the Equipment Pool fund (6641) after the budget process, or for costs in excess of the planned amount.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Expenditures					
Other Services & Charges					\$20,000
Total Expenditures					\$20,000

Budget Highlights:

Prior year actual totals as well as the current year estimate for this department are generally zero. As funds are needed, the budget is moved to the receiving department.

Function Statement

This budget records the transfers in that the General Fund receives. The majority of the transfer comes from the Revenue Sharing Reserve Fund.

Resources

Personnel

No personnel has been allocated to this department.

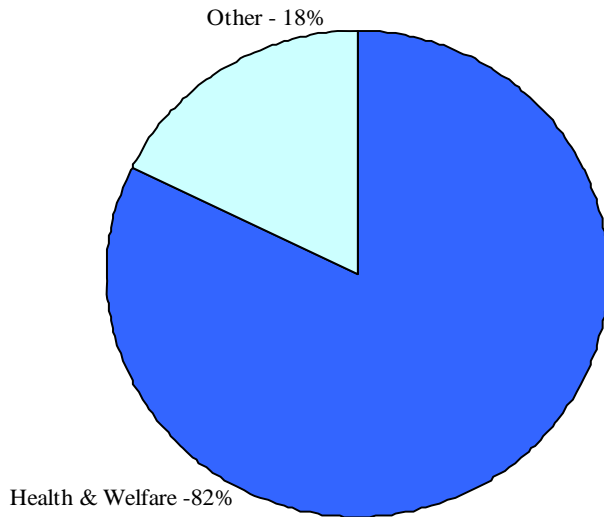
Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Other Financing Sources	\$4,425,399	\$4,497,516	\$5,299,447	\$4,761,213	\$442,351
Total Revenues	\$4,425,399	\$4,497,516	\$5,299,447	\$4,761,213	\$442,351

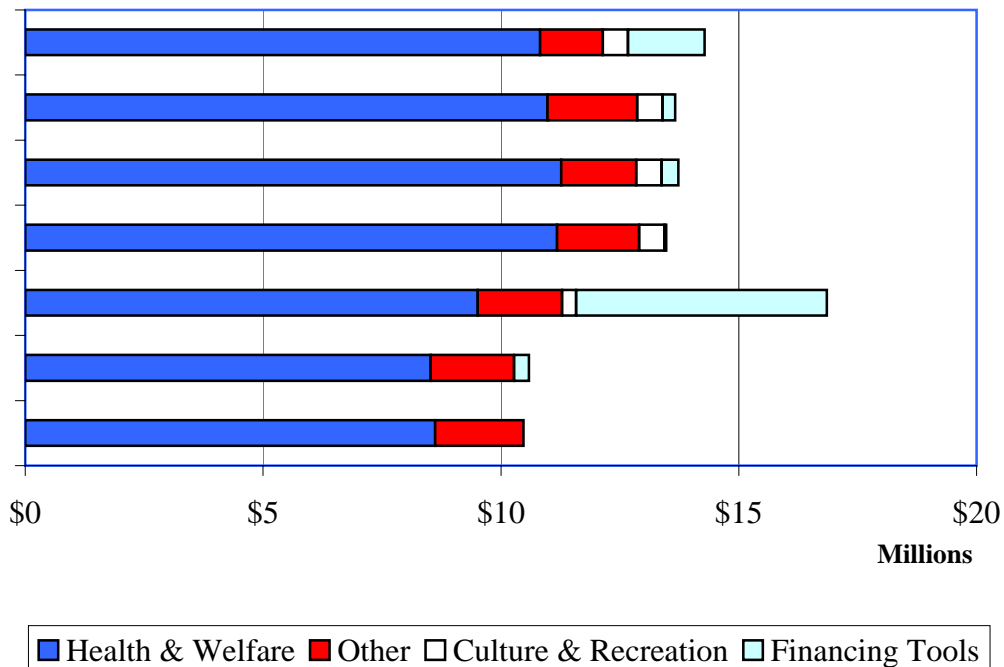
Budget Highlights:

The 2011 budget reflects the depletion of the Revenue Sharing Reserve fund during 2011.

This budget records the operating transfers out to other funds of the County. The amounts can vary significantly by year due to year end allocations to the County’s various financing tools. The pie chart below shows the expenditure type of the transfers included in the 2011 budget followed by historical comparisons.



Operating Transfers Out 2005 - 2011



The above graph illustrates that the majority of the Operating Transfers are for Health & Welfare expenditures. The 2009 amount for Financing Tools represents the \$5,585,000 transferred for the building projects.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Expenditures					
Parks and Recreation	\$530,000	\$530,000	\$297,790		
Friend of the Court	\$722,861	\$748,284	\$732,402	\$620,818	\$816,829
9/30 Judicial Grants	\$32,390	\$43,384	\$43,531	\$35,441	\$21,271
Health	\$5,794,137	\$6,093,244	\$4,680,772	\$3,800,268	\$4,055,311
Cigarette Tax	\$108,245	\$77,112	\$24,342	\$14,193	\$5,384
Mental Health	\$476,500	\$583,631	\$563,108	\$722,178	\$563,108
Planning Commission	\$48,995	\$19,770	\$3,310	\$43,851	
Homestead Property Tax				\$51,928	
Stabilization	\$359,719	\$37,604			
Prosecuting Attny Grants	\$37,461	\$34,897	\$54,285	\$70,172	\$70,821
Sheriff Grant Programs	\$2,752	\$14,016	\$37,375	\$12,522	
O/T - Cops Universal	\$215,357	\$212,707	\$202,453	\$231,473	\$235,230
Sheriff Road Patrol	\$31,288	\$82,350	\$96,673	\$117,957	\$155,457
Law Library	\$31,000	\$27,060	\$20,573	\$23,333	
Grant Pass Thru	\$23,135	\$24,729	\$25,181	\$28,602	\$33,564
Community Corrections	\$432,089	\$522,785	\$557,701	\$519,991	\$530,871
Community Action Agency	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000
Family Independence Agency	\$729,070	\$253,508			
DHS - 9/30 Fund			\$135,160	\$74,837	\$73,750
Child Care	\$4,081,921	\$4,107,509	\$4,045,802	\$3,841,113	\$3,887,768
Child Care-FIA	\$21,125	\$3,854	\$409	\$1,500	\$1,500
Soldiers & Sailors Relief	\$30,485	\$34,275	\$36,426	\$42,140	
OCBA - Grand Haven/West Olive			\$5,273,861	\$311,139	
Total Expenditures	\$13,737,530	\$13,479,719	\$16,860,154	\$10,592,456	\$10,479,864

COUNTY OF OTTAWA
SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for revenue from specific revenue sources (other than expendable trusts or major capital projects) and related expenditures which are restricted for specific purposes by administrative action or law.

MAJOR SPECIAL REVENUE FUNDS:

Parks and Recreation Fund (2081) - This Fund was established for the development, maintenance and operation of the Ottawa County parks. Funding is provided from General Fund appropriations, State grants and user charges. A Millage of .33 mills was re-approved by the County electorate during 2006 for ten years and expires in 2016.

Health Fund (2210) - 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.

Mental Health Fund (2220) - 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.

Stabilization Fund (2570) - This Fund was established to assure the continued solid financial condition of the County in case of an emergency.

NONMAJOR FUNDS:

Friend of the Court Fund (2160) - This Fund accounts for the operations of the Friend of the Court including the Co-op Reimbursement Grant, Medical Support Enforcement Grant, and the 3% Friend of the Court incentive payments established under Act 297 of 1982, Section 2530.

9/30 Judicial Grants (2170) - This Fund accounts for miscellaneous grant revenue received from the State and other agencies for judicial programs.

Solid Waste Clean-Up Fund (2271) - This Fund was established to account for monies received from settlement of a claim. The monies are to be used exclusively for the clean-up of the Southwest Ottawa Landfill.

Landfill Tipping Fees Fund (2272) - This Fund was established to account for the County's share of the tipping fee surcharge of Ottawa County Farms landfill starting in 1991 in accordance with an agreement between Ottawa County, Sunset Waste System, Inc., and the Township of Polkton. The monies are to be used for implementation of the Solid Waste Management Plan.

COUNTY OF OTTAWA

SPECIAL REVENUE FUNDS (CONTINUED)

Transportation System Fund (2320) - This Fund is used to account for a grant from the Michigan Department of Transportation to provide public transportation in concentrated areas for persons who are handicapped or who are sixty-five years of age or older.

Farmland Preservation (2340) – 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 property which restricts future development.

Planning Commission Fund (2420) - This Fund was established by the County Board under MCLA 125. A planning commission was created to prepare and oversee a County Development Plan relative to the economic, social and physical development of the County.

Infrastructure Fund (2444) - 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.

Public Improvement Fund (2450) - This Fund is used to account for earmarked revenues set aside for public improvements. Funding is provided from General Fund appropriations and building rentals.

Homestead Property Tax (2550) – 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 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 will lapse to the county general fund (MCL 211.7cc, as amended).

Register of Deeds Technology Fund (2560) – This Fund was established under Public Act 698 of 2002 to account for newly authorized additional recording fees effective March 31, 2003. The revenue collected is to be spent on technology upgrades.

Prosecuting Attorney Grants Fund (2601) - This Fund is used to account for monies granted to the County by the State for crime victim's rights. The County also contributes to these services.

Sheriff 9/30 Grant Programs Fund (2609) - This Fund accounts for miscellaneous grant revenue received by the Sheriff's department from the State for special purpose programs.

Sheriff Contracts (2610) - This Fund account for various contracts the County has with municipalities who contract with the County to improve the long-term ability of local law enforcement agencies public safety through innovative crime prevention, including community policing.

COUNTY OF OTTAWA

SPECIAL REVENUE FUNDS (CONTINUED)

Sheriff Road Patrol Fund (2661) - This Fund accounts for monies granted to the County by the State for the purpose of providing additional police supervision of traffic safety and additional patrol of the roads and parks as described in Public Act 416 of 1978.

Law Library Fund (2690) - This Fund is used to account for monies received from the Library Penal Fine Fund in accordance with Public Act 18 of 1982 and appropriations from the County for the purpose of maintaining the County's law library.

Workforce Investment Act Funds (2740, 2741, 2742, 2743, 2744, 2748 and 2749) - These Funds are used to account for Federal funds that are received by the County under the Workforce Investment Act. These Funds are targeted for training and employment programs for the under employed and economically disadvantaged citizens.

Grant Programs - Pass Thru Fund (2750) - This Fund is used to account for monies received from State and Federal grants which are passed on to outside agencies through contractual agreements to carry out the grants intended purpose.

Emergency Feeding Fund (2800) - This Fund is used to account for monies received from the State for the purpose of distributing surplus food to the impoverished residents of the County.

Federal Emergency Management Agency Fund (2810) - This Fund is used to account for monies received through the Emergency Food and Shelter National Board program for utility payments to prevent utility disconnection or heating source loss in households that have exhausted all other resources and do not qualify for other Community Action emergency funds.

Community Corrections Fund (2850) - This Fund is used to account for State monies and fees received to enhance the delivery of adult probation services in the County.

Revenue Sharing Reserve Fund (2855) - This Fund is used to account for additional tax revenue received as a result of the acceleration of the millage levy from December to July. An operating transfer of the amount the County would have received in State Revenue Sharing had it not been discontinued is transferred to the General Fund every year until the fund is depleted.

Community Action Agency Fund (2870) - This Fund is used to account for monies received from the State to be applied to various community programs for the impoverished residents of the County.

Weatherization Fund (2890) - This Fund is used to account for monies received through a State grant which aids in weatherizing homes of the disadvantaged, the elderly and people in the poverty zone.

COUNTY OF OTTAWA

SPECIAL REVENUE FUNDS (CONTINUED)

Department of Human Services Fund (2901) - This Fund is used primarily to account for monies from State and local funding sources and to assist with the welfare program which offers aid to disadvantaged individuals of Ottawa County.

Child Care Funds (2920 and 2921) - These Funds are used to account for foster child care in the County. This encompasses the Ottawa County Detention Center, which is a facility that houses juveniles on a short-term basis. The primary funding comes from the State and a County appropriation which is used to aid children who require placement outside of their home.

Soldiers' and Sailors' Relief Fund (2930) - This Fund is used to account for monies earmarked for indigent veterans and is mandated by State Law.

Veterans Trust Fund (2941) - This fund was established under Section 35.607 of the Compiled laws of 1970. It is used to account for monies received by the State and distributed to needy veterans.

Compensated Absences Fund (2980) - This Fund is used to account for future payments of accumulated sick pay of County employees under the sick days/short and long-term disability plan. This fund is also used to accrue vacation pay.

**COUNTY OF OTTAWA
2011 BUDGET SUMMARY
SPECIAL REVENUE FUNDS**

FUND NUMBER	FUND NAME	2010 PROJECTED FUND BALANCE	2011 REVENUE/ OPERATING TRANSFERS	2011 EXPENDITURES/ OPERATING TRANSFERS	2011 PROJECTED FUND BALANCE
2081	Parks and Recreation	\$4,101,573	\$4,588,280	\$4,537,232	\$4,152,621
2160	Friend of the Court		3,131,070	3,131,070	
2170	9/30 Judicial Grants		447,294	447,294	
2210	Health	952,574	9,079,298	9,079,298	952,574
2220	Mental Health	148,619	35,216,448	35,216,448	148,619
2271	Solid Waste Clean-Up	3,039,648	39,643	292,000	2,787,291
2272	Landfill Tipping Fees	860,745	332,500	417,877	775,368
2320	Transportation System	25,787	157,569	157,569	25,787
2340	Farmland Preservation	1,000	200		1,200
2420	Planning Commission	192,463			192,463
2444	Infrastructure	2,473,035	44,222	125,000	2,392,257
2450	Public Improvement	3,246,728	460,721	210,575	3,496,874
2550	Homestead Property Tax	64,742	4,845	42,818	26,769
2560	Register of Deeds Technology	370,374	239,494	154,496	455,372
2570	Stabilization	8,269,673			8,269,673
2601	Prosecuting Attorney Grants	25,092	211,581	211,581	25,092
2609	Sheriff Grant Programs		492,170	492,170	
2610	Sheriff Contracts	1,241	4,622,439	4,622,439	1,241
2661	Sheriff Road Patrol		346,157	346,157	
2690	Law Library	57,179			57,179
2740	Workforce Investment Act (WIA)- Administration	948	707,928	707,928	948
2741	WIA - Youth		1,081,368	1,081,368	
2742	WIA - Adult	511	818,203	818,203	511
2743	WIA - 6/30 Grant Programs	92,344	1,984,934	1,984,934	92,344
2744	WIA - 12/31 Grant Programs	42,662	304,889	304,889	42,662
2748	WIA - 9/30 Grant Programs	34,271	3,495,234	3,495,234	34,271
2749	WIA - 3/31 Grant Programs		4,740	4,740	
2750	Grant Programs - Pass Thru		624,576	624,576	
2800	Emergency Feeding	18,688	65,000	65,000	18,688
2850	Community Corrections Program	156,299	948,091	948,091	156,299
2855	Revenue Sharing Reserve Fund	423,889		423,889	
2870	Community Action Agency	152,691	626,157	626,157	152,691
2890	Weatherization	168	1,319,517	1,319,517	168
2901	Department of Human Services	270,518	249,150	249,150	270,518
2920	Child Care - Circuit Court	1,351,742	8,147,227	8,147,227	1,351,742
2921	Child Care-Social Services	73,786	2,500	2,500	73,786
2930	Soldiers & Sailors Relief				
2941	Veterans Trust	1,481	13,852	13,852	1,481
2980	Compensated Absences	3,758,656	142,000	72,100	3,828,556
TOTAL SPECIAL REVENUE FUNDS		\$30,209,127	\$79,949,297	\$80,373,379	\$29,785,045

Function Statement

The Parks and Recreation Commission oversees acquisition, development, operation and maintenance of 22 County Parks, several undeveloped park properties, and ten Open Space Lands totaling 5,980 acres. Park facilities include the 8,000 square foot Nature Education Center at Hemlock Crossing which houses department interpretive staff and functions as a visitor center for the park system. The Commission also oversees management of the Musketawa Trail under an agreement with the Michigan Department of Natural Resources. The Commission is continually evaluating long-term park and open space needs and seeking to add lands and facilities in order to keep pace with population growth and the needs of the public.

Additional services provided by the Parks and Recreation Commission include the sponsorship of outdoor education programs throughout the park system as well as offering facility reservations at picnic buildings, shelters and other facilities designed for group outings.

Mission Statement

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

TARGET POPULATION	<ul style="list-style-type: none"> Ottawa County Residents and Visitors
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Preserve and manage park and open space lands which protect and enhance significant landscapes and natural communities to benefit both people and wildlife</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Identify high quality natural resource features in Ottawa County, seek to preserve key parcels, and interconnected natural lands through the establishment of new parks and open spaces 2) Provide a high level of stewardship for natural lands 3) Advocate for improved water quality levels for all regional waterways and water bodies
	<p>Goal 2: Provide high quality natural resource based recreation opportunities for residents and visitors of all levels of ability</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Provide a wide range of resource-based recreation opportunities and facilities to meet identified needs in the long-range parks and open space plan 2) Identify areas within Ottawa County not adequately served by county park lands and facilities and expand recreation opportunities in these areas where natural resource features suitable for county park development are available 3) Continue high standards for maintenance and operation of all park and open space lands and facilities 4) Provide lands and facilities which are accessible to individuals of all levels of ability (comply with the Americans with Disabilities Act)
	<p>Goal 3: Promote understanding and appreciation of the natural and cultural history of Ottawa County and awareness of Commission operated facilities, programs and services</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Provide a wide range of educational programs and special events for people of all ages and abilities 2) Provide interpretive facilities for both natural and cultural history at park lands and open spaces 3) Promote good stewardship of county park lands and open spaces 4) Promote awareness and use of park and open space system and programs through ongoing public relations campaign
	<p>Goal 4: Develop and maintain a solid, diversified financial base for both short and long-term development, expansion and maintenance of the park system</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Maximize grant funds to help accomplish the mission of the Parks Commission 2) Implement user fees where appropriate which are consistent with Parks Commission policies 3) Maximize donations to assist in achieving identified goals 4) Develop partnerships which help achieve identified goals 5) Maintain an efficient, cost effective system of maintenance and operation for the county park and open space system 6) Sustain dedicated millage to assist with acquisition, development, and operation of the park system
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1-1,2,3: Land Preservation and Management Program</p> <p>Goal 2-1,2,3,4: Park Use and Recreation Program</p> <p>Goal 3-1,2,3,4: Nature Education Program</p> <p>Goal 4-1,2,3,4,5,6: Parks Financial Planning Program</p>

Fund: (2081) Parks and Recreation

	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
SELF-REPORTED AND OUTPUT MEASURES	Goal 1-1: # of acres of park and open space land acquired	150	326	150	330	150
	Goal 1-1: # of feet of Lake Michigan frontage acquired	N/A	0	538	0	0
	Goal 1-1: # of feet of river front land acquired	N/A	9,192	6,191	12,302	1,000
	Goal 1-2: # of acres of land restored	N/A	18	23.74	82.5	10
	Goal 1-2: Annual assessment of invasive species in park system	Yes	Yes	Yes	Yes	Yes
	Goal 2-1: # of summer visitors to lakeshore parks	N/A	172,354	161,718	175,000	175,000
	Goal 2-1: # of people served through park reservations	N/A	60,228	64,703	63,000	70,000
	Goal 2-1: # of park reservations	N/A	809	981	1,000	1,100
	Goal 2-3: % of positive comments received through comment cards and other systems	65%	54%	61%	65%	70%
	Goal 2-3: Park User Survey completed (every 5 years)	N/A	No	No	No	No
	Goal 2-3: % of positive comments received through park reservations survey	N/A	No	98%	98%	98%
	Goal 2-4: % of parks in compliance with ADA	100%	90%	95%	95%	100%
	Goal 3-1: # of participants in programs	N/A	1,784	1,727	6,000	9,000
	Goal 3-1: # of programs offered	N/A	86	78	180	250
	Goal 3-4: # of brochures distributed	14,000	14,000	9,000	16,000	16,000
	Goal 3-4: # of newsletters distributed per mailing	3,700	3,437	5,006	5,300	5,500
	Goal 3-4: # of hits on Parks website (page views)	280,000	221,838	213,086	250,000	280,000
	Goal 4-1: Grant funds received	\$500,000	\$420,870	\$1,926,572	\$1,252,600	\$435,000
	Goal 4-1: # of grant applications submitted	N/A	3	2	3	2
	Goal 4-2: Park entrance fees collected	\$240,000	\$238,692	\$241,654	\$242,000	\$245,000
	Goal 4-2: Reservation fees collected	\$70,000	\$66,410	\$77,664	\$80,000	\$81,000
	Goal 4-3: Donations received	\$38,300	\$145,026	\$219,070	\$294,000	\$24,567
	Goal 4-5: # of hours used of low cost and volunteer labor sources	14,000	10,578	12,593	14,000	10,000*
Goal 4-6: % of voters supporting the Parks millage **	75%	N/A	N/A	N/A	N/A	
OUTCOME MEASURES	Goal 2-3: % of County residents satisfied with park facilities and opportunities (telephone survey of County residents)	95%	95%	95%	95%	95%

* End use of all inmate crews and transition to all volunteer hours with new Park Supervisor to coordinate volunteer program.

** The current millage expires in 2016.

County-wide Strategic Plan Directive:

- Goal 1, Objective 2: Implement processes and strategies to deal with operational deficits
- Goal 2, Objective 1: Continue to improve the County website, miottawa.org
- Goal 3, Objective 3: Continue initiatives to preserve the physical environment
- Goal 3, Objective 4: Continue initiatives to positively impact the community
- Goal 3, Objective 5: Provide quality County facilities throughout the County

Fund: 2081 Parks and Recreation

Resources

Personnel	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Director of Parks & Recreation	1.000	1.000	1.000	\$83,727
Coordinator of Park Planning & Development	1.000	1.000	1.000	\$63,558
Parks Planner	1.000	1.000	1.000	\$51,448
Parks Manager	1.000	1.000	1.000	\$63,558
Naturalist	1.000	1.000	1.000	\$39,815
Coordinator of Park Maintenance & Operations	1.000	1.000	1.000	\$69,673
Park Supervisor	5.000	5.000	5.000	\$252,431
Administrative Clerk	1.000	1.000	1.000	\$44,012
Senior Secretary	1.000	0.000	0.000	\$0
Secretary	0.000	1.000	1.000	\$31,061
Coordinator of Interpretive & Information Services	0.000	1.000	1.000	\$59,350
Park Equipment Specialist	0.000	0.000	1.000	\$52,891
Park Maintenance Worker	0.000	1.000	1.000	\$33,418
	15.000	15.000	16.000	\$844,942

Funding	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Taxes	\$2,887,799	\$3,039,393	\$3,141,232	\$3,178,097	\$3,030,563
Intergovernmental Revenue	\$697,785	\$420,870	\$1,926,572	\$736,505	\$1,049,400
Charges for Services	\$515,619	\$486,812	\$438,267	\$320,700	\$351,560
Interest	\$463,134	\$357,836	\$59,503	\$76,884	\$72,242
Rents	\$39,588	\$66,236	\$62,138	\$67,150	\$52,515
Other Revenue	\$198,504	\$278,586	\$244,828	\$512,300	\$32,000
Other Financing Sources	\$530,000	\$530,000	\$297,790		
Total Revenues	\$5,332,429	\$5,179,733	\$6,170,330	\$4,891,636	\$4,588,280
Expenditures					
Personnel Services	\$1,164,382	\$1,270,914	\$1,422,810	\$1,557,601	\$1,662,333
Supplies	\$151,555	\$150,543	\$175,118	\$183,770	\$194,657
Other Services & Charges	\$426,240	\$521,899	\$525,941	\$514,327	\$474,942
Capital Outlay	\$2,607,050	\$3,346,002	\$6,610,526	\$3,502,026	\$2,205,300
Debt Service	\$81,508	\$29,478			
Total Expenditures	\$4,430,735	\$5,318,836	\$8,734,395	\$5,757,724	\$4,537,232

Budget Highlights:

Intergovernmental Revenue and Capital Outlay fluctuate with the land purchases and park improvement projects planned. The timing of project costs and grant dollars received are staggered between 2010 and 2011. The following projects are current: Grand River Ravines, Olive Shores Improvement and Holland Country Club. Other Revenue in 2010 reflects a nearly \$500,000 donation from the Great Lakes Fishery Trust for the Holland Harbor Access Project.

Function Statement

The Friend of the Court (FOC) has three broad statutory duties: 1) To investigate, report, and make recommendations to the 20th Judicial Circuit Court regarding child custody, parenting time, and child support issues; 2) To monitor and manage collection and disbursement of child support payments by the Michigan State Disbursement Unit (MiSDU); and 3) To enforce child custody, parenting time, and child support orders entered by the 20th Judicial Circuit Court. The FOC earns Federal incentive dollars based on performance factors in five (5) key areas of child support enforcement. These incentive dollars help fund FOC operations and reduce the need for County general fund dollars.

Mission Statement of the 20th Judicial Circuit and Probate Courts

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

TARGET POPULATION	<ul style="list-style-type: none"> • Children • Custodial and Non-custodial Parents 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: To earn the maximum in Federal incentive dollars on each identified performance factor</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) To maintain a paternity establishment rate of 90% or higher 2) To achieve a support order establishment rate of 80% or higher 3) To achieve a collection rate on current support of 80% or higher 4) To achieve a collection rate on arrears of 80% or higher 5) To maintain a child support enforcement program that is highly cost effective per federal guidelines: total IV-D money collected divided by the total dollars expended is over \$5 <p>Goal 2: Effectively enforce support/parenting time court orders</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Maintain historical percentage of enforcement actions relative to caseload <p>Goal 3: Comply with all federal and state regulations regarding medical support enforcement</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Ensure that FOC clients comply with orders requiring health insurance coverage for their children 2) Maintain or increase historical percentage of medical support ordered through FOC enforcement activity <p>Goal 4: Ensure that custody assessments are completed within 56 days of the date they are ordered by the court</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Comply with Michigan Court Rules requirements regarding completion of custody assessments <p>Goal 5: Efficient and timely administration of justice</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Ensure that domestic relations hearings are set before Referees within 2 weeks of the date a motion is filed 2) Attempt to minimize the number of formal grievances filed regarding office employees or operations 					
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1-1,5: Federal Incentive Program</p> <p>Goal 2-1: Court Order Enforcement</p> <p>Goal 3-1,2: Medical Support Enforcement</p>		<p>Goal 4-1: Custody Assessment Program</p> <p>Goal 5-1: Caseload management of domestic relations cases</p> <p>Goal 5-2: Employment training and office operations</p>			
SELF-REPORTED AND OUTPUT MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1-1: To maintain a paternity establishment rate of 90% or higher	90%	97.30%	96.74%	97%	97%
	Goal 1-2: To achieve a support order establishment rate of 80% or higher	80%	84.16%	82.40%	84%	84.50%
	Goal 1-3: To achieve a collection rate on current support of 80% or higher	80%	71.57%	72.60%	72.70%	72.70%
	Goal 1-4: To achieve a collection rate on arrears of 80% or higher	80%	73.24%	75.10%	75%	75%
	Goal 1-5: Total IV-D money collected divided by the total dollars expended	Over \$5.00	\$11.26	N/A	\$11.30	\$11.30
	Goal 2-1: # of child support show cause enforcement motions filed	7,100	7,003	8,049	7,200	7,200
	Goal 2-1: # of parenting time show cause enforcement motions filed	120	125	111	120	120
	Goal 3-1: # of non-compliance notices/ show cause hearings	450	454	455	450	450
	Goal 3-2: # of National Medical Support Notices (NMSN) sent	7,000	7,056	6,982	7,000	7,000
	Goal 4-1: % of custody assessments completed timely	99%	99%	95%	93%	99%
	Goal 5-1: # of weeks a party must wait for a Referee Hearing	2-3	2.5-4	4-6	4	4

Fund: (2160) Friend of the Court

	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
OUTCOME MEASURES	Goal 5-2: Formal grievances filed regarding office employees or operations	14	14	14	13	13

County-wide Strategic Plan Directive:
 Goal 1, Objective 2: Implement processes and strategies to deal with operational deficits
 Goal 3, Objective 4: Continue initiatives to positively impact the community

Resources

Personnel	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Friend of the Court	1.000	1.000	1.000	\$100,999
Assistant FOC - Operations	1.000	1.000	1.000	\$69,296
Accounting Manager	1.000	1.000	1.000	\$69,296
Investigators	11.000	11.000	11.000	\$562,108
Family Services Coord/Custody Investigator*	3.000	3.000	3.000	\$143,575
Data Processing Specialist	4.000	4.000	4.000	\$148,206
Senior Data Processing Specialist	1.000	1.000	1.000	\$47,801
Location Specialist	1.000	1.000	1.000	\$41,040
FOC Clerk II	3.000	3.000	3.000	\$114,153
Accounting Clerk	3.000	3.000	3.000	\$114,153
Referee	1.125	1.125	1.125	\$93,704
FOC Clerk I	4.000	4.000	4.000	\$119,122
Deputy/Road Patrol	1.000	1.000	1.000	\$59,222
Third Party Liability Specialist	1.000	1.000	1.000	\$51,646
	36.125	36.125	36.125	\$1,734,321

* The Custody Field Investigator and Family Services Coordinator positions were combined in FY 2010.

Funding

Budget Summary	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$2,057,326	\$1,978,016	\$2,026,554	\$2,038,080	\$2,049,081
Charges for Services	\$240,468	\$258,723	\$271,055	\$266,834	\$265,160
Other Financing Sources	\$722,861	\$748,284	\$732,402	\$620,818	\$816,829
Total Revenues	\$3,020,655	\$2,985,023	\$3,030,011	\$2,925,732	\$3,131,070
Expenditures					
Personnel Services	\$2,295,452	\$2,383,443	\$2,446,798	\$2,540,891	\$2,525,253
Supplies	\$60,600	\$62,862	\$63,175	\$60,608	\$54,940
Other Services & Charges	\$489,086	\$516,241	\$528,045	\$514,225	\$550,877
Total Expenditures	\$2,845,138	\$2,962,546	\$3,038,018	\$3,115,724	\$3,131,070

Budget Highlights:

Other Financing Sources - the operating transfer from the General Fund - is increasing due to fund balance use in 2010.

Fund: 2170 9/30 Judicial Grants

Function Statement

This Fund accounts for miscellaneous grant revenue received from the State and other agencies for judicial programs, primarily drug court programs.

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Drug Court Coordinator	1.000	0.000	1.000	\$46,727
Caseworker	1.000	0.000	1.000	\$48,834
Probation Treatment Specialist	1.000	1.000	1.000	\$55,842
Administrative Aide	1.000	0.000	0.500	\$16,543
Case Manager	1.000	0.000	0.000	\$0
Case Manager/Surveillance	1.000	0.000	1.000	\$49,161
	<u>6.000</u>	<u>1.000</u>	<u>4.500</u>	<u>\$217,107</u>

Funding

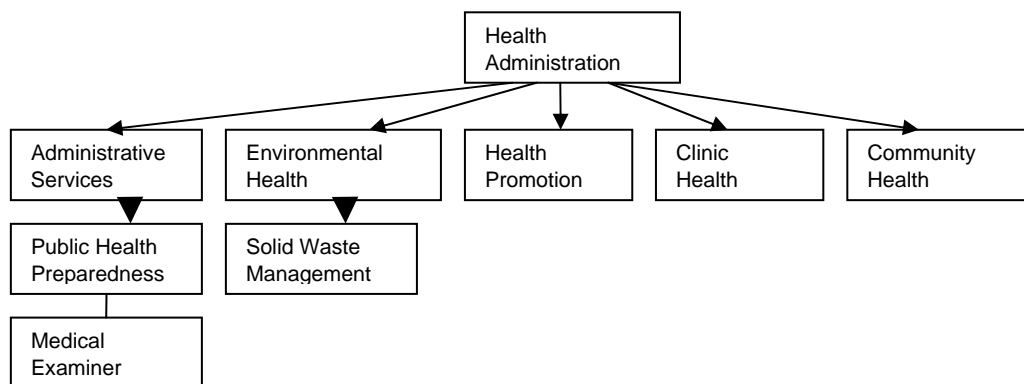
Budget Summary	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$266,186	\$366,546	\$285,069	\$360,825	\$426,023
Charges for Services					
Interest					
Other Revenue		\$3,500	\$7,500		
Other Financing Sources	\$32,389	\$43,384	\$63,074	\$35,441	\$21,271
Total Revenues	<u>\$298,575</u>	<u>\$413,430</u>	<u>\$355,643</u>	<u>\$396,266</u>	<u>\$447,294</u>
Expenditures					
Personnel Services	\$254,326	\$298,965	\$316,012	\$312,713	\$371,298
Supplies	\$34,658	\$61,311	\$11,346	\$43,965	\$40,517
Other Services & Charges	\$9,593	\$52,300	\$24,125	\$44,602	\$35,479
Capital Outlay					
Total Expenditures	<u>\$298,577</u>	<u>\$412,576</u>	<u>\$351,483</u>	<u>\$401,280</u>	<u>\$447,294</u>

Budget Highlights:

This fund can vary depending on whether grants have been extended or have ended as well as the award amount received from the State. Consequently, the budget can vary significantly from year to year.

Public Health (2210) Fund Summary

The Ottawa County Health Department provides environmental health services, client health services in both a clinic setting and the field, public health preparedness, and health education services. Services supervised by Health administration but not accounted for in fund 2210 include Landfill Tipping fees (solid waste planning - fund 2272) and Substance Abuse which is recorded in the General Fund (1010-6300).



Budget Summary - Fund 2210

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Licenses & Permits	\$362,473	\$392,769	\$404,832	\$423,252	\$535,641
Intergovernmental Revenue	\$4,349,298	\$4,055,164	\$3,572,160	\$4,106,180	\$3,656,836
Charges for Services	\$791,491	\$818,294	\$606,751	\$580,133	\$615,379
Interest & Rents					
Other Revenue	\$213,200	\$223,775	\$218,015	\$236,713	\$210,747
Other Financing Sources	\$5,926,606	\$6,201,488	\$4,743,828	\$3,838,667	\$4,060,695
Total Revenues	\$11,643,068	\$11,691,490	\$9,545,586	\$9,184,945	\$9,079,298
Expenditures					
Personnel Services	\$6,374,870	\$6,525,931	\$6,238,356	\$6,160,686	\$6,216,975
Supplies	\$1,861,917	\$1,846,843	\$1,174,859	\$1,144,565	\$1,155,303
Other Services & Charges	\$2,972,677	\$2,920,361	\$2,151,729	\$1,879,694	\$1,707,020
Capital Outlay		\$241,471	(\$8,087)		
Other Financing Uses		\$1,300,000			
Total Expenditures	\$11,209,464	\$12,834,606	\$9,556,857	\$9,184,945	\$9,079,298

Budget Highlights:

The H1N1 and Community Health grants were not available when the 2011 budgets were formulated causing a decrease in intergovernmental revenue and an increase in the operating transfer. However, the implementation of the user fee study recommendations helped reduce the needed increase in the operating transfer. Expenditure fluctuations are explained on the department statements that follow.

Resources				
Personnel				
Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Account Clerk	1.000	1.000	1.000	\$37,374
Accountant I	1.000	1.000	1.000	\$48,433
Administrative Secretary	1.000	1.000	1.000	\$48,433
Assistant Health Administrator	1.000	1.000	1.000	\$80,879
Communication Specialist	1.300	0.800	1.000	\$58,473
Epidemiologist *	1.000	0.000	0.000	\$0
Health Administrative Clerk	0.000	0.000	0.800	\$29,899
Health Officer/ Administrator	1.000	1.000	1.000	\$108,678
Health Promotion Clerk	1.000	1.000	0.100	\$3,738
Medical Director	1.000	1.000	1.000	\$145,850
PC Support Specialist	1.000	1.000	1.000	\$48,433
Programmer/ Analyst	1.000	1.000	1.000	\$65,650
Senior Accountant	0.500	1.000	1.000	\$63,802
	11.800	10.800	10.900	\$739,642

*Position is not funded, but may be reinstated if future resources allow.

Funding					
	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,123,626	\$1,123,626	\$1,081,147	\$1,108,810	\$1,108,810
Charges for Services	\$222	\$126	\$12		
Interest & Rents					
Other Revenue	\$838	\$7,175	\$330	\$1,489	\$300
Other Financing Sources	\$5,885,209	\$6,167,662	\$4,733,787	\$3,838,667	\$4,060,695
Total Revenues	\$7,009,895	\$7,298,589	\$5,815,276	\$4,948,966	\$5,169,805
Expenditures					
Personnel Services	\$887,009	\$953,691	\$970,267	\$1,017,699	\$1,045,794
Supplies	\$24,823	\$17,905	\$13,135	\$17,783	\$17,296
Other Services & Charges	\$890,485	\$944,717	\$934,263	\$840,262	\$787,677
Capital Outlay		\$241,471	(\$8,087)		
Other Financing Uses		\$1,300,000			
Total Expenditures	\$1,802,317	\$3,457,784	\$1,909,578	\$1,875,744	\$1,850,767

Budget Highlights:

Other Financing Sources revenue, the operating transfer from the General Fund, is higher to reflect the decrease in state revenue.

Function Statement

The Public Health Preparedness Program (PHP) 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. PHP 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.

Mission Statement

Prepare for the health and safety of Ottawa County citizens during public health emergencies.

TARGET POPULATION	<ul style="list-style-type: none"> • Ottawa County Residents • Health Service Providers • Disaster Volunteers 					
PRIMARY GOALS & OBJECTIVES	Goal 1: Develop plans as part of the Emergency Response Plan (ERP) to respond to public health emergencies					
	Objectives: <ol style="list-style-type: none"> 1) Update the Strategic National Stockpile (SNS) Plan (mass prophylaxis) 2) Update the Crisis Emergency Risk Communication (CERC) Plan 3) Develop and maintain a Continuity of Operations Plan (COOP) for the Ottawa County Health Department 4) Assist in the development of a county government COOP 5) Assist community partners in creating local health preparedness plans 					
	Goal 2: Train department staff, county staff, and community partners to respond to public health emergencies					
	Objectives: <ol style="list-style-type: none"> 1) Provide preparedness training to those involved in emergency response 2) Provide Personal Preparedness training to individuals and community partners 3) Conduct emergency response exercises 					
PRIMARY GOALS & OBJECTIVES	Goal 3: Create partnerships to respond to public health emergencies					
	Objectives: <ol style="list-style-type: none"> 1) Enhance community partnerships for Pandemic Influenza Coalition and workgroups 2) Enhance community partnerships for the Special Needs Populations Disaster Outreach Coalition 3) Establish a Medical Reserve Corps 4) Participate in Regional Emergency Preparedness (i.e. Health Departments) meetings and events 5) Participate in County Local Emergency Planning Commission (LEPC) meetings and events 					
	Goal 4: Increase community awareness of potential for natural disasters and/or public health emergencies and preparedness strategies					
	Objectives: <ol style="list-style-type: none"> 1) Provide information to the community on how to prepare for natural disaster and/or public health emergencies 2) Inform the public of Health Department response in a natural disaster or public health emergency 3) Inform the public of appropriate individual response to a natural disaster or public health emergency 					
ACTIONS/ PROGRAM COMPONENTS	Goal 1, 2, 3, 4: Emergency Response Plan					
SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1-1: % of required updates completed	100%	N/A	100%	100%	100%
	Goal 1-2: % of required updates completed	100%	N/A	100%	100%	100%
	Goal 1-3: % of Health Department COOP plan complete	100%	50%	0%	10%	25%
	Goal 1-4: % of County COOP plan complete	100%	N/A	0%	0%	10%
	Goal 1-5: % of community partners with preparedness plans completed	100%	N/A	30%	30%	50%
	Goal 1-5: # of individuals protected by a preparedness plan through a community partner	N/A	N/A	10	15	20
	Goal 2-1: % of persons involved in emergency response who received Incident Command Structure Training	100%	N/A	47%	100%	100%
	Goal 2-2: % of health department staff and community partners who received Personal Preparedness training	100%	N/A	93%	93%	95%
	Goal 2-3: # of community response exercises conducted	N/A	N/A	5	10	5
	Goal 2-3: # of tests completed for each communication technology device (aka: HAN, 800 MHZ)	N/A	HAN-quarterly 800 MHz-weekly	9 – HAN 52 – 800	2 – HAN 52 – 800	2 – HAN 52 – 800

	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 2-3: % of response rate achieved on technology testing	50%	90%	83%	90%	90%
	Goal 3-1: # of new partners in the Pandemic Influenza Coalition	N/A	N/A	2	2	2
	Goal 3-2: # of new partners in the Special Needs Populations Disaster Outreach Coalition	N/A	N/A	42	10	5
	Goal 3-3: # of fully registered members in the Ottawa County Medical Reserve Corps/MI Volunteer Registry	50	N/A	0	22	25
	Goal 3-4: # of Regional Emergency Preparedness meetings attended	N/A	N/A	48	19	36
	Goal 3-5: # of Local Emergency Planning Commission meetings attended	N/A	N/A	2	3	4
	Goal 4-1: % of positive participation in community outreach planning (surge capacity, mass prophylaxis)	50%	50%	50%	100%	75%
	Goal 4-1: # of meetings held by each workgroup for All Hazard Planning	N/A	6	9	16	16
	Goal 4-1: % of invited community members that participate in All Hazard Planning meetings	50%	75%	70%	80%	80%
	Goal 4-1: Average # of community members that participate in each All Hazard Planning meeting	N/A	15	15	15	20
	Goal 4-3: # of events/fairs attended to distribute marketing tools in regard to All Hazard planning	10	10	5	10	10
OUTCOME MEASURES	Goal 1: % grade given to the ERP by MDCH – OPHP	100%	100%	100%	100%	95%
	Goal 1-1: % grade given to the SNS Plan by MDCH – OPHP	98%	87%	97%	90%	92%
	Goal 1-2: % grade given to the CERC by MDCH – OPHP	95%	100%	100%	100%	100%

MDCH: Michigan Department of Community Health

OPHP: Office of Public Health Preparedness

County-wide Strategic Plan Directive:

Goal 3, Objective 3: Continue initiatives to preserve the physical environment

Goal 3, Objective 4: Continue initiatives to positively impact the community

Goal 4, Objective 4: Examine opportunities for service delivery with local units of government

Resources				
Personnel				
Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
PH Preparedness Coordinator	1.000	1.000	1.000	\$58,201
Community Health Nurse	0.000	0.200	0.200	\$10,951
Health Educator	1.000	0.000	0.200	\$9,391
	2.000	1.200	1.400	\$78,543

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$306,388	\$287,566	\$195,313	\$631,926	\$182,768
Charges for Services					
Interest & Rents					
Other Revenue		\$3,025	\$2,354	\$20,400	
Total Revenues	\$306,388	\$290,591	\$197,667	\$652,326	\$182,768

Expenditures

Personnel Services	\$160,862	\$132,318	\$101,103	\$287,983	\$118,301
Supplies	\$25,942	\$25,707	\$18,904	\$98,796	\$4,595
Other Services & Charges	\$72,535	\$55,924	\$30,396	\$142,555	\$25,769
Capital Outlay					
Total Expenditures	\$259,339	\$213,949	\$150,403	\$529,334	\$148,665

Budget Highlights:

The reduction in Revenues and Expenditures is due to the H1N1 grants not received in 2011.

Function Statement

Programs and services of the Environmental Health Division (EH) are aimed at protecting resident and visitor health through control and prevention of environmental conditions that may endanger human health and safety. We are the defense system and response team. Our business as environmental health professionals is to identify, respond and prevent, or eliminate factors that create risk to human health by taking appropriate action based on professional judgment and accepted standards/methods.

Environmental Health Specialists routinely inspect restaurants, school kitchens, vending locations, and temporary food service establishments for proper food storage, preparation, and handling to protect the public from food-borne illnesses. Public and private water supplies are regulated, evaluated, and sampled to eliminate the risks of water-borne disease and toxic exposure. Through soil evaluations, issuance of permits and inspections of new on-site sewage disposal systems, the EH Specialists protect against illness and health hazards. The safety and sanitation of public swimming pools, spas, and bathing beaches are maintained through inspections and testing of water quality. Potential homebuyers are provided with results of water quality and condition of sewage disposal systems through a unique real estate evaluation program. EH Specialists also inspect and evaluate mobile home parks, campgrounds, child care centers, adult and child foster homes, marinas, schools, new sub-divisions, and general nuisance complaints as well as provide educational and consultative services for the public.

Mission Statement

Environmental Health Services protect public health by assuring risks from exposure to environmental hazards are minimized through prevention, identification, and response. Hazards such as unsafe food, contaminated drinking water, polluted surface water, and hazardous materials seriously threaten the health of Ottawa County residents and visitors. It is the mission of the Environmental Health Services team to address those threats by providing State and locally mandated programs in an efficient and effective manner.

TARGET POPULATION	<ul style="list-style-type: none"> • Ottawa County Residents and Homeowners • Food Service Establishments and Patrons
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Protect the safety of on-site drinking water supplies (<i>On-Site</i>) Objectives: 1) Continue to operate private and non-community public water supply protection programs in accordance with State of Michigan and Ottawa County requirements 2) Continue to monitor and map areas of impaired groundwater quality and quantity</p> <p>Goal 2: Ensure the safe disposal of sewage from homes and businesses served by on-site wastewater disposal systems (<i>On-Site</i>) Objectives: 1) Continue to meet or exceed the State of Michigan’s minimum program requirements for residential and commercial on-site wastewater disposal</p> <p>Goal 3: Prevent exposure to unsafe surface and/or swimming waters (<i>On-Site</i>) Objectives: 1) Collect water samples at public beaches on a weekly schedule between Memorial Day and Labor Day and issue “No Swim” advisories as needed 2) Provide swimming pool program in accordance with State Law</p> <p>Goal 4: Prevent exposure to health hazards in various shelter environments (<i>On-Site</i>) Objectives: 1) Maintain inspection schedule for all permanent and temporary campgrounds, and issue correction orders as needed 2) Increase testing for residential radon and lead levels</p> <p>Goal 5: Assess the unmet Environmental Health needs of Ottawa County (<i>On-Site</i>) Objectives: 1) Conduct the Protocol for Assessing Community Excellence in Environmental Health</p> <p>Goal 6: Reduce the risk of food borne illnesses in food service establishments (<i>Food Service</i>) Objectives: 1) Continue to meet or exceed the State of Michigan’s minimum program requirements for a local health department food service sanitation program 2) Partner with food service establishments with persistent or emerging problems to offer solutions by way of risk control plans and standard operating procedures</p> <p>Goal 7: Improve the level of food safety knowledge among the food service community (<i>Food Service</i>) Objectives: 1) Provide monthly “Leading the Way to Food Safety” training sessions for food service employees 2) Produce and distribute semi-annual “FOOD WRAP” newsletter 3) Create/refine an interactive basic food service sanitation training module on the County website</p>

ACTIONS/ PROGRAM COMPONENTS	Goal 1-1,2: Clean Drinking Water Program		Goal 4-2: Radon Testing Program			
	Goal 2-1: Safe Sewage Disposal Program		Goal 5-1: Environmental Health Assessment			
SELF- REPORTED, OUTPUT, AND EFFICIENCY MEASURES	Goal 3-1: Beach Testing Program		Goal 6-1,2: Food Service Inspection Program			
	Goal 3-2: Public Swimming Pool Inspection Program		Goal 7-1,2,3: Food Service Communication Program			
Goal 4-1: Campground Inspection Program		TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1-1: # of new and replacement well permits issued	180	287	183	210	210
	Goal 1-1: # of groundwater supply systems (wells) inspected prior to real estate transfers	380	442	364	540	540
	Goal 1-1: # of new homeowners provided with info about unsafe water supplies	450	442	364	540	540
	Goal 1-1: # of homes & businesses with safe drinking water	475	508	547	750	750
	Goal 1-2: # of vacant property evaluations completed for future development	75	102	41	50	50
	Goal 2-1: # of sewage disposal system permits issued for new construction	100	137	93	100	100
	Goal 2-1: # of sewage disposal system permits issued for repair/replacements at existing homes	210	271	210	270	270
	Goal 2-1: # of wastewater disposal systems inspected prior to real estate transfers	600	696	587	700	700
	Goal 2-1: # of new homeowners provided with info about faulty septic systems	700	696	587	700	700
	Goal 1 & Goal 2: % of water and wastewater permits issued in accordance with County and State requirements	100%	100%	100%	100%	100%
	Goal 3-1: # of public beaches sampled weekly during the summer	17	17	17	17	17
	Goal 3-2: # of public swimming pool inspections conducted	150	165	187	180	180
	Goal 4: # of animal specimens submitted for rabies testing	30	32	59	40	40
	Goal 4: # of septage hauling vehicles inspected	18	18	25	25	25
	Goal 4-1: # of regulated type II water supplies monitored	250	220	219	225	230
	Goal 4-1: # of campgrounds licensed and inspected	25	25	22	24	24
	Goal 4-1: % of type II facilities, swimming pools, beaches, campgrounds, and septage hauling trucks inspected in accordance with state requirements	100%	100%	100%	100%	100%
	Goal 4-2: # of homes tested for radon	300	250	263	275	275
	Goal 5-1: # EH community assessments	1	N/A	0	0	1
	Goal 6-1: # of fixed food establishment inspections	1,100	1,124	1,022	1,025	1,025
	Goal 6-1: # of vending machine and STFU inspections	70	77	98	98	98
	Goal 6-1: # of temporary food establishment inspections	225	226	242	240	240
	Goal 6-1: # of re-inspections conducted	539	554	469	450	450
	Goal 6-1: # of plans reviewed	30	43	37	40	40
	Goal 6-1: # of complaints investigated	45	43	39	40	40
	Goal 6-1: # of food borne illness investigations	40	53	52	52	52
	Goal 6-1: # of enforcement actions taken	80	83	65	65	60
	Goal 6-1: % of facilities receiving required inspections	100%	100%	100%	100%	100%
	Goal 6-1: % of facilities receiving re-inspections	49%	49%	46%	45%	45%
	Goal 6-1: % of Michigan Program Requirements met	100%	100%	100%	100%	100%
	Goal 7-1: # of food service employees attending "Leading the Way to Food Safety" training	350	455	190	150	150
	Goal 7-1: # of school concession personnel attending "Person In Charge" training	45	46	32	25	25

	ANNUAL MEASURES	TARGET	2008	2009	2010	2011
					ESTIMATED	PROJECTED
SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	Goal 7-1: % increase in attendance of our free training seminars for food service workers	0	↑11.85%	↓51.21%	0%	0%
	Goal 7-1: # of attendees for free training seminars for food service workers	390	501	222	175	175
	Goal 7-1: % of food training participants successfully passing the test	95%	96%	94%	95%	95%
	Goal 7-2: # of FOOD WRAP letters distributed	1,250	1,278	512	1,024	1,024
	Goal 7-2: % of satisfied FOOD WRAP readers	70%	N/A	96%	100%	100%
	Goal 7-3: # web-based food service training modules	1	N/A	2	2	3
	OUTCOME MEASURES	Goal 2-1: # of new gallons of wastewater properly handled and disposed of in an environmentally safe system (in millions)	14.6	22.5	7	8
Goal 2-1: # of gallons of wastewater from existing failing systems which were corrected (in millions)		32.9	44.5	15	20	20
Goal 3 & Goal 4: # of reported injuries or fatalities at licensed pools or campgrounds resulting from non-compliant EH factors		0	0	0	0	0
Goal 3-1: # of times public beaches were closed due to contaminated water		6	5	11	10	8
Goal 7: % change in enforcement actions		0	↓39%	↓6%	↓5%	↓5%
Goal 7: % decrease in overall critical violations		2%	11.5%	14%	15%	15%
Goal 7: # of confirmed food borne illness outbreaks		1	1	1	1	1

County-wide Strategic Plan Directive:

Goal 3, Objective 3: Continue initiatives to preserve the physical environment

Goal 3, Objective 4: Continue initiatives to positively impact the community

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Environmental Health Clerk	2.600	2.600	2.400	\$79,356
Environmental Health Specialist*	9.600	8.800	8.800	\$450,753
Environmental Health Manager	0.780	0.780	0.780	\$59,805
Team Supervisor	2.000	2.000	2.000	\$121,352
Records Processing Clerk II	0.000	0.000	0.200	\$6,658
	<u>14.980</u>	<u>14.180</u>	<u>14.180</u>	<u>\$717,924</u>

*One position is partially funded, but may be fully reinstated if future resources allow.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Licenses and Permits	\$362,473	\$392,769	\$404,832	\$423,252	\$535,641
Intergovernmental Revenue	\$73,091	\$92,296	\$100,329	\$82,530	\$81,400
Charges for Services	\$117,870	\$139,388	\$144,950	\$176,608	\$190,870
Other Revenue	\$38,205	\$35,277	\$29,511	\$30,500	\$48,170
Total Revenues	<u>\$591,639</u>	<u>\$659,730</u>	<u>\$679,622</u>	<u>\$712,890</u>	<u>\$856,081</u>

Expenditures

Personnel Services	\$936,365	\$1,057,104	\$945,640	\$944,897	\$1,037,977
Supplies	\$30,335	\$24,316	\$37,631	\$31,491	\$49,537
Other Services & Charges	\$183,225	\$185,097	\$146,033	\$146,973	\$152,762
Capital Outlay					
Total Expenditures	<u>\$1,149,925</u>	<u>\$1,266,517</u>	<u>\$1,129,304</u>	<u>\$1,123,361</u>	<u>\$1,240,276</u>

Budget Highlights:

Fee increases were based on a user fee study increasing total revenues. Personnel Services is increasing due to staff time charged to Fund 2272 in 2010, however charged to Health Fund again in 2011.

Function Statement

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 Disease (STD) Clinics (confidential testing, treatment and education on STDs and anonymous counseling and testing for HIV/AIDS)
- Communicable Disease including Tuberculosis (investigation and follow-up)
- Immunization Services (vaccine administration, monitoring, and distribution, and Travel Clinic)

Mission Statement

Provide family planning, communicable disease and immunization services to underserved populations to reduce unplanned pregnancies and the occurrence and spread of communicable diseases in the County.

TARGET POPULATION	<ul style="list-style-type: none"> • At-Risk Populations (uninsured, underinsured, below poverty level, Medicaid eligible) • Sexually Active Teens and Adults • Ottawa County Residents 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Ensure access to family planning and women’s health services are provided to anyone in accordance with Title X requirements Objectives: 1) Reduce unintended pregnancies 2) Identify, treat, and/or refer all positive pregnancies, STDs, and medical or social issues</p> <p>Goal 2: Treat STDs and reduce the transmission of STDs Objectives: 1) Educate Family Planning and STI Clinic patients on STDs 2) Provide STD testing, treatment and partner notification services</p> <p>Goal 3: Minimize the spread of communicable disease (CD) Objectives: 1) Investigate reported CD cases 2) Follow-up on reported CD cases to confirm the diagnosis and ensure treatment 3) Educate the general public, infected individuals, and close contacts about communicable disease 4) Track and monitor the spread of disease in Ottawa County</p> <p>Goal 4: Protect the community against vaccine preventable disease Objectives: 1) Educate health care providers and school/daycare/preschool personnel to ensure high rates of immunizations 2) Ensure children 19-35 months old are fully immunized 3) Ensure children patients (uninsured or underinsured) of Public Health are fully immunized 4) Protect the traveling community against vaccine preventable disease and travel-related health risks</p>					
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1: Family Planning Clinic Goal 2: STD Clinic</p>		<p>Goal 3: Communicable Disease Surveillance Program Goal 4: Immunization Clinic, Vaccines for Children (VFC) Program, Travel Immunization Clinic</p>			
SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1: # of Family Planning Clients	3,400	3,348	3,166	3,200	3,200
	Goal 1: % of Title X requirements met by offering Contraceptive Methods, STI and Treatment, Health History and Exam, Teen Services w/ parental involvement, and Coercion Assessment	100%	100%	100%	100%	100%
	Goal 1: % of teen enrollment (19 and under) participating in the Family Planning program	27%	24%	25%	25%	25%
	Goal 1: # of Family Planning clients that are uninsured	2,450	2,602	2,524	2,464	2,496
	Goal 1: % of Family Planning clients that are uninsured	N/A	77%	80%	77%	78%
	Goal 1: # of Family Planning clients served at or below 200% poverty level	>3,000	3,036	2,923	3,008	3,008
	Goal 1: % of Family Planning clients served at or below 200% poverty level	94%	91%	93%	94%	94%
	Goal 1-2: # of Family Planning medical exams	2,100	2,161	2,239	2,100	2,100

SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1-2: % of Family Planning clients receiving initial exam		32%	31%	32%	32%
Goal 2: # of STD Clients		2,500	2,538	3,132	3,132	3,132
Goal 2-1: # clients tested for HIV in the clinic		1,600	1,460	1,686	1,686	1,686
Goal 2-2: # of STD Clinic clients treated by OCHD		420	416	423	423	423
Goal 2-2: % of clients with positive STD test offered partner notification, education and treatment		100%	100%	100%	100%	100%
Goal 3-1: # of actual CD cases evaluated and investigated		1,110	1,097	1,113	1,110	1,110
Goal 3-1: # of Tuberculosis cases		<5	7	1	5	5
Goal 3-1: % of reported active TB cases investigated and diagnosed		100%	100%	100%	100%	100%
Goal 3-1: # of reported cases of pertussis		<25	4	31	25	25
Goal 3-1: % of reported CD cases completed and filed with MDSS		100%	100%	100%	100%	100%
Goal 3-2: % of confirmed CD/TB cases receiving education and treatment		100%	100%	100%	100%	100%
Goal 3-2: # of LTBI clients evaluated and offered prophylaxis		<95	80	97	95	95
Goal 3-2: # of clients with active Tuberculosis treated with DOT		5	7	1	5	5
Goal 3-3: % close CD/TB contacts received education and treatment		100%	100%	100%	100%	100%
Goal 3-3: # of health care providers educated in TST class (how to read TB test)		30	13	38	35	35
Goal 3-3: TST Class participants will receive 80% or better on their post tests		100%	100%	100%	100%	100%
Goal 4-1: # of VFC provider offices educated on MICR		14	12	13	14	14
Goal 4-1: # of school/daycare in-services provided		2	2	2	2	2
Goal 4-1: # of private provider Immunization trainings		8	18	21	20	18
Goal 4-1: % of private providers benefiting from the Immunization training and would recommend it to others		100%	100%	100%	100%	100%
Goal 4-3: # of Health Department clients ages 19-35 months		410	395	418	432	430
Goal 4-4: # of OCHD Travel Immunization clients		1,000	1,235	869	1,000	1,000
Goal 4-4: % of travel clients indicating education received was beneficial		100%	100%	100%	100%	100%
OUTCOME MEASURES	Goal 1-1: Ottawa County teen pregnancy rate (per 1,000 live births)/ State of Michigan teen pregnancy rate	TBD	74.5/ 101.3	N/A	N/A	N/A
	Goal 1-2: % of Family Planning clients choosing a contraceptive method that are not planning a pregnancy	100%	100%	100%	100%	100%
	Goal 4-2: % of 19-35 month olds in Ottawa County fully immunized	90%	*74%	*70%	72%	75%
	Goal 4-2: % of 19-35 month old OCHD clients fully immunized	90%	*77%	*68%	75%	80%
	Goal 4: % of school age children fully immunized	>95%	99%	99%	99%	99%
	Goal 4: % of daycare/preschool children fully immunized	>90%	97%	98%	98%	98%
	Goal 4: % of 13-15 year olds in Ottawa County fully immunized	50%	N/A	29%	40%	45%

*(Hib vaccine shortage)

County-wide Strategic Plan Directive:
Goal 3, Objective 4: Continue initiatives to positively impact the community

Resources					
Personnel					
Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary	
Clinic Health Manager	1.000	1.000	1.000	\$76,673	
Clinic Support	1.000	1.000	11.500	\$369,721	
Clinical Health Supervisor	2.800	2.800	1.800	\$114,844	
Community Health Nurse I	12.100	12.100	11.600	\$633,420	
Community Health Supervisor	11.500	11.500	1.000	\$63,802	
Health Technician	2.000	2.000	1.800	\$65,316	
Licensed Practical Nurse	0.900	0.900	0.900	\$35,061	
Nurse Practitioner	1.200	1.200	1.200	\$87,579	
Office Supervisor/Clinical Support	0.000	0.000	1.000	\$47,290	
	<u>32.500</u>	<u>32.500</u>	<u>31.800</u>	<u>\$1,493,706</u>	
Funding					
	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$2,042,509	\$1,777,929	\$1,227,614	\$1,220,297	\$1,244,997
Charges for Services	\$501,280	\$525,523	\$424,958	\$380,117	\$394,809
Interest & Rents					
Other Revenue	\$25,925	\$35,543	\$19,351	\$14,493	\$15,762
Total Revenues	<u>\$2,569,714</u>	<u>\$2,338,995</u>	<u>\$1,671,923</u>	<u>\$1,614,907</u>	<u>\$1,655,568</u>
Expenditures					
Personnel Services	\$1,929,991	\$1,986,491	\$2,050,094	\$1,986,922	\$2,152,201
Supplies	\$1,523,825	\$1,574,836	\$948,912	\$875,104	\$964,530
Other Services & Charges	\$448,656	\$422,282	\$321,281	\$333,678	\$345,332
Capital Outlay					
Total Expenditures	<u>\$3,902,472</u>	<u>\$3,983,609</u>	<u>\$3,320,287</u>	<u>\$3,195,704</u>	<u>\$3,462,063</u>

Budget Highlights:

The increase in Supplies represents a rise in the cost of vaccines provided by the State. Personnel Services reflect vacancies in 2010, and fewer opt outs in 2011.

Function Statement

Community Health Services provides quality support, education and prevention programs to families, children and pregnant women throughout Ottawa County. Services are provided at the three office locations, in clinic settings, in homes, in schools and in community locations. Services within this department include; Early-On, Hearing and Vision Screenings, Pre-natal care (PNC) and Enrollment, Children's Special Health Care Services, and Maternal and Infant Health Program (MIHP).

Mission Statement

The mission of Community Health Services is to provide quality support, education, and prevention programs to families, children and pregnant women in Ottawa County.

TARGET POPULATION	<ul style="list-style-type: none"> • Medicaid Eligible Mothers and Children • Children and Families with Special Health Needs • Children (0-17) 																																																						
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Reduce incidence of mortality and morbidity among Medicaid-eligible pregnant women and children up to 18 months old</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Communicate with care providers to obtain referrals of at-risk mothers and infants 2) Assess risk factors to determine physical, mental, and socio-economic status 3) Create Plan of Care for individuals 4) Implement Plan of Care <p>Goal 2: Reduce financial burden and improve access to medical care for children with special health care needs who meet Children's Special Health Care Services (CSHCS) criteria</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Communicate with care providers to obtain referrals 2) Assess child and family eligibility for program 3) Develop Plan of Care to navigate system and obtain treatment 4) Ensure Plan of Care is implemented <p>Goal 3: Link children at risk for developmental disabilities to Early On services</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Assess all referrals for possible developmental delays 2) Enroll children identified as at risk for developmental disabilities into the Early On program 3) Refer enrollees found to have growth and development delays to appropriate services within 4 weeks of enrollment <p>Goal 4: Improve hearing and vision in children (ages 0-17) with identified hearing loss or visual impairment</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Screen for hearing loss and visual impairment 2) Refer children identified as having hearing loss or visual impairments for medical treatment 3) Rescreen children with hearing loss and/or visual impairment to ensure treatment <p>Goal 5: Reduce the incidence and impact of child abuse</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Provide assessment and medical exam for abused children (ages 0-17) 2) Assist investigators/prosecutor with criminal investigation/prosecution 																																																						
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1: Maternal Health Program, Infant Health Program Goal 4: Hearing and Vision Screening</p> <p>Goal 2: Children's Special Health Care Services Goal 5: Medical Exam and Assessment</p> <p>Goal 3: Early On</p>																																																						
SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #0070C0; color: white;"> <th style="text-align: center;">ANNUAL MEASURES</th> <th style="text-align: center;">TARGET</th> <th style="text-align: center;">2008</th> <th style="text-align: center;">2009</th> <th style="text-align: center;">2010 ESTIMATED</th> <th style="text-align: center;">2011 PROJECTED</th> </tr> </thead> <tbody> <tr> <td>Goal 1-1: % of MIHP enrollments coming from doctor referral</td> <td style="text-align: center;">N/A</td> <td style="text-align: center;">N/A</td> <td style="text-align: center;">44%</td> <td style="text-align: center;">50%</td> <td style="text-align: center;">50%</td> </tr> <tr> <td>Goal 1-2: # of MHP visits provided</td> <td style="text-align: center;">N/A</td> <td style="text-align: center;">837</td> <td style="text-align: center;">1,174</td> <td style="text-align: center;">1,100</td> <td style="text-align: center;">1,100</td> </tr> <tr> <td>Goal 1-2: # of IHP visits provided</td> <td style="text-align: center;">N/A</td> <td style="text-align: center;">1,676</td> <td style="text-align: center;">2,203</td> <td style="text-align: center;">2,000</td> <td style="text-align: center;">2,000</td> </tr> <tr> <td>Goal 1-2: % of MIHP clients identified as smokers</td> <td style="text-align: center;">N/A</td> <td style="text-align: center;">N/A</td> <td style="text-align: center;">37%</td> <td style="text-align: center;">35%</td> <td style="text-align: center;">35%</td> </tr> <tr> <td>Goal 1-2: % of MIHP clients with a domestic violence issue</td> <td style="text-align: center;">N/A</td> <td style="text-align: center;">N/A</td> <td style="text-align: center;">6%</td> <td style="text-align: center;">5%</td> <td style="text-align: center;">5%</td> </tr> <tr> <td>Goal 1-2: % of MIHP clients with a substance abuse issue</td> <td style="text-align: center;">N/A</td> <td style="text-align: center;">N/A</td> <td style="text-align: center;">13%</td> <td style="text-align: center;">15%</td> <td style="text-align: center;">15%</td> </tr> <tr> <td>Goal 1-2: % of MIHP clients assisted in enrolling in Medicaid</td> <td style="text-align: center;">N/A</td> <td style="text-align: center;">N/A</td> <td style="text-align: center;">75%</td> <td style="text-align: center;">80%</td> <td style="text-align: center;">80%</td> </tr> <tr> <td>Goal 1-4: % of MHP clients receiving regular scheduled prenatal care</td> <td style="text-align: center;">99%</td> <td style="text-align: center;">99%</td> <td style="text-align: center;">95%</td> <td style="text-align: center;">95%</td> <td style="text-align: center;">95%</td> </tr> </tbody> </table>	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED	Goal 1-1: % of MIHP enrollments coming from doctor referral	N/A	N/A	44%	50%	50%	Goal 1-2: # of MHP visits provided	N/A	837	1,174	1,100	1,100	Goal 1-2: # of IHP visits provided	N/A	1,676	2,203	2,000	2,000	Goal 1-2: % of MIHP clients identified as smokers	N/A	N/A	37%	35%	35%	Goal 1-2: % of MIHP clients with a domestic violence issue	N/A	N/A	6%	5%	5%	Goal 1-2: % of MIHP clients with a substance abuse issue	N/A	N/A	13%	15%	15%	Goal 1-2: % of MIHP clients assisted in enrolling in Medicaid	N/A	N/A	75%	80%	80%	Goal 1-4: % of MHP clients receiving regular scheduled prenatal care	99%	99%	95%	95%	95%
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	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	SELF- REPORTED, OUTPUT, AND EFFICIENCY MEASURES	Goal 1-4: % of IHP clients receiving regular scheduled infant medical care	99%	99%	99%	99%
Goal 1-4: % of MIHP clients identified as smokers abstaining from smoking during pregnancy		80%	78%	55%	60%	60%
Goal 1-4: % of MIHP clients identified as smokers abstaining from smoking around infant		85%	83%	87%	85%	85%
Goal 1-4: % of MIHP clients with domestic violence issue receiving referral for counseling		95%	90%	100%	100%	100%
Goal 1-4: % of MIHP clients identified as substance abusers abstaining from substance abuse during pregnancy		65%	64%	69%	65%	65%
Goal 1-4: % of MIHP clients identified as substance abusers referred to substance abuse program within 1 month of enrollment		95%	95%	100%	100%	100%
Goal 2-1: # of new CSHCS enrollees		N/A	193	223	200	190
Goal 2-2: # of suspected eligible children referred to diagnostic evaluation		N/A	119	81	80	80
Goal 2-4: % of CSHCS enrollees receiving case management/care coordination		55%	49%	66%	50%	60%
Goal 3-1: % of children identified as at risk for developmental disabilities enrolled in Early On		100%	100%	100%	100%	100%
Goal 3-1: % of referrals assessed within 3 weeks of first contact		95%	95%	80%	90%	90%
Goal 3-2: # of Early On enrollees		52	130	90	75	75
Goal 3-3: % of Early On enrollees referred to services within 4 weeks of enrollment		95%	90%	100%	90%	90%
Goal 3-3: % of Early On referrals that receive services		100%	100%	100%	100%	100%
Goal 4-1: # of children vision screened		18,180	18,070	18,902	17,120	17,120
Goal 4-1: # of children hearing screened		14,850	15,111	14,085	12,675	12,675
Goal 4-1: % of eligible children screened for vision and hearing loss		98%	97%	96%	95%	95%
Goal 4-2: # of children receiving vision referral		1,180	1,277	1,324	1,190	1,190
Goal 4-2: % of children screened receiving vision referral		6.5%	7%	7%	8%	8%
Goal 4-2: # of children receiving hearing referral		390	369	401	360	360
Goal 4-2: % of children screened receiving hearing referral		2.6%	2.4%	3%	3%	3%
Goal 4-2: % of children identified referred to appropriate services		100%	100%	100%	100%	100%
Goal 4-2: % of children receiving medical follow up		58%	54 %	65%	65%	70%
Goal 4-3: % of hearing and vision referrals prescribed assistive devices		96%	94.5%	96%	95%	95%
Goal 5-1: # nursing days per month (average) provided	4	6	4	4	4	
Goal 5-2: % of requested assessments completed for child abuse cases	100%	100%	100%	100%	100%	
OUTCOME MEASURES	Goal 1: Infant mortality rate of MIHP clients	5%	<8%	4%	4%	4%
	Goal 1: % of newborns with a low birth weight	7%	7%	5%	5%	5%
	Goal 1-4: % of MIHP clients who exhibit positive interaction with baby	90%	92%	92%	92%	92%
	Goal 2: % of enrollees stating CSHCS has increased access to healthcare	N/A	N/A	93%	N/A	95%

County-wide Strategic Plan Directive:
Goal 3, Objective 4: Continue initiatives to positively impact the community

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Clinic Support	3.200	3.200	0.500	\$16,644
Clinical Health Supervisor	0.500	0.500	1.000	\$63,803
Community Health Clerk	2.000	2.000	1.000	\$33,530
Community Health Nurse I	6.900	6.300	5.700	\$312,110
Community Health Services Manager**	1.000	0.000	0.000	\$0
Community Health Supervisor	1.000	1.000	1.000	\$63,802
CSHCS Clerical *	1.000	1.000	1.000	\$37,374
Health Promotion Manager	2.000	2.000	0.340	\$26,070
Hearing & Vision Tech	2.000	2.000	3.200	\$115,163
Nutritionist	2.000	2.000	0.500	\$24,770
Public Health Social Worker**	2.400	1.700	1.700	\$87,798
Records Processing Clerk II	0.500	0.500	0.750	\$19,707
Team Supervisor	2.000	2.000	1.000	\$37,374
	<u>20.500</u>	<u>18.200</u>	<u>17.690</u>	<u>\$838,145</u>

* Childrens Special Health Care Service Program Representative

** Position is not funded, but may be reinstated if future resources allow.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$518,316	\$522,571	\$749,534	\$778,794	\$832,231
Charges for Services	\$164,340	\$145,477	\$23,289	\$1,092	
Other Revenue	\$12,390	\$12,468	\$7,726	\$9,497	\$1,685
Other Financing Sources	\$41,397	\$33,826	\$10,041		
Total Revenues	<u>\$736,443</u>	<u>\$714,342</u>	<u>\$790,590</u>	<u>\$789,383</u>	<u>\$833,916</u>

Expenditures

Personnel Services	\$1,612,091	\$1,535,045	\$1,396,226	\$1,261,107	\$1,235,538
Supplies	\$145,029	\$101,485	\$57,660	\$29,757	\$30,119
Other Services & Charges	\$1,016,217	\$983,069	\$460,735	\$209,143	\$219,068
Capital Outlay					
Total Expenditures	<u>\$2,773,337</u>	<u>\$2,619,599</u>	<u>\$1,914,621</u>	<u>\$1,500,007</u>	<u>\$1,484,725</u>

Budget Highlights:

Intergovernmental Revenue is increasing due to more medicaid eligible screenings and assessments projected in 2011.

Function Statement

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

Mission Statement

Health Promotion is committed to providing initiatives which create an environment that empowers Ottawa County residents to make healthy choices.

TARGET POPULATION	<ul style="list-style-type: none"> • Ottawa County Residents and Businesses • Ottawa County Businesses 	<ul style="list-style-type: none"> • Children (0-17)
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Increase low-income individuals' access to fruits and vegetables</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Start Community Gardens to teach residents to grow fruits and vegetables and transition program to community 2) Provide redeemable coupons so residents can purchase fruits and vegetables at farm markets 3) Educate residents and children about healthy eating, food storage, and food preparation 4) Educate daycare center kitchen directors to improve menus to include more fruits & vegetables <p>Goal 2: Increase community access to physical activity</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Expand existing non-motorized pathway system 2) Increase awareness of new pathways 3) Promote policies that encourage daycare center (low-income population) to increase physical activity <p>Goal 3: Demonstrate that the safety of roads can be improved by reducing alcohol-related traffic crashes in the County's southwest quadrant</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Reduce incidences of drinking and driving 2) Ensure responsible sales of alcohol 3) Decrease access to alcohol by underage youth <p>Goal 4: Reduce use of tobacco use in underage children and reduce exposure to second-hand smoke by Ottawa County residents</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Educate vendors & coordinate compliance checks to reduce vendors who sell tobacco to minors 2) Enforce County ordinance to restrict smoking in work sites 3) Encourage adoption of policies in bars, restaurants, apartments, and school grounds to ban smoking <p>Goal 5: Reduce unintended pregnancies and STDs among clients by referring target population to family planning services</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Increase awareness of family planning services to maintain 30% teen enrollment (ages 19 and under) in family planning program 2) Increase awareness of family planning services to increase number of 19-44 year olds enrolled in family planning program 3) Increase awareness of STD clinic to increase the percentage of females (15-23) who use the STD clinic 4) Increase the awareness of youth regarding the consequences of early sexual involvement and parents about clinic services <p>Goal 6: Reduce dental disease among targeted at-risk (low-income, uninsured, Medicaid) children (0-17) in Ottawa County</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Provide in-school oral assessments, fluoride varnish and sealant treatments 2) Provide preventative (check-ups, cleanings) and restorative (fillings, extractions, etc.) through the "Miles of Smiles" Mobile Dental Unit 3) Provide web-based oral health educational curriculums to schools <p>Goal 7: Collect process and disseminate data available regarding the health of OC residents</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Assess overall health of residents 2) Assess health-related behaviors of youth (3, 8, 10, 12 grades) 3) Assess health-related behaviors of adults <p>Goal 8: Provide access to health services for underinsured and/or uninsured residents</p> <ol style="list-style-type: none"> 1) Assist the Community Health Plan Committee in the development and implementation of an OC Community Health Plan (CHP) for uninsured residents 	
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1: Community Garden, Project FRESH and Senior Project Fresh, Nutrition and Physical Activity Self Assessment for Child Care (NAPSACC), Ottawa County Wellness Coalition (OCWC), Youth Farmers Market Initiative</p> <p>Goal 2: Nutrition and Physical Activity Self Assessment for Child Care (NAPSACC), Ottawa County Wellness Coalition (OCWC)</p>	

ACTIONS/ PROGRAM COMPONENTS	Goal 3: Drinking and Driving Task Force, Responsible Beverage Service Task Force, Underage Youth Task Force Goal 4: Ottawa County Indoor Air Regulation Ordinance, Smoke Free Ottawa Coalition Goal 5: Ottawa County Youth Sexual Health Coalition (OCYSHC) Goal 6: Sealant and Varnish Programs, Miles of Smiles Dental Van Goal 7: Youth Assessment Survey (YAS), Behavioral Risk Factors Survey (BRFS), Body Mass Index (BMI) Screenings, Michigan Disease Surveillance System (MDSS, Update the Community Health Profile Goal 8: Access to Healthcare/Community Health Plan					
SELF- REPORTED, OUTPUT, AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1: # of action teams implementing policy/environmental changes	4	N/A	4	4	4
	Goal 1-3: # of students participating in youth farmer's market initiative	60	N/A	NA	60	90
	Goal 1-3: % of students redeeming coupons at farmers markets	TBD	N/A	NA	70%	70%
	Goal 1-4 & 2-3: # of NAPSACC assessments completed	2	N/A	1	2	2
	Goal 1-4 & 2-3: # of NAPSACC workshops provided	10	N/A	5	10	10
	Goal 1-4 & 2-3: % of participants stating NAPSACC workshops were useful	90%	N/A	100%	90%	90%
	Goal 1-4 & 2-3: # of policies/environmental changes at daycare centers	2	N/A	2	4	4
	Goal 3-1: # of Johnny Ads to address drinking and driving	TBD	N/A	NA	15	25
	Goal 3-1: # of CHOOSE media campaigns	TBD	N/A	3	3	3
	Goal 3-1: # of Mobile Eyes calls ¹	TBD	N/A	NA	39	41
	Goal 3-1: # of drivers in SW quadrant (per capita) arrested for drinking and driving ¹	TBD	N/A	NA	28	20
	Goal 3-1: # of quadrant residents (per capita) charged for drinking and driving anywhere in Michigan ¹	TBD	N/A	NA	28	20
	Goal 3-2: % of establishments attending TIPs training that did not attend a private and/or state program ¹	TBD	N/A	28%	31%	10% ↑
	Goal 3-2: % of establishments implementing new policies as a result of the Alcohol Risk Management (ARM) Project (Southwest Quadrant) ²	TBD	N/A	15%	80%	80%
	Goal 3-2: % of communities that have adopted a temporary alcohol sales policy (e.g. beer tents) (Southwest Quadrant) ²	100%	N/A	33%	100%	100%
	Goal 3-2: % of all licensed liquor establishments represented at each informational seminar ²	TBD	N/A	25%	50%	50
	Goal 3-3: # of Johnny Ads to address underage drinking (Southwest Quadrant)	TBD	N/A	NA	15	75
	Goal 3-3: % of youth who admit to drinking ²	TBD	N/A	41.3% (County)	30% ↓	30% ↓
	Goal 3-3: % of youth indicating easy access to alcohol (Southwest Quadrant) ²	>30%	N/A	58.9% (County)	30% ↓	30% ↓
	Goal 3-3: % of all "havens" (e.g. hotels, limos) that received a direct mailing ²	TBD	N/A	100%	100%	100%
	Goal 3-3: # of adults arrested in quadrant (per capita) for furnishing alcohol to a minor ²	TBD	N/A	NA	30% ↓	30% ↓
	Goal 3-3: # of youth arrested in quadrant (per capita) for minor in possession (MIP) ¹	TBD	N/A	NA	30% ↓	30% ↓
	Goal 3-3: # of quadrant resident males (21 to 25) charged with furnishing alcohol to a minor anywhere in MI ¹	TBD	N/A	NA	30% ↓	30% ↓
	Goal 4: % of changes/actions implemented as defined by the Regional Collaborative Taskforce	100%	100%	100%	100%	100%
	Goal 4-1: # of vendor education trainings conducted	5	N/A	37	21	21
	Goal 4-1: % of compliance checks conducted in targeted areas	50%	N/A	100%	100%	100%
	Goal 4-1: % of vendors failing compliance check receiving mandated education trainings	100%	100%	100%	100%	100%
Goal 4-1: % of vendors notified of status in 1 month of compliance check	100%	100%	100%	100%	100%	
Goal 4-1: % of non-compliant vendors receiving education packets 1 month of compliance check notification	100%	100%	100%	100%	100%	
Goal 4-2: % of Indoor Air Regulation requests for assistance addressed	100%	100%	100%	100%	100%	

ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
Goal 5: % of OCYSH committee initiatives implemented	100%	100%	100%	100%	100%
Goal 5-1,2: # of STD/Family Planning services distributed	3,600	4,000	4,000	3,000	3,000
Goal 5-1: # of schools receiving information on "Take the Quiz"	100%	100%	100%	100%	100%
Goal 5-1: % teen enrollment (ages 19 & under) in Family Planning	30%	27%	17%	25%	30%
Goal 5-1: # of family planning presentations to schools/JDC/Girls Group/Harbor House/Hope/ GVSU	40	20	27	30	30
Goal 5-3: # of STD presentations to schools/JDC/Girls Group/Harbor House/Hope/ GVSU	40	20	54	10	10
Goal 5-4: # of participants in Family Planning and STD presentations	1,200	980	2,681	2,000	2,000
Goal 5-4: % increase in # of hits on MySpace/Take the Quiz	5%	N/A	N/A	5%	5%
Goal 5-4: # of parent packs distributed	600	500	700	700	1,000
Goal 6-1: # of 2 nd & 6 th graders w/ access to school-based sealant	1,650	1,613	1,117	1,442	1,683
Goal 6-1: # of encounters in sealant program	N/A	732	567	570	575
Goal 6-1: # of 2 nd and 6 th graders receiving oral health education through sealant program	N/A	1,613	1,117	1,442	1,683
Goal 6-1: # of fluoride varnishes applied in sealant program	N/A	N/A	N/A	190	355
Goal 6-1: # of sealant screenings/exams	N/A	489	341	350	355
Goal 6-1: # of sealants placed on 2 nd & 6 th grade children	1,290	1,276	1,043	1,075	1,100
Goal 6-1: % positive teacher evaluations of sealant program	100%	100%	100%	100%	100%
Goal 6-1: # of at-risk children at Head Start and Early Head Start with access to fluoride varnish	260	251	255	260	265
Goal 6-1: # of screenings/exams for Head Start and Early Head Start	N/A	169	101	110	115
Goal 6-1: # of fluoride varnish applications for Head Start and Early Head Start	N/A	163	77	80	85
Goal 6-2: # of Michigan Oral Data (MOD) needs assessments completed on Miles of Smiles (MOS)	815	800	851	855	860
Goal 6-2: # of prevention and restorative client encounters on (MOS)	2,025	2,001	1,822	1,825	1,850
Goal 6-2: # of diagnostic dental services units provided on MOS	2,180	2,161	2,116	2,120	2,125
Goal 6-2: # of restorative dental services units provided on MOS	1,005	1,026	962	970	975
Goal 6-2: # of oral surgery service units provided on MOS	135	143	155	160	165
Goal 6-2: # of preventive dental services provided on MOS	2,975	2,933	2,972	2,980	2,985
Goal 6-2: # of oral health educational units provided on MOS	880	869	909	915	920
Goal 6-3: # of schools receiving oral health education program information	66	65	61	62	63
Goal 6-3: # of Head Start classrooms receiving oral health program information	22	21	22	23	24
Goal 6-3: # of oral health presentations in schools and communities	49	47	32	33	34
Goal 6-3: # of positive evaluations from presentations	100%	100%	100%	100%	100%
Goal 7-1: Community Health Profile updated annually	N/A	N/A	N/A	N/A	Complete
Goal 7-2: # of schools implementing 2011 YAS	N/A	N/A	N/A	N/A	12
Goal 7-2: # of students completing 2011 YAS	N/A	N/A	N/A	N/A	2,400
Goal 7-2: # of 3 rd grade students screened for BMI (2010/2011)	N/A	N/A	N/A	N/A	1,000
Goal 7-3: Develop 2013 BRFS committee/survey tool	N/A	N/A	N/A	N/A	Complete
Goal 8-1: Assess financial feasibility of locally provided health coverage for low wage workers	Complete	N/A	N/A	Complete	N/A
Goal 8-1: Access to health care/services needs identified in OC	Complete	N/A	N/A	Complete	N/A
Goal 8-2: # of hospitals participating on Community Health Needs Assessment task force	NA	NA	NA	NA	3

- 1 (SW quadrant) in comparison to benchmark quadrants by 2014
- 2 By 2014

Resources				
Personnel				
Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Dental Assistant	0.000	0.000	0.800	\$38,588
Dental Hygienist	1.000	1.000	0.800	\$46,779
Health Educator*	5.400	3.100	3.400	\$172,861
Health Promotion Clerk	1.600	1.500	0.900	\$33,637
Health Promotion Manager	1.000	1.000	0.660	\$50,604
Health Promotion Supervisor	0.800	0.800	0.600	\$38,283
Oral Health Team Supervisor	0.800	0.800	1.000	\$63,802
	10.600	8.200	8.160	\$444,554

* Position(s) eliminated/reduced in the 2010 budgets.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$285,368	\$251,176	\$218,223	\$283,823	\$206,630
Charges for Services	\$7,779	\$7,780	\$13,542	\$22,316	\$29,700
Interest & Rents					
Other Revenue	\$135,842	\$130,287	\$158,743	\$160,334	\$144,830
Total Revenues	\$428,989	\$389,243	\$390,508	\$466,473	\$381,160
Expenditures					
Personnel Services	\$848,552	\$861,282	\$775,026	\$662,078	\$627,164
Supplies	\$111,963	\$102,594	\$98,617	\$91,634	\$89,226
Other Services & Charges	\$361,559	\$329,272	\$259,021	\$207,083	\$176,412
Capital Outlay					
Total Expenditures	\$1,322,074	\$1,293,148	\$1,132,664	\$960,795	\$892,802

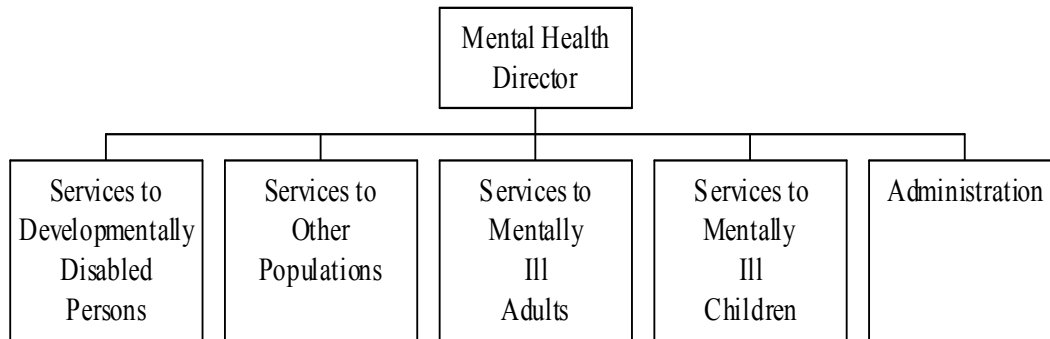
Budget Highlights:

The Community Health Promotion grant award is uncertain and is not budgeted in 2011 reducing intergovernmental revenue and expenditures.

Mental Health (2220) Fund Summary

Function Statement

Ottawa County Community Mental Health (CMH) provides services to developmentally disabled children and adults, mentally ill children and adults, and select other populations. Below is a budget summary for the entire fund. Subsequent pages provide information for each of the populations served and CMH administration.



	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$29,416,667	\$30,182,490	\$30,455,489	\$32,518,373	\$33,853,333
Charges for Services	\$444,213	\$602,214	\$445,535	\$515,566	\$614,023
Rents	\$143,960	\$157,385	\$170,342	\$130,000	\$99,734
Interest	\$58,887	\$56,694	\$42,204	\$30,000	\$36,000
Other Revenue	\$307,792	\$77,658	\$62,977	\$56,500	\$50,250
Other Financing Sources	\$476,500	\$583,631	\$563,108	\$722,178	\$563,108
Total Revenues	\$30,848,019	\$31,660,072	\$31,739,655	\$33,972,617	\$35,216,448
Expenditures					
Personnel Services	\$11,485,217	\$11,899,269	\$11,713,529	\$11,534,786	\$12,883,863
Supplies	\$607,185	\$421,728	\$430,996	\$626,460	\$385,664
Other Services & Charges	\$19,223,755	\$19,520,682	\$19,654,062	\$21,800,371	\$21,946,921
Capital Outlay	-\$14,000			\$11,000	
Other Financing Uses					
Total Expenditures	\$31,302,157	\$31,841,679	\$31,798,587	\$33,972,617	\$35,216,448

Fund: (2220) Mental Health

The following indicators have been identified by the Michigan Department of Community Health and the Ottawa County CMH Board as critical indicators of performance for CMH of Ottawa County. These indicators represent agency-wide performance indicators.

TARGET POPULATION	<ul style="list-style-type: none"> Mentally Ill and Developmentally Disabled Citizens of Ottawa County 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Timeliness of inpatient screens assesses CMH’s ability to respond to persons in crisis who are at risk of inpatient hospitalization. Timely response is clinically necessary, but the careful management of inpatient admissions is vital for financial performance as well.</p> <p>Objectives:</p> <p>1) 95% of Screenings will be complete within 3 hours of the crisis request</p>					
	<p>Goal 2: Days between initial request and first face to face assessment is another access indicator that measures timely initiation into the CMH service network. This is a measure of the effectiveness of our system to get consumers into services without long delays.</p> <p>Objectives:</p> <p>1) 95% of consumers requesting service should receive their first service within 14 days of the request</p>					
	<p>Goal 3: Days between the first assessment and ongoing services is a related measure that assures that consumers are not brought into services only to go on program waiting lists.</p> <p>Objectives:</p> <p>1) 95 % of consumers assessed will receive their next ongoing service within 14 days</p>					
	<p>Goal 4: The indicator on recidivism measures the number of readmissions to inpatient hospitals within a 30 day period. This is a measure of the effectiveness of CMH’s follow-up after discharge, as well as the appropriateness of discharge planning for persons hospitalized.</p> <p>Objectives:</p> <p>1) No more than 15% of persons discharged will be readmitted within 30 days</p>					
	<p>Goal 5: The indicator on continuity of care measures CMH response to consumers who are discharged from inpatient hospitals.</p> <p>Objectives:</p> <p>1) Persons discharged from hospitals should be seen for follow-up within 7 days. Ottawa is compared against the rest of the state on this measure, but there is no minimum standard.</p>					
	<p>Goal 6: Medicaid penetration rate compares the number of Medicaid covered consumers against the total Medicaid eligible population in the county.</p> <p>Objectives:</p> <p>1) Medicaid penetration rate will at a minimum reach 5.5% of individuals eligible for Medicaid in Ottawa County and 20% of those individuals with disabilities</p>					
SELF-REPORTED, OUTPUT, EFFICIENCY AND OUTCOME MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1-1 % of Persons in Crisis screened within 3 hours of request (Children/Adult)	95%	96% / 96%	98% / 97%	98% / 98%	95% / 95%
	Goal 2-1: % of Persons receiving their first face to face assessment within 14 days of the request for service	95%	99%	98%	98%	95%
	Goal 3-1: % of Persons receiving their first ongoing service within 14 days of the initial assessment	95%	88%	94%*	97%	95%
	* NOTE: The performance (in %) this past year by quarters was reported as 81.4, 98.5, 96, and 98.4. Performance below the benchmark last year and the first quarter of this past year was markedly improved in the latter three quarters and that improvement is expected to be maintained.					
	Goal 4-1: % of persons readmitted to inpatient psychiatric units within 30 days of discharge (Children/Adults)	<15%	7% / 6%	0% / 0%	7.5% / 7.5%	< 15% < 15%
	Goal 5-1: % of Persons discharged from inpatient care seen for follow up within 7 days. (Children/Adults)	N/A	95% / 99%	100% / 100%	100% / 100%	95% / 95%
	Goal 6-1: Number of Medicaid consumers served by CMH as a percentage of the total Medicaid eligible population in Ottawa County	5.5% / 20%	5.9% / 5.4%	5.6% / 4.5%	4.8% / 4.2%	4.6% / 20%

Resources				
Personnel				
Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Clinical Nurse Specialist	0.000	0.080	0.100	\$8,127
Compliance Manager	0.000	0.360	0.072	\$5,037
Mental Health Aide	41.000	39.000	38.000	\$1,264,944
Mental Health Clinician	3.000	3.000	3.000	\$158,416
Mental Health Nurse	1.500	1.500	1.500	\$77,470
Mental Health Specialist*	21.700	19.860	20.690	\$993,746
Mental Health Trainer	1.000	1.000	1.000	\$43,905
Occupational Therapist	1.000	0.500	0.500	\$28,998
Program Coordinator-County	0.080	1.000	1.330	\$87,839
Program Supervisor	1.000	1.000	0.977	\$74,912
Quality Improvement	0.000	0.000	0.250	\$12,912
Recipient Right & Info Officer	0.320	0.000	0.000	\$0
Records Processing Clerk II*	0.700	2.000	2.000	\$66,578
Records Processing Clerk III	0.700	0.700	0.700	\$24,680
Speech Therapist	0.500	0.500	0.500	\$29,237
Team Supervisor - M Health	4.000	4.000	4.000	\$255,208
	<u>75.800</u>	<u>74.500</u>	<u>74.619</u>	<u>\$3,132,009</u>

* Additional position(s) are not funded in 2011, but may be reinstated if future resources allow.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$18,845,226	\$19,016,530	\$19,311,881	\$20,969,837	\$21,449,581
Charges for Services	\$376,791	\$440,150	\$332,329	\$458,456	\$529,725
Rents	\$143,960	\$157,385	\$170,342	\$130,000	\$99,734
Other Revenue	\$53,883	\$46,129	\$38,993	\$40,312	\$38,550
Total Revenues	<u>\$19,419,860</u>	<u>\$19,660,194</u>	<u>\$19,853,545</u>	<u>\$21,598,605</u>	<u>\$22,117,590</u>
Expenditures					
Personnel Services	\$4,094,161	\$4,241,181	\$4,252,249	\$4,578,464	\$5,034,493
Supplies	\$48,144	\$58,541	\$78,907	\$102,040	\$64,421
Other Services & Charges	\$13,027,327	\$13,364,080	\$13,325,518	\$13,949,004	\$14,286,525
Capital Outlay					
Total Expenditures	<u>\$17,169,632</u>	<u>\$17,663,802</u>	<u>\$17,656,674</u>	<u>\$18,629,508</u>	<u>\$19,385,439</u>

Budget Highlights:

2010 personnel services reflect personnel vacancies. 2011 expenditures are also increasing due to added staff, higher retirement rates and team restructuring. Consequently, more administrative costs will be allocated resulting in higher Medicaid reimbursement and State General Fund revenue.

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Program Coordinator	0.020	0.020	0.000	\$0
Mental Health Specialist	0.250	0.200	0.220	\$10,612
	0.270	0.220	0.220	\$10,612

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$301,869	\$314,174	\$315,671	\$355,488	\$333,524
Other Revenue	\$2,732	\$3,871	\$2,186	\$2,000	
Total Revenues	\$304,601	\$318,045	\$317,857	\$357,488	\$333,524

Expenditures

Personnel Services	\$17,411	\$18,104	\$19,071	\$18,208	\$16,044
Supplies					
Other Services & Charges	\$269,692	\$284,320	\$282,347	\$318,210	\$318,210
Capital Outlay					
Total Expenditures	\$287,103	\$302,424	\$301,418	\$336,418	\$334,254

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Account Clerk II	0.00	0.00	0.00	\$0.00
Clinical Nurse	1.000	0.920	0.900	\$73,147
Medical Assistant	1.000	2.000	2.000	\$63,626
Mental Health Clinician	18.000	17.000	18.000	\$947,004
Mental Health Nurse	4.500	3.000	4.000	\$198,160
Mental Health Specialist	21.150	15.800	15.950	\$755,979
Nursing Supervisor	0.800	0.800	0.800	\$55,484
Peer Support Specialist	0.00	3.000	4.000	\$111,016
Program Coordinator	2.770	1.000	2.000	\$127,763
Program Supervisor	0.00	0.840	0.867	\$66,371
Psychiatrist	1.000	1.000	1.000	\$210,588
Records Processing Clerk I	1.000	5.000	5.000	\$165,626
Residential Worker	15.000	0.00	0.00	\$0.00
Team Supervisor	6.000	6.000	6.000	\$375,596
	74.390	57.530	60.517	\$3,150,360

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$10,359,115	\$10,241,818	\$9,912,905	\$9,826,636	\$10,431,785
Charges for Services	\$53,040	\$125,722	\$86,736	\$31,822	\$53,596
Rents					
Other Revenue	\$23,053	\$23,847	\$20,630	\$12,460	\$11,700
Total Revenues	\$10,435,208	\$10,391,387	\$10,020,271	\$9,870,918	\$10,497,081

Expenditures

Personnel Services	\$4,833,659	\$5,120,124	\$5,064,074	\$4,282,800	\$4,856,238
Supplies	\$438,011	\$306,290	\$299,506	\$259,673	\$265,768
Other Services & Charges	\$3,462,529	\$3,469,813	\$3,411,203	\$4,512,720	\$4,538,942
Total Expenditures	\$8,734,199	\$8,896,227	\$8,774,783	\$9,055,193	\$9,660,948

Budget Highlights:

2010 personnel services reflect personnel vacancies. 2011 expenditures are also increasing due to added staff, higher retirement rates and team restructuring. Consequently, more administrative costs will be allocated resulting in higher Medicaid reimbursement and State General Fund revenue.

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Mental Health Clinician	2.000	4.000	4.000	\$205,820
Mental Health Nurse	0.000	0.500	1.000	\$51,646
Mental Health Specialist	0.000	0.240	0.240	\$10,245
Peer Specialist	0.000	0.000	1.000	\$27,833
Program Coordinator	0.530	1.000	1.000	\$59,665
Program Supervisor	0.000	0.160	0.134	\$10,273
Records Processing Clerk II	0.000	1.000	1.000	\$33,288
	<u>2.530</u>	<u>6.900</u>	<u>8.374</u>	<u>\$398,770</u>

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$572,594	\$601,666	\$906,730	\$1,358,110	\$1,630,141
Charges for Services	\$7,252	\$30,049	\$21,615	\$21,913	\$26,872
Rents					
Other Revenue		\$3,652	\$37		
Total Revenues	<u>\$579,846</u>	<u>\$635,367</u>	<u>\$928,382</u>	<u>\$1,380,023</u>	<u>\$1,657,013</u>

Expenditures

Personnel Services	\$159,215	\$198,362	\$321,515	\$517,019	\$617,457
Supplies	\$948	\$883	\$5,736	\$5,253	\$4,112
Other Services & Charges	\$332,212	\$322,173	\$466,818	\$611,965	\$672,822
Capital Outlay					
Total Expenditures	<u>\$492,375</u>	<u>\$521,418</u>	<u>\$794,069</u>	<u>\$1,134,237</u>	<u>\$1,294,391</u>

Budget Highlights:

2010 personnel services reflect personnel vacancies. 2011 expenditures are also increasing due to added staff, higher retirement rates and team restructuring. Consequently, more administrative costs will be allocated resulting in higher Medicaid reimbursement and State General Fund revenue. In addition, an increase in consumers in the Mentally Ill Child Program is increasing other services & charges also funded by Medicaid.

Resources				
Personnel				
Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Account Clerk	2.875	5.500	7.500	\$279,087
Accountant I	1.000	1.000	1.000	\$48,434
Accountant - M.H. Billing	0.830	0.830	1.000	\$49,768
Administrative Assistant	1.000	0.000	0.000	\$0
Administrative Sec I	1.000	2.000	2.000	\$92,616
CMH Deputy Director	1.000	0.000	1.000	\$92,134
CMH Finance Director	1.000	0.000	0.000	\$0
Community. Dev. & Relations Coordinator	1.000	1.000	1.000	\$51,646
Compliance Manager	1.000	0.640	1.000	\$58,202
Contract Manager	1.000	1.000	1.000	\$54,909
Cost Analyst	1.000	0.000	0.000	\$0
Director of QI & Planning	1.000	1.000	0.928	\$64,906
Employee & Labor Relations	0.000	0.500	0.500	\$38,337
Medical Records Assistant	1.000	1.000	1.000	\$41,852
Mental Health Director	1.000	1.000	1.000	\$137,026
Mental Health Finance Manager	0.000	1.000	1.000	\$59,664
Nursing Supervisor	0.200	0.200	0.200	\$13,871
Personnel Specialist	0.500	0.000	0.000	\$0
Program Coordinator- County	0.600	1.580	1.670	\$116,802
Program Director	1.000	1.000	0.000	\$0
Program Evaluator	1.000	1.000	1.000	\$48,235
Program Supervisor	1.000	1.000	0.022	\$1,702
Programmer/ Analyst	1.000	1.000	1.000	\$67,054
Quality Improvement/ Managed Care Asst*	1.000	0.000	0.000	\$0
Quality Improvement Asst	1.000	1.000	0.750	\$38,735
Recipient Rights	0.680	1.000	1.000	\$63,802
Recipient Rights & Info Officer	1.000	1.000	1.000	\$53,094
Records Processing Clerk III	2.000	1.000	0.000	\$0
Records Processing Clerk II	11.250	1.000	1.000	\$33,289
	37.560	26.250	27.570	\$1,505,165

* Position is not funded in 2011, but may be reinstated if future resources allow.

Resources					
Funding	2007	2008	2009	2010	2011
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	-\$662,137	\$8,302	\$8,302	\$8,302	\$8,302
Charges for Services	\$7,130	\$6,293	\$4,855	\$3,375	\$3,830
Rents					
Interest	\$58,887	\$56,694	\$42,204	\$30,000	\$36,000
Other Revenue	\$228,124	\$159	\$1,131	\$1,728	
Other Financing Sources	\$476,500	\$583,631	\$563,108	\$722,178	\$563,108
Total Revenues	\$108,504	\$655,079	\$619,600	\$765,583	\$611,240
Expenditures					
Personnel Services	\$2,380,771	\$2,321,498	\$2,056,620	\$2,138,295	\$2,359,631
Supplies	\$120,082	\$56,014	\$46,847	\$259,494	\$51,363
Other Services & Charges	\$2,131,995	\$2,080,296	\$2,168,176	\$2,408,472	\$2,130,422
Capital Outlay	-\$14,000			\$11,000	
Other Financing Uses					
Total Expenditures	\$4,618,848	\$4,457,808	\$4,271,643	\$4,817,261	\$4,541,416

Budget Highlights:

2010 personnel services reflect personnel vacancies. 2011 expenditures are also increasing due to added staff, higher retirement rates and team restructuring. Consequently, more administrative costs will be allocated resulting in higher Medicaid reimbursement and State General Fund revenue. The operating transfer from the General Fund (included in other financing sources) increased in 2010 to fund unallowable fixed building costs per state funding guidelines. 2010 Supplies include 18 PCs and 32 laptops.

Fund: 2271 Solid Waste Clean-Up

Function Statement

The Solid Waste Clean-up fund is one of the County's "financing tools." The fund was established in 1990 to account for monies received from a \$1,100,000 settlement of the claim with Michigan Waste Systems, Inc. Interest income and General Fund appropriations (when available) in the fund allow for growth.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue					
Interest	\$443,448	\$274,840	\$41,269	\$33,168	\$39,643
Other Revenue					
Other Financing Sources					
Total Revenues	\$443,448	\$274,840	\$41,269	\$33,168	\$39,643
Expenditures					
Other Services & Charges	\$130,388	\$140,578	\$282,919	\$327,000	\$292,000
Supplies		\$647			
Capital Outlay	\$178,968	\$1,704,090	\$195,582	\$157,953	
Operating Transfers		\$2,500,000			
Total Expenditures	\$309,356	\$4,345,315	\$478,501	\$484,953	\$292,000

Budget Highlights:

The 2010 Interest revenue reduction reflects lower return rates and a lower cash balance due to the capital improvements completed and operating transfer out in 2008. The new extraction well and and treatment plant improvements are scheduled to be completed in 2010, thus decreasing the 2011 expenditures.

Function Statement

Environmental Health Services protect public health by assuring risks from exposure to environmental hazards are minimized through prevention, identification, and response. Hazards such as contaminated ground water, hazardous materials, and polluted surface water seriously threaten the health of Ottawa County residents and visitors. It is the mission of the Environmental Health – Waste Management Services team to address those threats by providing household hazardous waste and pesticide disposal, mercury recovery, and recycling programs in an efficient and effective manner.

Mission Statement

Administer the Ottawa County Solid Waste Management Plan and provide residents with alternatives to landfills for disposing of waste.

TARGET POPULATION	<ul style="list-style-type: none"> Ottawa County Residents 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Protect the public and the environment from the improper disposal of household hazardous materials by providing a household hazardous material recovery/disposal program</p> <p>Objectives:</p> <ol style="list-style-type: none"> Sustain the availability for Ottawa County residents to dispose of their household hazardous materials in an environmentally responsible manner Continue to provide a used motor oil collection program <p>Goal 2: Prolong landfill lifespan and encourage environmental stewardship</p> <p>Objectives:</p> <ol style="list-style-type: none"> Reduce the volume of recyclable material in the municipal waste stream by promoting an effective recycling program for all residents Monitor landfill disposal volumes semi-annually to verify that the amount of waste generated is not exceeding 1.5 million tons 					
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1-1: Resource Recovery Service Center (RRSC) Household Hazardous Waste (HHW) Program</p> <p>Goal 1-2: Used Motor Oil Collection Program</p> <p>Goal 2-1: Resident Recycling Program</p> <p>Goal 2-2: Ottawa County Solid Waste Plan</p>					
SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1: # of RRSC users	2,500	2,269	4,198	4,500	5,000
	Goal 1-1: # of Mercury Spill Response Calls	15	15	10	12	12
	Goal 1-1: Total Pounds of Pesticides Collected	9,500	8,415	15,552	15,000	15,000
	Goal 1-1: Total Gallons of Liquid Hazardous Waste Collected	17,500	14,985	13,260	15,000	15,500
	Goal 1-1: Total Pounds of Solid Hazardous Waste Collected	75,000	63,265	60,059	65,000	70,000
	Goal 1-1: % of Customers satisfied with quality of service received at RRSC	N/A	N/A	93%	N/A	N/A
	Goal 1-1: Gallons of liquid household hazardous waste diverted from landfill per household served by HHW program	6.5	6.6	3.2	3.3	3.1
	Goal 1-1: Pounds of solid household hazardous waste diverted from landfill per household served by RRSC	27.7	27.9	14.3	14.4	14.0
	Goal 1-1: # of customers satisfied with Waste Management services	N/A	N/A	543	N/A	N/A
	Goal 1-1: % of customers satisfied with Waste Management services	N/A	N/A	93%	N/A	N/A
	Goal 1-2: % of OC Used Motor Oil Collected by an Ottawa County RRSC	20%	20%	20%	20%	20%
	Goal 2-1: # of Recycling Memberships	1,000	694	763	800	850
	Goal 2-1: Total Volume of Recyclables Collected (in tons)	230	191	226	240	250
	Goal 2-1: % of Households within 15 miles of an Ottawa County RRSC	100%	100%	100%	100%	100%
	Goal 2-1: % of Membership Applications processed within one month	100%	100%	100%	100%	100%
	Goal 2-1: % of New recycling members without access to curbside recycling	50%	N/A	45%	50%	50%
	Goal 2-2: % Compliance with Ottawa County Solid Waste Management Plan	100%	100%	100%	100%	100%

	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
OUTCOME MEASURES	Goal 1-1: # of RRSC users per pounds of solid household hazardous waste diverted from landfill	2,700/ 75,000	2,269/ 63,265	4,198/ 60,059	4,500/ 65,000	5,000/ 70,000
	Goal 1-1: # of RRSC users per gallons of liquid household hazardous waste diverted from landfill	2,700/ 17,500	2,269/ 14,985	4,198/ 13,260	4,500/ 15,000	5,000/ 15,500
	Goal 2-2: # Tons disposed in OC Type II Landfills (in millions)	<1.5	1.1	.98	1.0	1.0

County-wide Strategic Plan Directive:**Goal 3, Objective 3: Continue initiatives to preserve the physical environment****Goal 3, Objective 4: Continue initiatives to positively impact the community**

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Environmental Health Manager	0.220	0.220	0.220	\$16,804
Team Supervisor - Health	1.000	1.000	0.800	\$57,329
Sr Environmental Health Specialist	1.000	1.000	1.000	\$35,542
Recycle Center Attendant	2.000	2.000	1.500	\$46,497
Environmental Health Clerk	0.500	0.200	0.200	\$6,626
	4.720	4.420	3.720	\$162,798

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Charges for Services	\$390,402	\$379,926	\$321,286	\$300,000	\$300,000
Other Revenue	\$21,189	\$33,879	\$30,089	\$28,000	\$32,500
Total Revenues	\$411,591	\$413,805	\$351,375	\$328,000	\$332,500
Expenditures					
Personnel Services	\$218,687	\$258,065	\$262,708	\$235,587	\$237,730
Supplies	\$28,598	\$9,386	\$8,583	\$9,600	\$16,207
Other Services & Charges	\$108,640	\$167,650	\$142,674	\$171,329	\$163,940
Capital Outlay	\$160,326	\$19,687	\$0	\$0	\$0
Total Expenditures	\$516,251	\$454,788	\$413,965	\$416,516	\$417,877

Fund: 2320 Transportation System

Function Statement

The purpose of the Transportation System Fund is to ensure that MDOT dollars are provided to fund transportation services for Work First clients, as well as handicapped and senior citizens in rural areas of Ottawa County. The Planning and Grants Department administers the grant and subsequent contracts with two transportation providers (Georgetown Seniors and Pioneer Resources) to accomplish this objective.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$157,569	\$157,569	\$157,569	\$157,569	\$157,569
Other Financing Sources					
Total Revenues	\$157,569	\$157,569	\$157,569	\$157,569	\$157,569
Expenditures					
Supplies					
Other Services & Charges	\$157,569	\$157,569	\$157,569	\$157,569	\$157,569
Total Expenditures	\$157,569	\$157,569	\$157,569	\$157,569	\$157,569

Fund: 2340 Farmland Preservation

Function Statement

The purchase of development rights ordinance created the Ottawa County Farmland Preservation Program which protects farmland by acquiring development rights voluntarily offered by land owners. The ordinance authorizes the cash purchase and/or installment purchases of such development rights through sources other than the County General Fund, places an agricultural conservation easement on the property which restricts future development, and provides the standards and procedures for the purchase of development rights and the placement of an agricultural conservation easement.

County-wide Strategic Plan Directive:
 Goal 3, Objective 3: Continue initiatives to preserve the physical environment
 Goal 3, Objective 4: Continue initiatives to positively impact the community

Resources

Personnel

No permanent personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Charges for Services					
Other Revenue				\$1,000	\$200
Total Revenues				\$1,000	\$200
Expenditures					
Supplies					
Other Services & Charges					
Total Expenditures					

Fund: 2420 Planning Commission

Function Statement

County Planning Commissions are directed by State Statute to establish county development plans that promote the health, safety, morals, order, convenience, prosperity and general welfare of county residents. Further, County Planning Commissions are given the authority to conduct studies, investigations and surveys related to the economic, social, environmental and physical development of the County.

The Planning Commission is also responsible for fulfilling the obligations of three other statutory mandates: The first is to review applications by farmers to include or remove their Ottawa County farmland from the State of Michigan's PA 116 Program (Act 116 of 1974 - Farmland and Open Space Preservation Act, as amended); the second is to review township zoning amendments (Act 184 of 1943 - Township Rural Zoning Act and Act 168 of 1959 - Township Planning Act, as amended); and the third is to review and provide a statement whether township or municipal master plans are consistent with the county plan and any adjoining city, village, township or regional master plans (Act 168 of 1959 - Township Planning Act, as amended and Act 285 of 1931 - Municipal Planning Act, as amended).

Goals and Objectives for the Planning Commission are reflected in the goals and objectives for the Planning and Grants Department, General Fund, Department 7211.

Resources

Personnel

No permanent personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$3,703	\$1,700			
Charges for Services					
Other Revenue	\$30	\$585	\$95	\$295	
Other Financing Sources	\$48,995	\$19,770	\$3,310	\$43,851	
Total Revenues	\$52,728	\$22,055	\$3,405	\$44,146	
Expenditures					
Personnel Services	\$697	\$777	\$527	\$969	
Supplies	\$3,912	\$4,646	\$1,244	\$3,316	
Other Services & Charges	\$22,652	\$16,633	\$1,634	\$37,622	
Total Expenditures	\$27,261	\$22,056	\$3,405	\$41,907	

Budget Highlights:

The County will be implementing Governmental Accounting Standards Board Statement 54 in 2011 which requires that a substantial portion of a fund's inflows be derived from restricted or committed revenue sources in order to be accounted for separately in a Special Revenue fund. This fund did not meet the requirement, so it will be combined with the General Fund in 2011.

Fund: 2444 Infrastructure

Function Statement

The Infrastructure Fund was established during 1999 with the transfer of \$2.69 million from the General Fund. It was established to provide "seed money" for large infrastructure projects.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Charges for Services	\$29,836	\$28,539	\$27,240		
Interest	\$100,751	\$95,695	\$48,390	\$47,384	\$44,222
Other Financing Sources					
Total Revenues	\$130,587	\$124,234	\$75,630	\$47,384	\$44,222
Expenditures					
Other Services & Charges					
Capital Outlay					
Operating Transfers		\$125,000	\$125,000	\$125,000	\$125,000
Total Expenditures		\$125,000	\$125,000	\$125,000	\$125,000

Budget Highlights:

A portion of the debt service payments for the Grand Haven/West Olive project is being paid from this fund beginning in 2008 as reflected in Operating Transfers.

Fund: 2450 Public Improvement

Function Statement

The Public Improvement fund is one of the County's "financing tools." The fund was established prior to 1978 and is used to account for earmarked revenues set aside for new county facilities and other capital improvements.

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2007	2008	2009	2010	2011
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Charges for Services					
Interest	\$346,122	\$328,830	\$38,765	\$37,944	\$50,673
Rents	\$879,031	\$764,358	\$702,545	\$390,100	\$410,048
Other					
Other Financing Sources	\$173,994		\$10,488		
Total Revenues	\$1,399,147	\$1,093,188	\$751,798	\$428,044	\$460,721
Expenditures					
Supplies		\$52,880	\$2,793		
Other Services & Charges	\$5,515	\$3,482	\$5,618	\$2,600	\$2,700
Capital Outlay	\$125,636	\$176	\$195,928	\$25,000	\$20,000
Operating Transfers	\$325	\$1,454,331	\$4,104,588	\$187,575	\$187,875
Total Expenditures	\$131,476	\$1,510,869	\$4,308,927	\$215,175	\$210,575

Fund: 2550 Homestead Property Tax

Function Statement

The Homestead Property Tax 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 will lapse to the county general fund (MCL 211.7cc, as amended).

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Taxes	\$12,271	\$13,290	\$6,479	\$4,500	\$4,500
Interest	\$2,079	\$5,717	\$1,545	\$391	\$345
Other Financing Sources			\$34,195	\$87,923	
Total Revenues	\$14,350	\$19,007	\$42,219	\$92,814	\$4,845
Expenditures					
Debt Service			\$11,399	\$23,398	\$23,396
Supplies	\$530	\$545	\$1,071	\$400	\$400
Other Services & Charges				\$560	\$560
Capital Outlay			\$34,195	\$35,995	
Operating Transfers			\$104,040		\$18,462
Total Expenditures	\$530	\$545	\$150,705	\$60,353	\$42,818

Budget Highlights:

Fluctuations in other financing sources and capital outlay for 2009, 2010 and 2011 are due to the capital lease for the BS&A Software. The operating transfer is to the General Fund and reflects accumulated net revenues which must be transferred to the General Fund after three years pursuant to Public Act 105 of 2003.

Fund: 2560 Register of Deeds Automation Fund

Function Statement

This fund was established under Public Act 698 of 2002 which designates the increase in recording fees in the Register of Deeds office be directed to a separately established fund. This revenue may only be used to upgrade technology in the Register of Deeds office. Included are the design and purchase of equipment and supplies that allow the Register of Deeds office to receive, enter, record, certify, index, store, search, retrieve, copy and process by automated procedures and technology, the records maintained by the Register of Deeds office.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Interest	\$17,431	\$21,537	\$5,317	\$3,010	\$4,264
Charges for Services	\$254,395	\$227,596	\$248,004	\$208,000	\$235,000
Other Revenue			\$230		\$230
Other Financing Sources			\$35,995		
Total Revenues	\$271,826	\$249,133	\$289,546	\$211,010	\$239,494
 Personnel Services					
Supplies	\$1,467		\$67,001	\$1,500	\$4,186
Other Services & Charges	\$134,832	\$88,646	\$81,834	\$120,522	\$138,313
Debt Service			\$15,000	\$8,998	\$11,997
Capital Outlay			\$237,865	\$131,515	
Total Expenditures	\$136,299	\$88,646	\$401,700	\$262,535	\$154,496

Budget Highlights:

The Land Records System (FIDLAR) was purchased in 2009 and 2010.

Fund: 2570 Stabilization

Function Statement

The Stabilization fund is one of the county's "financing tools." The fund was established in 1981 under the authority of Michigan Public Act 30 of 1978. The fund's purpose is to assure the continued solid financial condition of the county in case of emergency. The statute sets a maximum limit to the fund of the lesser of 15% of the most recently completed General Fund budget, as originally adopted or 15% of the average of the five most recent General Fund budgets, as amended. By law, this fund may not be allocated any interest income; accordingly, the fund's only source of growth are General Fund appropriations.

County-wide Strategic Plan Directive:
 Goal 1, Objective 2: Implement processes and strategies to deal with operational deficits
 Goal 1, Objective 4: Maintain or improve bond ratings

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Other Financing Sources	\$359,719	\$37,604			
Total Revenues	\$359,719	\$37,604			
Other Financing Uses					
Total Expenditures					

Function Statement

The Victim's Assistance Program is a subdivision of the Prosecuting Attorney. The main function is to provide crime victims 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, restitution calculation and collection assistance, notification of final case dispositions, 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.

TARGET POPULATION	<ul style="list-style-type: none"> Victims of crimes 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Continue the evolution of the victim's rights division to provide information, support, compassion and closure for victims of crime</p> <p>Objectives:</p> <ol style="list-style-type: none"> Increase program efficiency through improved electronic policies and procedures Implement MCVNN (Michigan Crime Victim Notification Network) for court communications Expand information provided to crime victims on the County website <p>Goal 2: Improve communication regarding court appearance status to victims and witnesses of crime</p> <p>Objectives:</p> <ol style="list-style-type: none"> Improve victim/witness management functions at all branch locations Develop a court status calendar accessible through the County web site <p>Goal 3: Provide a prompt response and provision of services to victims of domestic assault within 24 hours</p> <p>Objectives:</p> <ol style="list-style-type: none"> Violence Intervention Officers meet with domestic assault victims, face to face, in their homes or elsewhere, within the first 24 hours following the arrest or charging of a domestic violence offender <p>Goal 4: Contact victims in each case involving a crime victim to discuss case and disposition options prior to trial or plea</p> <p>Objectives:</p> <ol style="list-style-type: none"> Establish a method for tracking attorney contacts with crime victims 					
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1-1,2,3: Victim Education Program</p> <p>Goal 2-1,2: Victim Communication Program</p> <p>Goal 3-1: Domestic Violence Program</p> <p>Goal 4-1: Victim Communication Program</p>					
SELF-REPORTED AND OUTPUT MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1-1: Development of electronic policy and procedure manual	Yes	No	Yes*1	Yes*4	Yes
	Goal 1-2: MCVNN implemented	Yes	No	No*2	No*5	TBD
	Goal 1-3: # of victim education segments available on miottawa.org	3	N/A	0	3	3
	Goal 2: # of victims registering with the MCVNN	N/A	N/A	N/A*2	N/A*5	N/A
	Goal 3-1: % of domestic violence victim contacts made within 24 hours	70%	63%	73%	70%	70%
	Goal 4-1: % of victims contacted prior to trial or plea	70%	N/A	N/A*3	*N/A 6	*N/A 6

- *1 The electronic structure has been created and policies & procedures are now under review and in the process of being updated.
- *2 No response to date from Appriss on the interface with the AS-400.
- *3 Future OnBase project (upgrade E-form)
- *4 Continue updating policy & procedure content
- *5 Achievement of goal dependent on progress and/or completion of MICA project.
- *6 OnBase Phase II project.

County-wide Strategic Plan Directive:
 Goal 2, Objective 5: Evaluate communication with other key stakeholders
 Goal 3, Objective 4: Continue initiatives the positively impact the community

Fund: 2601 Prosecuting Attorney Grants

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Victims Rights Coordinator	1.000	1.000	1.000	\$53,094
Victims Advocate	2.000	2.000	2.000	\$76,961
	3.000	3.000	3.000	\$130,055

Funding

Budget Summary	2007	2008	2009	2010	2011
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$140,400	\$140,400	\$140,400	\$144,000	\$140,400
Other	\$360	\$1,755	\$333	\$500	\$360
Other Financing Sources	\$37,461	\$34,897	\$54,285	\$70,172	\$70,821
Total Revenues	\$178,221	\$177,052	\$195,018	\$214,672	\$211,581
Expenditures					
Personnel Services	\$160,356	\$164,172	\$176,746	\$193,879	\$197,091
Supplies	\$13,012	\$7,333	\$13,595	\$16,273	\$11,225
Other Services & Charges	\$4,853	\$5,547	\$4,677	\$4,520	\$3,265
Total Expenditures	\$178,221	\$177,052	\$195,018	\$214,672	\$211,581

Fund: 2609 Sheriff Grant Programs

Function Statement

This fund records miscellaneous grants obtained by the Sheriff's department. The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole (General Fund 1010 , Department 3020)

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Road Patrol Deputy	1.000	0.000	0.000	\$0

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$859,318	\$283,372	\$338,230	\$210,181	\$492,170
Interest					
Other Financing Sources	\$2,752	\$14,016	\$37,375	\$12,522	
Total Revenues	\$862,070	\$297,388	\$375,605	\$222,703	\$492,170
Expenditures					
Personnel Services	\$55,605	\$130,457	\$209,456	\$115,750	\$27,000
Supplies	\$167,536	\$59,295	\$14,809	\$47,137	\$85,781
Other Services & Charges	\$15,805	\$27,317	\$31,293	\$25,946	
Capital Outlay	\$620,518	\$82,921	\$120,050	\$33,870	\$379,389
Total Expenditures	\$859,464	\$299,990	\$375,608	\$222,703	\$492,170

Budget Highlights:

Total expenditures and type of expenditures will vary depending on grants received. Two Port Security grants were added in 2011 increasing Intergovernmental Revenue, Supplies and Capital Outlay. Personnel Services decreased due to the sunset of the Homeland Security grant and funding awarded after the budget process.

Fund: 2610 Sheriff Contracts

Function Statement

This fund was originally established to record U.S. Department of Justice COPS Universal grants. All of these grants have since ended, but in most cases local municipalities and school districts now contract with the Sheriff's department to provide the same community policing services they received under the grants.

The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole (General Fund 1010, Department 3020)

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Sergeant	3.000	4.000	4.000	\$270,198
Road Patrol Deputy	40.000	39.000	39.000	\$2,300,104
	43.000	43.000	43.000	\$2,570,302

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$2,294,781	\$3,949,854	\$3,969,167	\$4,401,648	\$4,387,209
Other		\$4,376	\$3,573	\$2,956	
Other Financing Sources	\$215,357	\$212,707	\$202,453	\$231,473	\$235,230
Total Revenues	\$2,510,138	\$4,166,937	\$4,175,193	\$4,636,077	\$4,622,439
Expenditures					
Personnel Services	\$2,141,386	\$3,523,412	\$3,616,885	\$3,944,234	\$3,967,864
Supplies	\$79,811	\$99,075	\$70,230	\$108,398	\$105,945
Other Services & Charges	\$288,953	\$543,728	\$488,104	\$583,445	\$548,630
Capital Outlay					
Total Expenditures	\$2,510,150	\$4,166,215	\$4,175,219	\$4,636,077	\$4,622,439

Function Statement

The Sheriff Road Patrol fund was established in accordance with Public Act 416 of 1978, which provides State of Michigan funding for public safety services on secondary roads within Ottawa County. Specifically, the Sheriff's Department agrees to patrol and monitor traffic violations on County primary roads and County secondary roads along with any road or highway within the boundaries of a County park. In addition, the department agrees to investigate accidents involving motor vehicles, which includes providing emergency assistance to persons on or near a highway or road patrolled and monitored by assigned Deputies. The department is also expected to enforce the criminal laws of the State of Michigan, violations of which are observed by or brought to the attention of the Sheriff's Department while providing the patrolling and monitoring required. The mission, goals, objectives and performance measures are coordinated with those of the Sheriff's department as a whole (General Fund 1010, Department 3020).

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Sergeant	1.000	1.000	1.000	\$65,912
Road Patrol Deputy	2.000	2.000	2.000	\$118,444
	3.000	3.000	3.000	\$184,356

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$263,166	\$234,561	\$214,271	\$215,491	\$190,700
Other Financing Sources	\$31,288	\$82,350	\$96,673	\$117,957	\$155,457
Total Revenues	\$294,454	\$316,911	\$310,944	\$333,448	\$346,157
Expenditures					
Personnel Services	\$248,731	\$262,048	\$261,157	\$283,126	\$288,617
Supplies	\$2,844	\$9,359	\$6,560	\$3,650	\$4,715
Other Services & Charges	\$42,879	\$45,506	\$43,229	\$46,672	\$52,825
Capital Outlay					
Total Expenditures	\$294,454	\$316,913	\$310,946	\$333,448	\$346,157

Fund: 2690 Law Library

Function Statement

The Law Library fund is used to account for monies received from the Library Penal Fine Fund in accordance with Public Act 18 of 1982 and appropriations from the county for the purpose of maintaining the county's law library.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Fines and Forfeits	\$6,500	\$6,500	\$8,500	\$8,500	
Other Financing Sources	\$31,000	\$27,060	\$20,573	\$23,333	
Total Revenues	\$37,500	\$33,560	\$29,073	\$31,833	
Expenditures					
Supplies	\$31,902	\$33,560	\$29,073	\$31,833	
Total Expenditures	\$31,902	\$33,560	\$29,073	\$31,833	

Budget Highlights:

The County will be implementing Governmental Accounting Standards Board Statement 54 in 2011 which requires that a substantial portion of a fund's inflows be derived from restricted or committed revenue sources in order to be accounted for separately in a Special Revenue fund. This fund did not meet the requirement, so it will be combined with the General Fund in 2011.

Function Statement

The Workforce Investment Act (WIA) provides employment training to youth, adults, and dislocated workers by means of a “one stop” system. Services for adults and dislocated workers may include core services, intensive services, training services, and discretionary services (customized screening and referral of participants and customized services to employers, supportive services, and needs-related payments). Services for youth may include tutoring, study skills training, and dropout prevention activities, alternative secondary school services, summer employment opportunities, paid and unpaid work experience, and occupational skills training.

Resources

Positions for all Workforce Investment Act and Community Action Agency programs are listed below. Most of the positions are split among several different grants.

Personnel	2009	2010	2011	2011
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary
Account Clerk	1.000	1.000	1.000	\$37,375
Assessment & Eligibility Specialist	7.000	7.000	6.730	\$251,591
Business Services Representative	0.000	0.000	2.000	\$84,850
CAA/Housing Program Supervisor	0.000	0.000	1.000	\$63,805
Contract Monitor	1.000	1.000	0.000	\$0
MI Works/CAA Director	1.000	1.000	1.000	\$83,979
Emergency Services Coordinator	0.000	1.000	1.000	\$46,403
Financial Supervisor	1.000	1.000	1.000	\$53,096
FSS Case Manager	1.000	1.000	1.000	\$51,558
Marketing Specialist - MI Works	1.000	1.000	1.000	\$52,560
Medicaid/CAA Clerk	1.000	1.000	1.000	\$38,959
MI Works Service Coordinator	1.000	1.000	1.000	\$51,647
Procurement Contract Coordinator	0.000	0.600	1.000	\$39,154
Program Supervisor - MI Works	3.000	3.000	2.000	\$127,607
Records Processing Clerk II	0.200	1.800	1.800	\$54,034
Secretary	0.000	1.000	1.000	\$29,038
Senior Secretary	1.000	1.000	1.000	\$37,374
Weatherization Inspectors	0.000	2.000	2.000	\$74,265
Weatherization Program Coordinator	0.000	1.000	1.000	\$46,137
Workforce Intelligence Analyst	0.000	0.000	1.000	\$39,154
	19.200	26.400	28.530	\$1,262,586

Workforce Investment Act (WIA) provides administration oversight on more than twenty different grants. These grants provide an array of services to youths and adults and are accounted for in the appropriate fund depending on the funding service and grant period. See individual WIA funds for specific grant services provided.

Fund: 2740 Workforce Investment Act - Administration

Resources

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$194,079	\$218,792	\$242,840	\$636,084	\$707,928
Other Revenue			\$1,000		
Other Financing Sources					
Total Revenues	\$194,079	\$218,792	\$243,840	\$636,084	\$707,928
Expenditures					
Personnel Services	\$133,578	\$144,187	\$147,007	\$278,765	\$258,243
Supplies	\$7,512	\$16,385	\$21,352	\$93,362	\$21,559
Other Services & Charges	\$42,868	\$58,220	\$69,990	\$263,957	\$428,126
Capital Outlay	\$10,122		\$5,494		
Total Expenditures	\$194,080	\$218,792	\$243,843	\$636,084	\$707,928

Budget Highlights:

In 2011 the Board approved additional positions funded under the American Recovery and Reinvestment Act. The funded programs include funding for WIA Adult, Dislocated Worker and Youth programs. The Recovery Act provides funding intended to preserve and create jobs, promote economic recovery, and assist those most impacted by the current economy through the utilization of our State's workforce development system. The budgeted year 2011 does not reflect all of the grant dollars received because they were not confirmed at the time this statement was prepared.

Fund: (2741) Workforce Investment Act- Youth

Function Statement

The Workforce Investment Act (WIA) – Youth Program provides employment training both in school and out of school youths, ages 14 – 21. This program provides study skills and tutoring, alternative secondary school, summer employment, paid and unpaid work experience, occupational skill training, guidance and counseling, supportive services and others. The Workforce Investment Act funding was new in July of 2000 and funds many of the same client groups as the Jobs Training Partnership Act which ended 6/30/00.

Mission Statement

Provide employment training to eligible youth, adults, dislocated workers and welfare recipients.

TARGET POPULATION	<ul style="list-style-type: none"> Youth ages 14-21 					
PRIMARY GOALS & OBJECTIVES	Goal 1: Increase the employment, retention and earnings of youth, and/or increase basic and work readiness skills Objectives: 1) Track youth employment retention and earning information 2) Increase basic and work readiness skills of youth					
ACTIONS/ PROGRAM COMPONENTS	Goal 1-1, 2: WIA Youth Program					
SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1-1: % of older youth attaining Credentials/ skills	80%	60%	47%	53%	55%
	Goal 1-1: % of younger youth attaining credentials/skills	96%	88%	93%	90%	92%
OUTCOME MEASURES	Goal 1-2: % of older youth who obtain employment	83%	65%	44%	54%	56%
	Goal 1-2: % of older youth who retain jobs	85%	91%	93%	92%	94%
	Goal 1-2: Average change in earnings for older youth	\$3,100	\$3,633	\$3,316	\$3,474	\$3,476

County-wide Strategic Plan Directive:
 Goal 3, Objective 2: Consider opportunities to improve economic development in the region
 Goal 3, Objective 4: Continue initiatives to positively impact the community

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$677,241	\$680,651	\$1,028,042	\$2,082,391	\$1,081,368
Total Revenues	\$677,241	\$680,651	\$1,028,042	\$2,082,391	\$1,081,368
Expenditures					
Personnel Services	\$76,053	\$114,836	\$123,293	\$134,551	\$123,484
Supplies	\$2,295	\$3,255	\$5,871	\$8,691	\$5,421
Other Services & Charges	\$598,897	\$562,559	\$898,879	\$1,939,149	\$949,103
Capital Outlay	\$0	\$0	\$0	\$0	\$3,360
Total Expenditures	\$677,245	\$680,650	\$1,028,043	\$2,082,391	\$1,081,368

Budget Highlights:

American Recovery and Reinvestment Act funds were awarded in 2010 and 2011, but not all funds for the year 2011 were confirmed at the time this statement was prepared. The additional funds will be used to increase the number of participants served.

Fund: (2742) Workforce Investment Act- Adult

Function Statement

The Workforce Investment Act (WIA) – Adult Program provides employment training primarily to adults facing serious barriers to employment. This program has three main functions: 1) Core Services provide basic intake and registration tasks, 2) Intensive Services provide classroom training, work experience, and supportive services such as transportation and child care, and 3) Training Services provide occupational and on-the-job training.

Mission Statement

Provide employment training to eligible youth, adults, dislocated workers and welfare recipients.

TARGET POPULATION	<ul style="list-style-type: none"> Unemployed Adults 					
PRIMARY GOALS & OBJECTIVES	Goal 1: To increase the employment, retention and earnings of adults Objectives: 1) Provide employment training to eligible adults 2) Track adult employment retention and earnings information 3) Track credential rates of eligible adults					
ACTIONS/ PROGRAM COMPONENTS	Goal 1-1, 2, 3: WIA Adult Program					
SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1-1: % of adults receiving training	50%	54%	79%	66%	68%
	Goal 1-3: Credential/ skill attainment rate	80%	60%	60%	60%	62%
OUTCOME MEASURES	Goal 1-2: % of adults who obtain employment	88%	63%	62%	62%	64%
	Goal 1-2: % of adults who retain jobs	85%	73%	65%	69%	71%
	Goal 1-2: Replacement wages of eligible adults	\$9,000	\$9,517	\$9,374	\$9,445	\$9,447

County-wide Strategic Plan Directive:
 Goal 3, Objective 2: Consider opportunities to improve economic development in the region
 Goal 3, Objective 4: Continue initiatives to positively impact the community

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2007	2008	2009	2010	2011
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$488,996	\$521,757	\$576,281	\$1,068,878	\$818,203
Total Revenues	\$488,996	\$521,757	\$576,281	\$1,068,878	\$818,203
Expenditures					
Personnel Services	\$51,623	\$61,377	\$58,187	\$85,695	\$61,577
Supplies	\$2,192	\$5,956	\$4,374	\$4,136	\$5,478
Other Services & Charges	\$435,179	\$454,423	\$513,722	\$979,047	\$747,788
Capital Outlay	\$0	\$0	\$0	\$0	\$3,360
Total Expenditures	\$488,994	\$521,756	\$576,283	\$1,068,878	\$818,203

Budget Highlights:

American Recovery and Reinvestment Act funds were awarded in 2010 and 2011, but not all funds for the year 2011 were confirmed at the time this statement was prepared. The additional funds will be used to increase the number of participants served.

Fund: (2743) Workforce Investment Act – Dislocated Worker

Function Statement

The Workforce Investment Act (WIA) – 6/30 Grant Programs fund provides employment training primarily to adult dislocated workers. This program has three main functions: 1) Core Services provide basic intake and registration tasks, 2) Intensive Services provide classroom training, work experience, and supportive services such as transportation and child care, and 3) Training Services provide occupational and on-the-job training. The Workforce Investment Act funds many of the same client groups as the Jobs Training Partnership Act funding which ended 6/30/00.

Mission Statement

Provide employment training to eligible youth, adults, dislocated workers and welfare recipients.

TARGET POPULATION	<ul style="list-style-type: none"> Adult Dislocated Workers 					
PRIMARY GOALS & OBJECTIVES	Goal 1: To increase the employment, retention and earnings of dislocated workers Objectives: <ol style="list-style-type: none"> To serve adults by providing employment training to eligible dislocated workers Track dislocated worker employment retention and earnings information Track credential rates of eligible dislocated workers 					
ACTIONS/ PROGRAM COMPONENTS	Goal 1-1, 2, 3: WIA Dislocated Workers Program					
SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1-1: % of dislocated workers who receive training	72%	65%	80%	72%	74%
	Goal 1-3: Credential/ skill attainment rate	84%	74%	80%	77%	79%
OUTCOME MEASURES	Goal 1-2: % of dislocated workers who obtain employment	94%	90%	96%	93%	95%
	Goal 1-2: % of dislocated workers who retain jobs	92%	94%	77%	85%	87%
	Goal 1-2: Replacement wages of eligible dislocated workers	\$12,800	\$12,905	\$12,046	\$12,475	\$12,477

County-wide Strategic Plan Directive:

Goal 3, Objective 2: Consider opportunities to improve economic development in the region

Goal 3, Objective 4: Continue initiatives to positively impact the community

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,514,356	\$1,892,867	\$2,636,357	\$3,155,482	\$1,984,934
Other Revenue	\$0	\$3,013	\$2,941	\$0	\$0
Total Revenues	\$1,514,356	\$1,895,880	\$2,639,298	\$3,155,482	\$1,984,934
Expenditures					
Personnel Services	\$170,268	\$228,154	\$206,309	\$214,516	\$175,424
Supplies	\$32,211	\$18,842	\$91,048	\$41,665	\$15,683
Other Services & Charges	\$1,294,948	\$1,668,728	\$2,355,692	\$2,899,324	\$1,790,467
Capital Outlay	\$13,442	\$0	\$0	\$0	\$3,360
Total Expenditures	\$1,510,869	\$1,915,724	\$2,653,049	\$3,155,505	\$1,984,934

Budget Highlights:

This fund can vary depending on whether grants have been extended or have ended as well as the award amount received from the State. Consequently, the budget can vary significantly from year to year.

Fund: (2744) Workforce Investment Act – 12/31 Grant Programs

Function Statement

This fund records the Community Development Block Grant which provides home rehabilitation and emergency home repair assistance to eligible homeowners.

Mission Statement

Reduce the effects of poverty within Ottawa County.

TARGET POPULATION	<ul style="list-style-type: none"> Income Eligible Homeowners 																		
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: To improve the living conditions of low-income families</p> <p>Objectives:</p> <p>1) To provide home rehabilitation to homeowners</p> <p>2) To provide emergency repairs to homeowners</p>																		
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1-1: Home Rehabilitation Program</p> <p>Goal 1-2: Emergency Home Repair Program</p>																		
SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	<table border="1"> <thead> <tr> <th>ANNUAL MEASURES</th> <th>TARGET</th> <th>2008</th> <th>2009</th> <th>2010 ESTIMATED</th> <th>2011 PROJECTED</th> </tr> </thead> <tbody> <tr> <td>Goal 1-1: # of homes receiving rehabilitation</td> <td>12</td> <td>2</td> <td>19</td> <td>N/A*</td> <td>10</td> </tr> <tr> <td>Goal 1-2: # of homes receiving emergency repair</td> <td>6</td> <td>1</td> <td>1</td> <td>1</td> <td>4</td> </tr> </tbody> </table>	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED	Goal 1-1: # of homes receiving rehabilitation	12	2	19	N/A*	10	Goal 1-2: # of homes receiving emergency repair	6	1	1	1	4
ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED														
Goal 1-1: # of homes receiving rehabilitation	12	2	19	N/A*	10														
Goal 1-2: # of homes receiving emergency repair	6	1	1	1	4														

*Funding is uncertain for 2010

County-wide Strategic Plan Directive:
Goal 3, Objective 4: Continue initiatives to positively impact the community

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$259,484	\$196,936	\$250,798	\$303,178	\$304,889
Charges for Services	\$13,953	\$917	\$6,483	\$0	\$0
Other Revenue	\$56,303	\$35,950	\$20,171	\$28,362	\$0
Other Financing Sources	\$0	\$450	\$9,927	\$0	\$0
Total Revenues	\$329,740	\$234,253	\$287,379	\$331,540	\$304,889
Expenditures					
Personnel Services	\$28,078	\$13,081	\$25,147	\$63,177	\$56,618
Supplies	\$806	\$1,305	\$585	\$5,752	\$1,943
Other Services & Charges	\$296,918	\$172,887	\$275,384	\$262,611	\$246,328
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$35,397	\$4,623	\$0	\$0	\$0
Total Expenditures	\$361,199	\$191,896	\$301,116	\$331,540	\$304,889

Budget Highlights:

This fund can vary depending on whether grants have been extended or have ended as well as the award amount received from the State. Consequently, the budget can vary significantly from year to year.

Fund: (2748) Workforce Investment Act - 9/30 Grant Programs

Function Statement

This fund records primarily the Job Employment and Training (JET) grant from the State of Michigan which provides counseling, job referral, and job placement services.

Mission Statement

Provide employment training to eligible youth, adults, dislocated workers and welfare recipients.

TARGET POPULATION	<ul style="list-style-type: none"> Welfare Recipients 					
PRIMARY GOALS & OBJECTIVES	Goal 1: To increase the employment, retention and earnings of welfare recipients Objectives: 1) To serve welfare recipients by providing employment and training 2) Track welfare recipients' employment retention and earnings information					
ACTIONS/ PROGRAM COMPONENTS	Goal 1-1,2: Job Employment Training (JET)/ Temporary Assistance for Needy Families (TANF)					
SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1-1: # of welfare recipients who receive training	50	72	48	60	82
OUTCOME MEASURES	Goal 1-2: % of welfare recipients who obtain employment	60%	44%	26%	35%	37%
	Goal 1-2: % of welfare recipients who retain jobs	55%	40%	35%	38%	40%
	Goal 1-2: % of cases closed due to earnings	35%	25%	13%	19%	21%

County-wide Strategic Plan Directive:
 Goal 3, Objective 2: Consider opportunities to improve economic development in the region
 Goal 3, Objective 4: Continue initiatives to positively impact the community

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,317,551	\$1,593,332	\$2,243,775	\$3,754,636	\$3,495,234
Interest	\$0	\$0	\$19	\$0	\$0
Total Revenues	\$1,317,551	\$1,593,332	\$2,243,794	\$3,754,636	\$3,495,234
Expenditures					
Personnel Services	\$198,529	\$166,479	\$197,414	\$177,159	\$394,804
Supplies	\$8,844	\$21,674	\$74,945	\$60,016	\$58,984
Other Services & Charges	\$1,131,096	\$1,391,738	\$1,955,463	\$3,517,461	\$3,041,446
Capital Outlay	\$1,887	\$0	\$0	\$0	\$0
Total Expenditures	\$1,340,356	\$1,579,891	\$2,227,822	\$3,754,636	\$3,495,234

Budget Highlights:

The 2011 Budget does not reflect all Grant awards because the County was not notified of the amounts until after the preparation of the above statement.

Fund: 2749 Workforce Investment Act - 3/31 Grant Programs

Function Statement

This fund accounts for various fiscal year ending 3/31 grants.

Resources

Personnel

Personnel information is reported in Fund 2740.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$24,153	\$16,779	\$17,500	\$17,500	\$4,740
Other Revenue				\$5,000	
Total Revenues	\$24,153	\$16,779	\$17,500	\$22,500	\$4,740
Expenditures					
Personnel Services	\$6,248				
Supplies	\$2,226				
Other Services & Charges	\$20,302	\$16,780	\$17,500	\$22,500	\$4,740
Total Expenditures	\$28,776	\$16,780	\$17,500	\$22,500	\$4,740

Budget Highlights:

This fund can vary depending on whether grants have been extended or have ended as well as the award amount received from the State. Consequently, the budget can vary significantly from year to year.

Fund: 2750 - Grant Programs - Pass Thru

Function Statement

This fund records grants which the County passes through to other agencies. The prior year budgets included grants for juvenile services, public safety, and economic development.

Resources

Personnel

	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Deputy/Road Patrol	1.000	1.000	1.000	\$60,022

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$105,118	\$84,435	\$69,698	\$1,908,069	\$591,012
Other Revenue					
Other Financing Sources	\$23,135	\$24,729	\$25,181	\$28,602	\$33,564
Total Revenues	\$128,253	\$109,164	\$94,879	\$1,936,671	\$624,576
Expenditures					
Personnel Services	\$63,234	\$68,004	\$69,943	\$74,911	\$88,761
Supplies	\$1,073	\$562	\$1,625	\$17,809	\$3,750
Other Services & Charges	\$63,946	\$40,598	\$23,312	\$901,846	\$532,065
Capital Outlay				\$942,105	
Total Expenditures	\$128,253	\$109,164	\$94,880	\$1,936,671	\$624,576

Budget Highlights:

2010 includes \$350,000 for the Safe Haven grant which provides for the safe supervised exchange of minor children by and between parents involved in domestic violence, sexual assault, stalking, dating violence and child abuse. 2010 also reflects the majority of the Energy Efficiency Community Development Block Grant funded by federal stimulus money. The 2011 portion of this grant is \$523,000.

Function Statement

The Emergency Feeding Program distributes surplus USDA food items four months out of the year to eligible applicants. The Commodities Supplemental Food Program (CSFP) distributes twelve months out of the year to eligible seniors and Mothers, Infants and Children program applicants.

Mission Statement

Reduce the effects of poverty within Ottawa County

TARGET POPULATION	<ul style="list-style-type: none"> • Senior Citizens • Eligible Families 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: To strengthen needy families by providing food assistance</p> <p>Objectives:</p> <p>1) To provide USDA supplemental foods to eligible households monthly (CSFP)</p> <p>2) To provide The Emergency Food Assistance Program (TEFAP) quarterly</p>					
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1-1: Commodity Supplemental Food Program</p> <p>Goal 1-2: Emergency Food Assistance Program</p>					
SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1-1: # of individuals obtaining food monthly	421	417	425	425	425
	Goal 1-1: # of total baskets of food distributed yearly	5,052	4,999	5,100	5,100	5,100
	Goal 1-2: # of individuals receiving food quarterly	1,515	1,191	1,460	1,460	1,460
	Goal 1-2: # of total baskets of food distributed yearly	6,060	4,765	5,840	5,840	5,840

County-wide Strategic Plan Directive:
 Goal 3, Objective 4: Continue initiatives to positively impact the community

For each of these programs, CSFP (monthly distribution) and TEFAP (quarterly distribution), the numbers entered for 2009 – 2011 represent a duplicated count based on a total yearly distribution. Basically, the same individuals/households are served each month or quarter based on our allotment of food for qualifying individuals/households.

The larger target numbers listed above reflect the number of containers or “baskets” of food distributed to qualifying individuals/households. The target number (5,052) of food baskets distributed via CSFP divided by 12 months equals 421 *duplicated* individuals/households receiving food each month.

The target number (6,060) of food baskets distributed via TEFAP divided by 4 quarters equals 1,515 *duplicated* individuals/households receiving food each quarter.

Fund: 2800 Emergency Feeding

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$172,327	\$217,979	\$375,694	\$77,436	\$65,000
Other Financing Sources					
Total Revenues	\$172,327	\$217,979	\$375,694	\$77,436	\$65,000
Expenditures					
Personnel Services	\$14,968	\$21,205	\$16,586	\$12,111	\$35,877
Supplies	\$126,783	\$168,594	\$328,664	\$6,051	\$1,652
Other Services & Charges	\$23,380	\$30,830	\$33,966	\$59,274	\$27,471
Capital Outlay					
Total Expenditures	\$165,131	\$220,629	\$379,216	\$77,436	\$65,000

Budget Highlights:

This fund can vary depending on whether grants have been extended or have ended as well as the award amount received from the State. Consequently, the budget can vary significantly from year to year.

Fund: 2810 Federal Emergency Management Agency (FEMA)

Function Statement

This fund is used to account for monies received through the Emergency Food and Shelter National Board program for utility payments to prevent utility disconnection or heating source loss in households that have exhausted all other resources and do not qualify for other Community Action emergency funds.

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$20,000	\$20,000	\$24,000	\$5,000	
Total Revenues	<u>\$20,000</u>	<u>\$20,000</u>	<u>\$24,000</u>	<u>\$5,000</u>	
Expenditures					
Other Services & Charges	\$20,000	\$20,000	\$24,000	\$5,000	
Total Expenditures	<u>\$20,000</u>	<u>\$20,000</u>	<u>\$24,000</u>	<u>\$5,000</u>	

Budget Highlights:

No grant confirmation was received at budget time. Consequently, nothing is budgeted for 2011. In 2009, Ottawa County was a pass-through for FEMA funds to other agencies. Since Ottawa County was awarded funds through the American Recovery and Reinvestment Act designated for the same purpose, the County requested a smaller allotment in 2010.

Function Statement

The functions of the Community Corrections department are to develop alternative sentencing programs appropriate to the County's offender population, thereby reducing commitments to prison and jail and improving utilization of jail space; to evaluate alternative programs for performance and cost effectiveness; to provide a mechanism for communicating and coordinating among the different components of the criminal justice systems; and to gain support of the criminal justice community and general public in the management of alternative programs. Alternative programs managed and supervised include the following: Intensive Supervision Programs (ISP); Court Services Program (Community Service, JAWS), Residential Services, Cognitive Behavioral Therapy, Inmate Case Management and Treatment.

Mission Statement

To provide rehabilitative services or refer offenders to programs which divert offenders from traditional jail sentences and promote accountability, reduce criminal/delinquent behaviors and support an environment for change, while balancing the needs and insuring the safety of the people in Ottawa County.

TARGET POPULATION	<ul style="list-style-type: none"> Misdemeanants (Regular Probation/ISP) Felons (Regular Probation) Inmates who show signs of mental illness but are not eligible to receive Community Mental Health services (Ottawa County resident) 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: Maximize the use of alternative sentencing options</p> <p>Objectives:</p> <ol style="list-style-type: none"> Maintain jail population at 80% or less of rated design capacity Improve utilization of community corrections programs Maintain the overall prison commitment rate to less than 12% Maintain the Operating While Intoxicated (OWI) 3rd offense prison commitment rate to less than 10% Maintain the straddle cell commitment rate to less than 24% <p>Goal 2: Ensure probationer compliance of probation order</p> <p>Objectives:</p> <ol style="list-style-type: none"> Maintain a 75% success rate for home checks 					
ACTIONS/ PROGRAM COMPONENTS	<ul style="list-style-type: none"> Sobriety/Drug Court Traditional Probation Intensive Supervisor Probation (ISP) Community Service/Jail Alternative Work Service (JAWS) Cognitive Behavioral Therapy Inmate Case Management and Treatment (ICMT) 					
SELF-REPORTED AND OUTPUT MEASURES	ANNUAL MEASURES	TARGET	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
	Goal 1-1: % Jail capacity used	80%	81.0%	75%	75%	80%
	Goal 1-2: # of enrollments in court services programs	1,000	1,001	966	1,000	1,000
	Goal 1-2: % increase in enrollment in court services programs	n/a	19.9%	-3%	3%	0%
	Goal 1-2: % of successful completions of court services programs	75%	78.0%	78%	78%	78%
	Goal 1-2: % of Residential Services beds used	85%	71.1%	76%	90%	90%
	Goal 1-2: # of enrollments in Cognitive Behavior	250	330	271	250	250
	Goal 1-2: # of enrollments in ISP	300	303	208	224	200
	Goal 2-1: # of Home Checks	N/A	23,034	18,827	20,452	21,000
	Goal 2-1: % successful home checks	75%	73.7%	70.5%	75%	75%
OUTCOME MEASURES	Goal 1-3: Ottawa County Overall Prison Commitment Rate	<12%	8.7%	8.2%	8.7%	8.5%
	Goal 1-4: OWI 3rd Prison Commitment Rate	<10%	2.8%	3.2%	4.9%	4%
	Goal 1-4: Straddle Cell Commitment Rate	<24%	15.8%	10.8%	13%	12%

County-wide Strategic Plan Directive:
 Goal 1, Objective 2: Implement processes and strategies to deal with operational deficits
 Goal 4, Objective 1: Review and evaluate the organization, contracts, programs and services for potential efficiencies

Fund: 2850 Community Corrections Program

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Director of Probation & Community Correction	0.900	0.900	0.750	\$54,392
Assistant Director of Probation Services	0.250	0.250	0.250	\$15,650
Court Services Coordinator	1.000	1.000	1.000	\$51,805
Court Services Officer	1.625	1.625	1.625	\$72,834
Probation Officer-Substance Abuse	4.500	3.600	2.800	\$150,690
Senior Secretary	0.750	0.800	0.800	\$29,899
	9.025	8.175	7.225	\$375,270

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$305,120	\$220,000	\$220,000	\$220,000	\$242,000
Charges for Services	\$182,418	\$244,125	\$209,228	\$201,081	\$168,825
Other Revenue	\$10,943	\$10,736	\$10,274	\$8,234	\$6,395
Other Financing Sources	\$432,089	\$522,785	\$557,701	\$519,991	\$530,871
Total Revenues	\$930,570	\$997,646	\$997,203	\$949,306	\$948,091
Expenditures					
Personnel Services	\$658,681	\$704,061	\$688,415	\$722,608	\$646,339
Supplies	\$19,465	\$28,134	\$22,266	\$18,140	\$22,615
Other Services & Charges	\$309,629	\$249,124	\$266,978	\$275,341	\$279,137
Capital Outlay					
Total Expenditures	\$987,775	\$981,319	\$977,659	\$1,016,089	\$948,091

Budget Highlights:

The County is trying to keep costs under control, and the above full-time equivalents reflect this. The County is utilizing more part-time positions which significantly decreases costs. The 2010 budget includes the use of \$67,000 of prior year (s) fund balance. In 2011, the County is projecting an increase for administration functions (reflected in intergovernmental revenue) which will help offset the decreases in other revenues.

Fund: 2855 Revenue Sharing Reserve Fund

Function Statement

The Revenue Sharing Reserve Fund was created in 2004 as required by the State of Michigan. The fund accounts for the additional tax revenue received as a result of the acceleration of the millage levy from December to July. The fund transfers an amount to the General Fund equal to the amount the County would have received from the State for Revenue Sharing Payments had they not been temporarily discontinued.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Taxes					
Interest	\$640,042	\$526,673	\$74,147	\$33,093	
Total Revenues	\$640,042	\$526,673	\$74,147	\$33,093	
Expenditures					
Other Financing Uses	\$4,396,399	\$4,497,516	\$4,695,407	\$4,681,321	\$423,889
Total Expenditures	\$4,396,399	\$4,497,516	\$4,695,407	\$4,681,321	\$423,889

Budget Highlights:

2006 was the last year of contributions for the fund. In 2007 and beyond, the only income has been interest income, and the expenditures represent transfers to the General Fund.

Fund: (2870) Community Action Agency

Function Statement

The Community Action Agency fund is used to account for grant monies to be applied to various community programs for the impoverished residents of Ottawa County. Such grants include employment activities, income management, housing, emergency assistance, and nutrition.

Mission Statement

Reduce the effects of poverty within Ottawa County.

TARGET POPULATION	<ul style="list-style-type: none"> Income Eligible Residents of Ottawa County 					
PRIMARY GOALS & OBJECTIVES	<p>Goal 1: To effectively administer Community Action Agency programs and provide effective customer service by promoting effective partnerships with other agencies</p> <p>Objectives:</p> <ul style="list-style-type: none"> 1) To effectively administer Community Action Agency (CAA) programs 2) To create and maintain partnerships among supporters and providers of service 3) To assist every household seeking assistance 					
ACTIONS/ PROGRAM COMPONENTS	<p>Goal 1-1: Management Plan</p> <p>Goal 1-2: Community Partnership Program</p> <p>Goal 1-3: Application Processing</p>					
SELF-REPORTED, OUTPUT, AND EFFICIENCY MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1-1: Utilization of CAA budget dollars	N/A	\$349,659	\$278,779	\$280,000	\$280,000
	Goal 1-2: # of partnerships created/maintained	54	54	63	63	63
	Goal 1-3: # of applicants assisted	5,200	4,836	5,600	5,500	5,500

County-wide Strategic Plan Directive:
 Goal 3, Objective 4: Continue initiatives to positively impact the community
 Goal 4, Objective 4: Examine opportunities for service delivery with local units of government

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$493,263	\$577,679	\$576,355	\$986,724	\$567,157
Other Revenue	\$24,756	\$38,831	\$31,017	\$30,000	\$30,000
Other Financing Sources	\$64,397	\$29,000	\$33,623	\$29,000	\$29,000
Total Revenues	\$582,416	\$645,510	\$640,995	\$1,045,724	\$626,157
Expenditures					
Personnel Services	\$274,745	\$334,629	\$347,341	\$357,926	\$458,560
Supplies	\$68,644	\$77,622	\$67,041	\$97,971	\$14,719
Other Services & Charges	\$207,456	\$216,617	\$214,420	\$589,827	\$152,878
Other Financing Uses	\$0	\$0	\$450	\$0	\$0
Total Expenditures	\$550,845	\$628,868	\$629,252	\$1,045,724	\$626,157

Budget Highlights:

This fund can vary depending on whether grants have been extended or have ended as well as the award amount received from the State. Consequently, the budget can vary significantly from year to year.

Function Statement

The Weatherization Program supplies funds for weatherizing homes of the disadvantaged, elderly, and impoverished persons. The Weatherization Program also provides energy education.

Mission Statement

Reduce the effects of poverty within Ottawa County

TARGET POPULATION	<ul style="list-style-type: none"> Income Eligible Ottawa County Residents 					
PRIMARY GOALS & OBJECTIVES	Goal 1: To improve the conditions in which low-income persons live Objectives: 1) To provide energy education to customers 2) To provide energy-savings measures to eligible participants					
ACTIONS/ PROGRAM COMPONENTS	Goal 1-1: Energy Education Program Goal 1-2: Energy Reduction Program					
SELF-REPORTED AND OUTPUT MEASURES	ANNUAL MEASURES	TARGET*	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1-1: # of individuals receiving energy-saving education	250	143	151	175	200
	Goal 1-2: # of homes receiving energy-saving measures	250	84	85	150	180

County-wide Strategic Plan Directive:
 Goal 3, Objective 3: Continue initiatives to preserve the physical environment
 Goal 3, Objective 4: Continue initiatives to positively impact the community

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$254,073	\$179,015	\$293,630	\$1,331,964	\$1,319,517
Total Revenues	\$254,073	\$179,015	\$293,630	\$1,331,964	\$1,319,517
Expenditures					
Personnel Services	\$66,004	\$38,463	\$59,499	\$313,520	\$315,530
Supplies	\$144,834	\$107,376	\$182,603	\$778,330	\$798,593
Other Services & Charges	\$43,233	\$33,175	\$51,531	\$240,114	\$205,394
Total Expenditures	\$254,071	\$179,014	\$293,633	\$1,331,964	\$1,319,517

Budget Highlights:

Grant awards can fluctuate based on need. Beginning in 2010, the County is receiving Federal Stimulus Funds.

Fund: 2901 Department of Human Services

Function Statement

This fund is used primarily to account for the State of Michigan Department of Human Services activities in Ottawa County. These services include welfare, child protection services, and various other assistance programs to disadvantaged citizens.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$215,761	\$180,871	\$150,779	\$175,000	\$175,000
Charges for Services	\$33,153	\$36,000			
Rents					
Other Revenue	\$832	\$3,000	\$1,452	\$2,346	\$400
Other Financing Sources	\$729,070	\$253,508	\$135,160	\$74,837	\$73,750
Total Revenues	\$978,816	\$473,379	\$287,391	\$252,183	\$249,150
Expenditures					
Personnel Services	\$579,969	\$67,400			
Supplies	\$215,634	\$180,699	\$7,223	\$3,441	\$1,525
Other Services & Charges	\$104,239	\$190,327	\$280,168	\$258,438	\$247,625
Operating Transfers		\$500,000			
Total Expenditures	\$899,842	\$938,426	\$287,391	\$261,879	\$249,150

Budget Highlights:

The Planning and Grants department completed an evaluation of the Parenting Plus program and noted low program completion rates, low caseloads and high per client costs which in turn necessitated a difficult decision to decrease County funding, eliminating 8.75 positions at the end of 2007. In 2008 the final position was eliminated. Also, the Board approved a transfer of \$500,000 to cover a portion of the Grand Haven and West Olive building project costs which occurred in 2008.

Function Statement

The Child Care Fund accounts for various programs provided for abused/neglected and/or delinquent juveniles. These programs include detention, intensive supervision, in-house treatment programs and community intervention programs.

TARGET POPULATION	<ul style="list-style-type: none"> Ottawa County Juveniles 					
PRIMARY GOALS & OBJECTIVES	Goal 1: To provide quality services and resources for all Court users through a fully-functional Court operation Objectives: 1) Cases will be documented, processed and serviced in accordance to the Child Care Fund audit requirements					
ACTIONS/ PROGRAM COMPONENTS	Goal 1-1: Child Care Fund Management/Audit					
SELF-REPORTED AND OUTPUT MEASURES	ANNUAL MEASURES	TARGET	2008	2009	2010 ESTIMATED	2011 PROJECTED
	Goal 1-1: 100 % compliance with the following audit requirements:					
	<ul style="list-style-type: none"> # of case face-to-face contacts per week 	100%	N/A	100%	100%	100%
	<ul style="list-style-type: none"> Required ratio of 1:20 has been maintained 	100%	N/A	100%	100%	100%
	<ul style="list-style-type: none"> A copy of the agreement between the juvenile, parent(s) and Court that is signed and dated by all parties in response to settling a complaint 	100%	N/A	100%	100%	100%
	<ul style="list-style-type: none"> Documentation reflecting a preliminary hearing and temporary order for services 	100%	N/A	100%	100%	100%
	<ul style="list-style-type: none"> All additional petitions 	100%	N/A	100%	100%	100%
	<ul style="list-style-type: none"> Adjudication and Dispositional orders reflecting dates and offense(s) 	100%	N/A	100%	100%	100%
	<ul style="list-style-type: none"> Face sheets reflecting case demographic data and offense record 	100%	N/A	100%	100%	100%
	<ul style="list-style-type: none"> A family case assessment reflecting the problem and need for specific-component services 	100%	N/A	100%	100%	100%
	<ul style="list-style-type: none"> A treatment plan with objectives and action steps stated signed by the worker 	100%	N/A	100%	100%	100%
	<ul style="list-style-type: none"> A Court order reflect the requirement of a juvenile's participation 	100%	N/A	100%	100%	100%
	<ul style="list-style-type: none"> Quarterly progress reports 	100%	N/A	100%	100%	100%
	<ul style="list-style-type: none"> The length of time each youth has been involved in a program funded by the CCF 	100%	N/A	100%	100%	100%
	<ul style="list-style-type: none"> Termination criteria, dismissal orders 	100%	N/A	100%	100%	100%
OUTCOME MEASURES	<ul style="list-style-type: none"> Compliance reported on Annual Child Care Fund Audit Report 	100%	N/A	100%	100%	100%

Resources

Personnel

Position Name	2009 # of Positions	2010 # of Positions	2011 # of Positions	2011 Budgeted Salary
Detention Superintendent	1.000	1.000	1.000	\$70,722
Assistant Superintendent	1.000	1.000	1.000	\$62,599
Director of Juvenile Services	0.000	0.850	0.850	\$79,512
Assistant Director of Juvenile Services	0.875	0.875	0.875	\$67,088
Training Coordinator	1.000	1.000	1.000	\$52,003
Administrative Aide	4.000	4.000	3.000	\$101,609
Group Leader - Juvenile	6.000	6.000	6.000	\$239,684
Youth Specialist	18.650	18.650	18.650	\$646,297
Shift Supervisor	5.000	5.000	5.000	\$253,150
Casework Services Manager	1.000	1.000	1.000	\$57,623
Senior Caseworker	2.000	2.000	2.000	\$100,478
Treatment Specialist	6.000	6.000	6.000	\$312,056
Programs Supervisor	1.000	1.000	1.000	\$58,763
Treatment Services Manager	1.000	1.000	1.000	\$66,957
Caseworker	11.000	11.000	11.000	\$562,659
Assistant Juvenile Register	1.000	1.000	1.000	\$31,948
Treatment Services Clerk	0.000	0.000	1.000	\$35,234
Circuit Court Administrator	0.000	0.000	0.340	\$36,951
Juvenile Community Justice Coordinator	0.000	0.000	1.000	\$57,069
Lieutenant	0.300	0.300	0.300	\$22,589
Assessment Unit Coordinator	1.000	1.000	0.000	\$0
Deputy	3.000	3.000	3.000	\$177,666
	64.825	65.675	66.015	\$3,092,657

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$3,804,722	\$3,731,471	\$3,824,845	\$3,883,534	\$3,742,759
Other Revenue	\$594,836	\$620,898	\$567,524	\$521,130	\$516,700
Other Financing Sources	\$4,081,921	\$4,107,509	\$4,045,802	\$3,841,113	\$3,887,768
Total Revenues	\$8,481,479	\$8,459,878	\$8,438,171	\$8,245,777	\$8,147,227
Expenditures					
Personnel Services	\$3,998,226	\$4,028,899	\$3,891,369	\$4,541,602	\$4,547,582
Supplies	\$271,684	\$212,600	\$179,390	\$216,053	\$181,002
Other Services & Charges	\$4,158,973	\$3,998,002	\$4,269,280	\$3,575,699	\$3,418,643
Operating Transfers		\$500,000			
Total Expenditures	\$8,428,883	\$8,739,501	\$8,340,039	\$8,333,354	\$8,147,227

Budget Highlights:

Fluctuations in Other Services & Charges are primarily due to a \$500,000 software upgrade in 2009. The number of positions and personnel services expenditures are increasing with the allocation of .85 of the Juvenile Services Director (2010) and .34 of the Circuit Court Administrator (2011) to this fund based on a time study. The Operating Transfer in 2008 was a one time transfer for the Grand Haven/West Olive building projects.

Fund: 2921 Child Care-Social Services

Function Statement

The Child Care - Social Services fund is used to account for the foster care of children under the direction of the Michigan Department of Human Services - Ottawa County office.

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$22,397	\$3,604	\$259	\$1,000	\$1,000
Other Revenue					
Other Financing Sources	\$21,125	\$3,854	\$409	\$1,500	\$1,500
Total Revenues	\$43,522	\$7,458	\$668	\$2,500	\$2,500
Expenditures					
Other Services & Charges	\$44,063	\$7,458	\$668	\$2,500	\$2,500
Total Expenditures	\$44,063	\$7,458	\$668	\$2,500	\$2,500

Budget Highlights:

The revenue and expenditures that flow through this fund are for emergency care costs such as clothing, medical costs and foster care parenting costs.

Fund: 2930 Soldiers & Sailors Relief

Function Statement

The Soldiers & Sailors Relief Commission determines the eligibility of claims from indigent veterans and authorizes the requested payments. Eligibility is determined by the time and length of service during an armed conflict, honorable discharge, and length of residency in Ottawa County.

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2007	2008	2009	2010	2011
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Other Financing Sources	\$30,485	\$34,275	\$36,426	\$42,140	
Total Revenues	\$30,485	\$34,275	\$36,426	\$42,140	
Expenditures					
Other Services & Charges	\$30,485	\$34,274	\$36,426	\$42,140	
Total Expenditures	\$30,485	\$34,274	\$36,426	\$42,140	

Budget Highlights:

The County will be implementing Governmental Accounting Standards Board Statement 54 in 2011 which requires that a substantial portion of a fund's inflows be derived from restricted or committed revenue sources in order to be accounted for separately in a Special Revenue fund. This fund did not meet the requirement, so it will be combined with the General Fund in 2011.

Fund: 2941 Veterans Trust

Function Statement

The Veterans' Trust fund was established under Section 35.607 of the State of Michigan Compiled Laws of 1970. It is used to account for monies received by the state and distributed to veterans in need of assistance.

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue	\$28,376	\$27,300	\$26,220	\$22,389	\$13,852
Other Financing Sources					
Total Revenues	\$28,376	\$27,300	\$26,220	\$22,389	\$13,852
Expenditures					
Other Services & Charges	\$28,609	\$26,484	\$25,981	\$22,389	\$13,852
Total Expenditures	\$28,609	\$26,484	\$25,981	\$22,389	\$13,852

Budget Highlights:

The 2011 Budget reflects one-half of the dollars available from the State of Michigan for Veterans in need of assistance. Additional funds may be requested from the State as needed.

Fund: 2980 Compensated Absences

Function Statement

The Compensated Absences fund is used to account for future payments of accumulated sick pay of County employees under the sick days/short and long-term disability plan. This fund is also used to accrue vacation pay.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Charges for Services	\$38,818	\$119,722	\$39,212	\$90,000	\$90,000
Interest	\$220,595	\$176,321	\$45,642	\$37,000	\$52,000
Other Revenue					
Other Financing Sources					
Total Revenues	\$259,413	\$296,043	\$84,854	\$127,000	\$142,000
Expenditures					
Personnel Services	\$198,011	\$84,084	\$131,317	\$49,619	\$72,100
Supplies					
Total Expenditures	\$198,011	\$84,084	\$131,317	\$49,619	\$72,100

Budget Highlights:

Expenditures can vary depending on the number and size of sick bank payoffs in a given year.

**COUNTY OF OTTAWA
DEBT SERVICE FUND (5692-5695)**

Building Authority Fund (5692-5695) - This Fund was established to account for the accumulation of resources for payment of principal and interest on bonds issued to finance building projects for the County of Ottawa. Bonds have been issued for the following projects: 1992-Probate Court/Jail Complex; 1997-Jail addition and Sheriff Administrative Annex; 2005- Holland District Court Building; 2007-Grand Haven Courthouse. A portion of the 1992 bonds was refinanced during 2006, and a portion of the 1997 bonds was refunded during 2005. Financing is provided by cash rental payments pursuant to lease agreements with the County of Ottawa or other identified payment mechanisms.

Resources

Personnel

No personnel has been allocated to this department.

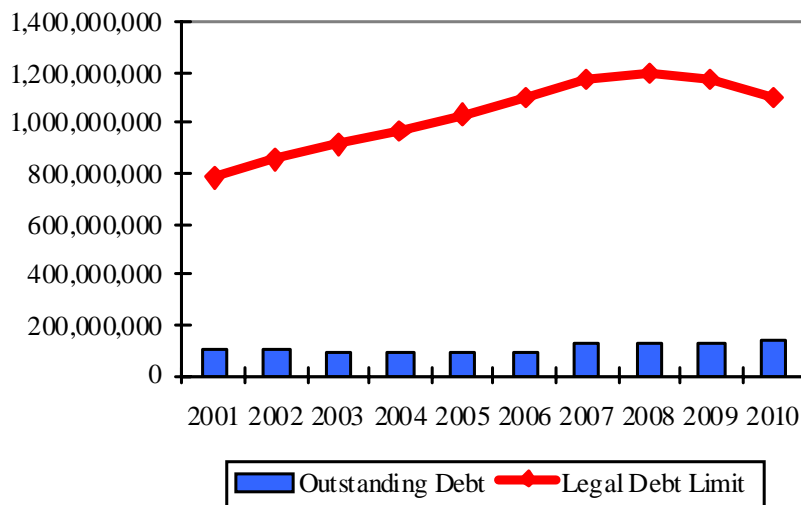
Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Charges for Services					
Interest	\$95	\$12			
Rents	\$2,769,438	\$2,774,563	\$2,779,913	\$2,388,857	\$2,382,589
Other Revenue					
Other Financing Sources	\$325	\$762,712	\$762,200	\$762,575	\$762,875
Total Revenues	\$2,769,858	\$3,537,287	\$3,542,113	\$3,151,432	\$3,145,464
Expenditures					
Debt Service	\$2,769,438	\$3,537,601	\$3,542,113	\$3,151,432	\$3,145,464
Other Financing Uses			\$10,488		
Total Expenditures	\$2,769,438	\$3,537,601	\$3,552,601	\$3,151,432	\$3,145,464

County of Ottawa Debt Information

The County of Ottawa assumes debt to provide funding for the construction of water and sewage disposal systems, drains, buildings, and to refund previously issued bonds. Under the State of Michigan Constitution of 1963, Article VII, Section 11, “No County shall incur indebtedness which shall increase its total debt beyond 10% of its assessed valuation.” Consequently, Ottawa County, with a 2010 assessed value of \$10,990,874,852 is limited to no more than \$1,099,087,485 of debt. The County’s total debt at October 31, 2010 is \$146,399,100 or approximately 1.3% of the assessed value - well below the legal limit. The graph below illustrates the additional legal debt capacity of the County of Ottawa.

County of Ottawa Legal Debt Limit and Debt Outstanding



Future Debt

The County has no plans to issue debt for the primary government. Ottawa County Public Utilities, a component unit, is not budgeted to issue bonds at this time due to slower new construction. The Ottawa County Drain Commission, a component unit, is likely to issue just under \$4 million in bonds for drain work in Park Township in 2011.

Effect of Debt Payments on County Operations

None of the County’s general operating levy is used for debt payments. Instead, separate revenue streams were identified for repayment before the bonds were issued. The table that follows identifies the County’s direct debt and the payment source for the issues:

Project	2011 Debt	
	Service Payment	Funding Source
Probate Court/Jail Facility	567,570	Delinquent Tax Revolving Fund
Administrative Annex	1,220,638	Delinquent Tax Revolving Fund
Holland District Court Building	594,381	Delinquent Tax Revolving Fund
Grand Haven/Fillmore St	762,875	Revenues/Fund Equity of Select Funds
	<u>\$3,145,464</u>	

The Delinquent Tax Revolving Fund (an Enterprise fund) had been allowed to build equity for several years. As of 12/31/09, the fund had equity of \$24.7 million. Although total equity is projected to decrease through 2011, equity is projected to grow steadily after 2011. Actual results will depend on whether money is transferred to other funds in future years. The Appendix of this document includes projections on this fund and the other Financing Tools.

Funding for the debt payments of the Grand Haven/Fillmore Street issue is coming from the following sources:

- Ottawa County, Michigan Insurance Authority - 20%, up to \$150,000/yr
- Telecommunications - 20%, up to \$150,000/yr
- Delinquent Tax Revolving Fund - 20%, up to \$150,000/yr
- Infrastructure - 17%, up to \$125,000/yr
- Public Improvement - 23%, remainder of payment

Payments began in 2008 and continue for 20 years. Although the payments are not anticipated to affect the function of these funds, investment income will be impacted. The remaining debt, issued by the component units, is paid by the benefiting municipalities and property owners.

Bonds:

The County principally uses general obligation bonds to provide funds for these projects. The majority of the general obligation bonds, \$121,164,501, were issued by the Ottawa County Public Utilities System, a component unit of Ottawa County, for water and sewer projects. 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 interest rate on these issues ranges from 2.0% to 7.6% percent.

In addition, the Munn drainage district issued \$495,000 during 2010 and \$69,199 remains for the Nunica drainage project. Principal and interest is paid from drain assessments levied. The interest rate on these issues ranges from 2.0% to 4.85% percent.

Last, \$23,075,000 is estimated debt outstanding at 12/31/10 for the four Ottawa County Building Authority projects mentioned previously. The Probate Court/Jail facility was refunded in 1997 in conjunction with the issue for the Sheriff and Administrative Annex and additional

Jail pod. The unrefunded portion of the Sheriff and Administrative Annex and additional jail pod were refunded during 2005. The Building Authority makes the principal and interest payments with revenues collected from lease agreements with the County. The interest rate on these issues ranges from 3.0% to 5.05% percent.

The County has pledged its full faith and credit for payment on the above obligations. Ottawa County has obtained a 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.

Other Bonds:

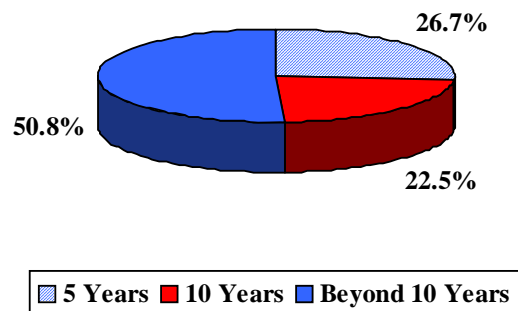
In November 2001, the Ottawa County Road Commission issued Public Act 143 bonds for the purpose of constructing a maintenance facility in Holland. The estimated balance of these bonds at 12/31/10 is \$450,000. The borrowing will be paid from State revenues allocated to the County Road Commission for road purposes. The County did not pledge its full faith and credit for these bonds.

Notes Payable:

The Drain Commissioner has issued several notes to pay for work and/or repairs to thirteen drainage projects in Ottawa County. The notes total \$1,145,400, and of this total, \$1,115,000 was issued during 2010. Two years of record rainfall precipitated the need (see the Capital Construction section for more information. The County did not pledge its full faith and credit for the above notes.

Debt Retirements:

County of Ottawa Debt Retirements



The percentage of debt to be retired in five, ten, and beyond ten years indicates how fast the County is retiring its debt. Rating agencies expect 50% of the debt to be retired within ten years. The graph that follows shows that Ottawa County, scheduled to retire 49.2% of its debt within ten years, approximates established standards.

Debt per Capita

Ottawa County has experienced high growth in the last several years. Consequently, debt has been issued to fund the required infrastructure and some of the facilities needed. Listed below is the debt per capita information for the last ten years.

Year	Population	Net Bonded Debt per Capita (Direct Debt)	Net Bonded Debt per Capita (Total Debt)
2000	238,314	\$91	\$463
2001	243,571	84	429
2002	245,913	78	421
2003	249,391	71	382
2004	252,351	65	365
2005	255,406	91	378
2006	257,671	84	349
2007	259,206	106	507
2008	260,364	105	477
2009	261,957	96	510

Debt per Capita Comparison

County	Population	2009 Total Debt per Capita *
Ottawa	261,957	\$510
Kent	605,213	637
Muskegon	174,636	828
Allegan	112,975	197

* It should be noted that both Kent and Muskegon have issued debt for their airports; Ottawa and Allegan have no airport associated debt.

The schedule that follows details the principal and interest payments by year.

County of Ottawa Schedule of Debt Service Requirements

OTTAWA COUNTY - PRIMARY GOVERNMENT					OTTAWA COUNTY - COMPONENT UNITS				REPORTING ENTITY
Budget Year	Amount Outstanding Beginning of Year	Principal Retirements	Interest Requirements	Total Requirements	Amount Outstanding Beginning of Year	Principal Retirements	Interest Requirements	Total Requirements	Total Requirements
General Obligation Bonds (Non-major Funds):					General Obligation Bonds:				
2011	23,075,000	2,110,000	1,033,868	3,143,868	122,178,700	6,211,767	5,502,157	11,713,924	14,857,792
2012	20,965,000	1,635,000	949,794	2,584,794	115,966,933	5,728,767	5,272,368	11,001,135	13,585,929
2013	19,330,000	1,690,000	887,519	2,577,519	110,238,166	5,860,766	5,050,901	10,911,667	13,489,186
2014	17,640,000	1,775,000	807,019	2,582,019	104,377,400	5,821,766	4,820,283	10,642,049	13,224,068
2015	15,865,000	1,860,000	722,419	2,582,419	98,555,634	5,238,767	4,607,000	9,845,767	12,428,186
2016	14,005,000	1,950,000	629,419	2,579,419	93,316,867	5,438,767	4,405,852	9,844,619	12,424,038
2017	12,055,000	2,045,000	536,469	2,581,469	87,878,100	5,700,767	4,196,529	9,897,296	12,478,765
2018	10,010,000	920,000	437,844	1,357,844	82,177,333	5,320,766	3,976,026	9,296,792	10,654,636
2019	9,090,000	960,000	400,513	1,360,513	76,856,567	5,240,212	3,760,999	9,001,211	10,361,724
2020	8,130,000	1,000,000	358,981	1,358,981	71,616,355	4,322,853	3,550,539	7,873,392	9,232,373
2021-2025	7,130,000	5,705,000	1,096,391	6,801,391	67,293,502	22,536,534	14,659,703	37,196,237	43,997,628
2026-2030	1,425,000	1,425,000	99,525	1,524,525	44,756,968	23,221,968	8,920,472	32,142,440	33,666,965
2031-2035					21,535,000	15,625,000	3,022,937	18,647,937	18,647,937
2036-2040					5,910,000	5,910,000	683,938	6,593,938	6,593,938
					Notes Payable*:				
2011					1,145,400	636,500	34,417	670,917	670,917
2012					508,900	179,500	21,521	201,021	201,021
2013					329,400	105,000	14,785	119,785	119,785
2014					224,400	105,000	10,123	115,123	115,123
2015					119,400	97,400	5,455	102,855	102,855
2016					22,000	11,000	1,135	12,135	12,135
2017					11,000	11,000	566	11,566	11,566
		<u>\$23,075,000</u>	<u>\$7,959,761</u>	<u>\$31,034,761</u>		<u>\$123,324,100</u>	<u>\$72,517,704</u>	<u>\$195,841,804</u>	<u>\$226,876,565</u>

All figures are as of 10/31/10. Schedule does not include capital leases.

*Notes payable of the component unit are not guaranteed by the County.

**COUNTY OF OTTAWA
CAPITAL PROJECTS FUND**

Building Authority Fund (5692-5695) - This Fund was established to account for construction projects of the building authority and/or County. Financing is provided by bond proceeds, interest income and occasionally State grants. This fund records only those projects funded with bond proceeds. Other capital construction projects funded with cash are reported, primarily, in the Public Improvement Fund (Special Revenue Fund 2450). Projects at County park facilities are reported in the Parks and Recreation Fund (Special Revenue Fund 2081).

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue					
Interest	\$81,615	\$72,965			
Other Revenue					
Other Financing Sources	\$10,078,851	\$10,166,618	\$9,191,249	\$311,139	
Total Revenues	\$10,160,466	\$10,239,583	\$9,191,249	\$311,139	
Expenditures					
Capital Outlay	\$5,353,630	\$15,006,565	\$9,191,248	\$311,139	
Bond Issue Costs	\$119,575				
Other Financing Uses	\$173,994				
Total Expenditures	\$5,647,199	\$15,006,565	\$9,191,248	\$311,139	

Budget Highlights:

In October of 2007, the County issued bonds for the construction of a new Grand Haven Courthouse facility. This project was completed in 2010.

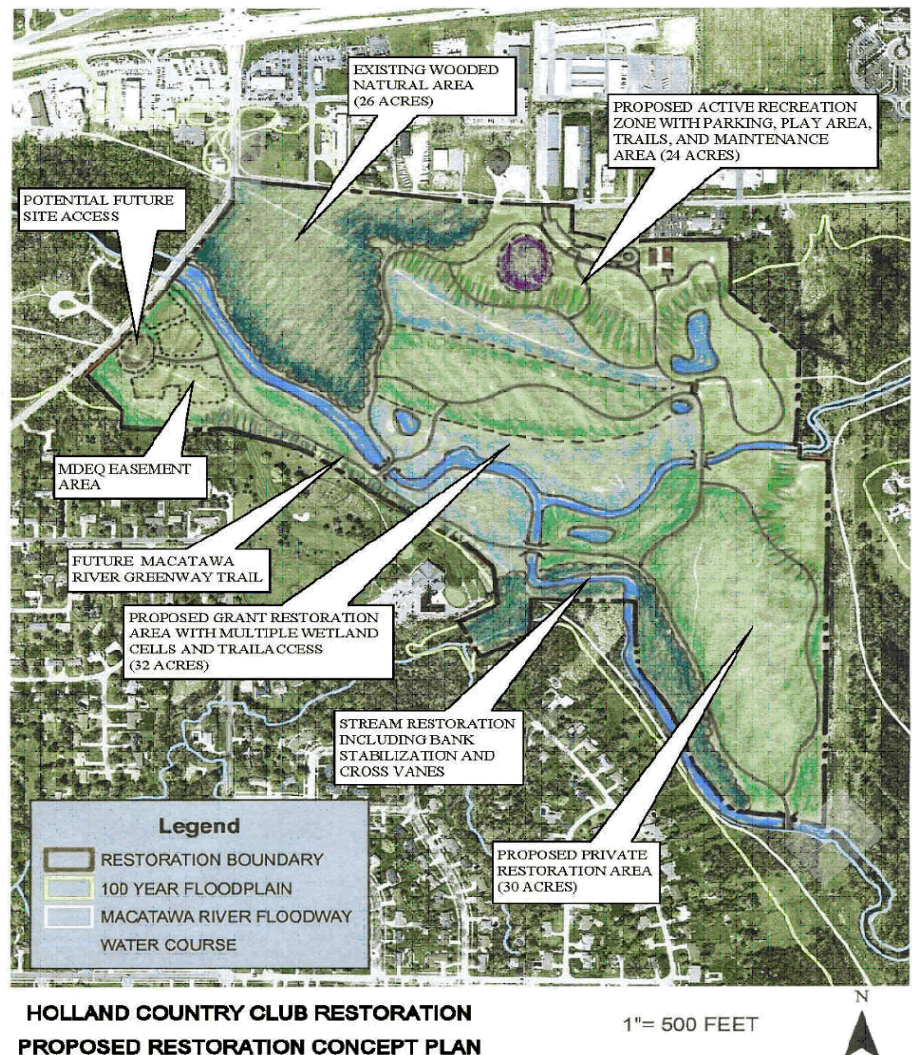
2011 Capital Construction Projects

Although the County does not have a formal Capital Improvement Plan, recently completed building projects should provide the needed facilities for the next 10-15 years. Most of the current construction projects for the primary government are for park development as discussed below. Beyond that, the County anticipates expanding the jail and building a new facility for Family Court - Juvenile Detention. Funds are available in the Public Improvement fund (Special Revenue fund 2450) to cover small projects such as storage facilities, various renovations and significant improvements (e.g. roofs).

Parks and Recreation Projects

The Parks and Recreation Commission has a range of park improvement projects slated for 2011. The Olive Shores Improvements Project, a \$720,000 investment to establish a new park on Lake Michigan in Port Sheldon Township, is scheduled to begin in the fall of 2011 pending approval of a state grant. Project funding is proposed to be split between park millage funds and the Michigan Natural Resources Trust Fund. Project elements include an entry drive and parking lot, restroom building, walkways and dune stairs to access the beach.

In addition, a large restoration project is planned for the Macatawa Greenway property that was previously the site of the Holland Country Club. A \$646,000 grant from the Environmental Protection Agency through the Great Lakes Restoration Initiative will be matched by \$100,000 in park millage funds to restore 32 acres of wetlands at this new County park. An additional \$200,000 from the parks millage will be used to construct a park entrance drive, restrooms, trails and other park facilities to be determined.



Other park projects planned for 2011 include:

- *Grand River Ravines Access Improvements* – The Parks Commission anticipates completing the purchase of the 100 acre Grand River Ravines property adjacent to its Fillmore at the Bend Open Space in late 2010 to create a new 168 acre county park. Initial improvements totaling \$100,000 are planned for 2011 to facilitate public access to the site including parking, signs, trails and building modifications.
- *Tunnel Park Playground Renovation* – A total of \$50,000 will be used to update the popular play area at Tunnel Park.
- *Pine Bend Parking Improvements* – The existing gravel parking lot at Pine Bend will be paved along with related site improvements.
- *Grand River Park Improvements* – A number of facilities at Grand River Park will be upgraded including the park entrance, the lake fishing dock and the park’s boat launch on the Grand River. Total cost of park improvements is estimated at \$85,000.
- *Grand River Open Space Improvements* – Access to this 110 acre recently acquired open space property in Tallmadge Township will be improved by adding a small parking area, trailhead signs, trail improvements and a wetland boardwalk.

Effect on the Operating Budget

Since the Parks and Recreation projects are all funded by the special Parks millage, no debt will be issued, and no debt payments will be incurred by the operating budget. The anticipated maintenance costs are anticipated to be negligible, and no staff will be added as a result.

Component Units:

Ottawa County Drain Commissioner:

The Drain Commissioner provides direction to private land owners and units of government through the organization of projects as petitioned or as maintained to ensure proper storm water drainage. The Drain Commissioner’s Office anticipates several large drainage projects during 2011. In both 2008 and 2009, Ottawa County experienced “100 Year Storms” meaning that storms such as these come along once every 100 years. As a result, capital construction projects have become necessary for several drains.

The cost of these projects is charged to the specific drainage district and is split (depending on the type of project) between the County, Road Commission, applicable municipality, and land owners. Assessment rolls are finalized in September to charge the appropriate parties their share of incurred costs and/or anticipated debt service payments. Larger projects may also result in a separate, special assessment during the year.

For 2011, the major project is the Park West Drain. A petition was received to establish a new drain after two years of record rainfall which caused extensive flooding and an extreme rise in water table elevations. An unprecedented number of homes along the western portion of Park Township were affected. Areas with the largest number of homes impacted by the flooding include portions of Estate Drive, Tallgrass Ct., Quincy Street, Riley Street, Lakewood Blvd., Perry Street, Waukazoo Woods, 160th and 168th Avenue. Estimated cost of the project is \$6 million.



June 2009 Storm Damage



June 2009 Storm Damage

Another large project that will be undertaken in 2011 is construction of the Hiawatha Drain in Grand Haven Township. Similar to the Park West Drain, the request for a new drain was triggered by extreme flooding that occurred in June, 2009. Homes and roads in the area of 168th Avenue, Hiawatha and Lakeshore Drive experienced some of the worst flooding. Estimated cost of the project is \$700,000.

The remaining projects are much smaller in scale and will involve cleaning out and obstruction removal in existing County drains. Many projects will involve construction of new branches to provide improved drainage to areas where property owners have experienced flooding. In almost every drainage district the complaints received by property owners were related to the numerous large rain events combined with record snowfall which contributed to an extreme fluctuation in water table levels.

Effect on the Operating Budget

Upon completion of the project, maintenance costs are anticipated to be minimal, and the drainage district will be required to pay any costs incurred. Consequently, only debt service payments (where applicable) affect the operating budget for the drainage district. The County, the primary government, typically pays its share up front and is not part of the borrowing amount. For 2011, the County has budgeted \$461,000 for its estimated share of drain projects

for the year. In addition, the County typically pledges its full faith and credit for bonds issued by Drain Commission.

Ottawa County Public Utilities:

The Ottawa County Public Utilities System has three ongoing capital construction projects, both of which will continue beyond 2011. The projects have been initiated to develop/update water and sewer infrastructure in the County. The annual operating costs are for debt service, but the benefiting municipality is responsible for payments. The County, however, does act as guarantor for the bond issues. Maintenance costs are also the responsibility of the municipality.

County of Ottawa
Capital Construction Projects - Construction Costs
 Budget Year Ending December 31, 2011

PROJECT DESCRIPTION	CAPITAL CONSTRUCTION COSTS					
	PROPOSED METHOD OF FINANCING	ESTIMATED COSTS		EXPENDED TO DATE (INC. CURRENT YR)	BUDGET YEAR 2011	FUTURE YEARS
		ORIGINAL	AMENDED			

Ottawa County (primary government)

Grand River Ravines Access Improvements ¹	Parks & Recreation Millage	\$100,000	\$100,000	\$0	\$100,000	\$0
Olive Shores Improvements ¹	State Grant Parks & Recreation Millage	\$730,000	\$730,000	\$0	\$730,000	\$0
Holland Country Club Restoration ¹	Federal Grant Parks & Recreation Millage	\$746,800	\$746,800	\$0	\$746,800	\$0
Total - Primary Government		\$1,576,800	\$1,576,800	\$0	\$1,576,800	\$0

Ottawa County Public Utilities (component unit)

NW Ottawa Water Plant Expansion ²	Public Act 342 Bonds	\$21,500,000	\$15,537,300	\$11,417,300	\$3,120,000	\$1,000,000
Wyoming Water Plant Expansion ²	Public Act 342 Bonds	\$31,673,000	\$37,547,300	\$33,447,300	\$4,000,000	\$100,000
Grandville Clean Water Plant Expansion ²	Public Act 342 Bonds	\$22,475,000	\$22,475,000	\$1,900,000	\$10,000,000	\$10,575,000
Total Ottawa County Public Utilities		\$75,648,000	\$75,559,600	\$46,764,600	\$17,120,000	\$11,675,000

PROJECT DESCRIPTION	CAPITAL CONSTRUCTION COSTS					
	PROPOSED METHOD OF FINANCING	ESTIMATED COSTS		EXPENDED TO DATE (INC. CURRENT YR)	BUDGET YEAR 2011	FUTURE YEARS
		ORIGINAL	AMENDED			

Ottawa County Drain Commission (component unit)

Park West Phase II ²	Bonds	\$600,000	\$6,000,000	\$300,000	\$5,700,000	\$0
DeWeerd	Special Assessments	\$125,000	\$125,000	\$0	\$125,000	\$0
Hunters Creek	Special Assessments	\$300,000	\$300,000	\$40,000	\$260,000	\$0
Ottogan InterCounty	Special Assessments	\$275,000	\$275,000	\$0	\$275,000	\$0
Spring Meadows	Special Assessments	\$200,000	\$200,000	\$35,000	\$165,000	\$0
Virginia Park InterCounty	Special Assessments	\$200,000	\$200,000	\$0	\$200,000	\$0
Zeeland East Est.	Special Assessments	\$150,000	\$150,000	\$0	\$150,000	\$0
Maplewood	Special Assessments	\$300,000	\$300,000	\$20,000	\$280,000	\$0
Tulip	Special Assessments	\$150,000	\$150,000	\$0	\$150,000	\$0
Total Ottawa County Drain Commission		\$2,300,000	\$7,700,000	\$395,000	\$7,305,000	\$0

Grand Total Capital Construction **\$79,524,800** **\$84,836,400** **\$47,159,600** **\$26,001,800** **\$11,675,000**

1. No debt will be issued for this project. Funds have been set aside for this project or will be financed by the Parks tax levy.
2. The County (primary government) pledges its full faith and credit for bonds issued by Ottawa County Public Utilities and the Ottawa County Drain Commission.

County of Ottawa
Capital Construction Projects - Anticipated Annual Operational Costs
 Budget Year Ending December 31, 2011

PROJECT DESCRIPTION	ESTIMATED ANNUAL OPERATION COSTS (includes debt repayment)							
	PROPOSED METHOD OF FINANCING	EXPEN-DITURE TYPE	ACTUAL PRIOR YEAR 2009	ESTIMATED CURRENT YEAR 2010	BUDGET YEAR 2011	FUTURE YEARS		
						2012	2013	2014

Ottawa County (primary government)

Grand River Ravines Access Improvements ¹	Property Tax Levy	Maintenance	\$0	\$0	\$1,500	\$3,000	\$3,500	\$4,000
Olive Shores Improvements ¹	Property Tax Levy	Maintenance	\$0	\$500	\$1,000	\$6,000	\$7,000	\$7,500
Holland Country Club Restoration ¹	Property Tax Levy	Maintenance	\$0	\$1,500	\$4,000	\$5,000	\$6,000	\$6,500
Total - Primary Government			\$0	\$2,000	\$6,500	\$14,000	\$16,500	\$18,000

Ottawa County Public Utilities (component unit)

NW Ottawa Water Plant Expansion ²	Special Assessments	Debt	\$0	\$810,250	\$802,010	\$793,257	\$788,744	\$763,568
Wyoming Water Plant Expansion ²	Special Assessments	Debt	\$0	\$2,697,892	\$2,710,121	\$2,691,721	\$2,662,822	\$2,658,621
Grandville Clean Water Plant Expansion ²	Special Assessments	Debt	\$0	\$241,976	\$879,912	\$879,912	\$879,912	\$879,912
Total Ottawa County Public Utilities			\$0	\$3,750,118	\$4,392,043	\$4,364,890	\$4,331,478	\$4,302,101

PROJECT DESCRIPTION	ESTIMATED ANNUAL OPERATION COSTS (includes debt repayment)							
	PROPOSED METHOD OF FINANCING	EXPEN-DITURE TYPE	ACTUAL PRIOR YEAR 2009	ESTIMATED CURRENT YEAR 2010	BUDGET YEAR 2011	FUTURE YEARS		
						2012	2013	2014

Ottawa County Drain Commission (component unit)

Park West Phase II ³	Special Assessments	Debt Service Maintenance	\$0 \$0	\$0 \$0	\$200,000 \$0	\$190,000 \$0	\$180,000 \$0	\$170,000 \$0
DeWeerd ³	Special Assessments	Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Hunters Creek ³	Special Assessments	Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Ottogan InterCounty ³	Special Assessments	Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Spring Meadows ³	Special Assessments	Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Virginia Park InterCounty ³	Special Assessments	Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Zeeland East Est. ³	Special Assessments	Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Maplewood ³	Special Assessments	Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Tulip ³	Special Assessments	Maintenance	\$0	\$0	\$0	\$0	\$0	\$0
Total Ottawa County Drain Commission			\$0	\$0	\$200,000	\$190,000	\$180,000	\$170,000

Grand Total Operational Costs

\$0 \$243,976 \$1,086,412 \$1,083,912 \$1,076,412 \$1,067,912

1. No debt will be issued for this project. Estimated annual operation costs are for maintenance including utilities, supplies, etc. No new personnel are projected to be added.
2. The annual operating costs for public utilities projects are strictly for debt service. The maintenance costs are the responsibility of the municipality.
3. The Drain Commission does not anticipate any maintenance costs for several years once projects are complete. If costs are incurred, special assessments will be made to the effected parties.

**COUNTY OF OTTAWA
PERMANENT FUND**

Cemetery Trust Fund (1500) - This fund was established under State statute to care for cemetery plots of specific individuals who have willed monies in trust to the County for perpetual care of their grave sites.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2007 Actual	2008 Actual	2009 Actual	2010 Current Year Estimated	2011 Adopted by Board
Revenues					
Intergovernmental Revenue					
Interest	\$266	\$218	\$97	\$17	\$8
Other Revenue					
Other Financing Sources					
Total Revenues	\$266	\$218	\$97	\$17	\$8
Expenditures					
Supplies					
Other Services and Charges					\$606
Total Expenditures					\$606

Budget Highlights:

Accumulated interest earnings are expended to the appropriate cemeteries every five years.

The Ottawa County Board of Commissioners

of the County of Ottawa

Grand Haven, Michigan

RESOLUTION TO APPROVE 2011 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 October 26, 2010, at 1:30 p.m. local time.

PRESENT: Members – Mrs. Kortman, Messrs. Kuyers, Swartout, Mrs. Ruiter, Messrs. Hehl, Rycenga, Disselkoen, Karsten, Holtrop, Holtvluwer.

ABSENT: Member – Mr. Schrottenboer

The following preamble and resolution were offered by Mr. Swartout and supported by Mr. Disselkoen:

WHEREAS, Public Act 621 of 1978 known as the "Uniform Budgeting and Accounting Act" requires that an appropriation ordinance be adopted by this County Board of Commissioners in order to implement the operating budget of the County of Ottawa for 2011; and

WHEREAS, a notice regarding the proposed budget was published in local newspapers as required; and

WHEREAS, this County Board of Commissioners wishes to be in compliance with said State legislation; and

WHEREAS, this County Board of Commissioners through its Finance and Administration Committee, has duly deliberated, held public hearings according to law and reviewed the proposed 2011 Budgeted Revenue and Expenditures totaling \$210,193,582 and \$227,817,698, respectively, and this ordinance is prepared on the basis of said budget; and

WHEREAS, the budget anticipates no deficits as a result of any operations for 2011 and all funds have sufficient revenues and/or fund balance to meet their expenditure needs;

NOW, THEREFORE, BE IT RESOLVED that department revenues and expenditures are hereby adopted as budgeted in the "2011 Ottawa County Budget" (by line item as attached).

BE IT FURTHER RESOLVED, that the foregoing annual appropriations will be used where budgeted to support the total budgeted general operating activities along with all other Federal, State, local, private and user revenues; and

BE IT FURTHER RESOLVED, that this Appropriation Ordinance be fully spread upon the official minutes of this Commission; and

BE IT FURTHER RESOLVED, that all persons responsible for the administration of this budget be duly advised of the contents of Public Act 621 of 1978 and their respective appropriations and responsibilities for the administration of the same; and

BE IT FURTHER RESOLVED, that the County Treasurer is hereby ordered to collect 3.6000 mills for general operations and .4400 mills for the operation of the Ottawa County Central Dispatch Authority; and .3165 mills for Park development, expansion and maintenance, and

BE IT FURTHER RESOLVED, that transfers of any unencumbered balance, or any portion thereof, in any appropriation account to any other appropriation account may not be made without approval by the Board of Commissioners acting through its Finance Committee, except that transfers within a fund may be made by the County Administrator and Fiscal Services Director if the amount to be transferred does not exceed \$50,000. Any transfer which increases the total amount appropriated under this budget must be ratified, on a monthly basis, by the Board of Commissioners acting through its Finance and Administration Committee.

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

YEAS: Members - Mrs. Kortman, Messrs. Kuyers, Swartout, Mrs. Ruiter, Messrs. Hehl, Rycenga, Disselkoen, Karsten, Holtrop, Holtvluwer

NAYS: Members - None

ABSTAIN: Members - None

RESOLUTION DECLARED ADOPTED.


Chairperson, Philip Kuyers


County Clerk, Daniel Kraeger

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 October 26, 2010, 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 26th day of October, A.D., 2010.


County Clerk, Daniel Krueger

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	<i>SPECIAL REVENUE FUNDS</i>						
	General Fund 1010	Parks & Recreation 2081	Friend of the Court 2160	9/30 Judicial Grants 2170	Health 2210	Mental Health 2220	Solid Waste Clean - Up 2271
	Fund Balance	(\$944,594)	\$51,048				
SOURCES:							
Revenue							
Taxes	\$37,870,625	\$3,030,563					
Intergovernmental Revenue	\$8,359,486	\$1,049,400	\$2,049,081	\$426,023	\$3,656,836	\$33,853,333	
Charges for Services	\$10,336,666	\$351,560	\$265,160		\$615,379	\$614,023	
Fines & Forfeits	\$1,062,000						
Interest on Investments	\$289,160	\$72,242				\$36,000	\$39,643
Rental Income	\$3,053,368	\$52,515				\$99,734	
Licenses & Permits	\$401,500				\$535,641		
Other	\$740,429	\$32,000			\$210,747	\$50,250	
Operating Transfers In	\$442,351		\$816,829	\$21,271	\$4,060,695	\$563,108	
Bond Proceeds							
Total Revenue	<u>\$62,555,585</u>	<u>\$4,588,280</u>	<u>\$3,131,070</u>	<u>\$447,294</u>	<u>\$9,079,298</u>	<u>\$35,216,448</u>	<u>\$39,643</u>

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	General Fund 1010	Parks & Recreation 2081	Friend of the Court 2160	9/30 Judicial Grants 2170	Health 2210	Mental Health 2220	Solid Waste Clean - Up 2271
ACTIVITIES:							
Expenditures							
Legislative	\$471,519						
Judicial	\$10,319,818		\$3,131,070	\$447,294			
General Government	\$15,218,097						
Public Safety	\$24,238,528						
Public Works	\$461,000						\$292,000
Health & Welfare	\$775,957				\$9,079,298	\$35,216,448	
Culture & Recreation		\$4,537,232					
Community & Economic Development	\$689,098						
Other Government Functions	\$846,298						
Capital Projects							
Debt Service							
Operating Transfers Out	\$10,479,864						
Total Expenditures	<u>\$63,500,179</u>	<u>\$4,537,232</u>	<u>\$3,131,070</u>	<u>\$447,294</u>	<u>\$9,079,298</u>	<u>\$35,216,448</u>	<u>\$292,000</u>
Revenue Over (Under)							
Expenditures	<u>(\$944,594)</u>	<u>\$51,048</u>					<u>(\$252,357)</u>

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Landfill Tipping Fees 2272	Transportation System 2320	Farmland Preservation 2340	Planning Commission 2420	Infra- structure 2444	Public Improvement 2450	Homestead Property Tax 2550	Register of Deeds Automation Fund 2560
Fund Balance	(\$85,377)		\$200		(\$80,778)	\$250,146	(\$37,973)	\$84,998
SOURCES:								
Revenue	<hr/>							
Taxes							\$4,500	
Intergovernmental Revenue		\$157,569						
Charges for Services	\$300,000							\$235,000
Fines & Forfeits								
Interest on Investments					\$44,222	\$50,673	\$345	\$4,264
Rental Income						\$410,048		
Licenses & Permits								
Other	\$32,500		\$200					\$230
Operating Transfers In								
Bond Proceeds								
Total Revenue	<u>\$332,500</u>	<u>\$157,569</u>	<u>\$200</u>		<u>\$44,222</u>	<u>\$460,721</u>	<u>\$4,845</u>	<u>\$239,494</u>

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Landfill Tipping Fees 2272	Transportation System 2320	Farmland Preservation 2340	Planning Commission 2420	Infra- structure 2444	Public Improvement 2450	Homestead Property Tax 2550	Register of Deeds Automation Fund 2560
ACTIVITIES:								
Expenditures								
Legislative								
Judicial								
General Government						\$22,700	\$24,356	\$154,496
Public Safety								
Public Works	\$417,877	\$157,569						
Health & Welfare								
Culture & Recreation								
Community & Economic Development								
Other Government Functions								
Capital Projects								
Debt Service								
Operating Transfers Out					\$125,000	\$187,875	\$18,462	
Total Expenditures	\$417,877	\$157,569			\$125,000	\$210,575	\$42,818	\$154,496
Revenue Over (Under)								
Expenditures	(\$85,377)		\$200		(\$80,778)	\$250,146	(\$37,973)	\$84,998

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Stabil- ization 2570	Prosecuting Attorney Grants 2601	Sheriff Grant Programs 2609	Sheriff Contracts 2610	Road Patrol 2661	Law Library 2690	Workforce Investment Act - ACP 2740	Workforce Investment Act - Youth 2741
Fund Balance								
SOURCES:								
Revenue								
Taxes								
Intergovernmental Revenue		\$140,400	\$492,170	\$4,387,209	\$190,700		\$707,928	\$1,081,368
Charges for Services								
Fines & Forfeits								
Interest on Investments								
Rental Income								
Licenses & Permits								
Other		\$360						
Operating Transfers In		\$70,821		\$235,230	\$155,457			
Bond Proceeds								
Total Revenue		<u>\$211,581</u>	<u>\$492,170</u>	<u>\$4,622,439</u>	<u>\$346,157</u>		<u>\$707,928</u>	<u>\$1,081,368</u>

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Stabil- ization 2570	Prosecuting Attorney Grants 2601	Sheriff Grant Programs 2609	Sheriff Contracts 2610	Road Patrol 2661	Law Library 2690	Workforce Investment Act - ACP 2740	Workforce Investment Act - Youth 2741
ACTIVITIES:								
Expenditures								
Legislative								
Judicial								
General Government		\$211,581						
Public Safety			\$492,170	\$4,622,439	\$346,157			
Public Works								
Health & Welfare							\$707,928	\$1,081,368
Culture & Recreation								
Community & Economic Development								
Other Government Functions								
Capital Projects								
Debt Service								
Operating Transfers Out								
Total Expenditures		\$211,581	\$492,170	\$4,622,439	\$346,157		\$707,928	\$1,081,368
Revenue Over (Under)								
Expenditures								

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Workforce Investment Act - Adult 2742	Workforce Investment Act - 6/30 Grant Programs 2743	Workforce Investment Act - 12/31 Grant Programs 2744	Workforce Investment Act - 9/30 Grant Programs 2748	Workforce Investment Act - 3/31 Grant Programs 2749	Grant Programs Pass Thru 2750	Emergency Feeding 2800	Federal Emergency Mgt Agency 2810
Fund Balance								
SOURCES:								
Revenue								
Taxes								
Intergovernmental Revenue	\$818,203	\$1,984,934	\$304,889	\$3,495,234	\$4,740	\$591,012	\$65,000	
Charges for Services								
Fines & Forfeits								
Interest on Investments								
Rental Income								
Licenses & Permits								
Other								
Operating Transfers In						\$33,564		
Bond Proceeds								
Total Revenue	<u>\$818,203</u>	<u>\$1,984,934</u>	<u>\$304,889</u>	<u>\$3,495,234</u>	<u>\$4,740</u>	<u>\$624,576</u>	<u>\$65,000</u>	

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Workforce Investment Act - Adult 2742	Workforce Investment Act - 6/30 Grant Programs 2743	Workforce Investment Act - 12/31 Grant Programs 2744	Workforce Investment Act - 9/30 Grant Programs 2748	Workforce Investment Act - 3/31 Grant Programs 2749	Grant Programs Pass Thru 2750	Emergency Feeding 2800	Federal Emergency Mgt Agency 2810
ACTIVITIES:								
Expenditures								
Legislative								
Judicial								
General Government						\$522,800		
Public Safety						\$101,776		
Public Works								
Health & Welfare	\$818,203	\$1,984,934	\$304,889	\$3,495,234	\$4,740		\$65,000	
Culture & Recreation								
Community & Economic Development								
Other Government Functions								
Capital Projects								
Debt Service								
Operating Transfers Out								
Total Expenditures	\$818,203	\$1,984,934	\$304,889	\$3,495,234	\$4,740	\$624,576	\$65,000	
Revenue Over (Under)								
Expenditures								

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Community Corrections 2850	State Revenue Sharing Reserve 2855	Community Action Agency 2870	Weather- ization 2890	Department of Human Services 2901	Child Care Circuit Court 2920	Child Care Social Services 2921	Soldier & Sailors 2930
Fund Balance		(\$423,889)						
SOURCES:								
Revenue								
Taxes								
Intergovernmental Revenue	\$242,000		\$567,157	\$1,319,517	\$175,000	\$3,742,759	\$1,000	
Charges for Services	\$168,825							
Fines & Forfeits								
Interest on Investments								
Rental Income								
Licenses & Permits								
Other	\$6,395		\$30,000		\$400	\$516,700		
Operating Transfers In	\$530,871		\$29,000		\$73,750	\$3,887,768	\$1,500	
Bond Proceeds								
Total Revenue	<u>\$948,091</u>		<u>\$626,157</u>	<u>\$1,319,517</u>	<u>\$249,150</u>	<u>\$8,147,227</u>	<u>\$2,500</u>	

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Community Corrections 2850	State Revenue Sharing Reserve 2855	Community Action Agency 2870	Weather- ization 2890	Department of Human Services 2901	Child Care Circuit Court 2920	Child Care Social Services 2921	Soldier & Sailors 2930
ACTIVITIES:								
Expenditures								
Legislative								
Judicial	\$948,091							
General Government								
Public Safety								
Public Works								
Health & Welfare			\$626,157	\$1,319,517	\$249,150	\$8,147,227	\$2,500	
Culture & Recreation								
Community & Economic Development								
Other Government Functions								
Capital Projects								
Debt Service								
Operating Transfers Out		\$423,889						
Total Expenditures	<u>\$948,091</u>	<u>\$423,889</u>	<u>\$626,157</u>	<u>\$1,319,517</u>	<u>\$249,150</u>	<u>\$8,147,227</u>	<u>\$2,500</u>	
Revenue Over (Under)								
Expenditures		<u>(\$423,889)</u>						



COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	<i>SPECIAL REVENUE FUNDS</i>		<i>DEBT SERVICE FUND</i>	<i>CAPITAL PROJECTS FUND</i>	<i>PERMANENT FUND</i>	Total All Funds	
	Veterans Trust 2941	Compensated Absences 2980	Total Special Revenue	Total Debt Service	Total Capital Projects		Total Permanent Fund
Fund Balance		\$69,900	(\$424,082)			(\$598)	(\$1,369,274)
SOURCES:							
Revenue							
Taxes			\$3,035,063				\$40,905,688
Intergovernmental Revenue	\$13,852		\$61,517,314				\$69,876,800
Charges for Services		\$90,000	\$2,639,947				\$12,976,613
Fines & Forfeits							\$1,062,000
Interest on Investments		\$52,000	\$299,389		\$8		\$588,557
Rental Income			\$562,297	\$2,382,589			\$5,998,254
Licenses & Permits			\$535,641				\$937,141
Other			\$879,782				\$1,620,211
Operating Transfers In			\$10,479,864	\$762,875			\$11,685,090
Bond Proceeds							
Total Revenue	<u>\$13,852</u>	<u>\$142,000</u>	<u>\$79,949,297</u>	<u>\$3,145,464</u>		<u>\$8</u>	<u>\$145,650,354</u>

COUNTY OF OTTAWA
2011 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2011 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	<i>SPECIAL REVENUE FUNDS</i>		<i>DEBT SERVICE FUND</i>	<i>CAPITAL PROJECTS FUND</i>	<i>PERMANENT FUND</i>	<i>Total All Funds</i>
	Veterans Trust 2941	Compensated Absences 2980				
ACTIVITIES:						
Expenditures						
Legislative						\$471,519
Judicial			\$4,526,455			\$14,846,273
General Government		\$72,100	\$1,008,033		\$606	\$16,226,736
Public Safety			\$5,562,542			\$29,801,070
Public Works			\$867,446			\$1,328,446
Health & Welfare	\$13,852		\$63,116,445			\$63,892,402
Culture & Recreation			\$4,537,232			\$4,537,232
Community & Economic Development						\$689,098
Other Government Functions						\$846,298
Capital Projects						
Debt Service				\$3,145,464		\$3,145,464
Operating Transfers Out			\$755,226			\$11,235,090
Total Expenditures	<u>\$13,852</u>	<u>\$72,100</u>	<u>\$80,373,379</u>	<u>\$3,145,464</u>	<u>\$606</u>	<u>\$147,019,628</u>
Revenue Over (Under)						
Expenditures		<u>\$69,900</u>	<u>(\$424,082)</u>		<u>(\$598)</u>	<u>(\$1,369,274)</u>

County of Ottawa
Financing Tools
Solid Waste Clean-up Fund (2271)
History/Projections

					ESTIMATED	BUDGET	PROJECTIONS 				
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Balance	\$7,804,097	\$7,865,050	\$7,999,142	\$3,928,664	\$3,491,432	\$3,039,648	\$2,787,291	\$2,515,164	\$2,254,291	\$1,969,817	\$1,723,016
Revenues:											
Interest on Investments	\$335,869	\$443,448	\$274,840	\$41,269	\$33,168	\$39,643	\$27,873	\$21,127	\$13,526	\$39,199	\$30,153
Other Revenue	\$5,803										
Total Revenue	\$341,672	\$443,448	\$274,840	\$41,269	\$33,168	\$39,643	\$27,873	\$21,127	\$13,526	\$39,199	\$30,153
Expenditures:											
Landfill Clean-up	\$131,613	\$130,388	\$141,228	\$282,919	\$327,000	\$292,000	\$300,000	\$282,000	\$298,000	\$286,000	\$298,000
Transfer Out			\$2,500,000								
Capital Expenditures	\$149,106	\$178,968	\$1,704,090	\$195,582	\$157,952						
Total Expenditures	\$280,719	\$309,356	\$4,345,318	\$478,501	\$484,952	\$292,000	\$300,000	\$282,000	\$298,000	\$286,000	\$298,000
Projected Ending Fund Balance	\$7,865,050	\$7,999,142	\$3,928,664	\$3,491,432	\$3,039,648	\$2,787,291	\$2,515,164	\$2,254,291	\$1,969,817	\$1,723,016	\$1,455,169
	PROJECTIONS 										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$1,455,169	\$1,199,090	\$921,472	\$658,744	\$389,383	\$111,987	(\$176,340)	(\$470,831)	(\$768,267)	(\$1,068,677)	(\$1,372,091)
Revenues:											
Interest on Investments	\$26,921	\$23,382	\$20,272	\$16,469	\$11,292	\$3,248	\$0	\$0	\$0	\$0	\$0
Other Revenue											
Total Revenue	\$26,921	\$23,382	\$20,272	\$16,469	\$11,292	\$3,248	\$0	\$0	\$0	\$0	\$0
Expenditures:											
Landfill Clean-up	\$283,000	\$301,000	\$283,000	\$285,830	\$288,688	\$291,575	\$294,491	\$297,436	\$300,410	\$303,414	\$306,448
Capital Expenditures											
Total Expenditures	\$283,000	\$301,000	\$283,000	\$285,830	\$288,688	\$291,575	\$294,491	\$297,436	\$300,410	\$303,414	\$306,448
Projected Ending Fund Balance	\$1,199,090	\$921,472	\$658,744	\$389,383	\$111,987	(\$176,340)	(\$470,831)	(\$768,267)	(\$1,068,677)	(\$1,372,091)	(\$1,678,539)

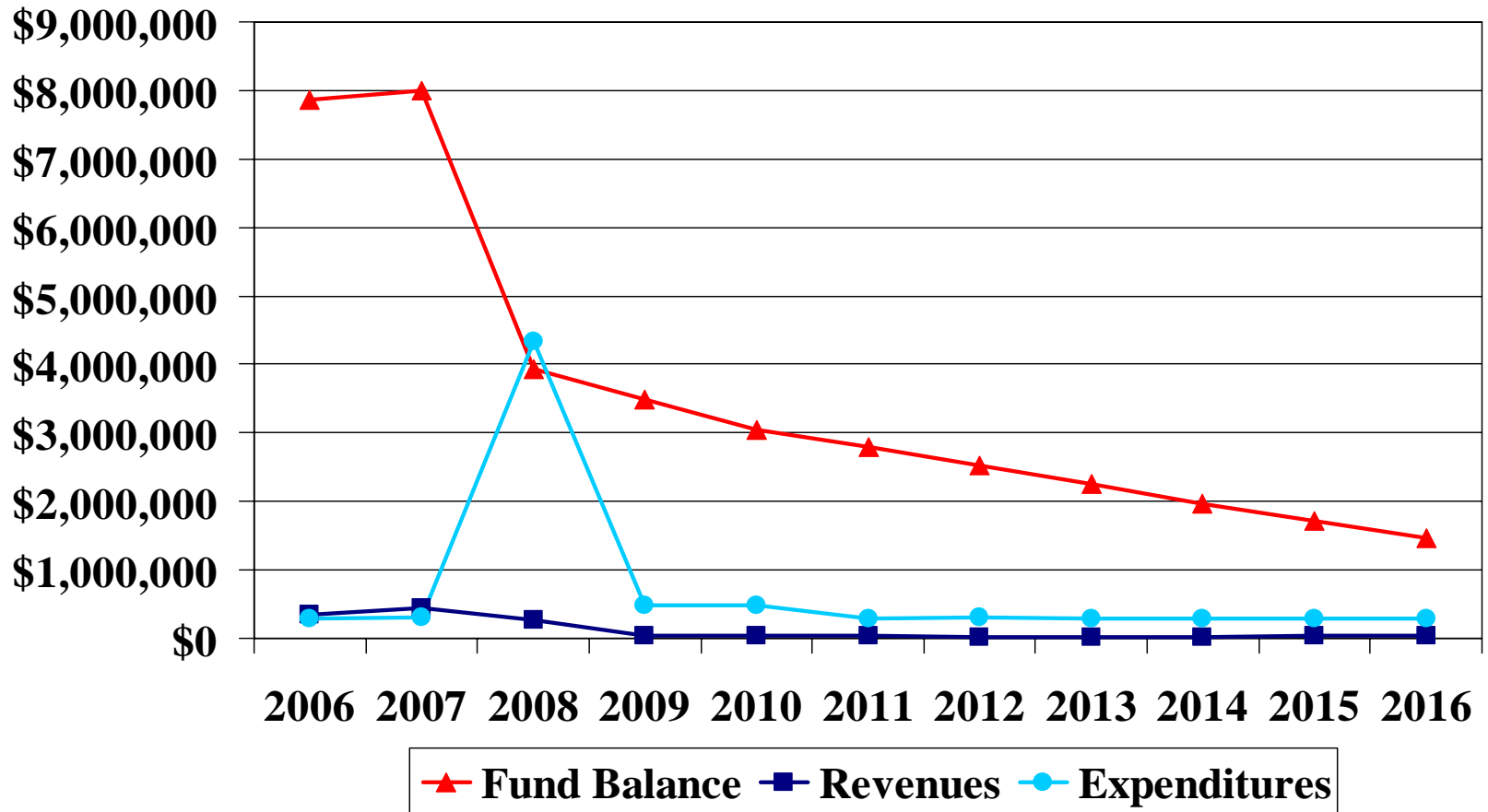
Assumes an annual interest rate of .6% - 2.9%.

Also assumes no additional capital improvement projects will be necessary (e.g., pump replacement).

The fund balance projections for this fund have deteriorated since last year. Projected interest rates are lower and the basic operating and maintenance costs projected by the Road Commission have increased.

Specifically, prior expenditure projections for 2009 - 2027 averaged \$166,000 per year; the new projections average \$294,000. Administration is formulating plans to deal with this issue if the projections hold true.

Solid Waste Clean-Up



**County of Ottawa
Financing Tools
Infrastructure Fund (2444)
History/Projections Cash Basis**

Note: This schedule is now a cash balance analysis rather than a fund balance analysis in order to track revolving loans to municipalities.

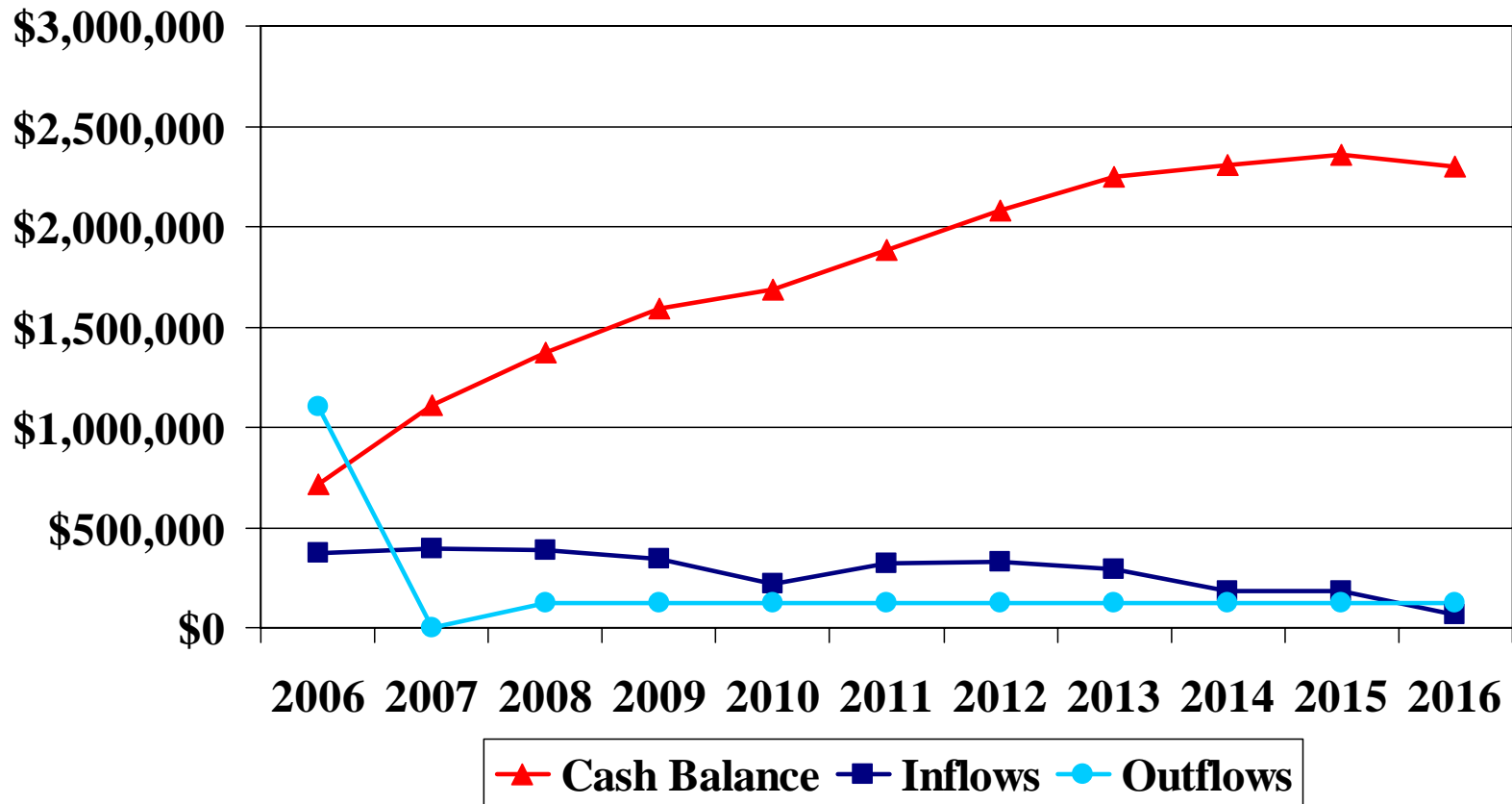
						BUDGET	PROJECTIONS				
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Cash Balance	\$1,442,605	\$712,501	\$1,109,115	\$1,373,164	\$1,588,212	\$1,683,051	\$1,880,863	\$2,082,617	\$2,246,323	\$2,304,407	\$2,358,780
Inflows:											
Loan Repayments	\$322,197	\$349,866	\$335,901	\$288,280	\$202,913	\$307,605	\$307,605	\$272,708	\$168,016	\$168,016	\$28,968
Interest on Investments 1	\$47,699	\$46,748	\$53,148	\$51,768	\$16,926	\$15,207	\$19,149	\$15,998	\$15,068	\$11,357	\$38,769
Operating Transfers - General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflows	\$369,896	\$396,614	\$389,049	\$340,048	\$219,839	\$322,812	\$326,754	\$288,706	\$183,084	\$179,373	\$67,737
Outflows:											
Land & Land Improvements	\$1,100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Building & Improvement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other / Consultants 2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Total Outflows	\$1,100,000	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Ending Cash Balance	\$712,501	\$1,109,115	\$1,373,164	\$1,588,212	\$1,683,051	\$1,880,863	\$2,082,617	\$2,246,323	\$2,304,407	\$2,358,780	\$2,301,517

	PROJECTIONS										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Cash Balance	\$2,301,517	\$2,210,919	\$2,120,775	\$2,030,771	\$1,943,291	\$1,858,757	\$1,778,270	\$1,695,467	\$1,610,295	\$1,522,689	\$1,432,579
Inflows:											
Loan Repayments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest on Investments 1	\$34,402	\$34,856	\$34,996	\$37,520	\$40,466	\$44,513	\$42,197	\$39,828	\$37,394	\$34,890	\$32,315
Operating Transfers - General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflows	\$34,402	\$34,856	\$34,996	\$37,520	\$40,466	\$44,513	\$42,197	\$39,828	\$37,394	\$34,890	\$32,315
Outflows:											
Land & Land Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Building & Improvement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other / Consultants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Total Outflows	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Ending Cash Balance	\$2,210,919	\$2,120,775	\$2,030,771	\$1,943,291	\$1,858,757	\$1,778,270	\$1,695,467	\$1,610,295	\$1,522,689	\$1,432,579	\$1,339,894

1 Assumes an annual interest rate of .6% to 2.9%.

2 The schedule does not include loans to Jamestown Township.

Infrastructure



County of Ottawa
Financing Tools
Public Improvement Fund (2450)
History/Projections

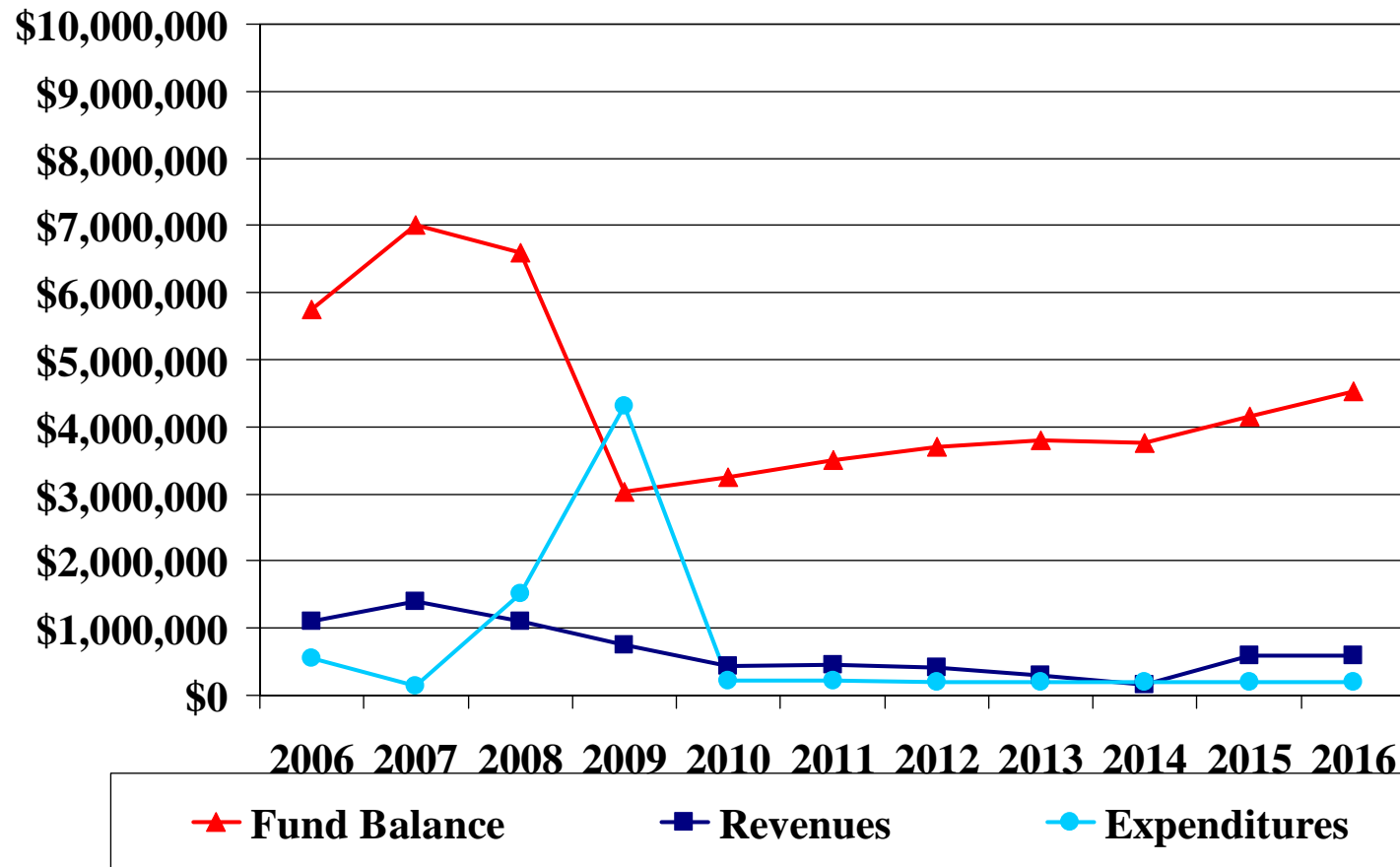
	ESTIMATED				BUDGET		PROJECTIONS				
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Balance	\$5,176,075	\$5,740,998	\$7,008,669	\$6,590,988	\$3,033,859	\$3,246,728	\$3,496,874	\$3,701,520	\$3,798,565	\$3,756,841	\$4,149,215
Revenues:											
Interest on Investments	\$231,670	\$346,122	\$328,830	\$38,765	\$37,944	\$50,673	\$34,969	\$31,093	\$22,791	\$74,761	\$72,611
12251 James Street Building	\$215,916	\$215,919	\$130,138	\$45,626	\$44,094	\$43,062	\$44,119	\$44,119	\$44,119	\$44,119	\$44,119
Coopersville Building	\$26,736	\$26,736	\$26,736	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FIA Building	\$465,627	\$459,825	\$452,606	\$473,989	\$460,750	\$487,884	\$451,819	\$447,694	\$316,227	\$301,755	\$287,400
WEMET	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256
Hudsonville Human Services	\$10,041	\$10,952	\$10,952	\$10,952	\$10,952	\$913	\$0	\$0	\$0	\$0	\$0
Grand Haven Human Services	\$66,432	\$66,437	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914	\$45,914
Other Revenue	\$67,415	\$72,906	\$71,756	\$99,808	\$102,134	\$106,019	\$105,144	\$105,144	\$105,144	\$105,144	\$105,144
Rent Diverted to General Fund					(\$300,000)	(\$300,000)	(\$300,000)	(\$400,000)	(\$400,000)	\$0	\$0
Operating Transf In		\$173,994		\$10,488							
Total Revenues	\$1,110,093	\$1,399,147	\$1,093,188	\$751,798	\$428,044	\$460,721	\$408,221	\$300,220	\$160,451	\$597,949	\$581,444
Expenditures											
Building & Improvement	\$70,510	\$125,636	\$176	\$195,928	\$25,000	\$20,000					
Debt Service - GH/WO	\$0	\$325	\$187,713	\$187,200	\$187,575	\$187,875	\$188,575	\$188,175	\$187,175	\$190,575	\$188,825
Operating Transf Out GH/WO	\$68,161	\$0	\$1,266,618	\$3,917,388							
Other / Consultants	\$406,499	\$5,515	\$56,362	\$8,411	\$2,600	\$2,700	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Total Expenditures	\$545,170	\$131,476	\$1,510,869	\$4,308,927	\$215,175	\$210,575	\$203,575	\$203,175	\$202,175	\$205,575	\$203,825
Projected Ending Fund Balance	\$5,740,998	\$7,008,669	\$6,590,988	\$3,033,859	\$3,246,728	\$3,496,874	\$3,701,520	\$3,798,565	\$3,756,841	\$4,149,215	\$4,526,834

PROJECTIONS



	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$4,526,834	\$4,799,546	\$5,068,092	\$5,340,310	\$5,623,772	\$5,873,799	\$6,116,329	\$6,349,989	\$6,575,402	\$6,777,526	\$6,971,283
Revenues:											
Interest on Investments	\$83,746	\$93,591	\$111,498	\$133,508	\$163,089	\$170,340	\$177,374	\$184,150	\$190,687	\$196,548	\$202,167
12251 James Street Building	\$44,119	\$44,119	\$44,119	\$44,119	\$44,119	\$44,127	\$41,837	\$41,156	\$41,156	\$41,156	\$41,156
Coopersville Building	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FIA Building 1	\$273,158	\$259,022	\$244,987	\$231,046	\$217,194	\$203,426	\$189,737	\$173,642	\$140,816	\$127,328	\$113,897
WEMET	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256	\$26,256
Grand Haven Human Services	\$45,914	\$45,914	\$45,914	\$45,914	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rent Diverted to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$105,144	\$105,144	\$105,144	\$105,144	\$105,144	\$105,144	\$105,144	\$105,144	\$105,144	\$105,144	\$105,144
Total Revenues	\$578,337	\$574,046	\$577,918	\$585,987	\$555,802	\$549,293	\$540,348	\$530,348	\$504,059	\$496,432	\$488,620
Expenditures											
Building & Improvement	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Debt Service - GH/WO	\$190,625	\$190,500	\$190,700	\$187,525	\$190,775	\$191,763	\$191,688	\$189,935	\$186,935	\$187,675	\$188,850
Other / Consultants	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Total Expenditures	\$305,625	\$305,500	\$305,700	\$302,525	\$305,775	\$306,763	\$306,688	\$304,935	\$301,935	\$302,675	\$303,850
Projected Ending Fund Balance	\$4,799,546	\$5,068,092	\$5,340,310	\$5,623,772	\$5,873,799	\$6,116,329	\$6,349,989	\$6,575,402	\$6,777,526	\$6,971,283	\$7,156,053

1 Assumes a 20% decrease in our contract with DHS; the lease expires in 2014. Interest is estimated at .6% to 2.9% annually.

Public Improvement



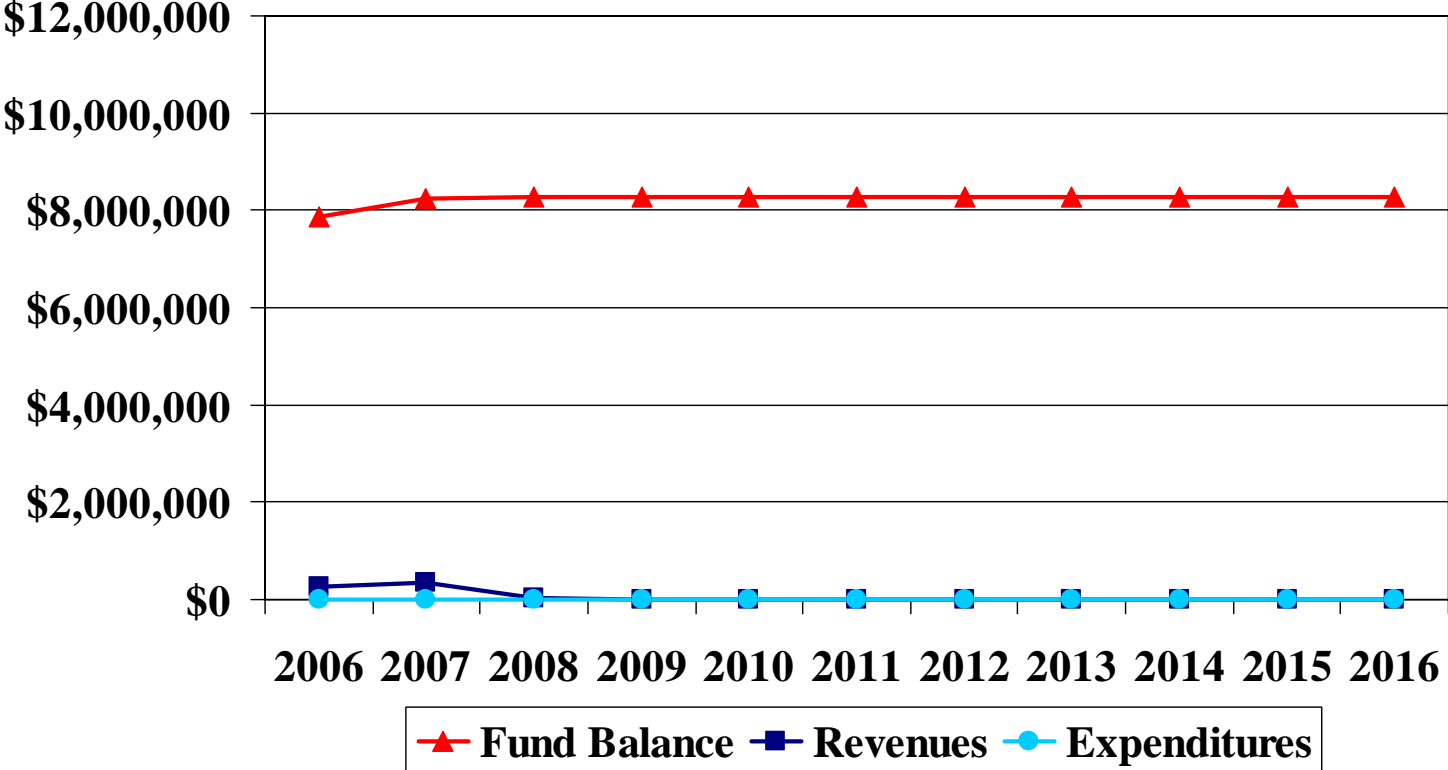
**County of Ottawa
Financing Tools
Stabilization Fund (2570)
History/Projections**

					ESTIMATED	BUDGET	PROJECTIONS				
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Beginning Fund Balance	\$7,603,560	\$7,872,350	\$8,232,069	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673
Revenues:											
Transfer from General Fund	\$268,790	\$359,719	\$37,604	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$268,790	\$359,719	\$37,604	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures:											
Transfer to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$7,872,350	\$8,232,069	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673
Interest Income to General Fund	\$348,068	\$363,973	\$365,635	\$119,910	\$107,506	\$113,295	\$82,697	\$69,465	\$49,618	\$164,566	\$144,719
	PROJECTIONS										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673
Revenues:											
Transfer from General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures:											
Transfer to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673	\$8,269,673
Interest Income to General Fund	\$152,989	\$161,259	\$181,933	\$206,742	\$239,821	\$239,821	\$239,821	\$239,821	\$239,821	\$239,821	\$239,821



Notes: Estimated interest income to the General Fund is calculated at .6% - 2.9% per year

This financing tool is not currently fully funded. The estimated amount required to achieve full funding at 12/31/10 is estimated at \$968,507.

Stabilization



County of Ottawa
Financing Tools
Delinquent Tax Revolving Fund (5160)
History/Projections

	2006	2007	2008	2009	ESTIMATED 2010	BUDGET 2011	PROJECTIONS 2012	 2013	2014	2015	2016
Beginning Fund Balance	\$24,343,239	\$24,236,439	\$24,406,620	\$24,562,184	\$24,727,299	\$24,499,370	\$24,455,313	\$24,400,697	\$24,246,882	\$23,955,885	\$23,703,480
Revenues:											
Operating Revenue	\$1,149,927	\$1,519,704	\$1,917,109	\$2,225,825	\$2,106,000	\$2,184,000	\$2,161,953	\$2,092,545	\$1,915,740	\$1,793,092	\$1,765,284
Forfeiture Revenue	\$141,926	\$192,211	\$284,488	\$569,925	\$291,175	\$314,710	\$335,107	\$329,215	\$316,021	\$286,935	\$265,859
Nonoperating Revenue	\$844,786	\$999,816	\$706,196	\$156,383	\$160,000	\$219,200	\$154,068	\$116,831	\$81,470	\$262,197	\$223,998
Total Revenue	\$2,136,639	\$2,711,731	\$2,907,793	\$2,952,133	\$2,557,175	\$2,717,910	\$2,651,128	\$2,538,591	\$2,313,231	\$2,342,224	\$2,255,141
Expenses:											
Operating Expenses	\$1,374	\$1,012	\$1,012	\$591	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Forfeiture Expenses	\$85,408	\$78,627	\$132,805	\$188,591	\$166,267	\$152,839	\$154,367	\$146,649	\$131,984	\$125,385	\$125,385
Transfer to General/Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Prin & Int Pmts	\$2,156,657	\$2,461,911	\$2,618,412	\$2,597,836	\$2,618,837	\$2,609,128	\$2,051,377	\$2,045,757	\$1,972,244	\$1,969,244	\$1,967,994
Total Expenses	\$2,243,439	\$2,541,550	\$2,752,229	\$2,787,018	\$2,785,104	\$2,761,967	\$2,705,744	\$2,692,406	\$2,604,228	\$2,594,629	\$2,593,379
Ending Fund Balance	\$24,236,439	\$24,406,620	\$24,562,184	\$24,727,299	\$24,499,370	\$24,455,313	\$24,400,697	\$24,246,882	\$23,955,885	\$23,703,480	\$23,365,242
	PROJECTIONS 										
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Beginning Fund Balance	\$23,955,885	\$23,659,479	\$24,171,205	\$24,732,283	\$25,398,643	\$26,163,655	\$26,901,056	\$27,566,451	\$28,214,552	\$28,894,519	\$30,224,967
Revenues:											
Operating Revenue	\$1,789,109	\$1,824,263	\$1,840,878	\$1,870,529	\$1,907,453	\$1,862,497	\$1,776,697	\$1,757,677	\$1,783,716	\$1,818,927	\$1,855,309
Forfeiture Revenue	\$275,735	\$281,228	\$274,138	\$301,245	\$293,983	\$291,969	\$284,709	\$272,973	\$270,993	\$280,446	\$286,036
Nonoperating Revenue	\$234,887	\$281,430	\$324,378	\$377,167	\$449,302	\$462,835	\$475,880	\$487,651	\$499,115	\$511,144	\$534,680
Total Revenue	\$2,299,731	\$2,386,921	\$2,439,394	\$2,548,941	\$2,650,738	\$2,617,301	\$2,537,286	\$2,518,301	\$2,553,824	\$2,610,517	\$2,676,025
Expenses:											
Operating Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Forfeiture Expenses	\$127,893	\$130,451	\$131,103	\$133,725	\$136,400	\$130,944	\$124,397	\$125,019	\$127,519	\$130,069	\$132,670
Transfer to General/Other Funds	\$500,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Prin & Int Pmts	\$1,968,244	\$744,744	\$747,213	\$748,856	\$749,326	\$748,956	\$747,494	\$745,181	\$746,338	\$150,000	\$150,000
Total Expenses	\$2,596,137	\$1,875,195	\$1,878,316	\$1,882,581	\$1,885,726	\$1,879,900	\$1,871,891	\$1,870,200	\$1,873,857	\$1,280,069	\$1,282,670
Ending Fund Balance	\$23,659,479	\$24,171,205	\$24,732,283	\$25,398,643	\$26,163,655	\$26,901,056	\$27,566,451	\$28,214,552	\$28,894,519	\$30,224,967	\$31,618,322

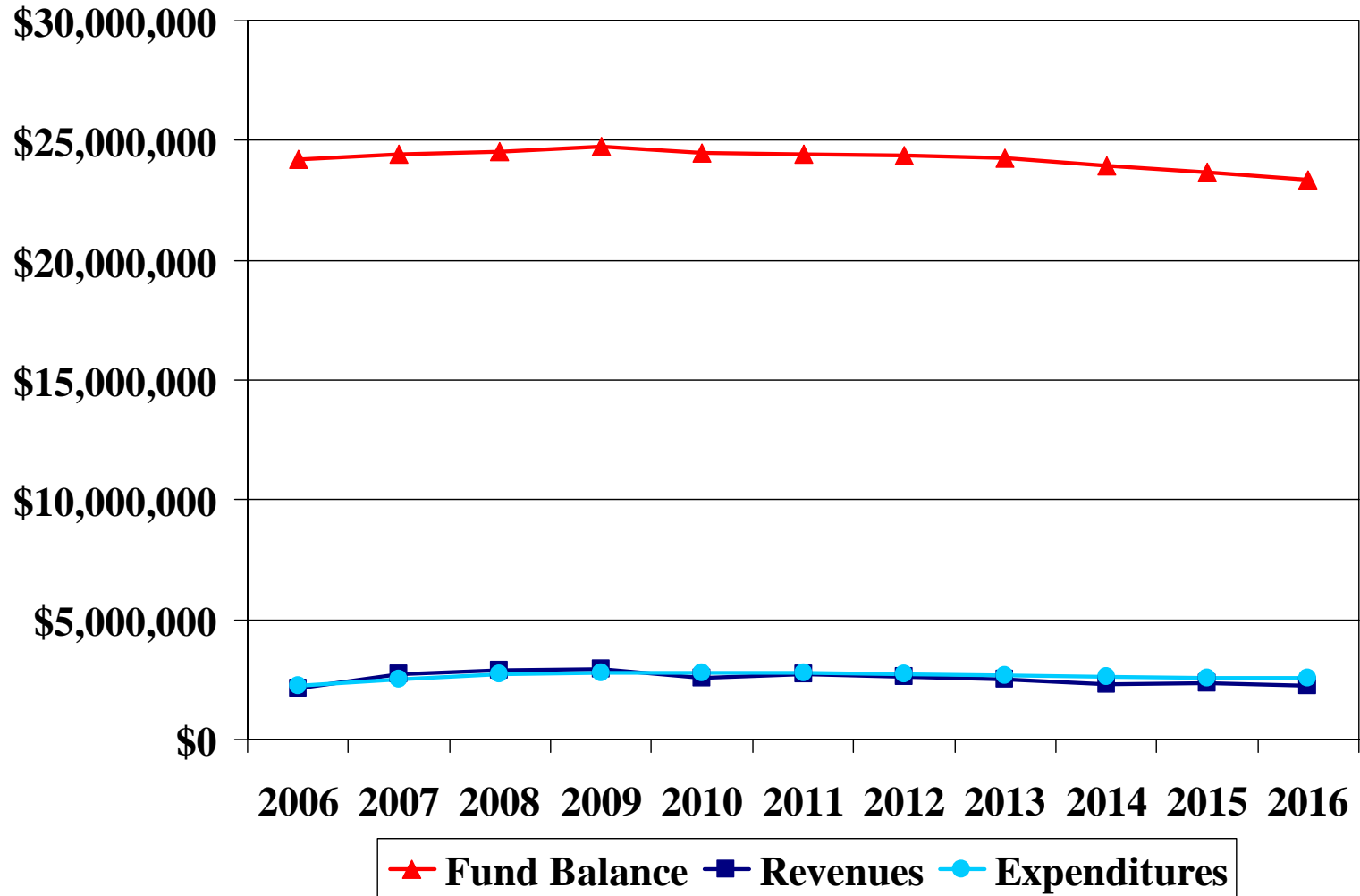
Long term projections for this fund are difficult to determine due to the overall economic volatility. These projections reflect changes in the annual delinquency of -10% to +2%.

Interest for 2012 thru 2027 ranges from .6% to 2.9% annually.


Cash is assumed to be a decreasing % of net assets through 2017, but increasing to 61% of net assets after 2017.


Principal and interest payments include bond fees

Delinquent Tax Revolving Fund



**County of Ottawa
Financing Tools
Equipment Replacement Funds (6450, 6550, 6641)
History/Projections**

	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	BUDGET <u>2011</u>	PROJECTIONS  <u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Beginning Fund Equity	\$10,644,405	\$10,973,713	\$11,852,958	\$8,292,565	\$8,467,220	\$8,319,414	\$8,329,832	\$8,141,986	\$7,931,965	\$7,721,937	\$7,746,223
Revenues:											
Operating Revenue	\$1,832,838	\$2,192,322	\$2,153,830	\$2,022,826	\$1,820,158	\$1,755,856	\$1,544,378	\$1,630,857	\$1,714,318	\$1,725,410	\$1,863,802
Nonoperating Revenue	\$102,183	\$414,047	\$363,898	\$110,927	\$110,884	\$131,752	\$113,603	\$104,024	\$93,565	\$149,522	\$130,183
Diverted Phone Commissions	\$0	\$0	\$0	\$0	(\$150,000)	(\$150,000)	(\$150,000)	(\$150,000)	(\$150,000)	\$0	\$0
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	<u>\$1,935,021</u>	<u>\$2,606,369</u>	<u>\$2,517,728</u>	<u>\$2,133,753</u>	<u>\$1,781,042</u>	<u>\$1,737,608</u>	<u>\$1,507,982</u>	<u>\$1,584,881</u>	<u>\$1,657,883</u>	<u>\$1,874,932</u>	<u>\$1,993,986</u>
Expenses:											
Operating Expenses	\$1,605,713	\$1,727,124	\$1,828,121	\$1,809,098	\$1,728,848	\$1,577,190	\$1,545,828	\$1,644,902	\$1,717,911	\$1,700,647	\$1,814,108
Debt Service - GH/WO	\$0	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Operating Transfers Out	\$0	\$0	\$4,100,000	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	<u>\$1,605,713</u>	<u>\$1,727,124</u>	<u>\$6,078,121</u>	<u>\$1,959,098</u>	<u>\$1,928,848</u>	<u>\$1,727,190</u>	<u>\$1,695,828</u>	<u>\$1,794,902</u>	<u>\$1,867,911</u>	<u>\$1,850,647</u>	<u>\$1,964,108</u>
Ending Fund Equity	<u>\$10,973,713</u>	<u>\$11,852,958</u>	<u>\$8,292,565</u>	<u>\$8,467,220</u>	<u>\$8,319,414</u>	<u>\$8,329,832</u>	<u>\$8,141,986</u>	<u>\$7,931,965</u>	<u>\$7,721,937</u>	<u>\$7,746,223</u>	<u>\$7,776,101</u>

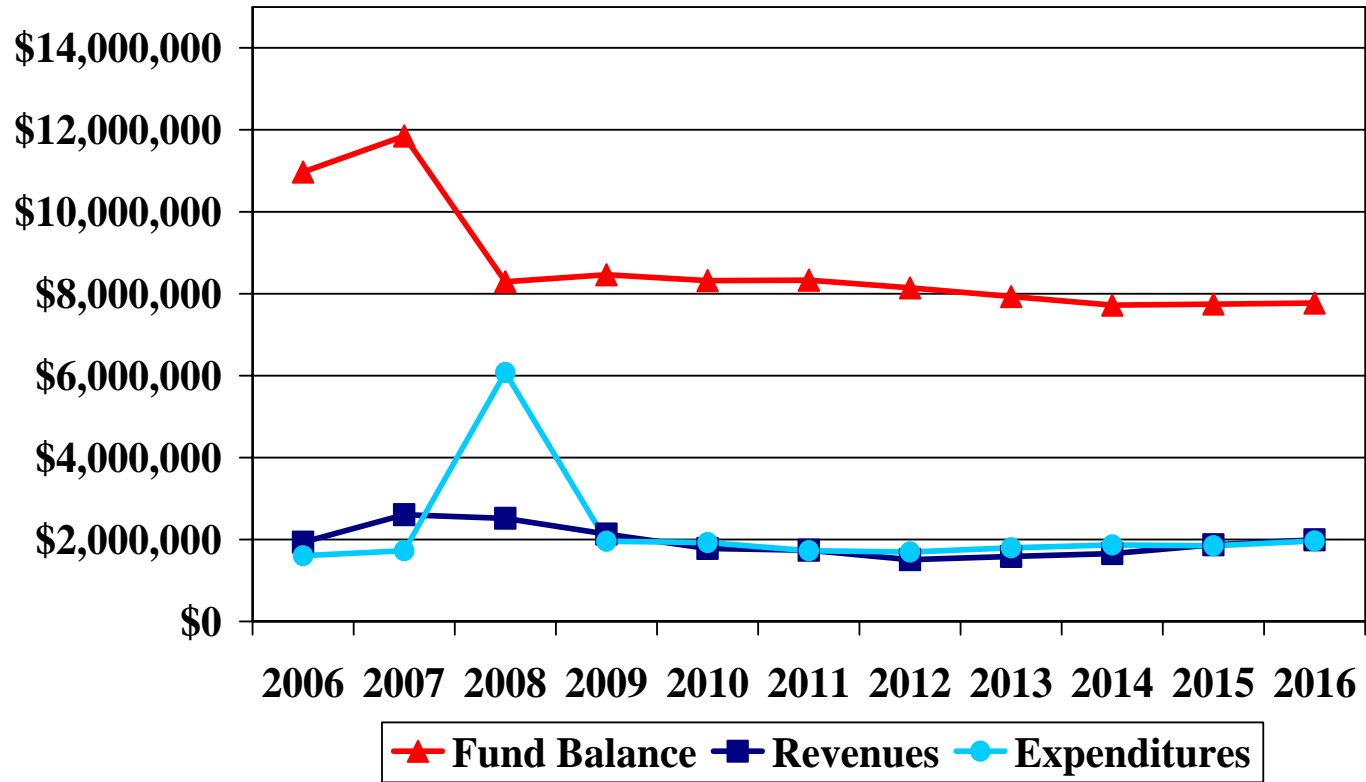
	PROJECTIONS 										
	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Beginning Fund Equity	\$7,776,101	\$7,816,891	\$7,844,351	\$7,881,370	\$7,928,255	\$7,948,950	\$7,995,109	\$8,028,242	\$8,064,456	\$8,103,756	\$8,109,971
Revenues:											
Operating Revenue	\$2,010,273	\$2,068,660	\$2,141,897	\$2,194,920	\$2,246,864	\$2,395,394	\$2,470,082	\$2,485,857	\$2,482,585	\$2,460,861	\$2,492,994
Nonoperating Revenue	\$113,711	\$115,266	\$127,802	\$140,740	\$131,717	\$133,451	\$136,496	\$142,955	\$149,631	\$134,249	\$119,423
Total Revenue	<u>\$2,123,984</u>	<u>\$2,183,925</u>	<u>\$2,269,698</u>	<u>\$2,335,660</u>	<u>\$2,378,582</u>	<u>\$2,528,846</u>	<u>\$2,606,577</u>	<u>\$2,628,812</u>	<u>\$2,632,216</u>	<u>\$2,595,110</u>	<u>\$2,612,417</u>
Expenses:											
Operating Expenses	\$1,933,194	\$2,006,465	\$2,082,679	\$2,138,775	\$2,207,887	\$2,332,687	\$2,423,445	\$2,442,598	\$2,442,916	\$2,438,895	\$2,447,849
Debt Service - GH/WO	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Operating Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	<u>\$2,083,194</u>	<u>\$2,156,465</u>	<u>\$2,232,679</u>	<u>\$2,288,775</u>	<u>\$2,357,887</u>	<u>\$2,482,687</u>	<u>\$2,573,445</u>	<u>\$2,592,598</u>	<u>\$2,592,916</u>	<u>\$2,588,895</u>	<u>\$2,597,849</u>
Ending Fund Equity	<u>\$7,816,891</u>	<u>\$7,844,351</u>	<u>\$7,881,370</u>	<u>\$7,928,255</u>	<u>\$7,948,950</u>	<u>\$7,995,109</u>	<u>\$8,028,242</u>	<u>\$8,064,456</u>	<u>\$8,103,756</u>	<u>\$8,109,971</u>	<u>\$8,124,539</u>

Assumes equipment is replaced based on its useful life and 3% inflation per year. Technology changes are difficult to predict.

Assumes an annual interest rate of .06% - 2.9%.

Assumes no legislative changes are enacted affecting commissions on inmate phone calls, and subsequent contractual arrangements for the commissions are similar to the current contract.

Duplicating (6450), Telecommunications (6550) and Equipment Pool (6641)



**County of Ottawa
History of Positions By Fund
For the Years 2009 - 2011**

Fund #	Dept #	Sub-Dept #	Department Name	2009 Full-Time Equivalents	2010 Full-Time Equivalents	2011 Full-Time Equivalents	Change in Full-Time Equivalents 2010 to 2011
GENERAL FUND							
1010	1010		Commissioners	11.000	11.000	11.000	
1010	1310		Circuit Court	14.750	14.750	14.750	
1010	1360		District Court	54.175	53.825	53.775	-0.050 1
1010	1480		Probate Court	6.000	6.000	6.000	
1010	1490		Family Court - Juvenile Services	6.000	5.150	5.810	0.660 1
1010	1910		Elections	2.000	1.000	1.000	
1010	2010		Fiscal Services	14.300	13.300	12.800	-0.500 3
1010	2100		Corporate Counsel	1.575	1.575	1.575	
1010	2150		County Clerk	23.000	23.000	23.000	
1010	2230		Administrator	3.340	3.340	2.840	-0.500 3
1010	2250		Equalization	13.500	12.500	12.500	
1010	2260		Human Resources	4.600	4.325	4.325	
1010	2290		Prosecuting Attorney	27.100	26.100	26.100	
1010	2360		Register of Deeds	11.000	9.000	9.000	
1010	2450		Survey & Remonumentation	0.550	0.050	0.150	0.100 1
1010	2530		County Treasurer	9.450	9.950	8.950	-1.000 3
1010	2570		Co-Operative Extension	4.325	2.700	3.000	0.300 5
1010	2590		Geographic Information System	5.000	5.000	5.000	
1010	2651		Bldg. & Grnds - Hudsonville	0.676	1.054	1.054	
1010	2652		Bldg. & Grnds - Holland Human Serv.	0.968	1.312	1.312	
1010	2653		Bldg. & Grnds - Fulton Street	0.400	0.489	0.489	
1010	2654		Bldg. & Grnds - Grand Haven	6.686	3.637	3.637	
1010	2655		Bldg. & Grnds - Holland Health Facility	0.988	1.332	1.332	
1010	2656		Bldg. & Grnds - Holland District Court	1.386	1.443	1.443	
1010	2658		Bldg. & Grnds - Grand Haven Health	0.380	0.566	0.566	
1010	2659		Bldg. & Grnds - CMH Facility	1.044	1.592	1.592	
1010	2660		Bldg. & Grnds - Coopersville	0.352	0.176	0.176	
1010	2664		Bldg. & Grnds - 4th & Clinton	0.286	0.000	0.000	
1010	2665		Bldg. & Grnds-Probate/Juvenile Complex	4.914	3.323	3.323	
1010	2667		Bldg. & Grnds-Administrative Annex	6.206	3.798	3.798	
1010	2668		Bldg. & Grnds-FIA	1.564	1.879	1.879	
1010	2750		Drain Commission	7.000	7.000	7.000	
1010	3020		Sheriff	70.950	70.950	70.950	
1010	3100		West Michigan Enforcement Team	6.000	6.000	6.000	
1010	3113		COPS - Holland/West Ottawa	1.000	1.000	1.000	
1010	3119		City of Coopersville	5.000	5.000	5.000	
1010	3120		City of Hudsonville	6.000	6.000	6.000	
1010	3170		Blendon/Holland/Robinson/Zeeland	1.000	1.000	1.000	
1010	3310		Marine Safety	0.750	0.750	0.750	
1010	3510		Jail	77.000	76.000	76.000	
1010	4260		Emergency Services	2.100	2.100	2.100	
1010	4263		HAZMAT Response Team	0.400	0.400	0.400	
1010	4265		Homeland Security	0.730	0.693	0.670	-0.023 5
1010	4300		Animal Control	3.000	3.000	3.000	
1010	6480		Medical Examiner	0.200	0.200	0.200	
1010	7211		Planner/Grants	6.950	5.950	5.850	-0.100 1
TOTAL GENERAL FUND				425.595	409.208	408.095	-1.113
PARKS & RECREATION							
2081	7510		Parks Department	15.000	15.000	16.000	1.000 2
FRIEND OF THE COURT							
2160	1410		Friend of the Court	35.125	35.125	35.125	
2160	1440		FOC Warrant Officer	1.000	1.000	1.000	
TOTAL FRIEND OF THE COURT				36.125	36.125	36.125	
9/30 JUDICIAL GRANTS							
2170	1361		Dist. Ct. SCAO Drug Ct. Grant	1.000	1.000	1.000	

**County of Ottawa
History of Positions By Fund
For the Years 2009 - 2011**

Fund #	Dept #	Sub-Dept #	Department Name	2009 Full-Time Equivalents	2010 Full-Time Equivalents	2011 Full-Time Equivalents	Change in Full-Time Equivalents 2010 to 2011
2170	1371		SCAO Adult Drug Court Grant	1.000	0.000	0.000	
2170	1372		Adult Priority Population	3.000	0.000	2.500	2.500 5
2170	1493		SCAO Juvenile Drug Ct. Grant	1.000	0.000	1.000	1.000 5
				6.000	1.000	4.500	3.500
HEALTH FUND							
2210	6010		Agency Support	5.800	5.800	5.900	0.100 1
2210	6011		Public Health Preparedness	1.666	1.000	1.000	
2210	6012		Accounting/MIS	5.000	5.000	5.000	
2210	6013		PP-Surveillance	0.000	0.000	0.200	0.200 5
2210	6015		PHP Risk Communication	0.333	0.200	0.200	
2210	6020		Environmental - Field Services	8.050	6.750	6.750	0.000 1,4
2210	6021		Environmental - Food Services	6.930	7.430	7.430	
2210	6030		Dental	0.620	0.000	0.000	
2210	6031		Hearing/Vision	3.830	3.621	3.960	0.339 1
2210	6035		Epidemiology	1.000	0.000	0.000	
2210	6041		Clinic Clerical	12.900	11.750	11.750	
2210	6042		Family Planning	7.020	7.050	6.850	-0.200 3
2210	6044		Immunization Clinic	4.750	5.850	5.850	
2210	6045		Healthy Children's Contract	2.320	2.850	2.930	0.080 1
2210	6048		Tobacco Community Awareness	0.500	0.610	0.372	-0.239 1
2210	6049		Substance Abuse Prevention	1.750	0.000	0.570	0.570 1,5
2210	6050		Children's Special Health Care Services	3.600	4.300	4.680	0.380 1
2210	6052		Early On	1.470	0.679	0.000	-0.679 5
2210	6053		Maternal/Infant Support Services	10.950	9.400	8.850	-0.550 1,3
2210	6055		AIDS/Sexually Transmitted Diseases (STD)	3.630	3.750	3.250	-0.500 2
2210	6058		Prenatal Care - Enrollment & Coordination	0.330	0.200	0.200	
2210	6059		Communicable Disease	4.200	4.100	4.100	
2210	6060		Prenatal Education	0.320	0.000	0.000	
2210	6310		Health Education	2.520	2.672	2.328	-0.344 1
2210	6311		Nutrition/Wellness	2.890	2.068	1.960	-0.108 1
TOTAL HEALTH FUND				92.379	85.080	84.130	-0.950
MENTAL HEALTH FUND							
2220	6491	1240	D.D. Clinical Support	7.250	6.490	7.413	0.923 1
2220	6491	1349	D.D. Supported Employment	8.250	19.710	19.548	-0.162 1
2220	6491	1357	D.D. Skill Building	41.250	25.710	26.378	0.668 1
2220	6491	1443	D.D. Community Living Skills	0.000	0.910	0.834	-0.076 1
2220	6491	5400	D.D. Training	0.510	0.420	0.644	0.224 1
2220	6491	5401	D.D. Group Home Training	1.510	1.640	1.708	0.068 1
2220	6491	5510	D.D. Supports Coordination	13.770	15.174	10.211	-4.963 1
2220	6491	5522	D.D. Child Case Management	3.260	4.446	8.883	4.437 1
2220	6492	5511	Other Pop. HUD Leasing Assistance Grant III	0.087	0.062	0.062	
2220	6492	5540	Other Pop. HUD Leasing Assistance Grant II	0.092	0.009	0.009	
2220	6492	5541	Other Pop. HUD Leasing Assistance Grant	0.092	0.149	0.149	
2220	6493	3240	M.I. Adult Emergency Services	5.625	6.120	6.111	-0.009 1
2220	6493	3241	M.I. Adult Access Center	5.870	10.050	9.000	-1.050 1
2220	6493	3242	M.I. Adult Medication Clinic	6.510	2.571	1.780	-0.791 1
2220	6493	3243	M.I. Other Supported Services	1.000	0.000	0.000	
2220	6493	3244	M.I. MDT Grand Haven	0.000	11.921	10.941	-0.980 1,2
2220	6493	3245	M.I. Adult Outpatient	12.935	0.000	0.000	
2220	6493	3247	M.I. Vocational Rehabilitation	0.500	0.500	0.510	0.010 1
2220	6493	3249	M.I. Adult Assertive Community Treatment	9.330	8.171	7.111	-1.060 1
2220	6493	3254	M.I. MDT Holland	0.000	13.040	13.841	0.801 1,2
2220	6493	3256	M.I. MDT MI/DD	0.000	0.000	6.111	6.111 1,2
2220	6493	3344	M.I. Adult Lakeshore Clubhouse	5.840	5.157	4.111	-1.046 1
2220	6493	3450	M.I. Adult Riverview RTC	7.820	0.000	0.000	
2220	6493	3452	M.I. Adult Robert Brown Center	8.320	0.000	0.000	

**County of Ottawa
History of Positions By Fund
For the Years 2009 - 2011**

Fund #	Dept #	Sub-Dept #	Department Name	2009 Full-Time Equivalents	2010 Full-Time Equivalents	2011 Full-Time Equivalents	Change in Full-Time Equivalents 2010 to 2011
2220	6493	5515	M.I. Adult Community Support Case Management	10.640	0.000	0.000	
2220	6494	4244	M.I. Child Home Based Services	2.530	2.970	3.069	0.099 1
2220	6494	4245	M.I. Child Home Outpatient	0.000	3.690	5.042	1.352 1,2
2220	6494	4451	M.I. Child Respite	0.000	0.240	0.263	0.023 1
2220	6495	5020	Administration - Board	2.390	3.240	3.662	0.422 1,3
2220	6495	5022	Administration Quality Improvement	2.180	2.610	2.348	-0.262 1
2220	6495	5023	Administration Recipient Rights	1.500	1.500	1.500	
2220	6495	5024	Administration Community Relations & Public Education	1.180	1.500	1.500	
2220	6495	5026	Administration Finance	6.760	6.630	6.750	0.120 1
2220	6495	5028	Administration Division Directors	10.750	0.000	0.000	
2220	6495	5029	Administration Managed Care Organization Administration	11.380	9.380	10.394	1.014 1
2220	6495	5030	Administration Medical Records	1.420	1.390	1.416	0.026 1
TOTAL MENTAL HEALTH				<u>190.550</u>	<u>165.400</u>	<u>171.300</u>	<u>5.900</u>
LANDFILL TIPPING FEES							
2272	5250		Laidlaw Surcharge	4.720	4.420	3.720	-0.700 3
2272	5251		Waste Management				
				<u>4.720</u>	<u>4.420</u>	<u>3.720</u>	<u>-0.700</u>
PROSECUTING ATTORNEY GRANTS							
2601	2320		Crime Victim's Rights	3.000	3.000	3.000	
SHERIFF 9/30 GRANT PROGRAMS							
2609	3160		Sheriff Curb Auto Theft (SCAT)	1.000	0.000	0.000	
COPS UNIVERSAL							
2610	3114		Community Policing	3.000	3.000	3.000	
2610	3131		Community Policing-Holland Township	4.000	4.000	4.000	
2610	3132		Community Policing-Park Township	1.000	1.000	1.000	
2610	3133		Community Policing- Zeeland/Georgetown Township	1.000	1.000	1.000	
2610	3134		Community Policing- Port Sheldon Twp/West Ottawa	1.000	1.000	1.000	
2610	3135		Community Policing- Allendale Twp/Allendale Schools	1.000	1.000	1.000	
2610	3136		Community Policing- Grand Haven Twp/Grand Haven Sch.	1.000	1.000	1.000	
2610	3137		Community Policing- Georgetown Twp/Jenison Schools	1.000	1.000	1.000	
2610	3138		Community Policing- Zeeland Twp/Zeeland Schools	1.000	1.000	1.000	
2610	3139		Community Policing- Park Township/West Ottawa/	10.000	10.000	10.000	
2610	3141		Community Policing- Holland/Park	1.000	1.000	1.000	
2610	3142		Community Policing- Spring Lake Twp/ Schools	1.000	1.000	1.000	
2610	3143		Community Policing- Jamestown Township	1.000	1.000	1.000	
2610	3144		Community Policing- Tallmadge/Chester/Wright/Polkton	1.000	1.000	1.000	
2610	3145		Community Policing- Holland Twp/MI Police Corps	0.000	0.000	0.000	
2610	3146		Community Policing- Georgetown Township	13.000	13.000	13.000	
2610	3147		Community Policing- Allendale Twp/MI Police Corp	1.000	1.000	1.000	
2610	3148		Community Policing- Allendale	1.000	1.000	1.000	
TOTAL COPS UNIVERSAL				<u>43.000</u>	<u>43.000</u>	<u>43.000</u>	
SHERIFF ROAD PATROL							
2661	3150		Sheriff Road Patrol	3.000	3.000	3.000	
WORKFORCE INVESTMENT ACT FUNDS/MICHIGAN WORKS!/COMMUNITY ACTION AGENCY							
2740 - 2749, 2800, 2870 - 2890				19.200	26.400	28.530	2.130 2
GRANT PROGRAMS PASS THRU							
2750	3114		Community Policing	1.000	1.000	1.000	
COMMUNITY CORRECTIONS PROGRAM							
2850	1520		Adult Probation	9.025	8.175	7.225	-0.95 1

**County of Ottawa
History of Positions By Fund
For the Years 2009 - 2011**

Fund #	Dept #	Sub-Dept #	Department Name	2009 Full-Time Equivalents	2010 Full-Time Equivalents	2011 Full-Time Equivalents	Change in Full-Time Equivalents 2010 to 2011
CHILD CARE							
2920	6620		Family Court - Detention Services	29.650	29.700	31.700	2.000 1
2920	6622		Juvenile Intensive Supervision	3.300	3.300	3.300	
2920	6623		Juvenile Treatment/Div Services	12.430	12.830	11.830	-1.000 1
2920	6624		Juvenile In-Home Services	19.445	19.845	19.185	-0.660 1
TOTAL CHILD CARE				<u>64.825</u>	<u>65.675</u>	<u>66.015</u>	<u>0.340</u>
MANAGEMENT INFORMATION SERVICES							
6360	2580		Data Processing	18.900	17.900	17.900	
DUPLICATING							
6450	2890		General Services Administration	0.075	0.125	0.125	
TELECOMMUNICATIONS							
6550	2890		Telephones	1.375	1.175	1.175	
EQUIPMENT POOL FUND							
6641	9010		Equipment Pool	0.300	0.400	0.400	
PROTECTED SELF-FUNDED PROGRAMS							
6770	8690		P.S.F. Liability Insurance	1.130	1.130	1.130	
6770	8710		P.S.F. Worker's Compensation Insurance	0.520	0.459	0.458	-0.002 1
6771	8520		P.S.F. Health Insurance	1.690	1.646	1.653	0.007 1
6771	8540		P.S.F. Dental Insurance	0.240	0.214	0.215	0.001 1
6771	8550		P.S.F. Vision Insurance	0.240	0.214	0.215	0.001 1
6772	8700		P.S.F. Unemployment Insurance	0.290	0.281	0.281	
6775	8580		P.S.F. Long-Term Disability	0.100	0.091	0.091	
TOTAL PROTECTED SELF-FUNDED PROGRAMS				<u>4.210</u>	<u>4.035</u>	<u>4.042</u>	<u>0.007</u>
GRAND TOTAL OF ALL FUNDS				<u>939.399</u>	<u>890.118</u>	<u>899.282</u>	<u>9.164</u>

The total change in full time equivalents of 9.164 is comprised of the following:

- 1 The net change is due to a change in the salary distribution (salary split) and does not reflect a change in staffing levels
- 2 Position eliminated/added with the 2011 budget
- 3 Net positions approved/eliminated during 2010
- 4 Position held vacant for 2011 budget
- 5 Position added/eliminated due to grant funding

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Commissioners	1	Laptop Computer	\$1,251	\$1,251
Commissioners	1	Desktop PC	\$900	\$900
Commissioners	4	Multifunction Printer	\$900	\$900
Circuit Court	1	Network Laser Printer	\$1,000	\$1,000
Circuit Court	1	Laptop Computer	\$1,251	\$1,251
Circuit Court	1	Color Inkjet Printer	\$150	\$150
Circuit Court	1	Fujitsu OnBase Scanner	\$1,154	\$1,154
Circuit Court	1	Laptop Docking Station	\$220	\$220
Circuit Court	12	19" LCD Monitor	\$2,100	\$2,100
Circuit Court	13	Desktop PC	\$11,700	\$11,700
Circuit Court	4	Small Laser Printer	\$900	\$900
District Court	2	Lifeloc PBT	\$938	\$938
District Court	1	Small Laser Printer	\$225	\$225
District Court	10	Cash Register Drawer	\$2,000	\$2,000
District Court	2	PC Inkjet Printer	\$200	\$200
District Court	20	Desktop PC	\$18,000	\$18,000
District Court	3	Laptop Computer	\$3,753	\$3,753
District Court	3	19" LCD Monitor	\$525	\$525
District Court	6	17" LCD Monitor	\$930	\$930
District Court	7	Network Laser Printer	\$7,000	\$7,000
District Court	7	21" LCD Monitor	\$1,680	\$1,680
District Court	9	Cash Register Printer	\$6,300	\$6,300
District Court	3	Desktop Scanner	\$1,500	\$1,500
District Court	3	Desktop Scanner Software License	\$1,500	\$1,500
District Court	1	Zebra Bar Code printer model TLP 2824	\$330	\$330
District Court	1	Color Inkjet printer	\$100	\$100
District Court	1	Dymo printer label	\$130	\$130
District Court	1	Signature Pad	\$300	\$300
District Court	3	19" LCD Monitor	\$525	\$525
District Court	4	Desktop PC	\$3,600	\$3,600
Probate Court	1	Probate Court Remote Monitoring System	\$2,500	\$2,500
Probate Court	1	Transcription Equipment	\$1,047	\$1,047
Probate Court	1	Electronic Door Locks for Courtroom A	\$1,500	\$1,500
Probate Court	1	Laptop Computer	\$1,251	\$1,251
Probate Court	1	17" LCD Monitor	\$155	\$155
Probate Court	1	Cash Register Drawer	\$200	\$200
Probate Court	1	Cash Register Printer	\$700	\$700
Probate Court	1	Desktop PC	\$900	\$900
Probate Court	1	PC Printer Label	\$500	\$500

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Circuit Ct-Juvenile Services	2	Electronic lockdown system	\$3,000	\$3,000
Circuit Ct-Juvenile Services	2	Remote courtroom monitoring	\$4,970	\$4,970
Circuit Ct-Juvenile Services	1	Digital portable recorder	\$429	\$429
Circuit Ct-Juvenile Services	2	Digital Transcription Kit	\$618	\$618
Circuit Ct-Juvenile Services	1	Laptop Computer	\$1,251	\$1,251
Circuit Ct-Juvenile Services	1	Cash Register Drawer	\$200	\$200
Circuit Ct-Juvenile Services	1	Color Laser Printer	\$1,500	\$1,500
Circuit Ct-Juvenile Services	2	17" LCD Monitor	\$620	\$620
Circuit Ct-Juvenile Services	2	Desktop PC	\$3,600	\$3,600
Circuit Ct-Juvenile Services	3	Small Laser Printer	\$2,025	\$2,025
Circuit Ct-Juvenile Services	1	Desktop PC	\$900	\$900
Circuit Ct-Juvenile Services	3	Small Laser Printer	\$675	\$675
Adult Probation	1	Network Laser Printer	\$1,000	\$1,000
Adult Probation	3	Small Laser Printer	\$675	\$675
Fiscal Services	1	Acroprint date/time stamp	\$445	\$445
Fiscal Services	1	Laptop Computer	\$1,251	\$1,251
Fiscal Services	1	17" LCD Monitor	\$155	\$155
Fiscal Services	1	Large Lexmark printer	\$800	\$800
Fiscal Services	1	MICR Printer	\$4,000	\$4,000
Fiscal Services	3	Small Laser Printer	\$675	\$675
Fiscal Services	1	Financial System Software	\$800,000	\$80,000
County Clerk	2	Dictation Systems	\$658	\$658
County Clerk	4	19" LCD Monitor	\$700	\$700
County Clerk	2	Zebra PC Printer Label	\$1,000	\$1,000
County Clerk	1	Canon DR1210	\$375	\$375
County Clerk	4	Cash Register Printer	\$2,800	\$2,800
County Clerk	2	19" LCD Monitor	\$350	\$350
County Clerk	6	Small Laser Printer	\$1,350	\$1,350
County Clerk	9	Desktop PC	\$8,100	\$8,100
County Clerk	2	Canon DR5010c	\$10,670	\$2,134
Administrator	1	Laptop Computer	\$1,251	\$1,251
Administrator	1	Laptop Docking Station	\$180	\$180
Equalization	1	Desktop PC	\$900	\$900
Equalization	2	19" LCD Monitor	\$350	\$350
Equalization	4	Small Laser Printer	\$900	\$900
Equalization	6	20" Widescreen Monitor	\$2,880	\$2,880

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Human Resources	1	Microsoft Access	\$144	\$144
Human Resources	3	17" LCD Monitor	\$465	\$465
Human Resources	1	Small Laser Printer	\$225	\$225
Human Resources	3	Desktop PC	\$2,700	\$2,700
Human Resources	1	Network Printer	\$1,500	\$1,500
Prosecuting Attorney	1	42" flat screen TV w/installation	\$795	\$795
Prosecuting Attorney	1	50" flat screen TV w/installation	\$895	\$895
Prosecuting Attorney	1	Mounting parts, cables and installation	\$1,067	\$1,067
Prosecuting Attorney	2	HI-DEF DVD players (external)	\$398	\$398
Prosecuting Attorney	3	Small Laser Printer	\$675	\$675
Prosecuting Attorney	1	Wide Screen Laptop with Bag	\$1,500	\$1,500
Prosecuting Attorney	5	20" wide screen monitor (HP L2045w)	\$1,200	\$1,200
Prosecuting Attorney	1	Desktop PC	\$900	\$900
Prosecuting Attorney	2	OnBase Scanners (replace Fujitsu 5120c)	\$2,308	\$2,308
Prosecuting Attorney	2	Canon DR7580 Onbase Scanner	\$12,732	\$2,547
County Treasurer	1	19" LCD Monitor	\$175	\$175
County Treasurer	1	Cash Register Printer	\$700	\$700
County Treasurer	1	Dymo LabelWriter 450 Twin Turbo	\$200	\$200
County Treasurer	1	Dymo Print Server	\$130	\$130
County Treasurer	3	Small Laser Printer	\$675	\$675
County Treasurer	3	Victor 15606 Calculator	\$690	\$690
MSU Extension	1	17" LCD Monitor	\$155	\$155
MSU Extension	3	Small Laser Printer	\$675	\$675
MSU Extension	1	Networked Color Laser Printer	\$700	\$700
Bldg/Grnds-Variou	1	Desktop PC	\$900	\$900
Bldg/Grnds-Variou	1	17" LCD Monitor	\$156	\$156
Bldg/Grnds-Grand Haven	1	Small Laser Printer	\$225	\$225
Bldg/Grnds-Holl Dist Ct	1	17" LCD Monitor	\$155	\$155
Bldg/Grnds-Holl Dist Ct	1	Desktop PC	\$900	\$900
Bldg & Grnds-Admin Annex	3	Small Laser Printer	\$675	\$675
Bldg & Grnds-Admin Annex	4	17" LCD Monitor	\$620	\$620

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Bldg & Grnds-Admin Annex	4	Desktop PC	\$3,600	\$3,600
Bldg & Grnds-Admin Annex	1	Board Room Audio Visual Equip upgrade	\$58,000	\$11,600
Drain Commission	1	Color Inkjet Printer	\$150	\$150
Drain Commission	2	Small Laser Printer	\$450	\$450
Sheriff	1	Child Identification Kits	\$2,500	\$2,500
Sheriff	1	Besleler Copystand Kit	\$600	\$600
Sheriff	1	Pelican Storage Boxes (7)	\$500	\$500
Sheriff	1	Fax - High Volume	\$1,200	\$1,200
Sheriff	3	AR 15 Package (patrol rifle)	\$3,270	\$3,270
Sheriff	1	Public Relations Materials	\$2,000	\$2,000
Sheriff	2	Motorola MT1500 Portables	\$2,700	\$2,700
Sheriff	1	Range Supplies	\$1,200	\$1,200
Sheriff	1	Range Filters	\$1,200	\$1,200
Sheriff	1	Ammunition	\$46,000	\$46,000
Sheriff	1	Surveillance Recording Unit	\$2,900	\$2,900
Sheriff	1	Simunition FX Marking Rounds	\$2,205	\$2,205
Sheriff	1	Sim Cleaning materials/misc	\$500	\$500
Sheriff	10	Sim Training Male Groin Protector	\$520	\$520
Sheriff	15	Sim Training Throat Protectors	\$600	\$600
Sheriff	5	Sim Training Female Groin Protector	\$210	\$210
Sheriff	9	Headsets w/control for Range	\$12,537	\$12,537
Sheriff	1	Sim Training Face Sheilds	\$400	\$400
Sheriff	3	Digital Camera	\$450	\$450
Sheriff	3	Glock 22 w/night sights	\$1,230	\$1,230
Sheriff	5	Patrol Vehicle Set-up	\$28,500	\$28,500
Sheriff	2	Patrol Tahoe Set-up	\$13,000	\$13,000
Sheriff	1	Laptop Computer	\$1,251	\$1,251
Sheriff	1	Laptop docking station	\$180	\$180
Sheriff	1	Cash Register Drawer	\$200	\$200
Sheriff	1	Cash Register Printer	\$700	\$700
Sheriff	1	Document Scanner	\$400	\$400
Sheriff	1	Inkjet Printer	\$100	\$100
Sheriff	19	Small Laser Printer	\$4,275	\$4,275
Sheriff	20	17" LCD Monitor	\$3,100	\$3,100
Sheriff	23	Desktop PC	\$20,700	\$20,700
Sheriff	6	19" LCD Monitor	\$1,050	\$1,050
Sheriff	5	Patrol Vehicle	\$107,500	\$35,834
Sheriff	2	Patrol Tahoe	\$54,000	\$18,000
Sheriff	1	Canon Scanner DR7580	\$6,660	\$1,332
Sheriff - City of Hudsonville	1	Patrol Vehicle Set-up	\$4,000	\$4,000

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Sheriff - City of Hudsonville	1	Patrol Vehicle	\$21,500	\$7,167
Sheriff - Marine Safety	3	Motorla PM1500 Mobile Radio	\$4,500	\$4,500
Sheriff - Marine Safety	4	Sound Meters	\$6,460	\$6,460
Sheriff - Marine Safety	16	Equipment Bags	\$1,600	\$1,600
Sheriff - Marine Safety	4	AGA Breathing Mask Valves	\$900	\$900
Sheriff - Marine Safety	1	Dolly Pull Carts	\$360	\$360
Sheriff - Jail	3	Motorola PR1500 Portable	\$3,150	\$3,150
Sheriff - Jail	1	Restraint Chair/Oversize handcuffs	\$1,030	\$1,030
Sheriff - Jail	100	Jail Mattresses	\$6,000	\$6,000
Sheriff - Jail	4	Emergency Response Belt w/case	\$500	\$500
Sheriff - Jail	5	MSA 30-min Aluminum Cylinder	\$2,630	\$2,630
Sheriff - Jail	1	Jail Transport Van Set-up	\$4,500	\$4,500
Sheriff - Jail	13	17" LCD Monitor	\$2,015	\$2,015
Sheriff - Jail	15	Desktop PC	\$13,500	\$13,500
Sheriff - Jail	2	Color Inkjet Printer	\$200	\$200
Sheriff - Jail	3	Small Laser Printer	\$675	\$675
Sheriff - Jail	1	Jail Transport Van	\$25,000	\$8,334
Sheriff - Emergency Svcs	1	PC Printer Ink Jet	\$100	\$100
Sheriff - Emergency Svcs	1	17" LCD Monitor	\$155	\$155
Sheriff - Emergency Svcs	1	Desktop PC	\$900	\$900
Hazmat	1	Laptop Computer	\$1,251	\$1,251
Hazmat	2	Level A Suits	\$1,800	\$1,800
Hazmat	20	Carabineers	\$400	\$400
Hazmat	2	Harnesses	\$600	\$600
Hazmat	1	Rope	\$300	\$300
Hazmat	4	Swiftwater Gear	\$5,500	\$5,500
Hazmat	1	Rescue Hardware	\$850	\$850
Hazmat	2	Aztec Kit	\$500	\$500
Hazmat	1	EZ Up Tent 12x12	\$200	\$200
Hazmat	2	Pre engineered anchors	\$100	\$100
Planning/Performance Impv	1	Laptop Computer	\$1,251	\$1,251
Planning/Performance Impv	5	19" LCD Monitor	\$875	\$875
Planning/Performance Impv	5	Small Laser Printer	\$1,125	\$1,125
Planning/Performance Impv	5	Desktop PC	\$4,500	\$4,500

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Parks & Recreation	2	Stereo microscopes for Nature Educ Ctr	\$800	\$800
Parks & Recreation	1	AGRITEK DS Driveway scraper or equiv	\$1,200	\$1,200
Parks & Recreation	1	Flat bed maintenance trailer	\$2,000	\$2,000
Parks & Recreation	1	AVerMedia 355AF Document Camera	\$800	\$800
Parks & Recreation	1	Desktop PC	\$900	\$900
Parks & Recreation	1	Desktop PC	\$900	\$900
Parks & Recreation	1	Color inkjet printer	\$100	\$100
Parks & Recreation	1	20" LCD Monitor, widescreen	\$240	\$240
Parks & Recreation	1	Small Laser Printer	\$225	\$225
Parks & Recreation	1	Color inkjet printer	\$100	\$100
Parks & Recreation	1	Desktop PC	\$900	\$900
Parks & Recreation	1	Small Laser Printer	\$225	\$225
Parks & Recreation	2	AutoCad 2011 Legacy Slm Ace + softwar	\$4,592	\$4,592
Parks & Recreation	2	Autocad Sub 1 Yr. Maintenance	\$800	\$800
Parks & Recreation	1	19" LCD Monitor	\$175	\$175
Parks & Recreation	1	Desktop PC	\$900	\$900
Parks & Recreation	1	Color inkjet printer	\$100	\$100
Parks & Recreation	1	20" comml grade mech floor scrubber	\$6,000	\$1,200
Parks & Recreation	1	Front wheel drive van	\$24,000	\$4,800
Friend Of The Court	3	Small Laser Printer	\$675	\$675
Friend Of The Court	3	19" LCD Monitor	\$525	\$525
Friend Of The Court	1	Desktop PC	\$900	\$900
Health - Agency Support	1	17" LCD Monitor	\$155	\$155
Health - Agency Support	1	Laptop Computer	\$1,251	\$1,251
Health - Agency Support	1	Small Laser Printer	\$225	\$225
Health - Agency Support	1	Cross cut paper shredder	\$400	\$400
Health - Agency Support	1	Scanner 18 ppm	\$400	\$400
Health - Agency Support	1	Laptop Computer	\$1,251	\$1,251
Health - Agency Support	1	Small Laser Printer	\$225	\$225
Health - E.H. Field Services	1	17" LCD Monitor	\$155	\$155
Health - E.H. Field Services	1	19" LCD Monitor	\$175	\$175
Health - E.H. Field Services	1	Large document scanner	\$4,500	\$4,500
Health - E.H. Field Services	1	17" LCD Monitor	\$155	\$155
Health - E.H. Field Services	1	Auto/air adaptor	\$99	\$99
Health - E.H. Field Services	1	Docking Station	\$169	\$169
Health - E.H. Field Services	1	Tablet PC Fujitsu T5010	\$1,969	\$1,969
Health - E.H. Field Services	1	17" LCD Monitor	\$155	\$155
Health - E.H. Field Services	1	Auto/air adaptor	\$99	\$99
Health - E.H. Field Services	1	Docking Station	\$169	\$169
Health - E.H. Field Services	1	Tablet PC Fujitsu T5010	\$1,969	\$1,969
Health - E.H. Field Services	1	17" LCD Monitor	\$155	\$155

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Health - E.H. Field Services	1	Auto/air adaptor	\$99	\$99
Health - E.H. Field Services	1	Docking Station	\$169	\$169
Health - E.H. Field Services	1	Tablet PC Fujitsu T5010	\$1,969	\$1,969
Health - E.H. Field Services	1	17" LCD Monitor	\$155	\$155
Health - E.H. Field Services	1	Auto/air adaptor	\$99	\$99
Health - E.H. Field Services	1	Docking Station	\$169	\$169
Health - E.H. Field Services	1	Tablet PC Fujitsu T5010	\$1,969	\$1,969
Health - E.H. Field Services	1	Small Laser Printer	\$225	\$225
Health - Env Food Serv	1	Laptop Computer	\$1,251	\$1,251
Health - Env Food Serv	1	Laptop Computer	\$1,251	\$1,251
Health - Env Food Serv	1	17" LCD Monitor	\$155	\$155
Health - Env Food Serv	1	Small Laser Printer	\$225	\$225
Health - Hearing/Vision	1	Laptop Computer	\$1,251	\$1,251
Health - Clinic Clerical	1	Desktop PC	\$900	\$900
Health - Clinic Clerical	1	Desktop PC	\$900	\$900
Health - Clinic Clerical	1	17" LCD Monitor	\$155	\$155
Health - Clinic Clerical	1	Desktop PC	\$900	\$900
Health - Clinic Clerical	1	17" LCD Monitor	\$155	\$155
Health - Clinic Clerical	1	Desktop PC	\$900	\$900
Health - Family Planning	1	Laptop Computer	\$1,251	\$1,251
Health - Family Planning	1	17" LCD Monitor	\$155	\$155
Health - Family Planning	1	Desktop PC	\$900	\$900
Health - Family Planning	1	17" LCD Monitor	\$155	\$155
Health - Family Planning	1	Desktop PC	\$900	\$900
Health - Family Planning	1	Docking Station	\$220	\$220
Health - Family Planning	1	Laptop Computer	\$1,251	\$1,251
Health - Family Planning	1	17" LCD Monitor	\$155	\$155
Health - Family Planning	1	Laptop Computer	\$1,251	\$1,251
Health - Family Planning	1	17" LCD Monitor	\$155	\$155
Health - Family Planning	1	Docking Station	\$220	\$220
Health - Immunization Clinic	1	Laptop Computer	\$1,251	\$1,251
Health - Immunization Clinic	1	Laptop Computer	\$1,251	\$1,251
Health - Immunization Clinic	1	Laptop Computer	\$1,251	\$1,251
Health - Immunization Clinic	1	17" LCD Monitor	\$155	\$155
Health - Immunization Clinic	1	Desktop PC	\$900	\$900
Health - Immunization Clinic	1	17" LCD Monitor	\$155	\$155

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Health - Immunization Clinic	1	Desktop PC	\$900	\$900
Health - Immunization Clinic	1	17" LCD Monitor	\$155	\$155
Health - Immunization Clinic	1	Desktop PC	\$900	\$900
Health - Healthy Children	1	Statim 2000 Autoclave	\$3,700	\$3,700
Health - Healthy Children	1	Small Laser Printer	\$225	\$225
Health - Healthy Children	1	Laptop Computer	\$1,251	\$1,251
Health - Healthy Children	1	17" LCD Monitor	\$155	\$155
Health - Healthy Children	1	Docking station	\$220	\$220
Health - Child's Spec Care	1	Laptop Computer	\$1,251	\$1,251
Health - Child's Spec Care	1	17" LCD Monitor	\$155	\$155
Health - Child's Spec Care	1	Small Network Printer	\$275	\$275
Health - Child's Spec Care	1	Docking station	\$220	\$220
Health - Child's Spec Care	1	Small Laser Printer	\$225	\$225
Health - Maternal/Infant Supp	1	Laptop Computer	\$1,251	\$1,251
Health - Maternal/Infant Supp	1	17" LCD Monitor	\$155	\$155
Health - Maternal/Infant Supp	1	Small Laser Printer	\$225	\$225
Health - Maternal/Infant Supp	1	17" LCD Monitor	\$155	\$155
Health - Maternal/Infant Supp	1	Small Laser Printer	\$225	\$225
Health - Maternal/Infant Supp	1	Small Network Printer	\$275	\$275
Health - Maternal/Infant Supp	1	17" LCD Monitor	\$155	\$155
Health - Maternal/Infant Supp	1	Small Laser Printer	\$225	\$225
Health - AIDS/STD	1	Laptop Computer	\$1,251	\$1,251
Health - AIDS/STD	1	17" LCD Monitor	\$155	\$155
Health - AIDS/STD	1	Desktop PC	\$900	\$900
Health -AIDS/STD/ Communicable Disease	1	Laptop Computer	\$1,251	\$1,251
Health -AIDS/STD/ Communicable Disease	1	Docking Station	\$220	\$220
Health -AIDS/STD/ Communicable Disease	1	17" LCD Monitor	\$155	\$155
Health - Health Education	1	Small Laser Printer	\$225	\$225
Health - Health Education	1	17" LCD Monitor	\$155	\$155
Health - Health Education	1	Desktop PC	\$900	\$900
Health - Health Education	1	Laptop Computer	\$1,251	\$1,251
Health - Health Education	1	Scanner 18 ppm	\$400	\$400
Health - Nutrition/Wellness	1	Laptop Computer	\$1,251	\$1,251

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Health - Nutrition/Wellness	1	17" LCD Monitor	\$155	\$155
Health - Nutrition/Wellness	1	Desktop PC	\$900	\$900
Health - Nutrition/Wellness	1	Laptop Computer	\$1,251	\$1,251
Health - Nutrition/Wellness	1	Small Laser Printer	\$225	\$225
CMH - Quality Improvement	2	Network Printer Color	\$3,000	\$3,000
CMH - Quality Improvement	21	Laptop Computer	\$26,271	\$26,271
CMH - Quality Improvement	4	Network Printer B/W	\$3,000	\$3,000
CMH - Quality Improvement	5	Small Laser Printer	\$1,125	\$1,125
CMH - Quality Improvement	73	17" LCD Monitor	\$11,315	\$11,315
CMH - Quality Improvement	73	Desktop PC	\$65,700	\$65,700
CMH - Allocated Costs	1	Chevy Silverado Ext. Cab FWD	\$28,150	\$5,630
CMH - Allocated Costs	1	Chevy Mailbu	\$18,775	\$3,755
CMH - Allocated Costs	1	Ford Lift Van	\$55,950	\$11,190
CMH - Allocated Costs	3	Chevy Impala	\$63,315	\$12,663
Landfill Tipping Fees- Allied	1	17" LCD Monitor	\$155	\$155
Landfill Tipping Fees- Allied	1	Laptop Computer	\$1,251	\$1,251
Landfill Tipping Fees- Allied	1	Docking Station	\$220	\$220
Landfill Tipping Fees- Allied	1	Standard USB Keyboard	\$25	\$25
Landfill Tipping Fees- Allied	1	Small Laser Printer	\$225	\$225
Landfill Tipping Fees- Allied	1	17" LCD Monitor	\$155	\$155
Landfill Tipping Fees- Allied	1	Desktop PC	\$900	\$900
Landfill Tipping Fees- Allied	2	17" LCD Monitor	\$310	\$310
Landfill Tipping Fees- Allied	2	Desktop PC	\$1,800	\$1,800
Landfill Tipping Fees- Allied	1	Laptop Computer	\$1,251	\$1,251
Landfill Tipping Fees- Allied	1	Wireless Mouse	\$20	\$20
Landfill Tipping Fees- Allied	1	Docking Station	\$220	\$220
Landfill Tipping Fees- Allied	1	Wireless Keyboard	\$50	\$50
Register Of Deeds	1	Desktop PC	\$900	\$900
Register Of Deeds	1	24" LCD Monitor	\$415	\$415
Register Of Deeds	1	Dymo Label Printer	\$22	\$22
Register Of Deeds	1	Epson Inkjet Printer	\$747	\$747
Register Of Deeds	1	Fujitsu Scanner	\$1,414	\$1,414
Register Of Deeds	1	Handheld Products Stand & Bar Scanner	\$180	\$180
Register Of Deeds	1	High Speed USB Cable	\$2	\$2
Register Of Deeds	1	Blackberry phone/set-up	\$206	\$206
Register Of Deeds	1	Blackberry monthly fee		

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Sheriff - Comm Pol - Holl Twp	3	AR 15 Package (patrol rifle)	\$3,270	\$3,270
Sheriff - Comm Pol - Park Twp	1	AR 15 Package (patrol rifle)	\$1,090	\$1,090
Sheriff - COPS Holl/Park Twp	1	AR 15 Package (patrol rifle)	\$1,090	\$1,090
Sheriff - COPS Holl/Park Twp	1	Patrol Tahoe Set-up	\$6,500	\$6,500
Sheriff - COPS Holl/Park Twp	1	Patrol Tahoe	\$27,000	\$9,000
Sheriff - Georgetown Twp	2	AR 15 Package (patrol rifle)	\$2,180	\$2,180
Sheriff - Georgetown Twp	1	Patrol Tahoe Set-up	\$6,500	\$6,500
Sheriff - Georgetown Twp	1	Suction Units for Paramedic Units	\$600	\$600
Sheriff - Georgetown Twp	1	Patrol Tahoe	\$27,000	\$9,000
Sheriff - Allendale/MI Police	1	AR 15 Package (patrol rifle)	\$1,090	\$1,090
Sheriff - 416 Rd Patrol Grant	1	Interior Lightbar w/install	\$700	\$700
Michigan Works	4	Laptop Computers	\$5,004	\$5,004
Community Corrections	1	Small Laser Printer	\$225	\$225
Community Corrections	1	Color Inkjet Printer	\$100	\$100
Community Corrections	1	Dymo printer label	\$130	\$130
Community Corrections	2	Signature Pad	\$600	\$600
Community Corrections	4	19" LCD Monitor	\$700	\$700
Community Corrections	4	Desktop PC	\$3,600	\$3,600
Community Corrections	1	Ford Fusion	\$16,257	\$3,251
Circuit Court - Detention	1	45 Pocket Organizer/Staff Mail boxes	\$468	\$468
Circuit Court - Detention	1	Electronic Thermometer	\$313	\$313
Circuit Court - Detention	6	Bookcases for Detention Library	\$2,064	\$2,064
Circuit Court - Detention	1	19" LCD Monitor	\$175	\$175
Circuit Court - Juv Treatment	1	17" LCD Monitor	\$155	\$155
Circuit Court - Juv Comm Int	1	Desktop PC	\$900	\$900
Circuit Court - Juv Comm Int	1	Color Laser Printer	\$1,500	\$1,500

County of Ottawa
2011 Approved Equipment Requests

Department	Qty	Description	Estimated Purchase Price	Budget Amount
Circuit Court - Juv Comm Int	1	Fujitsu 5120c Scanner	\$1,150	\$1,150
Circuit Court - Juv Comm Int	1	Desktop Scanner	\$300	\$300
Information Technology	1	SQL Server 2008 Developer License	\$50	\$50
Information Technology	1	SQL Enterprise Server License	\$4,000	\$4,000
Information Technology	1	Windows Server 2008 License	\$1,500	\$1,500
Information Technology	1	Hardware Support Tools	\$600	\$600
Information Technology	1	IT Software Support Tools	\$600	\$600
Information Technology	1	KVM 8 Port Console	\$1,200	\$1,200
Information Technology	20	CISCO Switch 296024TT	\$16,160	\$16,160
Information Technology	4	CISCO 802.11a/g/n Mod Auto Access Pt	\$3,840	\$3,840
Information Technology	10	OnBase Workflow Concurrent License	\$16,000	\$16,000
Information Technology	8	OnBase Workflow Named License	\$8,000	\$8,000
Information Technology	1	Web Filtering	\$20,000	\$4,000
Information Technology	1	PowerEdge 510 2 rack server,	\$8,000	\$1,600
Information Technology	2	Dell SAN Enclosure with Storage/drives	\$11,014	\$2,203
Duplicating	12	Copy Machines	\$52,800	\$52,800
Duplicating	1	Copy Machine - Fillmore Copy Room	\$10,000	\$10,000
Telecommunications	1	Laptop Computer	\$1,251	\$1,251
Telecommunications	2	Sorrento Gigamux 2-port Gig Eth card/filt	\$8,000	\$8,000
Total All Departments			<u>\$2,147,611</u>	<u>\$981,328</u>

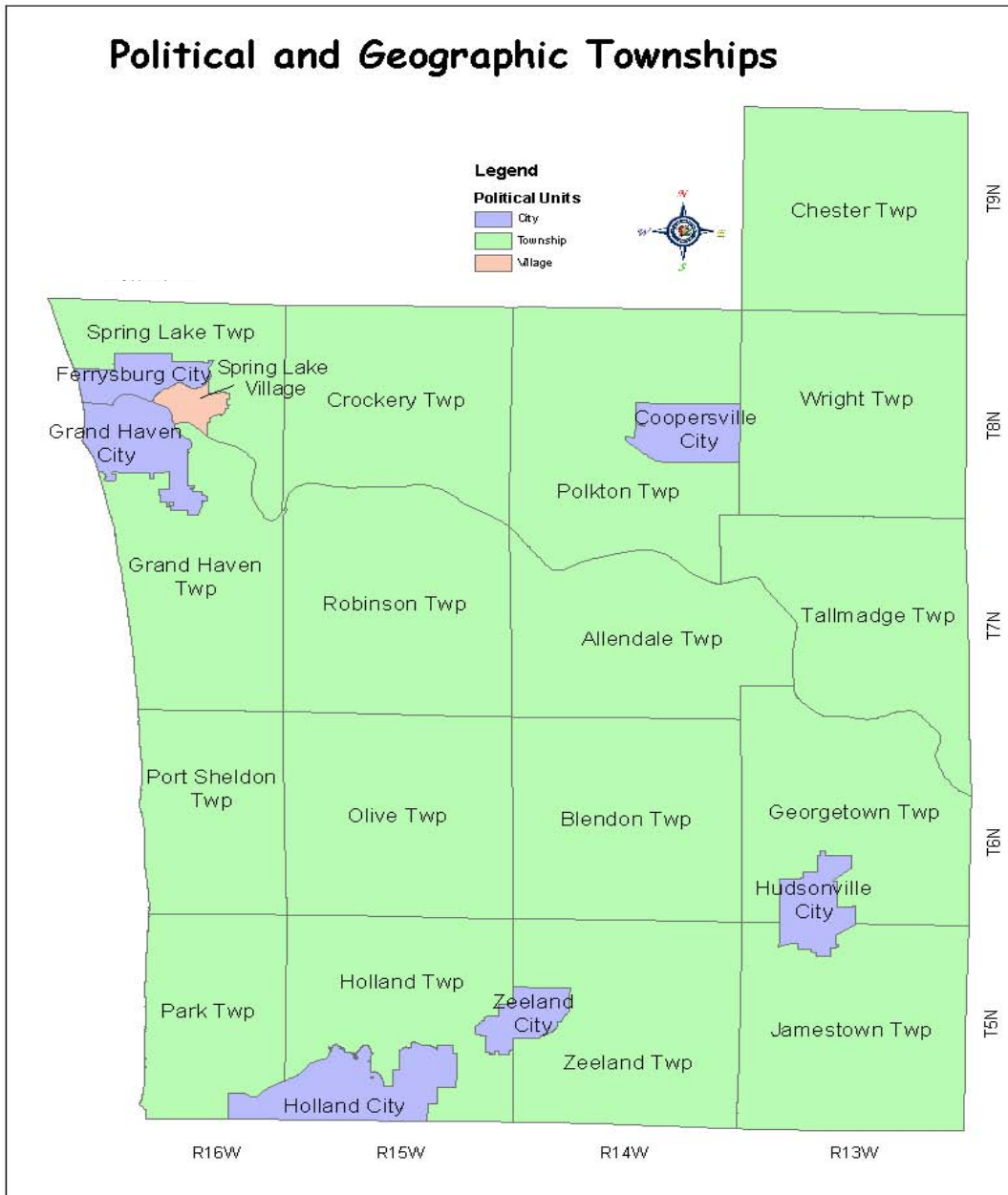


County of Ottawa Community Profile

Ottawa County State Perspective



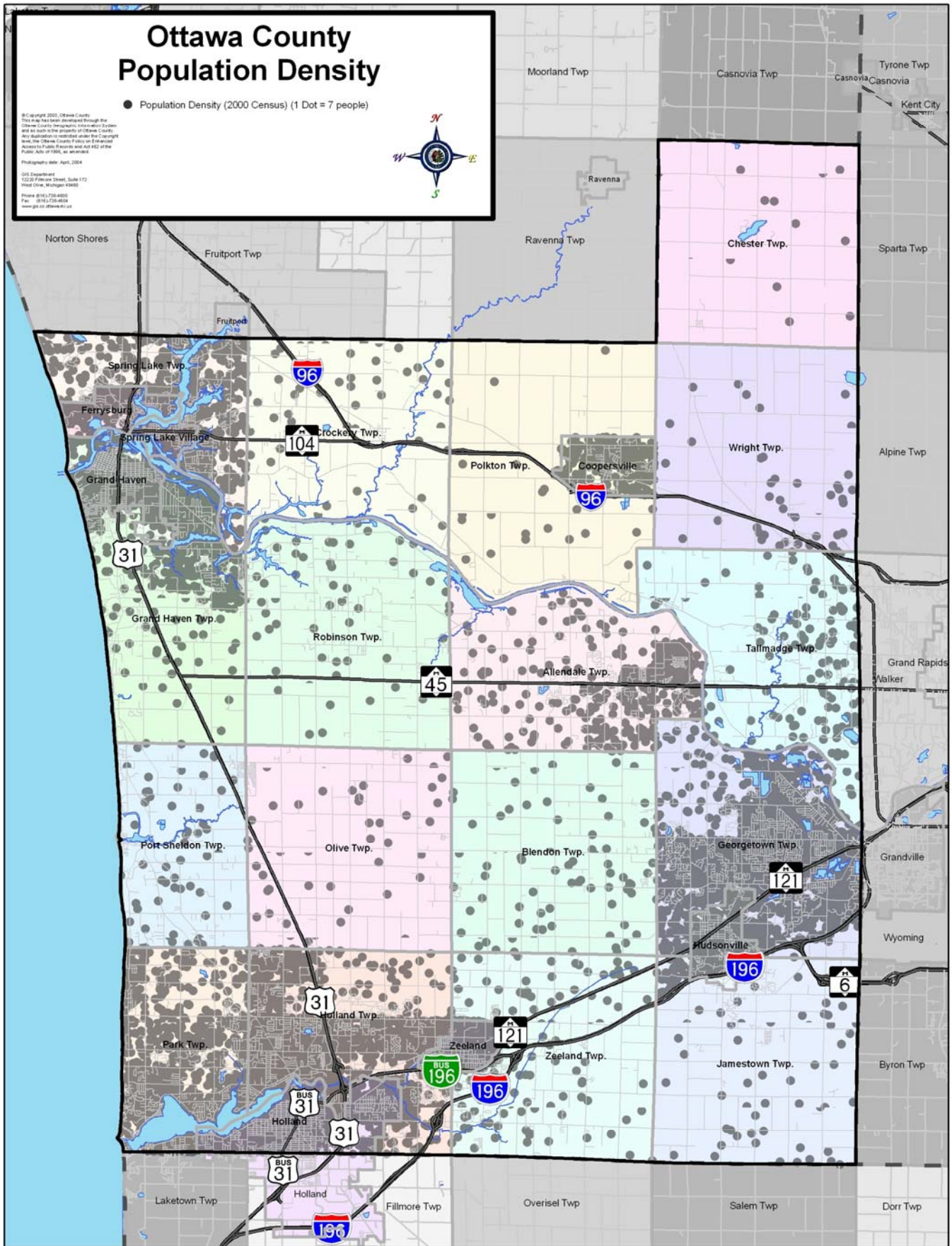
Political and Geographic Townships



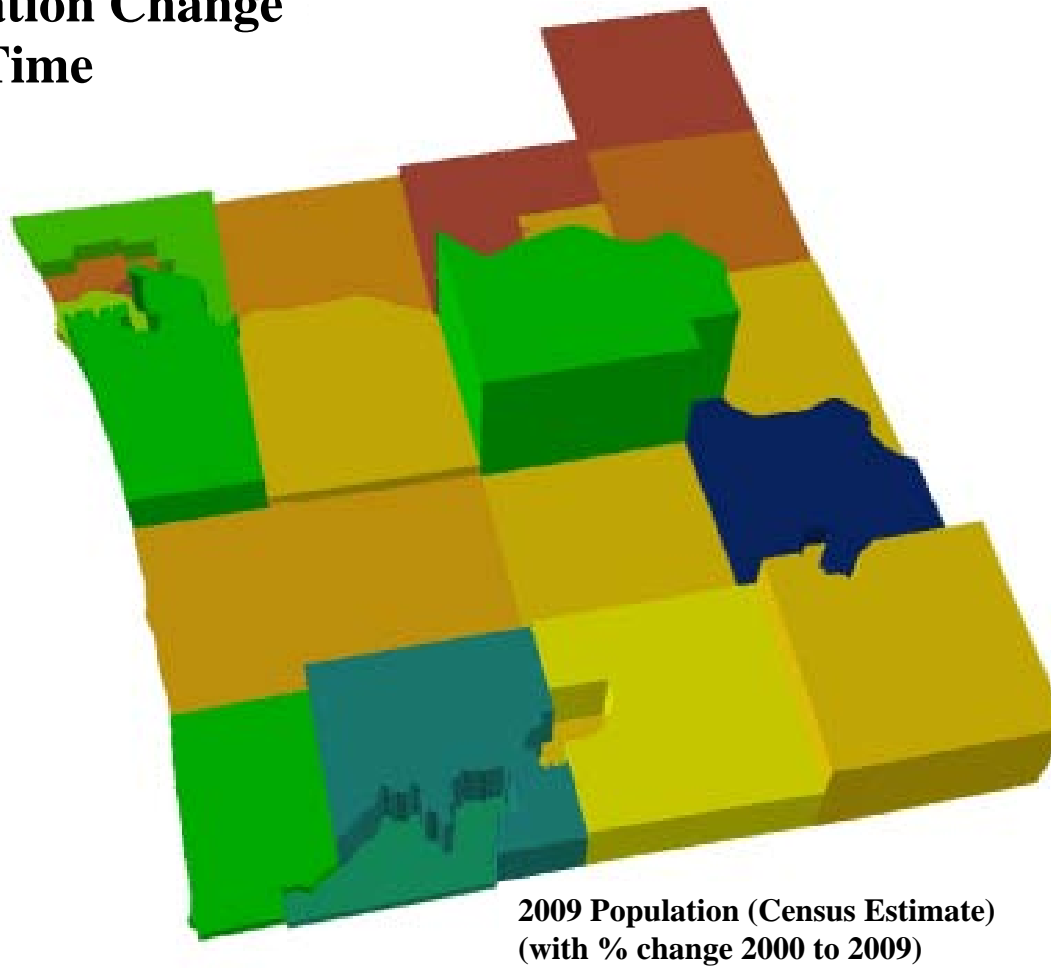
Ottawa County Population Density

● Population Density (2000 Census) (1 Dot = 7 people)



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Population Change Over Time

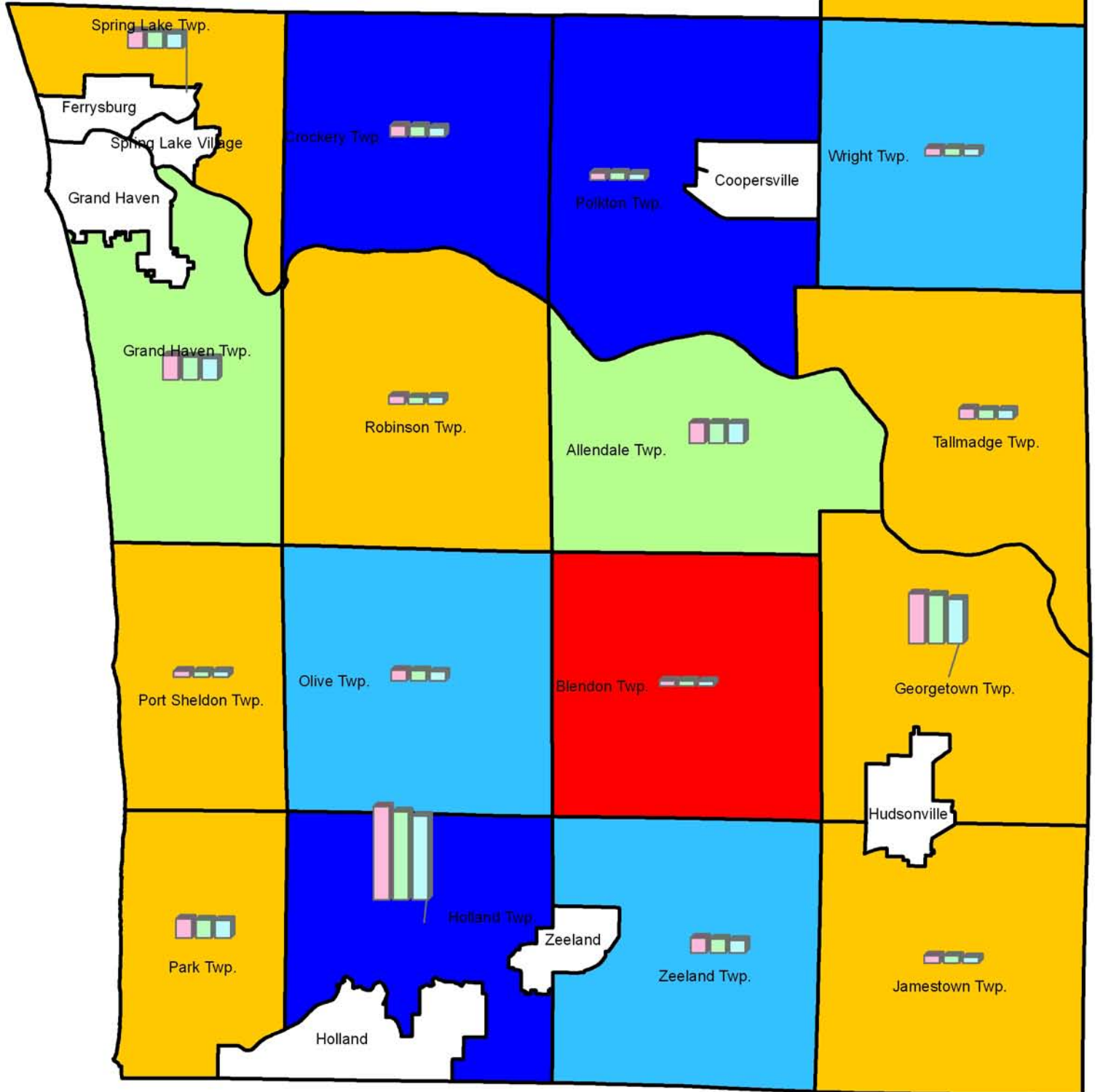
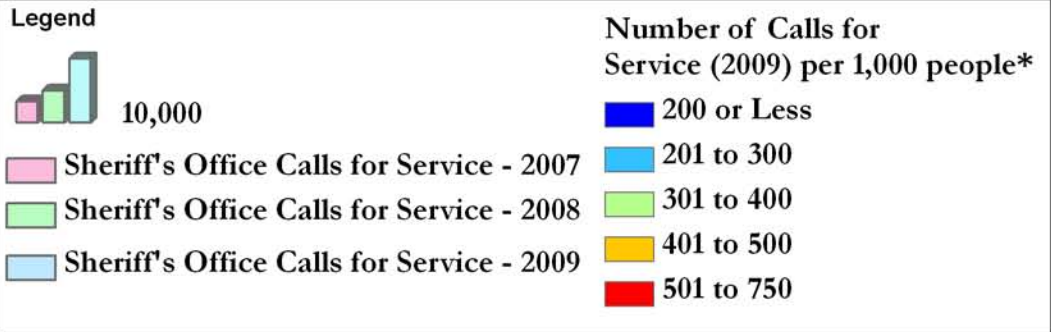


Legend

	Less than 2,500		12,500 – 14,999
	2,500 – 2,999		15,000 – 19,999
	3,000 – 3,499		20,000 – 24,999
	3,500 – 3,999		25,000 – 29,999
	4,000 – 4,999		30,000 – 34,999
	5,000 – 7,499		35,000 – 39,999
	7,500 – 9,999		40,000 – 44,999

Raised or lowered values represent percentage change over time.

Ottawa County Sheriff's Office Calls for Service 2007-2009



Ottawa County

Traffic Counts* and Change Over Time

2009-2010 Traffic Counts (726 Stations Counted)
1 to 2,499 (350 Stations)

% Change
(Ten-Year Interval)**

2,499 to 7,499 (249 Stations)

● -0.01% or Less (434 Stations)

7,499 to 14,999 (87 Stations)

● 0.0% to 24.9% (183 Stations)

14,999 to 24,999 (37 Stations)

● 25.0% to 49.9% (65 Stations)

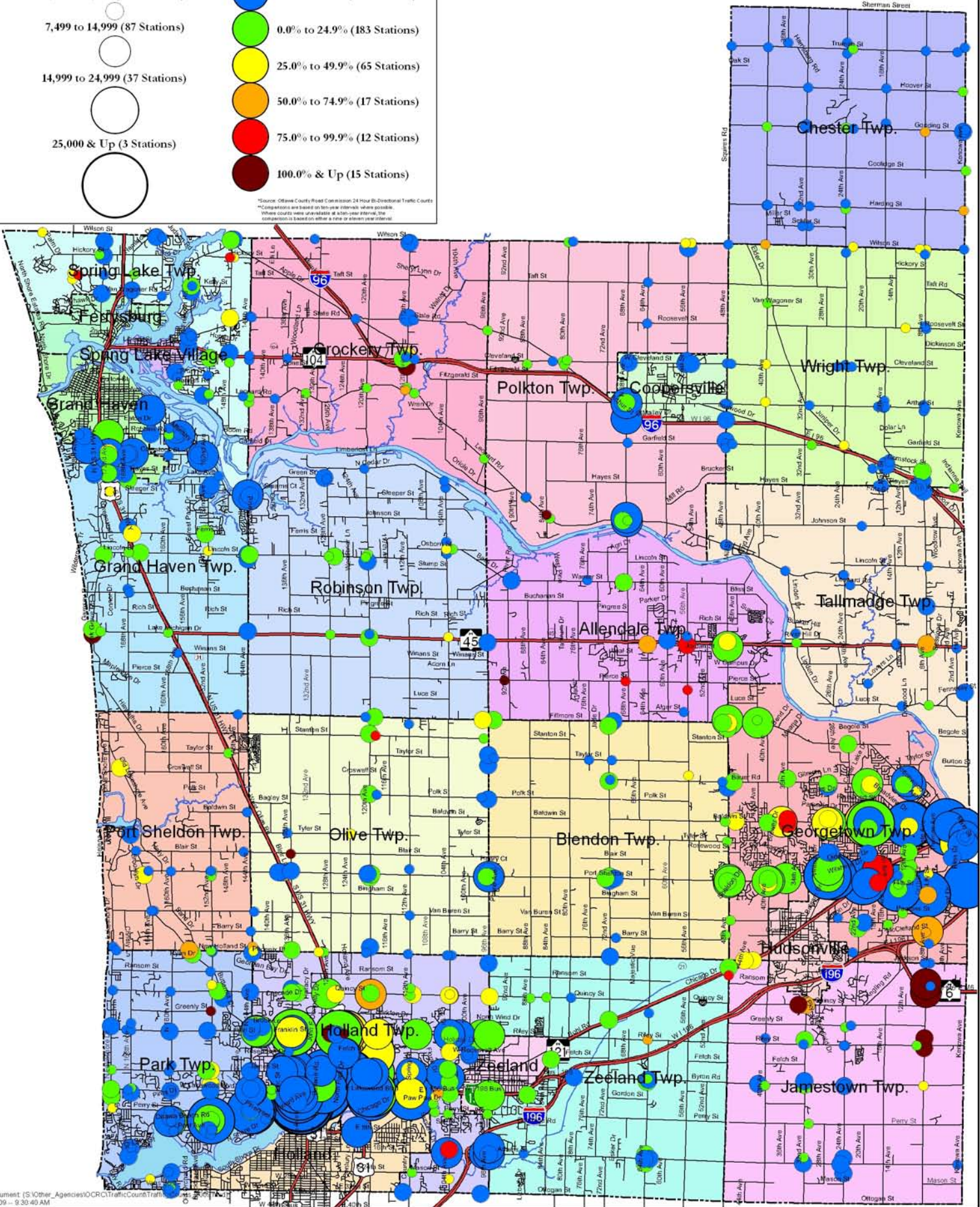
25,000 & Up (3 Stations)

● 50.0% to 74.9% (17 Stations)

● 75.0% to 99.9% (12 Stations)

● 100.0% & Up (15 Stations)

*Source: Ottawa County Road Commission 24 Hour Bi-Directional Traffic Counts
**Comparisons are based on ten-year intervals where possible.
Where counts were unavailable at a ten-year interval, the comparison is based on either a nine or eleven year interval.



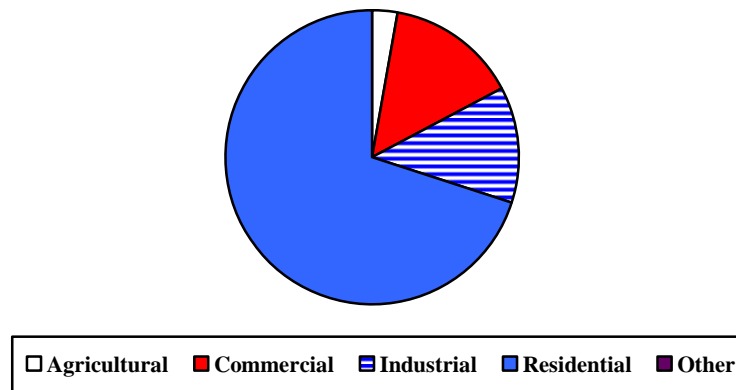
Ottawa County

Introduction

Named for the Ottawa Indians who hunted the area's forests and fished the waters, Ottawa County was established in 1837. The County began full operations in April of 1838. At that time (according to the Census of 1840), there were only 208 residents within all of Ottawa County. The most recently published Census (2000) recorded Ottawa County's total population at 238,314. Since the last Census, the total population has increased by nearly 24,000 persons to 261,957 (2009 estimate). Significant population growth has occurred over the years and is expected to continue in the years ahead, though at a slower rate. Ottawa County is located in the southwestern portion of Michigan's Lower Peninsula along the Lake Michigan shoreline. The County encompasses a land area of approximately 565 square miles and is comprised of 17 townships, 6 cities and 1 village.

Tax Base

Ottawa County is considered a bedroom community of Kent County which encompasses the City of Grand Rapids. The graph below shows the make up of the County's tax base:

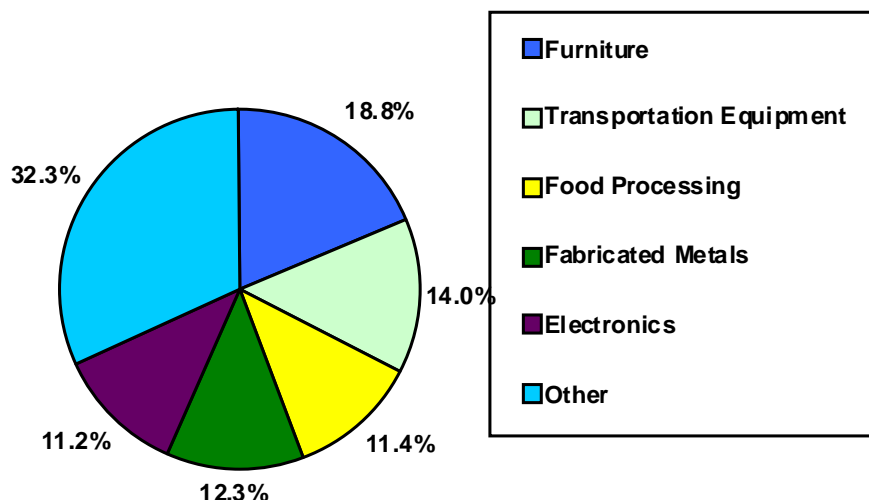


Industrial

Industrial property valuations account for \$1,208,598,957 or 12.6% of the County's 2010 Taxable Value. Ottawa County has a large and diversified industrial base of nearly 800 manufacturing firms. The size of firms range from one & two person shops to nationally known Fortune 500 corporations. The largest concentration of manufacturing firms is found in the southwest portion of the County, although there are over a dozen established industrial parks (many with available sites) located throughout Ottawa County. The major industrial sectors in terms of employment include furniture, fabricated metals, plastics, food products and transportation equipment. Major automotive suppliers include Johnson Controls, Inc., Magna Donnelly, Gentex, Delphi Automotive and Eagle Ottawa Leather. Major office furniture

manufacturers include Herman Miller, Inc. and Haworth. Prominent food processors include Bil-Mar/Sara Lee, Heinz, Request Foods, Boar’s Head and Leprino Foods.

Ottawa County Manufacturing Composition



As a growth area, Ottawa County experiences a number of significant private and public sector development projects each year. In fact, based on P.A. 198 industrial facilities exemption certificates, the County’s manufacturing sector continues to expand. In 2009, 38 certificates were issued by the State Tax Commission to manufacturing firms who collectively proposed investments of approximately \$178.8 million in new buildings & improvements, land improvements and the acquisition of new personal property (machinery, equipment, furniture & fixtures) over a 24-month period. In 2009, Ottawa County ranked first in Michigan in terms of the number of certificates issued; and Ottawa County ranked third in the State in terms of the total amount of private investments. The chart below shows IFT exemptions per year over the last five years:

Year	Number of Exemptions Granted	Total Exemption Amount	Estimated Job Creation
2005	70	\$258,925,004	1,071
2006	81	258,718,812	871
2007	62	172,841,439	1,133
2008	53	211,797,675	948
2009	38	178,710,366	656

In addition, there are two large projects that represent a new industry in the electronics and electrical components sector affecting Ottawa County - the manufacture of lithium ion batteries to be utilized in the next generation of hybrid electric and plug-in hybrid electric vehicles. Supported with substantial federal grants, Johnson Controls, Inc. (based in Milwaukee, Wisconsin) and Compact Power, Inc. (LG Chem, Ltd. of Korea) will be establishing battery manufacturing operations in the City of Holland. The two new advanced battery manufacturing plants in Ottawa County are anticipated to become industry anchors that will create the potential

for establishing a service and supplier base in West Michigan. It has been estimated that a new energy storage and power management cluster could generate 10,000 jobs by 2020 and as much as \$2 billion in investments. Further, LG Chem, Ltd.'s selection of a site in Ottawa County over sites potentially anywhere else in the country, validates our area and opens the door to the attraction of other Korean companies once the attributes of the area are experienced firsthand and communicated abroad by the new residents. Those attributes include the work ethic; employee reliability, dedication and loyalty, attractive environment, and a low cost of living.

Recreation

In addition to the 30 miles of Lake Michigan shoreline, Ottawa County has 36 miles of inland lake shorelines and 285 miles of tributaries. Ottawa County is a water wonderland offering boating fishing, swimming and just plain relaxation opportunities on its beaches and piers. There are 13 County parks and two State parks located in Ottawa County. Both State parks are located along the Lake Michigan shoreline and attract more visitors than any other parks in the State's system. Other local attractions include the Grand Haven Musical Fountain, Berlin Raceway in Marne, three fairs (County and two communities), numerous paved bike paths, outstanding golf courses and two nationally known festivals – Tulip Time in Holland and the Coast Guard festival in Grand Haven.

Agriculture

Agriculture is an important sector of Ottawa County's economy. It has a taxable value of \$274,527,947 and amounts to approximately 2.9% of the County's total taxable value in 2010. Notably, Ottawa County ranks first in the State (among 83 counties) in the market value of all agricultural products sold. Leading products include nursery and ornamental shrubs, greenhouse products, poultry and livestock. Crops of importance include blueberries, soybeans, corn celery, and onions. The County's growing season is 160 days. The average annual precipitation is 31 inches with 75 inches of snowfall.

Residential

Residential valuations comprise \$6,740,043,812 or 70.1% of the 2010 tax base of the County. Housing costs in Ottawa County are comparatively lower than in many other areas of the nation. The southeast (Georgetown Township) and southwest (Holland and Park Townships) portions of the County have experienced the greatest residential growth. Other strong residential growth areas include Allendale Township and Grand Haven Township.

Health Care

Ottawa County gained national notoriety earlier this year when the Gallup-Healthways Well-Being Index named the Holland-Grand Haven area second in health and well-being in the nation. In an interview with ABC World News Tonight anchor Diane Sawyer, Holland mayor Kurt Dykstra cited the community's long and rich history of religion and emphasis on family for its high ranking on the happiness list, saying Holland exists in "a Norman Rockwell world." The Western Michigan region was also recently named the second most generous region in the country by the Chronicle of Philanthropy. In February of 2010, Ottawa County was ranked second in the state for healthiest residents by a study performed by the Robert Wood Johnson

Foundation and University of Wisconsin Population Health Institute. The study shows overall West Michigan residents have better access to quality programs that promote good health, are less likely to die before age 75, and are more likely to engage in healthy behaviors

Financial Services

Ottawa County residents are served by many financial institutions. Firms in the County range from branches of major regional institutions like Fifth Third, Huntington bank and National City to smaller community banks like West Michigan Community Bank and Macatawa Bank and Grand Haven bank. Branches of these banks and about a dozen other financial institutions, including credit unions are located throughout Ottawa County.

Education

Ottawa County has 9 public school districts that collectively comprise the Ottawa Area Intermediate School District. In addition there are several non-public schools and charter schools in the County. Most of the non-public schools are Christian schools. Enrollments have steadily increased following the growth in the County's population. Institutions of higher education are also located in Ottawa County. Grand Valley State University (GVSU) has campuses in Allendale and Holland and has an estimated enrollment of 20,000. GVSU is the second largest employer in the County. Hope College, located in the City of Holland, is a four-year liberal arts college that has been recognized as one of the nation's best small private colleges. Two Grand Rapids based colleges also have a presence in Ottawa County: Davenport University and Grand Rapids Community College. The Ottawa Area Intermediate School District and Grand Rapids Community College have jointly established (with State financial support) an M-TEC Center along U.S. 31 in Olive Township to assist in the training and retraining of the area's adult workforce. This facility is located next to the Careerline Tech Center which is a vocational education center serving students through the Ottawa Area Intermediate School District.

Transportation

Ottawa County is accessed by several Interstate and State Highways, including I-96, I-196, US-31, I-45, and M104. US-31, which parallels the Lake Michigan shoreline, is a heavily traveled route especially by tourist during the summer months. M-6, the 20-mile long South Beltline around Grand Rapids opened in November of 2004. This route connects to I-196 on the west in Jamestown Township (in Ottawa County) and to I-96 on the east in Cascade Township in Kent County).

Work on the M-231 bypass, part of a larger transportation project, is anticipated to start in December of 2010. Specifically, construction is expected to begin in 2010 on the bridge portion of the bypass. Based on the Michigan Department of Transportation's proposed project timeline, grading and clearing from Sleeper Street north to the Grand River will occur in December. In 2011, the Grand River bridge, as well as M-231 over North Cedar Drive and Little Robinson Creek, will be constructed, according to MDOT. In 2013, the work will go from Lake Michigan Drive north to Little Robinson Creek, and U.S. 31 from Lakewood Boulevard north to Quincy Street. Beyond that, work is expected to take place in Grand Haven with improvements on U.S. 31 from Franklin Avenue north to Jackson Street.

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 – Tulip City in Holland (Allegan County), Grand Haven’s Memorial Airport and Riverview in Jenison. The nearest commercial airports are the Gerald R. Ford International in Kent County and Muskegon County International.

Ten (10) largest employers in Ottawa County in terms of employment:

<u>Company</u>	<u>Business</u>	Approximate Number <u>Employees</u>
Herman Miller (1,2)	Office Furniture	3,613
Johnson Controls (2)	Automotive Components	2,493
Gentex Corporation	Automotive Mirrors	2,425
Grand Valley State University	Higher Education	1,843
Holland Community Hospital	Health Care	1,780
Haworth (1)	Office Furniture	1,637
Meijer, Inc.	Retail Stores	1,256
Magna Optera (2)	Automotive Windows & Mirrors	1,238
County of Ottawa	Government	1,166
Shape Corporation	Metal Roll Forming	1,040

SOURCE: Ottawa County Economic Development Office, Inc.

- (1) Facilities located within Ottawa County and/or the City of Holland portion of Allegan County
- (2) Includes all subsidiaries

Form of Government: The 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.

Location and Description: The County is located in the west-central part of Michigan's Lower Peninsula, having over 30 miles of Lake Michigan shoreline. The County is bordered by the City of Muskegon on its northwesterly boundary and the City of Grand Rapids on approximately half of its easterly boundary.

The topography of the County’s 565 square miles is flat to gently rolling, with approximately half of its land area being devoted to agricultural purposes. The County enjoys a healthy mix of tourism, industrial, commercial, and agricultural uses within its confines.

**County Of Ottawa
Demographic and Economic Statistics
Last Ten Calendar Years**

Fiscal Year	Population (1)	Personal Income (thousands of dollars) (1)	Per Capita Income (1)	Median Age (2)	School Enrollment (3)	Unemployment Rate (4)
2000	239,490	\$6,684,845	\$27,913	32.3	54,068	2.6%
2001	243,502	6,769,599	27,801	32.4	54,620	4.1%
2002	246,332	6,816,596	27,672	32.7	55,293	5.4%
2003	249,228	7,089,242	28,445	32.9	55,060	5.9%
2004	252,323	7,457,199	29,554	33.1	55,696	5.5%
2005	254,312	7,784,716	30,611	33.4	55,575	5.1%
2006	256,851	8,220,775	32,006	33.6	55,412	5.2%
2007	258,808	8,424,445	32,551	33.8	55,032	5.5%
2008	260,891	8,611,656	33,009	34.0	54,662	6.9%
2009	261,957	n/a	n/a	n/a	55,068	12.3%

n/a: Information is unavailable.

Sources:

- (1) U.S. Department of Commerce, Bureau of Economic Analysis, updated with most recent census figures
- (2) U.S. Census Bureau, updated with most recent census figures
- (3) Fourth Friday Count, Ottawa Area Intermediate School District
- (4) U.S. Department of Labor, Bureau of Labor Statistics, updated with most recent census figures

County of Ottawa Financial Policies

Revenue and Expenditure	417
Financial Goals	420
General Fund Budget Surplus	421
Operating Budget	423
Grants and Third Party Contract Revenue	428
Accounting, Auditing, and Financial Reporting	429
Capital Asset	431
Purchasing	434
Accounts Payable Audit	451
Automatic Clearing House (ACH) and Electronic Transactions of Public Funds	453
Use of Credit Cards to Pay Bill and Purchase Goods and Services for Ottawa County and the Ottawa County Courts	455
Investment Policy	456
Reimbursement for Livestock Losses Due to Stray Dogs	465
Payment of Accounts Payable Prior to Board Authorization	466
Travel and Meal Policy	468
Participating in Conference and Conventions	474
Mileage	475
Risk Management	477
County Equipment – Personal Use	478
Debt Management	479
Infrastructure Program	481
Millage Requests	484
Performance Measurement	486

County of Ottawa Financial Policies

REVENUE AND EXPENDITURE POLICY

I. POLICY

All entities face economic constraints. As a result, the County must pay attention both to inflows and outflows to provide consistent services to the public and promote stability. The intent of this policy is to define the County philosophy on revenue collection and expenditure recognition, allocation, and review.

II. STATUTORY REFERENCES

Constitutional Amendment of 1978 – Headlee Amendment
Constitutional Amendment of 1994 – Proposal A
Public Act 123 of 1999

PROCEDURE

Revenues:

1. The more dependent the County is on any one revenue source the less able it is to weather changes in that revenue resulting from economic conditions. Consequently, the County will strive to develop a diversified revenue mix in order to avoid disruption to County services.

2. Taxes represent the most significant revenue source for the General Fund. However, there has been legislation that limits the County's ability to tax.

a. It is important that the County find ways to develop flexibility within its taxing authority. To do this, the County will strive to levy less than its legal maximum levy each year. This provides the County with a "cushion" to fall back on should conditions develop that would otherwise result in an immediate reduction of services. This "cushion" provides the County with time to find other funding sources and/or identify more cost effective ways to deliver services.

In addition, flexibility within the levy is also important to bond rating agencies. The agencies look very favorably on entities that have the flexibility to adjust tax revenues. The higher the County's bond rating is, the lower the cost to borrow. This affects not just the County but the public overall, since assessments will be lower.

b. Levying less than the maximum legal amount provides the County with flexibility, it also lessens the burden on citizens and businesses within the County. The County Board will strive to balance the need for taxes to fund public services with the impact the taxes have on citizens and businesses.

County of Ottawa Financial Policies

c. The County may purchase the real delinquencies of other municipalities and school districts within the County. At that point, the money is no longer owed to the municipality but is now owed to the County. The County will adhere to the requirements provided under Public Act 123 of 1999, which require due notice to the property owner prior to foreclosure.

3. User fees are important in the development of a diversified revenue mix. However, the other benefit of user fees is equity. Instituting user fees allow the beneficiary of the service to be the one paying for it (or a portion of it). User fees, when allowable under the law, will be charged at the discretion of the Board of Commissioners.

a. The County Board will determine the extent that user fees cover the cost of the services. Cost includes both the direct costs as well as indirect costs (e.g., administrative overhead). It is not always feasible or desirable to cover the full cost of a service. Exceptions to full cost recovery include:

- The fee is a barrier to a segment of the County in receiving the services.
- The cost of collecting the fees exceeds the revenue collected.
- Some services provide benefits not only to the direct user, but also to other public. Consequently, it is important to set the fee at a rate that will encourage the use of the service.
- The fee is set by statute.

b. It is also important for the fees established to stay relevant. The Board of Commissioners will have a study performed every three years or as needed to determine the appropriateness of fees and to keep them relevant to the cost associated with the service. Such fee changes will be formally adopted at a Board meeting open to the public.

4. One time revenues are non-recurring, often unexpected resources that the County receives. Because they are non-recurring, they should not be used to cover ongoing expenditures. Instead, they should only be used for their intended purpose (if identified) or to fund non-operational expenditures (e.g., capital projects).

Expenditures:

1. The County will fund expenditures at a level sufficient to ensure the ongoing health, safety, and welfare of the public. If not statutorily specified, the level of services provided will be determined the Board of Commissioners through strategic planning and program ranking and evaluation.

County of Ottawa Financial Policies

2. Indirect Cost:

The expenditures of departments in governmental funds that provide services to other County departments will be allocated to all departments through an annual indirect cost allocation study performed by an outside consultant. The allocation of these costs has different bases depending on the function. These bases include (but are not limited to) transaction counts, number of employees and square footage of space occupied.

All departments receiving these services are included in the study, but not all departments are charged. Specifically, the County will charge a department if doing so will provide additional revenue through grants or will help identify the full costs of certain services.

3. The full cost of an employee's compensation is not limited to the cash outlays for salaries and fringe benefits. Most employees are also earning benefits that will not be actually paid for several years. Specifically, in addition to the wages and benefits paid and received during the year, most employees are also earning future compensation in the form of pension and retiree health care. Because these future cash outlays are actually being *earned* now, the County should contribute to them now. This allows us to identify the full cost of the services being provided and avoid passing on costs incurred now to future generations.

The County will strive to fully fund its long-term liabilities. Each year, the County receives actuary studies that calculate the annual required contribution (ARC) for the County's pension and other post employment benefits (primarily retiree health care). The County will make every effort to budget and pay the ARC each year. The County will also analyze ways to reduce these (and other) costs to benefit the taxpayer yet still provide adequate compensation for employees.

4. To provide proper stewardship of taxpayer dollars, the County has an obligation to review the services it provides for effectiveness and efficiency. In some instances, economies of scale and specialized knowledge allow private agencies to do tasks more efficiently and effectively. Consequently, the County will encourage the use of outside agencies and contractors when analysis shows they are able to provide equivalent or better services more cost effectively than County employees.

5. The County provides a variety of services to the public. As departments adjust programs to meet the perceived needs of their clients, a duplication of services can result, both with other County programs and with other government and private agencies. Regular program review can help identify duplications. Where identified, the County will eliminate services duplicated internally or externally in order to use resources more efficiently.

6. Technology can often provide efficiencies for County departments. Such efficiencies may result in improved service to customers, streamlined processes both within the department and with related agencies, and lower personnel demands. It is important for

County of Ottawa Financial Policies

County departments to continually explore technology alternatives and the costs and benefits they may bring. Depending on funding availability and a project's compatibility with long-term planning, new technology initiatives will be considered when the estimated benefits exceed the estimated costs.

REVIEW PERIOD

The County Administrator 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.

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

County of Ottawa Financial Policies

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.

REVIEW PERIOD

The County Administrator 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) 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.

PROCEDURE

1. Board will use surplus funds left over at the close of the fiscal year in the following order of priority:

County of Ottawa Financial Policies

- a. Such funds may be added to the Designated 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 Designated 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.

County of Ottawa Financial Policies

REVIEW PERIOD

The County Administrator 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, clearly enhance the County's reputation for good stewardship, and which explain the status of County operations to the citizens and tax payers of Ottawa County. Systems and procedures will be implemented by Ottawa County to implement this policy, in accordance with the Ottawa County Strategic Plan.

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.

PROCEDURE

1. County Budget Philosophy

a. Alignment with Strategic Plan: The County Board regularly reviews and updates the County's strategic plan which serves as a guide for County operations. Since the budget is the main tool for implementation of the Strategic Plan, the budget, to the extent possible, will be consistent with the goals and objectives of the strategic plan.

b. 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 will represent not less than 1% and not more than 2% of the General Fund's actual expenditures for the most recently completed audit (e.g., 2006 audit used for the 2008 budget). All appropriations from contingency must have Board approval.

c. Balancing the Budget: In accordance with Public Act 621, no fund will be budgeted with a deficit (expenditures exceeding revenues and fund balance).

County of Ottawa Financial Policies

Prudence requires that the ongoing operating budget be matched with ongoing, stable revenue sources in order to avoid disruption of services. The County will make every effort to avoid the use of one-time dollars and fund balance to balance the budget. Instead, cash balances and one-time revenues should only be used for one-time expenditures such as capital improvements.

2. Budget Formulation

a. Responsibility: The Administrator will assume final responsibility for the preparation, presentation and control of the budget, and shall prepare an annual budget calendar and budget resolution packet for each fiscal year.

b. Budget Basis: The budget will be prepared on the same basis as the County's financial statements. The governmental funds will be based on modified accrual and the proprietary funds (budgeted in total only) will be based on full accrual. The County's legal level of control is by line item.

c. Schedule: The annual budget process will be conducted in accordance with the following budget calendar:

County of Ottawa Budget Calendar

Mid March Equipment and Personnel Request Forms sent to department heads.

March 31 Department requests for equipment and personnel submitted to Fiscal Services Department.

April 1 Performance Measures sent to department heads for updating.

April 30 Performance Measures returned to Fiscal Services Department.

First Tuesday in May

Finance Committee approves the Resolutions of Intent to Increase Millage Rates, Distribution of the Convention Facility Tax and Distribution of the Cigarette Tax. *The County operating levy under consideration is for the current budget year. The 911 and Parks levies under consideration are for the next budget year.*

Board reviews Truth-in-Taxation Calculation, the Resolutions of Intent to Increase Millage Rates and sets the date for public hearing.

Third Monday in May

County of Ottawa Financial Policies

Budget packets distributed to departments.

Third Tuesday in May

Finance Committee approves the Resolutions to Approve the Millage Rates and forwards them to the Board.

Fourth Tuesday in May

Board holds a public hearing and approves the millage rates.

Third Monday in May-

Mid June Departments develop individual budgets. The Fiscal Services Department available to provide any needed assistance in completing budget documents.

Mid June Departments submit completed budget requests and narratives to the Fiscal Services Department.

Mid June - Fiscal Services Department summarizes budgets and prepares documents for Administrative review.
July 31

Mid July - Administration and Fiscal Services Director meet with Department Heads
Mid August in preparation of a proposed budget.

First Tuesday in September

Finance Committee presented with preliminary review of the General Fund budget

Third Tuesday in September

Finance Committee preliminary review of the budget; approval of the Salary and Fringe Benefits Adjustments.

Fourth Tuesday in September

Board sets the date for the public hearing on the County Budget for second Tuesday in October, receives preliminary overview of budget and approves the Salary and Fringe Benefit Adjustments.

Six Days Prior to Public Hearing

Deadline for the publication of the public hearing notice on the budget.

County of Ottawa Financial Policies

Second Tuesday in October

Board holds the public hearing on the budget and receives the formal Budget Presentation.

Third Tuesday in October

Finance Committee reviews Resolution to Approve the County Budget, Insurance Authority Budget and the Apportionment Report.

Fourth Tuesday in October

Board adopts the County Budget, the Insurance Authority Budget and the Apportionment Report.

d. Required Budget Data: Department heads and other administrative officers of budgetary centers will provide necessary information to the Administrator for budget preparation. Specifically, departments will be asked to provide equipment and personnel requests with explanatory data, goals, objectives and performance data, substantiating information for each account, and performance measures, both historical and projected.

e. Budget Document: The County will prepare the final budget document in accordance with the guidelines established the Government Finance Officers Association Distinguished Budget Award Program and on a basis consistent/t with principles established by the Governmental Accounting Standards Board.

3. Amendments to the Budget

Budgets for the current year are continually reviewed for any required revisions of original estimates. Proposed increases or reductions in appropriations in excess of \$50,000, involving multiple funds, or any amendment resulting in a net change to revenues or expenditures are presented to the Board for action. Transfers that are \$50,000 or less, within a single fund, and do not result in a net change to revenues or expenditures may be approved by the County Administrator and Fiscal Services Director. Budget adjustments will not be made after a fund's fiscal year end except where permitted by grant agreements. All budget appropriations lapse at the end of each fiscal year unless specific Board action is taken.

All unencumbered appropriations lapse at year-end. However, the appropriation authority for major capital projects, capital assets and previously authorized projects (i.e., the encumbered portions) carries forward automatically to the subsequent year. All other encumbered appropriations lapse at year-end.

County of Ottawa Financial Policies

4. Long-term Financial Planning

As part of the annual budget process, five year revenue and expenditure estimates will be provided for the General Fund. The estimates will assess the long-term impacts of budget policies, tax levies, program changes, capital improvements and other initiatives. This information may then be used to develop strategies to maintain the County's financial standing. If a structural deficit (operating revenues do not cover operating expenditures) is identified, or projected, the Administrator will develop and bring before the Board a deficit elimination plan to address the problem.

In addition, the County will support efforts that control future operating costs. The County will strive to fully fund the County's financing tools to benefit all current and future residents of Ottawa County. The following funds have been identified as financing tools of the County:

2271 Solid Waste Clean-up Fund: This fund was established from monies received by Ottawa County from the settlement of litigation over the Southwest Ottawa Landfill. These monies are to be used for the clean-up of the landfill. The fund's goal is to use the interest generated from the principal to cover ongoing annual costs of the landfill clean-up.

2444 Infrastructure Fund: This fund was established 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. Money is loaned to municipalities for qualifying projects at attractive interest rates.

2450 Public Improvement Fund: This fund is used to account for monies set aside for public improvements. The fund's goal is to provide sufficient dollars to fund the County's major capital projects.

2570 Stabilization Fund: This fund was established pursuant to Act No. 30 of the Public Acts of 1978 to assure the continued solid financial condition of the County. Use of funds are restricted for but not limited to:

- a. cover a general fund deficit, when the County's annual audit reveals such a deficit.
- b. prevent a reduction in the level of public services or in the number of employees at any time in a fiscal year when the County's budgeted revenue is not being collected in an amount sufficient to cover budgeted expenditures.
- c. prevent a reduction in the level of public services or in the number of employees when in preparing the budget for the next fiscal year the County's estimated revenue does not appear sufficient to cover estimated expenses.
- d. cover expenses arising because of natural disaster, including a flood, fire, or tornado.

County of Ottawa Financial Policies

2980 Employee Sick Pay Bank: The purpose of the Employee Sick Pay Bank Fund is to pay for the County's accrued liability which was a result of discontinuing the accumulation and payoff of employee sick days.

5160 Delinquent Tax Revolving Fund: The Delinquent Tax Revolving Fund is used to pay each local government unit, including the County, the respective amount of taxes not collected as of March 1 of each year. After many years of waiting for this fund to mature, the treasurer now avoids costly issuances of Delinquent Tax Anticipation Notes (now referred to as General Obligation Limited Tax Notes) and pays schools, local units and the County in a timely fashion. An annual evaluation is made to determine if it is beneficial for the County to issue general obligation limited tax notes versus using cash on hand. As a financing tool, the fund also covers the principal and interest payments on four bond issues.

6450 Duplicating Fund

6550 Telecommunications Fund

6641 Equipment Pool Fund: These funds are used to provide ongoing funding for equipment replacement. They help stabilize the operating budget by avoiding the peaks and valleys that can occur with equipment purchases.

REVIEW PERIOD

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

GRANTS AND THIRD-PARTY CONTRACT REVENUE POLICY

I. POLICY

State and Federal grant-funded programs, and third-party contract revenue should not be replaced by county or other locally generated revenues at the close of the grant-funding period, upon the expiration of a grant, or upon the expiration of a non-renewed third-party contract. In the ordinary case, the County will not continue funding of such programs unless the Ottawa county Board of Commissioners is convinced that doing so is both fiscally prudent and in the best interests of the health, safety and welfare of the residents of Ottawa County.

II. STATUTORY REFERENCE

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.

County of Ottawa Financial Policies

PROCEDURE

1. A minimum of locally generated revenue will be used to replace funding for activities, including grant-funded activities, which are or have been previously funded by the State and Federal governments, or by third-party contract revenue.
2. Grant applications to fund new services and programs with State or Federal funds shall be reviewed by the County Planning & Grants Department, with significant consideration given to whether locally generated funds will be required to support these services and programs when original funding is no longer available.
3. As deemed necessary, the county will utilize the procedures of the Performance Measurement Policy in evaluating the effectiveness of grant-funded programs.
- 4 Grant-funded positions will be automatically sun-setted upon the expiration of grant funding, absent a two-thirds (2/3) affirmative vote by the Board to continue such positions.

REVIEW PERIOD

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

ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICY

I. POLICY

As stewards of funds, the County must provide accountability for their use. The accounting, auditing and financial reporting functions address accountability and provide critical information to the County Board, administrative staff, and department managers that 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

County of Ottawa Financial Policies

PROCEDURE

1. The County will comply with generally accepted accounting principles as contained in the following publications:

- *Codification of Governmental Accounting and Financial Reporting Standards* issued by the Governmental Accounting Standards Board (GASB)
- *Pronouncements of the Financial Accounting Standards Board* (FASB)
- *Governmental Accounting, Auditing and Financial Reporting* (GAAFR) issued by the Government Finance Officers Association (GFOA) of the United States and Canada
- *Audits of State and Local Government Units*, an industry guide published by the American Institute of Certified Public Accountants (AICPA)
- *Government Auditing Standards* issued by the Controller General of the United States
- *Uniform Budgeting and Accounting Act*, State of Michigan Public Act 2 of 1968
- *Uniform System of Accounting Act*, State of Michigan Public Act 71 of 1919
- *Municipal Finance Act*

2. The County will issue all required financial reports by their established deadlines:

- A comprehensive financial audit including an audit of federal grants according to the United States Office of Management and Budget Circular A-133 will be performed annually by an independent public accounting firm. The firm will express an opinion on the County's financial statements.
- The Comprehensive Annual Financial Report will be issued within six months of the County's fiscal year end.
- 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.
- The Schedule of Federal Financial Assistance (Single Audit) will be issued within nine months of the County's fiscal year end.
- 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.
- 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.

3. 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:

County of Ottawa Financial Policies

- 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.
- Monthly financial reports including a budget to actual comparison, transaction listing and budget exception report will be provided to departments or departments will have access to such information.
- 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.

REVIEW PERIOD

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

CAPITAL ASSET POLICY

I. POLICY

In order to provide services to the public, the County must procure certain capital assets. Capital assets provide convenient access to County services to the public and enhance the efficiency and effectiveness of Ottawa County employees.

The intent of this policy is to define capital assets, identify the capital project selection process, identify the capital asset financing, and assign responsibility for property planning, control, budgeting and recording.

II. STATUTORY REFERENCES: None

PROCEDURE

1. Capital Assets Defined:

Capital assets fall in two categories: (a) Capital Outlays which includes furniture and equipment purchases with an initial, individual cost of more than \$5,000 (amount not rounded) and an estimated useful life in excess of two years and (b) Capital Projects which generally refer to building construction. Infrastructure assets (e.g., roads, bridges, sidewalks, and similar items), are the responsibility of the County's component units (the Ottawa County Road Commission, Ottawa County Public Utilities, and the Ottawa County Office of the Drain Commissioner). Accordingly, the County Board is not directly involved in the development, analysis and funding requirements for infrastructure assets (see separate policy on infrastructure). All capital assets are recorded in the County's financial statements in accordance with generally accepted accounting principles.

County of Ottawa Financial Policies

a. Capital Outlays:

Capital outlays are usually budgeted out of the Equipment Pool fund (an Internal Service Fund) and rented back to departments over a period of three to five years. The Equipment Pool is used to fund these purchases in order to minimize the impact of these expenditures on the County's budget. Most capital outlay projects are approved in conjunction with the County's annual budget process. Requests for new and replacement equipment (including equipment costing less than \$5,000) are reviewed with the budgets and are included in the budget proposal approved by the Board of Commissioners. Equipment purchases costing less than \$5,000 is expensed wholly in the department budgets.

Capital assets are valued at cost where historical records are available and at an estimated historical cost where no historical records exists. Donated capital assets are valued at their estimated fair market value on the date received. The amount reported for infrastructure includes assets acquired or constructed since 1980. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized. Improvements are capitalized and depreciated over the remaining useful lives of the related capital assets, as applicable.

Depreciation on the capital assets is computed using the straight-line method over the following estimated useful lives:

	<u>Years</u>
Land improvements	25
Office furniture and equipment	5 – 20
Vehicles	3 – 10

The Fiscal Services Department is responsible for maintaining the records, affixing tag numbers, and periodic physical inventories of County capital assets.

b. Capital Projects:

Capital projects non-recurring costs related to the acquisition, expansion or major rehabilitation of a physical County structure. Capital projects exceed \$50,000 and have an estimated useful life of at least ten years, or, if part of an existing structure, an estimated useful life of at least the remaining life of the original structure. The Board of Commissioners must grant approval to all capital projects. To assist the Board in the capital improvement decision making, County administrative staff will:

1. Develop and maintain a capital improvement plan
2. Identify estimated costs and potential funding sources for all capital

County of Ottawa Financial Policies

- improvement projects
3. Identify additional operational costs (including debt service) that will result from the project
 4. Ensure that all County projects will be constructed and expenditures incurred for the purpose approved by the Board of Commissioners

Depreciation on the capital assets is computed using the straight-line method over 25-30 years.

2. Financial Planning and Budgeting for Capital Assets:

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.

Because the County has experienced exceptional growth over the last 20 years, previous Boards have established funding mechanisms to help meet the County's capital needs. Capital Outlay needs are met through the Duplicating, Telecommunications, and Equipment Pool funds (Internal Service Funds) and provide a dependable and on-going funding source for routine capital outlay.

To assist with capital projects, the Board established the Public Improvement Fund in 1981 to account for funds set aside for public improvements. In addition, the Board may authorize a fund balance designation in the General Fund to help finance future building projects.

Once the Board of Commissioners has approved a capital project, the Fiscal Services department will incorporate the approved sources and uses of funds applicable to the County's fiscal year into the annual operating budget. This may be a part of the annual budget process or a separate budget adjustment during the year. The Fiscal Services Department is also responsible for monitoring the projects for conformance with approved spending levels.

REVIEW PERIOD

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

County of Ottawa Financial Policies

PURCHASING POLICY

I. POLICY

The County of Ottawa will engage in purchasing activities that are fair and equitable, and which provide the maximum purchasing value for public funds. The County will implement procedures designed to maintain a procurement system of quality and integrity.

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

The original Board Policy on this subject matter was adopted on 05/23/95.

Board of Commissioners Policy Adoption Date and Resolution Number: October 14, 2008; 08-253

Board of Commissioners Review Date and Resolution Number: September 23, 2008; 08-219

Name and Date of Last Committee Review: Planning and Policy Committee, September 11, 2008

Related Policies: _____

PURCHASING POLICY

1. PROCEDURE

Operational Guidelines

1.1 Application. This Policy applies to the procurement of supplies, goods, equipment, services, and construction entered into by Ottawa County and its constituent departments and agencies, after the effective date of this Policy. It shall apply to every expenditure of public funds by Ottawa County irrespective of the source of the funds. When the procurement involves the expenditure of federal or state assistance or contract funds, the procurement shall be conducted in accordance with any applicable federal or state laws and regulations. Nothing in this Policy shall prevent any public agency from complying with the terms and conditions of any grant, gift, or bequest that is otherwise consistent with law.

County of Ottawa Financial Policies

1.2 Administration. This Policy shall be administered by the Fiscal Services Director. All Requests for Proposals (RFP) and Requests for Qualifications (RFQ) are administered through the Fiscal Services Department.

1.3 Sales Tax Exemption. The County shall not be charged or pay sales tax. Ottawa County, as a Michigan Municipal Corporation, is exempt from sales tax as provided in Act 167 of Public Acts of 1933. MCL 205.54(7); MSA 7.525(4)(7), and the Michigan Sales and Use Tax Rule, 1979 MAC Rule 205.79, provide that sales to the United States government, the State of Michigan, and their political subdivisions, departments and institutions are not taxable when ordered on a Purchase Order and paid for by warrant on government funds. In the alternative, the government may claim exemption at the time of purchase by providing the seller with a signed statement to the effect that the purchaser is a governmental entity. This position was affirmed by the Michigan Department of Treasury through its Revenue Administrative Bulletin 1990-32, approved on October 11, 1990.

The issuance of an Ottawa County Purchase Order or a Michigan Sales Tax Exemption Certificate does not, by itself, mandate the seller to exempt the sale. Therefore, all departments, divisions, and Elected Officials shall utilize Ottawa County's Purchase Order and accounts payable system to the fullest extent possible when purchasing and paying for tangible personal property while still adhering to the other provisions within this Purchasing Policy.

1.4 Emergency Purchases. Whenever there is an imminent threat to the public health, safety or welfare of the County or its citizens, the Chairman of the Board of Commissioners or the County Administrator, in his/her absence, may authorize the award of a contract, utilizing competition as may be practical and reasonable under the circumstances, for the emergency purchase of supplies, materials, equipment, services or construction. Such purchase must be reported to the County Commissioners as soon as possible, under the provisions of the Ottawa County Emergency Services Resolution.

1.5 Cooperative Purchasing. The County may join in cooperative purchasing arrangements with the State of Michigan, public school systems, and other government units.

1.6 Governmental Pricing. The County may accept extended governmental pricing, if it is determined by the Fiscal Services Director or the Board of Commissioners to be cost-effective and in the County's best interest.

1.7 Gratuities, Personal Benefits, and Kickbacks. It shall be a violation of this Policy for any person to offer, give or agree to give any County employee or former County employee, or for any County employee or former County employee to solicit, demand, accept or agree to accept from another person, a gratuity, personal benefit, or kickback in connection with any purchasing or contracting decision.

County of Ottawa Financial Policies

1.8 Failure to Follow Policy. The County shall not be responsible for the costs of goods and services ordered or purchased by any County official or employee that are not obtained in accordance with this policy. Contracts negotiated outside of this policy will be considered invalid and non-binding.

2. STANDARDS FOR PROCUREMENT

2.1 Procurement Procedures:

The procurement procedure to be used is determined by the dollar amount of the procurement. Contracts or purchases shall not be artificially divided to circumvent the purchasing procedures in this policy. An aggregate of regular, reoccurring purchases shall be determined on an annual basis; (for example: gasoline, paper products, cleaning supplies, ammunition, etc.).

a. Purchases from \$0.01 to \$999.99:

1. Purchases in this dollar amount are made by the department head and do not have to be by competition. Vendor selection and pricing should be reviewed annually for adequate and reasonable competition. A purchase order is not required.

b. Purchases from \$1,000.00 to \$19,999.99

1. Purchases in this dollar amount shall be by competition. A minimum of three (3) quotes are required to process a purchase requisition. The quotes should be obtained in writing, and must be typed on the purchase requisition form. Award shall be made to the qualified vendor offering the best value in the opinion of the Fiscal Services Director.
2. If a department wishes to use specific vendors without obtaining quotes, departments must provide justification for the single vendor (i.e. vendor already has plates for printing; vendor is familiar with equipment, etc.) by completion of a sole source form.

c. Purchases for \$20,000.00 and up:

Purchases shall be by formal "Competitive Sealed Bid," or "Request for Proposal" and may be subject to negotiation after bid award.

2.2. Competitive Sealed Bidding

(1) Conditions for Use. All procurement contracts of the County shall be awarded by competitive sealed bidding, except as otherwise provided in this Policy.

(2) Invitation for Bids. An invitation for bids shall be issued and shall include specifications, and all contractual terms and conditions applicable to the procurement.

County of Ottawa Financial Policies

(3) Public Notice. Public notice of the invitation for bids shall be given a reasonable time prior to the bid submission date set forth therein. Such notice may include publication in a newspaper of general circulation and/or online media for a reasonable time as determined by the Fiscal Services Director prior to the bid opening. The public notice shall state the place, date and time of bid opening, and shall be in a format approved by the Fiscal Services Director.

(4) Bid Opening. Bids shall be opened publicly in the presence of one or more witnesses following the deadline set for the submission of bids at the time and place designated in the invitation for bids. The County shall hold a public bid opening when required by law, or when in the opinion of the Fiscal Services Director, a public bid opening is in the interest of the County. The amount of each bid, and such other relevant information as the Fiscal Services Director deems appropriate, together with the name of each bidder shall be recorded. The record and each bid shall be open to public inspection in accordance with Act 442 of the Public Acts of 1976, MCL 15.231 et seq.

(5) Bid Acceptance and Bid Evaluation. Bids shall be evaluated based on the requirements set forth in the invitation for bids, which may include criteria to determine acceptability such as inspection, testing, quality, workmanship, experience, delivery, warranty, and suitability for a particular purpose. Bids which do not comply with all criteria set forth in the invitation to bid may be subject to disqualification.

(6) Correction or Withdrawal of Bids; Cancellation of Awards. Correction or withdrawal of inadvertently erroneous bids before or after bid opening, or cancellation of awards or contracts based on such bid mistakes, may be permitted in the sole discretion of Ottawa County. Mistakes discovered before bid opening may be modified or withdrawn by written notice received in the office designated in the invitation for bids, prior to the time set for bid opening. After bid opening, corrections in bids shall be permitted only to the extent that the bidder can show by clear and convincing evidence, as determined by the Fiscal Services Director, that a mistake of a nonjudgmental character was made.

(7) Award. The contract shall be awarded by appropriate notice to the responsible and responsive bidder whose bid meets the requirements and response selection criteria set forth in the invitation for bids. Nothing in the award process shall prevent the Fiscal Services Director from acting in the County's best interest when making the bid award, including awarding the bid to other than the low bidder, using a quality based selection process. No contract or purchase order shall knowingly be entered into with any company or business which is in bankruptcy or receivership. In the event the bid for a project exceeds available funds, the Fiscal Services Director is authorized to negotiate an adjustment of the bid price when time or economic considerations preclude resolicitation of work of a reduced scope, in order to bring the bid within the amount of available funds.

County of Ottawa Financial Policies

2.3 Request for Proposal (RFP)

(1) Conditions for Use. When the Fiscal Services Director determines that the use of competitive sealed bidding is either not practicable or not advantageous to the County, a contract may be entered into by use of competitive sealed requests for proposals (RFP).

(2) Request for Proposal. Proposals shall be solicited through a (RFP).

(3) Public Notice. Adequate public notice of the (RFP) shall be given in the same manner as provided in Section 2.2(3), (Competitive Sealed Bidding, Public Notice).

(4) Receipt of Proposals. No proposal shall be handled so as to permit disclosure of the identity of an offeror or the content of any proposal to competing offerors until the time for the public opening of bids or proposals or if a public opening is not to be conducted, until the deadline for submission of bids or proposals has expired. A register of proposals shall be prepared containing the name of each offeror, the number of modifications received, if any, and a description sufficient to identify the item offered.

(5) Evaluation Factors. The request for proposal may state the relative importance of price and other evaluation and selection criteria, and may include specific criteria detailing a quality-based method of determining and selecting the best bid.

(6) Responsible Offerors and Revisions of Proposals. As provided in the (RFP), discussions may be conducted with responsible offerors to assure understanding of, and conformance to, the solicitation requirements. Responsible offers shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals and such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. In conducting discussions, there shall be no disclosure of the identity of competing offerors or of any information derived from proposals submitted by competing offerors.

(7) Award. Award shall be made to the responsible offeror whose proposal is determined to be the most advantageous to the County, as determined by the Fiscal Services Director, taking into consideration price and the evaluation criteria set forth in the request for proposals.

County of Ottawa Financial Policies

PURCHASING SUMMARY

AMOUNT OF PURCHASE	LINE ITEM BUDGETED FUNDS NECESSARY	CONTACT TO INITIATE PURCHASE	TYPE OF QUOTE NEEDED	AWARD AUTHORIZATION REQUIRED BY	PURCHASE ORDER REQUIREMENT
\$20 AND UNDER / PETTY CASH	YES	DEPARTMENT HEAD	N/A	DEPARTMENT HEAD	NO
LESS THAN \$1,000	YES	DEPARTMENT HEAD	N/A	DEPARTMENT HEAD	NO
\$1,000 – 19,999	YES	FISCAL SERVICES	3 VERBAL, DOCUMENTED OR WRITTEN	FISCAL SERVICES DIRECTOR	YES
\$20,000 <i>OR GREATER</i>	YES	FISCAL SERVICES	SEALED BIDS, RFP, RFQ	FISCAL SERVICES DIRECTOR	YES
RECEIVING	DEPARTMENT HEADS ARE RESPONSIBLE FOR DETERMINING THE PROPER QUANTITY AND QUALITY OF GOODS RECEIVED BEFORE FORWARDING THE INVOICE FOR PAYMENT BY THE COUNTY.				

2.4 Request for Qualifications (RFQ)

When it is considered impractical to initially prepare a purchase description to support an award based on price, and/or where the capability of the prospective proposers or bidders are uncertain, a request for qualifications (RFQ) may be issued. Once the prospective bidders/offerors have submitted their responses to the RFQ and have been determined to be technically acceptable and qualified to perform, then an invitation to bid or RFP may be issued to the qualified bidders/offerors.

2.5 Sole Source Procurement

A contract may be awarded, without competition, when the Fiscal Services Director determines, in writing, after conducting a good faith review of available sources, that there is only one appropriate source, and/or, when it is in the best interest of the County to choose the one appropriate source, for the required supply, equipment, service, or construction item. The Fiscal Services Director, or the soliciting agency/department, where delegated by the Fiscal Services Director, shall conduct negotiations, as appropriate, as to price, delivery, and terms.

County of Ottawa Financial Policies

2.6 Emergency Procurements

Notwithstanding any other provisions of this Policy, as provided for under the Ottawa County Emergency Services Resolution the Fiscal Services Director may make, or authorize others to make emergency procurements of supplies, services, or construction items, as directed by the Chairman of the Board of Commissioners or the County Administrator, when there exists a threat to public health, safety, or welfare, or where it is in the County's best interest to do so, provided that such emergency procurements shall be made with such competition as is practicable under the circumstances, and shall be documented in writing.

2.7 Cancellation of Bids or Requests for Proposals

A bid or a request for proposal, or other solicitation, may be cancelled, or any or all bids or proposals may be rejected in whole or in part, as may be specified in the solicitation, when it is in the best interest of the County, as determined by the Fiscal Services Director. Each solicitation issued by the County shall state that the solicitation may be cancelled and that any bid or proposal may be rejected in whole or in part when it is in the best interest of the County.

2.8 Rejection of all Bids or Offerors; Responsibility of Bidders or Offerors

It shall be within the discretion of the Fiscal Services Director not to award a contract to a bidder or offeror for any reason, including a determination that the party is not a responsible bidder or offeror.

2.9 Bid, Payment, and Performance Bonds on Contracts

To protect the County's interests, bid surety, payment bonds, or performance bonds or other security may be required for contracts in conformance with State law, as determined by the Fiscal Services Director. Any such requirements shall be set forth in the solicitation. Bid or performance bonds shall not be used as a substitute for a determination of a bidder or offeror's responsibility. Financial statements or performance bonds may be required from any company, if deemed appropriate by the Fiscal Services Director.

2.10 Types of Contracts

(1) General Authority. Subject to the limitations of this Section, the "Ottawa County Contracting Policy," and/or subject to approval by the Ottawa County Board of Commissioners any type of contract which is appropriate to the procurement and which will promote the best interest of the County may be used. A cost reimbursement contract may be used only when a determination is made that such contract is likely to be less costly to the County than any other type, or it is not practicable to obtain the supply, equipment, service, or construction item required except under such a contract.

County of Ottawa Financial Policies

(2) Multi-Term Contracts:

(a) Specified Period. Unless otherwise provided by law, a contract may be entered into for any period of time deemed to be in the best interests of the County. Payment and performance obligations shall be subject to the availability and appropriation of funds.

(b) Determination Prior to Use. Prior to the utilization of a multi-term contract, it shall be determined:

(i) that needs of the County and the contract price are reasonably firm and continuing; and,

(ii) that such a contract will serve the best interests of the County by encouraging effective competition or otherwise promoting economies in County procurement.

(c) Cancellation Due to Unavailability of Funds in Succeeding Fiscal Periods. When funds are not appropriated or otherwise made available to support continuation of performance in a subsequent fiscal period, the contract shall be subject to cancellation.

2.11 Contract Clauses and Their Administration

(1) Contract Clauses. All County contracts shall include provisions necessary to define the responsibilities and rights of the parties to the contract. The Fiscal Services Director, pursuant to the Ottawa County Contracting Policy, may issue clauses appropriate for particular contracts, addressing among others, the following subjects:

(a) the unilateral right of the County to order, in writing, changes in the work within the scope of the contract;

(b) the unilateral right of the County to order, in writing, the temporary stoppage of the work or delaying performance that does not alter the scope of the contract;

(c) variations occurring between estimated quantities of work in the contract and actual quantities;

(d) defective pricing;

(e) liquidated damages;

(f) specified excuses for delay or nonperformance;

(g) termination of the contract for default;

(h) termination of the contract in whole or in part for the convenience of the County;

County of Ottawa Financial Policies

- (i) suspension of work on a project;
- (j) site conditions differing from those indicated in the contract, or ordinarily encountered, except that differing site conditions need not be included in a contract:
 - (i) when the contract is negotiated;
 - (ii) when the contractor provides the site or design; or
 - (iii) when the parties have otherwise agreed with respect to the risk of differing site conditions.
- (k) warranty clauses, including warranty of fitness for a particular purpose;
- (l) failure to meet contracted-for performance objectives.

(2) Price Adjustments. Adjustments in price resulting from the use of contract clauses required by Subsection (1) of this Section shall be computed by one or more of the following ways:

- (a) by agreement on a fixed price adjustment before commencement of the pertinent performance or as soon thereafter as practicable;
- (b) by unit prices specified in the contract or subsequently agreed upon;
- (c) by the cost attributable to the events or situations under such clauses with adjustment of profit or fee, all as specified in the contract or subsequently agreed upon;
- (d) in such other manner as the contracting parties may mutually agree; or
- (e) in the absence of agreement by the parties, by a unilateral determination by the County of the costs attributable to the events or situations under such clauses with adjustment of profit or fee as computed by the County, as accounted for in accordance with generally accepted accounting principles and subject to the provisions of Article VI (Appeals and Remedies).

(3) Standard Clauses and Their Modification. Pursuant to the Ottawa County contracting policy, the Fiscal Services Director may establish standard contract clauses for use in County contracts. If the Fiscal Services Director establishes any standard clauses addressing the subjects set forth in Subsection (1) of this Section, such clauses may be varied provided that the circumstances justify such variations.

2.12 Contract Administration

The assigned County oversight agency, shall provide assessments to the Fiscal Services Director and shall oversee contract administration to ensure that a contractor is performing in accordance with the solicitation and proposal under which the contract was awarded, and according to the terms and conditions of the contract.

County of Ottawa Financial Policies

2.13. Right to Inspect Place of Business, etc.

The County may inspect the place of business or work site of a contractor or subcontractor at any time, if such inspection *is* pertinent to the performance of any contract awarded or to be awarded by the County.

2.14 Right to Audit Records

(1) Audit of Cost or Pricing Data. The County may audit the books and records of any contractor that has submitted cost or pricing data as a part of its bid or proposal, for three (3) years from the date of final payment under the contract.

(2) Contract Records to Be Maintained. The County shall be entitled to audit the books and records of a contractor or a subcontractor at any time under any contract or subcontract, other than a firm fixed-price contract, to the extent that such books, documents, papers, and records are pertinent to the performance of such contract or subcontract. Such books and records shall be maintained by the contractor for a period of three (3) years from the date of final payment under the prime contract and by the subcontractor for a period of three (3) years, or longer if required, from the date of final payment under the subcontract.

2.15 Reporting of Anti-competitive Practices

When for any reason collusion or other anti-competitive practices are suspected among any bidders or offerors, the Fiscal Services Director shall give notice of the relevant facts to the Ottawa County Corporation Counsel.

2.16 County Procurement Records

(1) Bid File. All determinations and other written records pertaining to the solicitation and award of a contract shall be maintained by the Fiscal Services Director in a bid file.

(2) Retention of Procurement Records. All procurement records shall be retained and disposed of by the County in accordance with the appropriate Records Retention Schedules.

3. SPECIFICATIONS

3.1 Maximum Practicable Competition

Specifications shall be written so as to promote overall economy for the purposes intended and to encourage competition in satisfying the County's needs, while still providing a fair opportunity to all qualified vendors. The policy enunciated in this Section applies to all specifications prepared by County staff or prepared by others on the County's behalf.

County of Ottawa Financial Policies

3.2 "Brand Name or Equal" Specification

(1) "Brand name or equal" specifications may be used when the Fiscal Services Director determines that use of a "brand name or equal" specifications is in the County's best interest.

(2) The Fiscal Services Director shall seek to identify sources from which the designated brand name item or items may be obtained and shall solicit such sources to achieve whatever degree of price competition is practicable. If only one source can supply the requirement, the procurement shall be made under Section 2.5 (Sole Source Procurement).

3.3 Nondiscrimination

Every contract or purchase order issued by the County shall be entered into under provisions which requires the contractor, subcontractor or vendor not to discriminate against any employee or applicant for employment because of his/her race, religion, sex, color, national origin, height, weight, handicap or marital status.

4. PROCUREMENT OF CONSTRUCTION SERVICES

4.1 Responsibility for Selection of Methods of Construction Contracting Management

The Fiscal Services Director shall have discretion to select the method of construction contracting management for a particular project. In determining which method to use, the Fiscal Services Director shall consult with the appropriate County officials, consider the County's requirements, its resources, the project type and scope, and the potential contractor's capabilities.

4.2 Bid Security

(1) Requirement for Bid Security. Bid security may be required for competitive sealed bidding, for construction contracts when the price is estimated to exceed \$50,000. Bid security shall be a bond provided by a surety company authorized to do business in the State of Michigan, or the equivalent in cash, or otherwise supplied in a form satisfactory to the County. Nothing herein shall prevent the requirement of such bonds on construction contracts under \$50,000 when the circumstances warrant.

(2) Amount of Bid Security. Bid security shall be in an amount equal to at least 5% of the amount of the bid.

(3) Rejection of Bids for Noncompliance with Bid Security Requirements. When the invitation for bids requires security, the bid may be rejected for non-compliance.

(4) Withdrawal of Bids. If the bidder is permitted to withdraw the bid before award as provided in Section 2.2(6) (Competitive Sealed Bidding; Correction or Withdrawal of

County of Ottawa Financial Policies

Bids, Cancellation of Awards), no action shall be taken against the bidder or the bid security.

4.3 Contract Performance and Payment Bonds.

(1) Bond Amounts: When Required. When a construction contract is awarded the following bonds or security may be required and shall become binding on the parties upon the execution of the contract:

(a) A performance bond satisfactory to the County, executed by a surety company authorized to do business in the State of Michigan, or otherwise secured in a manner satisfactory to the County, in an amount equal to 100% of the price specified in the contract; and

(b) A payment bond satisfactory to the County, executed by a surety company authorized to do business in the State of Michigan, or otherwise secured in a manner satisfactory to the County, for the protection of all persons supplying labor and material to the contractor or its subcontractors for the performance of the work provided for in the contract. The bonds shall be an amount equal to 100% of the price specified in the contract.

(2) Authority to Require Additional Bonds. Nothing in this Section shall be construed to limit the authority of the County to require a performance bond or other security in addition to those bonds, or in circumstances other than specified in Subsection (1) of this Section.

(3) Actions on Payment Bonds; Where and When Brought. Unless otherwise required by law, every action instituted upon a payment bond shall be brought in a court of competent jurisdiction within Ottawa County.

4.4 Fiscal Responsibility

Every contract modification, change order, or contract price adjustment which exceeds the authorized contract amount, plus contingency of the total contract amount under a construction contract with the County, shall be subject to the applicable County policies.

5. SUSPENSIONS

5.1 Authority to Suspend

The Fiscal Services Director, upon consultation with the Office of Corporation Counsel, is authorized to suspend a person from consideration for award of contracts. The suspension shall be for a period of not more than three years. The guidelines for making a suspension include, but are not limited to any one or more of the following:

County of Ottawa Financial Policies

(1) conviction of a person for commission of a criminal offense as an incident to obtaining or attempting to obtain a public or private contract or subcontract, or in the performance of such contract or subcontract, or pending, unresolved charges thereof;

(2) conviction of a person under state or federal statutes of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or any other offense indicating a lack of business integrity or business honesty which seriously and directly affects responsibility as a County contractor, or pending, unresolved charges thereof;

(3) conviction of a person under state or federal statutes arising out of the submission of bids or proposals, or pending, unresolved charges thereof;

(4) violation of contract provisions, as set forth below, of a character which is regarded by the Fiscal Services Director to be so serious as to justify suspension:

(a) deliberate failure without good cause to perform in accordance with the specification or within the time limit provided in the contract; or

(b) a record of failure to perform or of unsatisfactory performance in accordance with the terms of one or more contracts.

(5) any other cause the Fiscal Services Director determines to be so serious and compelling as to affect responsibility as a County contractor, including suspension or termination by another governmental entity for any cause substantially similar to those listed in this Section; and

(6) violation of the standards set forth in Article VII (Ethics in Public Purchasing/Contracting).

5.2 Notice to Suspend

The Fiscal Services Director shall issue a written notice to suspend.

5.3 Finality of Decision

A notice under Section 5.2 (Notice to Suspend) shall be final and conclusive.

6. APPEALS AND REMEDIES

6.1 Bid Protests

Any actual or prospective bidder, offeror, or contractor who is aggrieved in connection with the solicitation or award of a contract may protest to the County Administrator. Aggrieved persons are urged to seek resolution of their complaints initially with the appropriate Department Head and/or the Fiscal Services Director. A protest with respect to an invitation for bids or request for

County of Ottawa Financial Policies

proposals shall be submitted in writing within seven (7) calendar days of the date the contract is awarded. The County Administrator and the Chairperson of the Board shall make a determination on the merits of the protest, and, if appropriate, determine a remedy, and that determination shall be final and conclusive.

6.2 Contract Claims

(1) Claims By a Contractor. All claims by a contractor against the County relating to a contract, except bid protests, shall be submitted in writing to the Fiscal Services Director. The contractor may request a conference with the Fiscal Services Director on the claim. Claims may include, without limitation, disputes arising under a contract, and those based upon breach of contract, mistake, misrepresentation, or other cause for contract modification or rescission.

(2) Notice of Decision. The decision of the Fiscal Services Director shall be issued in writing, and shall be mailed or otherwise furnished to the contractor.

(3) Contractor's Right to Appeal. The Fiscal Services Director's decision shall be final and conclusive unless, within seven (7) calendar days from the date of receipt of the decision, a written appeal *is received by* the County Administrator. The County Administrator and the Chairperson of the Board shall make a determination on the merits of the appeal, and, if appropriate, determine a remedy, and those determinations shall be final and conclusive.

(4) Failure to Render Timely Decision. If the Fiscal Services Director does not issue a written decision regarding any contract controversy within seven (7) calendar days after written request for a final decision or within such longer period as may be agreed upon between the parties, then the contractor shall file an appeal with the County Administrator.

6.3 Authority of the Fiscal Services Director to Settle Bid Protests and Contract Claims

The Fiscal Services Director is authorized to settle any protest regarding the solicitation or award of a County contract, or any claim arising out of the performance of a County contract, prior to an appeal to the County Administrator.

6.4 Remedies for Solicitations or Awards in Violation of Law

(1) Prior to Bid Opening or Closing Date for Receipt of Proposals. If prior to the bid opening or the closing date for receipt of proposals, the Fiscal Services Director, after consultation with the Office of Corporation Counsel, determines that an invitation to bid or RFP is in violation of applicable law, it shall be canceled or revised to comply with applicable law.

(2) Prior to Award. If, after bid opening or the closing date for receipt of proposals, the Fiscal Services Director, after consultation with the Office of Corporation Counsel,

County of Ottawa Financial Policies

determines that an invitation to bid or RFP, or a proposed award of a contract is in violation of applicable law, then the invitation to bid, RFP, or proposed award shall be canceled.

(3) After Award. If, after an award, the Fiscal Services Director, after consultation with the Office of Corporation Counsel, determines that an invitation to bid, RFP, or award of a contract was in violation of applicable law, then the contract shall be modified to be consistent with the law, or shall be terminated.

(4) Reservation of Right to Sue for Damages; Equitable Relief. Nothing herein shall prohibit, impair or bar the County's right, to sue for damages or equitable relief, in addition to the remedies set forth herein.

(5) Venue. Any action filed by any party for relief on a determination under the terms of this Policy shall be filed in a court of competent jurisdiction within Ottawa County.

7. ETHICS IN PUBLIC PURCHASING/CONTRACTING

7.1 Criminal Penalties

To the extent that violations of the ethical standards of conduct set forth in this Policy constitute violations of federal statutes or Michigan law, they shall be punishable as those statutes provide therein. Such penalties shall be in addition to the civil and administrative sanctions set forth in this Policy.

7.2 Employee's Duty to Abide by County Policies

County employees shall abide by existing County policies including, but not limited to, policies regarding conflict of interest, gratuities or "kickbacks" and confidential information.

8. EQUIPMENT DISPOSITION/DISPOSAL

8.1 Equipment Disposition

Equipment, supplies or other County property which have been determined by the Department Head or the Fiscal Services Director to be obsolete, worn out or no longer needed, shall be disposed of in the following manner:

(1) For Items \$5,000 or greater (Original Cost).

(a) Disposal shall be by auction, sealed bid, public offering or any other method the Fiscal Services Director deems to be in the County's best interest.

(b) A file shall be maintained by the Fiscal Services Director containing the following information on each item disposed of:

County of Ottawa Financial Policies

- (i) Item Description
- (ii) Tag number
- (iii) Original Cost and Date of Purchase if available
- (iv) Date of Transfer or Sale
- (v) Dollar Amount Received at Sale
- (vi) Method of Transfer - Auction, Sealed Bid, Public Offering, Other.

(2) For Items Under \$5,000 (Original Cost) or Lost, Stolen, Unclaimed and Other Property.

(a) the Fiscal Services Director shall dispose of these items in a manner which encourages competition and/or as appropriate for the situation.

(b) a file shall be maintained by the Fiscal Services Director indicating the date, amount of sale, and a description of the item sold, according to an applicable records retention schedule.

9. DEFINITIONS

9.1 Whenever applicable, this Policy shall utilize the following definitions:

(1) **"Brand Name or Equal" Specification.** A specification limited to one or more items by manufacturers' names or catalogue numbers to describe the standard of quality, performance, and other salient characteristics needed to meet County requirements and which provides for the submission of equivalent products.

(2) **Brand Name Specification.** A specification limited to one or more items by manufacturers' names or catalogue numbers.

(3) **Business.** Any corporation, partnership, individual, sole proprietorship, joint stock company, joint venture, or any other private legal entity.

(4) **Competitive Sealed Bids.** As determined by the Fiscal Services Director, the process of receiving two or more sealed bids, responses, or proposals submitted by responsive vendors.

(5) **Confidential Information.** Any information which is available to an employee only because of the employee's status as an employee of the County and is not a matter of public knowledge or available to the public on request.

(6) **Construction.** The process of building, altering, repairing, improving, or demolishing any public structure or building, or other public improvements of any kind to any public real property. It does not include the routine operation, routine repair, or routine maintenance of existing structures, buildings, or real property.

County of Ottawa Financial Policies

(7) Contract. All types of County agreements, regardless of what they may be called, for the procurement of supplies, equipment, services, or construction.

(8) Contractor. Any person having a contract with the County or any agency thereof.

(9) Cost-Reimbursement Contract. A contract under which a contractor is reimbursed for costs which are allowable and allocable in accordance with the contract terms and the provisions of this Policy, and a fee or profit, if any.

(10) Employee. An individual drawing a salary or wages from the County, whether elected or not; any non-compensated individual performing personal services for the County or any department, agency, commission, council, board, or any other entity established by the executive or legislative branch of the County.

(11) Gratuity. A payment, loan, subscription, advance, deposit of money, service, or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value is received.

(12) Invitation for Bids. All documents, whether attached or incorporated by reference, utilized for soliciting sealed bids.

(13) Person. Any individual, business (including the partners, officers, directors, agents, employees and individual members of the business, or any combination thereof), union, committee, club, other organization, or group of individuals.

(14) Procurement. The buying, purchasing, renting, leasing, or otherwise acquiring of any supplies, equipment, services, or construction. It also includes all functions that pertain to the obtaining of any supply, service, or construction including description of requirements, selection, and solicitation of sources, preparation and award of contract, and all phases of contract administration.

(15) Request for Proposals (RFP). All documents and other materials, whether attached or incorporated by reference, intended by Ottawa County to be utilized for soliciting proposals.

(16) Request for Qualifications (RFQ). As determined by the Fiscal Services Director, the process of receiving proposals, documents, specifications, recommendations, samples, records, brochures, or personnel information, to establish that an offeror is fully qualified to provide a particular good or service in accordance with anticipated contract standards, requirements, and specifications.

(17) Responsible Bidder or Offeror. A person who has the capability in all respects to perform fully the contract requirements, and the tenacity, perseverance, experience, integrity, reliability, capacity, facilities, equipment, and credit which will assure good faith performance.

County of Ottawa Financial Policies

(18) Responsive Bidder. A person who has submitted a bid which conforms in all material respects to the requirements set forth in the invitation for bids.

(19) Services. The furnishing of labor, time, or effort by a contractor, not involving the delivery of a specific end product other than reports which are merely incidental to the required performance. This term shall not include employment agreements or collective bargaining agreements.

(20) Specification. Any description of the physical or functional characteristics or of the nature of supplies, services, or construction items. It may include a description of any requirement for inspecting, testing, or preparing a supplies, equipment, services, or construction items for delivery.

(21) Subcontractor. A person providing supplies, services, or construction items to or for the benefit of the County, pursuant to a contract with a person who has a direct contract with the County.

(22) Equipment. All fungible, non-consumable personal property.

(23) Supplies. All consumable goods purchased by Ottawa County, materials, printing, insurance, and leases of personal property, excluding land or a permanent interest in land.

REVIEW PERIOD

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

ACCOUNTS PAYABLE AUDIT POLICY

I. POLICY

Accounts Payable will be reviewed and certified by the responsible elected and administrative officials prior to payment approval by the Board of Commissioners, to assure the prompt payment of invoices and the financial integrity of Ottawa County government. The Fiscal Services Department may pay accounts payable prior to approval by the Board to avoid finance or late charges and to pay appreciated amounts and payroll (including related payroll taxes and withholdings).

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 the Public Acts of 1851, as amended.

County of Ottawa Financial Policies

PROCEDURE

1. Prior to a meeting of the Board of Commissioners, the Administrator, County Treasurer, and Fiscal Services Director, or their designees, will review the Accounts Payable Paid Invoices Report and any supporting invoices.

2. The Administrator and the County Treasurer, or in their absence, their designees, will prepare a certification in the form attached, with a copy to be attached to the archived copy of the Accounts Payable Paid Invoices Report, attesting to their review of the Accounts Payable listing and to the appropriateness of the accounts submitted for payment. The Report will indicate any invoices paid prior to Board approval. The certification will identify any accounts which, in the opinion of the Administrator or the Treasurer, merit detailed inquiry and review by the Board.

3. The Board, at all times, retains the right to review the Accounts Payable printout and supporting invoices in complete detail, and to question and investigate the merits of any claim submitted for payment.

CERTIFICATION OF ACCOUNTS PAYABLE

We hereby certify that we have received the Accounts Payable printout dated: _____ and found it to be in good order and appropriate for confirmation by the Board of Commissioners.

We believe the following accounts and requests for payment merit further discussion and inquiry:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____

County of Ottawa Financial Policies

- 10. _____
- 11. _____
- 12. _____
- 13. _____
- 14. _____
- 15. _____

Respectfully submitted,

Bradley Slagh
Ottawa County Treasurer
REVIEW PERIOD

Alan G. Vanderberg
Ottawa County Administrator

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

AUTOMATIC CLEARING HOUSE (ACH) AND ELECTRONIC TRANSACTIONS OF PUBLIC FUNDS POLICY

I. POLICY

The County of Ottawa may engage in Automatic Clearing House (ACH) transactions under the terms of this Policy and the procedures and protocols established by the Ottawa County Treasurer, according to the terms of Act 738 of the Public Acts of 2002, MCLA 124.301 et seq.

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 the Public Acts of 1851, as amended. The County of Ottawa may engage in Automatic Clearing House Transactions according to the terms of MCLA 124.301 et seq.

PROCEDURE

1. **Authority to Enter Into ACH Agreements and Electronic Transfer of Public Funds:** The County Treasurer may enter into ACH agreements and engage in the electronic transfer of public funds as provided for by Act 738. All ACH Agreements entered into by the County Treasurer shall be reviewed and

County of Ottawa Financial Policies

approved according to the standard Ottawa County policies and procedures for the approval of contracts.

2. Responsibility for ACH Agreements: The County Fiscal Services Director shall be responsible for all ACH agreements, including payment approval, reporting, and general oversight of compliance with this Policy. For all ACH transactions, the Fiscal Services Director shall submit to the Ottawa County Board of Commissioners documentation detailing the good or services purchased, the cost of goods or services, the date of the payment, and the department levels serviced by payment. This report may be contained in the electronic general ledger software system or in a separate report to the Ottawa County Board of Commissioners.

3. Internal Accounting Controls to Monitor Use of ACH Transactions:

- a. The County Treasurer, County Administrator, or his/her designee and the Fiscal Services Director shall jointly determine those invoices to be paid by ACH or electronic transfers.
- b. Upon receipt of an invoice of payment for accounts payable by ACH or electronic transfer, the Fiscal Services Director or his/her designee shall approve payment and notify the County Treasurer of the date of debit to Ottawa County's bank accounts. Invoices paid by this method may include utility and recurring lease payments. These payments shall be included on the report of payments to the Ottawa County Board of Commissioners. All invoices approved by the Fiscal Services Director or his/her designee and payable by ACH or electronic transfer may be paid in that manner through the County Treasurer's Office if approved by the County Administrator and deemed in the best interest of the County.
- c. For payment of State and Federal payroll taxes, the County Treasurer shall initiate payment to the proper authority upon receipt of the information from the Accounting Director or his/her designee using the established EFTPS and state program.
- d. For deposits, including deposits from state, county, and/or federal authorities, and from third-party payment processors, (e.g., banks, vendors), the County Treasurer shall obtain the amount of the deposit and send an advice to the Fiscal Services Director or his/her designee, as may be necessary.
- e. All invoices shall be held by the Fiscal Services Director or is/her designee along with copies of payment advices, according the standard Ottawa County policies therefore. Internal controls are subject to ongoing review for appropriateness and compliance and during the annual audit process.

County of Ottawa Financial Policies

f. This Policy shall not govern ACH and electronic transfers of surplus funds by the Treasurer's Office for investment purposes, which shall be governed by separate investment policies, procedures, and protocols.

REVIEW PERIOD

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

Use of Credit Cards to Pay Bills and Purchase Goods and Services from Ottawa County and the Ottawa County Courts Policy

I. POLICY

For the convenience of the public, the use of nationally recognized credit cards (Mastercard, Visa, Discover, American Express) shall be permitted to pay bills with Ottawa County and the Ottawa County Courts and to purchase goods and services from Ottawa County and the Ottawa County Courts, in instances where a sufficient number of transactions are likely to occur to justify the administrative, equipment, and software costs of providing for credit card usage and/or where the cost of providing for the use of credit cards by the public can be recovered by the County. Adoption of this Policy is authorized by Act 280 of the Public Acts of 1995, MCLA 129.221 et seq.

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 at MCL 129.221 et seq.

PROCEDURE

1. A proposal to authorize the use of credit cards may be initiated by a department head, a court administrator, or by the County Administrator. All proposals shall be presented to the County Administrator or his/her designee, and to the County Treasurer, in writing.
2. The use of credit cards by the public to pay bills with the County and the Ottawa County Courts and to purchase goods and services from the County and the Ottawa County Courts shall be approved in instances where it is determined that a sufficient number of transactions will occur to cover the contract, administrative, equipment and/or software costs of accepting payment by credit cards for those transaction, or where an alternative method of recovering the cost of providing

County of Ottawa Financial Policies

this service is established by the County. The approval shall be in writing, and shall specify the bills, goods, or services for which payment by credit cards is permitted.

3. The County may contract with third-party service providers to provide the public with goods and services from Ottawa County and the Ottawa County Courts utilizing nationally recognized credit cards. In appropriate instances, credit card transactions may be handled by the service provider, not by Ottawa County.
4. All contracts with credit card companies and other service providers under this Policy shall be reviewed and approved according to the standard Ottawa County policies and procedures for the approval of contracts.
5. The County will be responsible for the security of credit card information provided.
6. The County Treasurer, will develop forms, procedures, and protocols necessary to implement this Policy.

REVIEW PERIOD

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

INVESTMENT POLICY

INTRODUCTION

The intent of the Investment Policy of the County of Ottawa is to define the parameters within which the County's funds are to be managed. The County recognizes its responsibilities with respect to the use and custody of public funds. It is the policy of the County to manage public funds in a manner which will provide the highest investment return with maximum security while meeting the daily cash flow demands of the County and conforming to all State statutes and local resolutions governing the investment of public funds. As a result of changes in the market or State statute, current holdings could exceed the guidelines of this policy. Whenever that occurs, notice will immediately be provided by the County Treasurer to the Finance Committee and appropriate action taken. This Policy is approved by the Ottawa County Board of Commissioners.

The comprehensive policy will define the following

- Scope of policy
- Investment objectives
- Prudence
- Authority
- Ethics and conflicts of interest

County of Ottawa Financial Policies

- Authorized financial dealers and institutions
- Authorized and suitable investments
- Maturities and diversification
- Safekeeping of investments
- Cash management
- Accounting
- Internal controls
- Investment performance and reporting
- Investment Policy adoption

Questions regarding this policy should be directed to

County of Ottawa
Office of the County Treasurer
Bradley Slagh, County Treasurer
Cheryl Clark, Chief Deputy Treasurer
(616) 994-4501

SECTION I. SCOPE

The Investment Policy applies to all County funds held by the County other than pension funds; deferred compensation funds; the Ottawa County Michigan Insurance Authority; the Ottawa County Building Authority; the Ottawa County Central Dispatch Authority; and certain funds of the District Court, Friend of the Court, Mental Health, and Social Services; and Other Post Employee Benefits trust. These assets are accounted for in the County's annual financial report and include:

- General Fund
- Special Revenue Funds
- Debt Service Funds
- Capital Projects Funds
- Enterprise Funds
- Internal Service Funds
- Trust and Agency Funds

SECTION II. INVESTMENT OBJECTIVES

The following investment objectives, in priority order, will be applied in the management of the County's funds:

Safety. The primary objective of the County's investment activities is the preservation of capital in the overall portfolio and the protection of investment principal. The County Treasurer will establish investment procedures and strategies to control risks and diversify investments regarding specific security types and individual financial institutions.

County of Ottawa Financial Policies

Liquidity. The investment portfolio will remain sufficiently liquid to enable the County to meet future operating, capital expenditure, and debt needs which might be reasonably anticipated, and to meet unanticipated needs.

Management of Risk. To control risks regarding specific security types, or individual financial institutions, or specific maturity, the county will diversify its investments.

Return on Investment. It is the intent of the County to maximize its return on surplus funds by actively investing all available and prudent balances within the guidelines established by State statutes and this Policy. The County recognizes that interest earnings are an important revenue source; however, the priority is safety, liquidity to meet County obligations and then interest earnings.

Competitive Environment. An objective of the Investment Policy is to provide for a competitive environment while providing flexibility to the County Treasurer. Competitive concepts include taking bids on investments placed and bank services purchased.

SECTION III. PRUDENCE

The standard of prudence to be applied by the investment officials shall be the "prudent person rule" and shall be applied in the context of managing an overall portfolio. Under the "prudent person rule", investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, but for investment, considering the probable safety of their capital as well as the probable revenue to be derived.

SECTION IV. AUTHORITY

The County Treasurer is the custodian of all County funds. By resolution, and in accordance with Act No. 40, Public Acts of Michigan, 1932, as amended, the County Board of Commissioners designates a depository or depositories for County funds.

By resolution of the Board of Commissioners, the County Treasurer is authorized to invest surplus County funds in the various forms of investments that are permitted by State statutes and that follow the guidelines of this Policy.

Additional resolutions of the Board of Commissioners authorize depositing and investing funds for the County Road Commission and the County Drain Commissioner. Copies of the resolutions are on file with the County Clerk.

The County Treasurer shall be responsible for all transactions undertaken, and shall establish a system of controls to regulate the activities of the staff of the Treasurer's Office.

County of Ottawa Financial Policies

SECTION V. ETHICS AND CONFLICTS OF INTEREST

The Treasurer and employees of the Treasurer's Office, involved in investment activities, shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair (or create the appearance of an impairment on) their ability to make impartial investment decisions. These persons shall disclose to the County Board of Commissioners any material financial interests in financial institutions that conduct business with Ottawa County, and they shall further disclose any large personal financial investment positions that could be related to the performance of the County's portfolio. The Treasurer and the above mentioned employees shall subordinate their personal financial transactions to those of the County, particularly with regard to the time of purchases and sales.

SECTION VI. AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS

Depositories. Deposits made by the County with financial institutions consist of checking accounts, savings accounts, and certificates of deposit. It is understood by the County that for FDIC deposit insurance purposes, all funds in deposit form with one financial institution are added together and insured up to a maximum of \$250,000 in demand deposits and \$250,000 in time deposits regardless of the number of accounts involved. It is the policy of the County to manage the risk by establishing procedures to evaluate the creditworthiness of the financial institutions and to diversify by setting concentration limits for each financial institution where funds are placed in deposit form. The County does not expect to manage this risk by limiting deposits with each financial institution to \$250,000.

Depositories shall be selected through the County's banking services procurement process, which shall include a two (2) year solicitation and review of current vendor pricing and market comparisons, and issued every four (4) years a formal request for proposals. The banking services procurement process shall be managed by the County Treasurer in a manner consistent with the County's Purchasing Policy and the requirements of Michigan law. The County Treasurer will recommend financial institutions to provide depository services to the County Commission for approval. In selecting depositories, the creditworthiness of institutions shall be considered. The evaluation of the financial institution will be based upon information provided by a service such as the Sheshunoff Information Services Inc.

The evaluation will include the following recommended financial ratios and other relevant data (financial institutions that do not meet all of the criteria will still be considered on an individual basis for some Certificate of Deposit investments):

Net income ratio/Net income to earning assets	minimum	0.6%
Net loan charge off to average loans	maximum	1.0%
Cash and Treasuries to total deposits	minimum	10.0%
Net purchased money to earning assets	maximum	110.0%
Capital to total assets	minimum	5.0%
Net loans to deposits	maximum	80.0%
Municipal time deposits to total deposits	maximum	20.0%

County of Ottawa Financial Policies

In addition to a ratio analysis, the institution will have been profitable for the past five years. However, if a loss is reported in no more than one year of the past five years, and if the institution remains profitable in the aggregate, the County Treasurer may review the circumstances and approve the institution for the bid list if appropriate.

Broker/Dealers. The County Treasurer will maintain a list of approved security broker/dealers selected by creditworthiness, who maintain an office in the State of Michigan or who are "primary" dealers or regional dealers that qualify under Securities & Exchange Commission Rule 15C3-1 (uniform net capital rule).

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the County Treasurer with the following: audited financial statements for the most recent fiscal year and then annually, within 6 months of the year end; certification of having read the County's Investment Policy and the pertinent State statutes; proof of National Association of Security Dealers certification; and proof of State registration, where applicable.

SECTION VII. AUTHORIZED AND SUITABLE INVESTMENTS

The County is empowered by Public Act 20 of 1943 (as amended through June 30, 1997) to invest public funds. In its Investment Policy, the County Board of Commissioners limits the investment authority to the following:

- A. Bonds, securities or other obligations of the United States or an agency or instrumentality of the United States.
- B. Certificates of deposit, savings accounts, deposit accounts or depository receipts of a financial institution. The financial institution must be:
 - a. a state or nationally chartered bank or a state or federally chartered savings and loan association, savings bank or credit union
 - b. whose deposits are insured by an agency of the United States government, and
 - c. that maintains a principal office located in the State of Michigan under the laws of this State or the United States
- C. Commercial paper rated at the time of purchase within the highest classification by at least two rating services and that mature not more than 270 days after the date of purchase. Not more than 20% of any fund may be invested in commercial paper at any time.
- D. Repurchase agreements consisting of bonds, securities, and other obligations of the United States or an agency or instrumentality of the United States.
- E. Banker's acceptances of United States banks.
- F. Obligations of this state or any of its political subdivisions that at the time of purchase are rated at an A or M-1/SP-1 or better by not less than 1 standard rating service.
- G. Mutual funds registered under the Federal Investment Company Act of 1940, composed of the investment vehicles described above. The policy includes securities whose net asset value per share may fluctuate on a periodic basis.
- H. Obligations described above if purchased through an inter-local agreement under the Urban Cooperation Act of 1967 (for example, the MBIA program).

County of Ottawa Financial Policies

- I. Investment pools organized under the Surplus Funds Investment Pool Act (Public Act 367 of 1982), e.g. bank pools.

SECTION VIII. MATURITIES AND DIVERSIFICATION

Liquidity shall be assured through practices ensuring that disbursement, payroll, and bond payable dates are covered through maturing investments or marketable US Treasury issues.

It is the policy of the County to diversify its investment portfolio. Assets held in the pooled funds and other investment funds shall be diversified to eliminate the risk of loss resulting from the over concentration of assets in a specific maturity, a specific issuer, or a specific class of securities. In establishing diversification strategies, and within the statutory restrictions, the following guidelines and constraints shall apply:

<u>INSTRUMENT</u>	<u>PORTFOLIO MIN/MAX</u>	<u>PERCENT OF PORTFOLIO</u>	
		<u>ISSUER MAXIMUM</u>	<u>MATURITY/DURATION MAXIMUM</u>
US Treasuries	15% min	N/A	10 years
US Agencies	50% max.	20%	7 years
Certificates of Deposit	50% max.	5% net worth \$10 million	1 year 10% to 2 years
Commercial Paper	20% max.	5% net worth	A-1 270 days
Repurchase Agreements	50% max.	10%	60 days
Bankers Acceptances	50% max.	10%	184 days
Mutual Funds	25% max.	10%	N/A
Money Market Mutual Funds	50% max.	N/A	N/A
State and Local Bonds	25% max	N/A	5 years

Portfolio Maturity and Limitation Percentages. The average maturity of the portfolio as a whole may not exceed three years. This calculation excludes the maturities of the underlying securities of a repurchase agreement. Limitation percentages of the portfolio are measured from the date the securities are acquired.

Government Securities (Treasuries). The County Treasurer may invest in negotiable direct obligations of the US Government. Such securities will include, but not limited to the following: Treasury cash management bills, notes, bonds, and zero strips. At least 15% of the portfolio must be in direct government securities or repurchase agreements. The maximum

County of Ottawa Financial Policies

length to maturity of any direct investment in government obligations is ten years, except for the underlying securities of the repurchase agreements (see Repurchase Agreements).

Federal Agencies (Agencies). The County Treasurer may invest in Federal Agencies. Such securities may include but not limited to the Federal National Mortgage Association (FNMA), Federal Home Loan Bank (FHLB), and Federal Farm Credit Bank (FFCB). No more than 50% of the portfolio may be in Federal Agency securities or repurchase agreements involving Federal Agency securities. There shall be a maximum of 20% of the portfolio in any one agency security. The maximum stated maturity for an investment in Federal Agency securities is seven years from the date of purchase.

Certificates of Deposit. Certificates of deposit (CD) may be purchased only from financial institutions which qualify under Michigan law and are consistent with Opinion No. 6168, Opinions of the Attorney General (1982). Purchases of certificates of deposit are further restricted to financial institutions which have been evaluated for creditworthiness and meet the ratios stated in Section VI of this Policy. As a general guideline, certificates of deposit in any one financial institution are to be combined with all funds in deposit form with the financial institution to meet a maximum test of 5% of net worth with an overall maximum of \$10 million in any one financial institution. A maximum of 10% of the portfolio may be invested in negotiable certificates of deposit with a maturity date range of 366 to 730 days and with interest paid semiannually. All other CD investments must not exceed a maximum maturity of 365 days.

Commercial Paper. Investments in commercial paper are restricted to those which have, at the time of purchase, the top investment rating (A-1/P-1) by either Standard and Poor's and/or Moody's or like ratings established by not less than two standard rating services. Commercial paper held in the portfolio which subsequently receives a reduced rating shall be closely monitored and sold immediately if the principal invested may otherwise be jeopardized. No more than 20% of the portfolio or 20% of any one fund may be in commercial paper. The maximum per issuer is 5% of the net worth of the issuer. The maximum maturity for A-1/P-1 paper is 270 days.

Repurchase Agreements. The County Treasurer may invest in repurchase agreements comprised only of those investment instruments as authorized with Sections VII and VIII of this Policy. All firms with whom the County enters into repurchase agreements will have in place and executed a Master Repurchase Agreement with the County (to include guidelines for safety). No more than 50% of the portfolio may be in repurchase agreements with a maximum of 10% per issuer. The maximum length to maturity is 60 days from the date of the agreement.

Bankers Acceptances. The County Treasurer may invest in bankers acceptances (BA's) or United States banks which are eligible as defined by the Federal Reserve; from institutions who long-term debt is rated at least A or equivalent by Moody's or Standard and Poor's. A maximum of 50% of the portfolio may be directly invested in BA's. A maximum of 10% of the portfolio may be invested with any one issuer. The maximum length to maturity of any BA's investment is 180 days.

County of Ottawa Financial Policies

Mutual Funds. The County Treasurer may invest in fixed income mutual funds composed of investment vehicles which are legal for direct investment by local units of government in Michigan and are consistent with Opinion No. 6776, Opinions of the Attorney General (1993) and are within the limitations of this Policy. The securities underlying the mutual fund must be rated at least A or better by either Moody's or Standard and Poor's or be from institutions whose long-term debt rating is AAA or better. A maximum of 25% of the portfolio may be invested in fixed-income mutual funds. A maximum of 10% of the portfolio may be invested with any one fund.

Money Market Mutual Funds. Permitted investments include money market mutual funds or pooled funds organized under State statute such as the Surplus Funds Investment Pool Act and the Intergovernmental Corporation Act which are composed of investment vehicles which are legal for direct investment by local governments in Michigan. A maximum of 50% of the portfolio may be invested in money market mutual funds.

State and Local Bonds. The County Treasurer may invest in investment rated obligations of the State of Michigan and its political subdivisions, provided the government unit is rated an A or M-1/SP-1 or better by at least one (1) rating service at the date of purchase. A maximum of 25% of the portfolio may be invested in state or local unit obligations.. The maximum stated maturity for an investment in a state or local unit obligation is five years from the date of purchase.

SECTION IX. SAFEKEEPING OF INVESTMENTS

Investment securities purchased by the County shall be held in third-party safekeeping by an institution designated as primary agent. The County Treasurer, with the approval of the Board of Commissioners, will execute a third-party safekeeping agreement with the primary agent. Such agreement will include details as to responsibilities of each party; provision for delivery vs. payment; notification of transactions; safekeeping and transactions costs; and procedures in case of wire failure or other unforeseen mishaps including liability of each party. Safekeeping procedures and agreements should follow the Governmental Accounting Standards Board (GASB) guidelines for risk categories I or II.

Investment securities not included in the third-party safekeeping procedure include certificates of deposit, mutual funds, direct purchases of commercial paper, and banker's acceptances.

SECTION X. CASH MANAGEMENT

The County's policy regarding cash management is based upon the realization that there is a time-value to money. Temporarily idle cash should be invested in accordance with the County's Investment Policy. Accordingly, the County's financial team consisting of the County Administrator, County Treasurer, Finance Director, and Accounting Director shall cause to be prepared written cash management procedures which shall include, but not limited to, the following:

County of Ottawa Financial Policies

Receipts. All moneys due the County shall be collected as promptly as possible. Moneys that are received shall be deposited in an approved financial institution no later than the next business day after receipt by County departments or as may be deposited by written policy. Amounts that remain uncollected after a reasonable length of time shall be subject to any available legal means of collection.

Disbursements. Any disbursements to suppliers of goods or services or to employees for salaries and wages shall be contingent upon an available budget appropriation and the required prior approvals as stated in the County's general policies. The payment of County funds should be through controlled disbursements to maximize investment opportunities, however, payment should be made timely.

Cash forecast. At least annually, cash forecast shall be prepared using expected revenue sources and items of expenditure to project cash requirements over the fiscal year. The forecast shall be updated from time to time to identify the probable inevitable balances that will be available.

Pooling of cash. Except for cash in certain restricted and special accounts, the County Treasurer shall pool cash of various funds to maximize investment earnings.

Distribution of interest. Investment interest shall follow principal. Interest on the pooled funds shall be distributed based upon the average monthly balance of the specific General Ledger fund and the average interest yield of the pool. Certain General Ledger funds that receive funding from the General Fund are exempt from the interest distribution and the interest is given to the General Fund.

SECTION XI. ACCOUNTING

The County maintains its records on the basis of funds and account groups, each of which is considered a separate accounting entity. All investment transactions shall be recorded in the various funds of the County in accordance with generally accepted accounting principles as promulgated in Statement No. 31 of the Government Accounting Standards Board (GASB). Accounting treatment will include:

- Investments will be carried at fair value in the balance sheet or other statements of financial position.
- Fair value is the amount at which an investment could be exchanged in a current transaction between willing parties.
- The method used to determine fair value will be quoted market prices.
- The calculation of realized gains and losses is independent of a calculation of the net change in the fair value of investments.
- Realized gains and losses on investments that had been held in more than one fiscal year and sold in the current year are included as a change in the fair value of investments reported in the prior year(s) and the current year.
- All investment income, including changes in the fair value of investments shall be recognized as revenue in the operating statement.

County of Ottawa Financial Policies

SECTION XII. INTERNAL CONTROLS

The County Treasurer shall abide by a system of established internal controls, documented in writing, which is designed to prevent losses of public funds arising from fraud, employee error, misrepresentation by third parties, unanticipated changes in financial markets, or imprudent actions by investment officers of the County. Internal control procedures are subject to review with regard to appropriateness and compliance during the annual independent audit process.

SECTION XIII. INVESTMENT PERFORMANCE AND REPORTING

The County Treasurer shall submit to the Board of Commissioners through the Finance Committee of the Board by January 31 of each year, an annual report which summarizes the County's investment of surplus funds for the preceding year, describes the County's existing investment holdings, examines the County's future fiscal needs, and proposes investment strategy for the coming year. The annual report should also examine the performance of the portfolio for the previous year. Also, a performance report will be given to the Finance Committee quarterly, showing the current status of the County's holdings and an evaluation of the activities during the quarter.

SECTION XIV. INVESTMENT POLICY ADOPTION

The County's Investment Policy is a comprehensive policy covering the statutory responsibilities of the County Treasurer and the County Board of Commissioners. The Policy shall be adopted by the County Board of Commissioners. The Policy shall be reviewed on an annual basis by the Finance Committee of the Board. Modifications made at that time or when necessitated by State statutory revision must be approved by the County Board of Commissioners.

REIMBURSEMENT FOR LIVESTOCK LOSSES DUE TO STRAY DOGS POLICY

I. POLICY

The Ottawa County Board of Commissioners is obligated, pursuant to MCL 287.280 et seq., to evaluate and pay valid and justifiable claims for losses to livestock and poultry caused by unidentified stray dogs. All such claims must be filed in compliance with the statute, and must show, on their face, that a proper investigation has been made by the township supervisor or appointed trustee of the township within which the loss occurred, in accordance with the requirements of MCL 287.280 et seq.

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 at MCL 287.280 et seq.

County of Ottawa Financial Policies

PROCEDURE

1. After such claims are submitted to the county by the township supervisor or the appointed trustee, it is the policy of the Ottawa County Board of Commissioners to make an independent determination of the amount of damages sustained by the claimant. This determination is made by checking the wholesale, per pound meat price of the livestock or poultry injured or destroyed, as of the point in time when the claim is evaluated by the Finance and Administration Committee of the Ottawa County Board of Commissioners. If no wholesale, agricultural market price for the specific type of livestock or poultry can be readily determined, a wholesale, agricultural market price will be selected for livestock or poultry of the same general type.
2. Claims based upon replacement cost, appraisals, the unique value of the animal injured or lost, sentimental value, breeding value, or any other such standards will not be paid.
3. The payment of such claims on this basis is consistent with the Board's authority to determine the amount, if any, to be allowed for the payment of such claims, and to make its award accordingly. See: MCL 287.283.

REVIEW PERIOD

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

PAYMENT OF ACCOUNTS PAYABLE PRIOR TO BOARD AUTHORIZATION

I. POLICY

Due to holidays and seasonal demands on the Board of Commissioners, it may be necessary to authorize the processing and payment of accounts payable, including appropriated amounts, payroll, payroll taxes and withholdings, prior to approval by the full Board of Commissioners. The purpose of this Policy is to establish a procedure to allow for such processing and payments, and to provide for review and approval by the Board.

II. STATUTORY REFERENCES

This Policy is authorized by MCLA 46.11, MCLA 141.421 et seq., and the Michigan Department of Treasury's interpretive statements regarding the requirements of the Uniform Budgeting and Accounting Act.

County of Ottawa Financial Policies

PROCEDURE

1. In any instance where the Board of Commissioners will not meet due to year-end holidays (Christmas, New Year's, etc.), or where a regularly scheduled meeting of the Board of Commissioners is cancelled for any reason, the Chairperson of the Board may authorize the use of this Policy to provide for the payment of Accounts Payable which are within the categories of the "scheduled accounts" set forth in Exhibit "A" attached. Upon the direction of the Chairperson, the Administrator, the Fiscal Services Director and the County Treasurer, or in their absence, their designees, may provide for payment of those scheduled accounts which they determine to be necessary or advantageous to authorize for payment prior to review and approval by the Board and/or the Finance Committee.
2. The Administrator, Fiscal Services Director, and County Treasurer, or their designees, shall, at the designated body's next meeting, notify the Board and/or the Finance Committee of the accounts which have been paid and of the amounts paid as specified under the Ottawa County Board of Commissioners Accounts Payable Audit Policy. The Board and/or the Finance Committee shall then act to review and approve the accounts paid, in accordance with the terms of the Accounts Payable Audit Policy.
3. The Ottawa County Administrator may amend the list of scheduled accounts set forth in Exhibit "A" as may be necessary to provide for the effective administration of this Policy.

REVIEW PERIOD

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

EXHIBIT "A"

SCHEDULED ACCOUNTS

The following categories of accounts are authorized for payment under the terms of the Payment of Accounts Payable Prior to Board Authorization Policy.

1. Supplies
2. Other Services and Charges
3. Capital Outlays

County of Ottawa Financial Policies

4. Scheduled Principal and Interest Payments
5. Payments due to federal, state, or local government
6. Pass-through payments held in trust

TRAVEL AND MEAL POLICY

I. POLICY

This policy shall apply to all County employees, elected and appointed officials, and any other person who submits a travel or expense voucher to the County for reimbursement.

The responsibility for ensuring compliance with this policy rests with each traveler's department head. The Administrator and/or the Administrator's designee reserves the right to question travel vouchers which appear to violate the intent of this policy or to waive, where special circumstances warrant, any regulation/requirement herein.

All officers, employees and persons traveling on official business are expected to exercise the same care in incurring expenses that a prudent person would exercise if traveling on personal business. The person authorized to approve reimbursement of expenses is the traveler's department head.

The County Administrator and/or the Administrator's designee is responsible for interpretation and enforcement of this policy as they apply to all County employees, elected officials, and non-County personnel but excluding the County Administrator. The Finance and Administration Committee of the Board of Commissioners is responsible for interpretation and enforcement of this policy as they apply to the County Administrator, and may hear appeals of the Administrator's interpretation of this policy.

II. STATUTORY REFERENCES

Internal Revenue Service Code.

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

The original Board policy on this subject matter was adopted in January 28, 1992.

Board of Commissioners Resolution Number: BC 92-58

Board of Commissioner Review Date and Resolution Number: BC 04-172, July 2004

County of Ottawa Financial Policies

Board of Commissioners Revised Adopted Date: BC 04-185, August 2004

Name and Date of Last Committee Review: Planning and Policy – April 18, 2001/Personnel Committee June 14, 2004.

Board of Commissioners Revised Adopted Date: BC 10-092, April 2010

IV. PROCEDURES

A. GENERAL INFORMATION

1. All expenses must be annotated. A person must substantiate an expenditure for travel by adequate records or by sufficient evidence corroborating his/her own statement as to: (a) amount, (b) time and place, (c) business purpose, and (d) business relationship to taxpayers (IRS Code Section 954A) Also, an arrangement is not a reimbursement or an express expense allowance arrangement if it (a) does not require the employee to substantiate the covered expenses to the employer or (b) allows an employee to retain amounts in excess of substantiated covered expenses (IRS Code Section 941A).

2. Use of credit cards will be accepted as evidence of payment if supported by a detailed receipt, appropriately annotated to support cash payments.

3. Actual travel expenses of persons, other than County employees, who are called upon to contribute time and services as consultants, advisers or volunteers, must be authorized by the appropriate department head. Documentation must be furnished as required by these regulations. Complete explanation and justification must be shown on the vouchers. This type of expense should be submitted on the Expense Voucher.

4. Authority for Travel: All travel other than normally assigned in-County travel and travel of less than one day (not overnight), shall be duly authorized and approved by the department head. Sufficient budgeted funds must be available for such travel except that the Board of Commissioners may authorize travel and provide non-budgeted funds upon special request.

5. Advances for Travel: Normally, all travelers on official business for the County are expected to provide themselves with funds to cover their expenses. (Reimbursements will be processed in weekly check runs).

a. The county will pay direct the following expenses:

1. Registration costs for conferences and seminars.
2. Public transportation costs (i.e., air, boat, bus or rail).
3. Lodging charges.

County of Ottawa Financial Policies

- b. In unusual cases, an actual advance can be requested. The advance will be determined by using the per diem guidelines established in this policy and the following are met:

- 1. The travel advance is authorized by the Administrator and/or the Administrator's designee who is to ensure that the advance is reasonable and complies with these regulations.

- 2. Upon the traveler's return, a final accounting of the actual expenses incurred plus required receipts will be submitted to the Fiscal Services Department within fifteen (15) days on an Expense Voucher.

B. EXPENSE VOUCHERS

- 1. The Expense Voucher form is to be used for reimbursement of expenses
- 2. The expenses of only one person shall be included on a single expense voucher, except when an employee in a custodial capacity is responsible for and pays expenses of other who accompany him or her. Names of others must be recorded on the expense voucher.
- 3. Itemized receipts must be attached for all items of expenses. Any receipt not submitted where required by this policy may cause the expense for same to be denied or reimbursed at rates determined by the Administrator or Administrator's designee.
- 4. Expense vouchers shall be submitted within fifteen (15) days after incurring the expenditures.

C. TRANSPORTATION

All travel must be by "usually" traveled route. In case a person travels by an indirect route for his or her own convenience, or uses a slower or more expensive mode of transportation, any extra costs shall be borne by the traveler and reimbursement for expenses will be based on only such charges as would have been incurred by a usually traveled route as determined by the Administrator and/or the Administrator's designee, i.e. Person has a conference in Denver, Colorado, scheduled to start Monday at 8:30 a.m. and concludes Friday at 11:00 a.m. The airlines schedule would allow the traveler to depart Sunday and allow them to return Friday. If for whatever reason the individual elected to drive there and back leaving Saturday and returning Sunday, expenses incurred for lodging and meals on Saturday and the following Saturday and Sunday would not be reimbursed by the County.

- 1. **Public Carrier:** The expense of traveling by public carrier (rail, airplane, boat) will be allowed on the basis of actual cost. All travelers are expected to travel by the most economical mode of transportation. Transportation expense in excess of the cost of coach-class air fare will not be allowed unless justification therefore is given and

County of Ottawa Financial Policies

the approval of the Administrator and/or the Administrator's designee is obtained before leaving on the proposed trip. The cost for luggage on the public carrier will be reimbursed.

2. Private Automobile: If travel is by privately owned automobile, the traveler will be reimbursed at the rate established by the Board of Commissioners. (See Mileage Policy) If the travel is by private automobile, the maximum allowance will be the established mileage rate or coach-class air fare (round trip), whichever is the lesser amount.

3. Any transportation arrangements other than what is covered above will require specific approval by the Administrator and/or the Administrator's designee, prior to commencing travel.

D. LODGING

The actual paid lodging receipt is required for lodging reimbursement. Any change in hotel charges during continuous occupancy by an employee must be explained on the voucher. Documentation must show single occupancy rate as certified by the hotel or other lodging. IRS Tax Code Section 954A: A taxpayer must have documentary evidence for any lodging expense while traveling away from home.

1. When a traveler in County travel status shares hotel or other lodging with non-county travelers (family members, friends, etc.), reimbursement to the traveler will be as follows:

a. If hotel or other lodging is shared with one or more non-County travelers who receive no travel reimbursement from another source, reimbursement to the traveler will be at the rate of single occupancy as certified by the hotel or other lodging (the rate of single occupancy must be on the receipt) regardless of the number of persons and/or rooms occupied. At no time will reimbursement be allowed for an additional room, or for non-County travelers.

b. If hotel or other lodging is shared with a County or non-County traveler on County business who is receiving reimbursement for travel, reimbursement will be reduced by a proportionate amount of the bill, based on the number of persons occupying the room.

2. Only out-of-county lodging will be reimbursed.

E. MISCELLANEOUS EXPENSES

Miscellaneous expenses incidental to official County travel shall be held to the minimum amount required for essential and efficient conduct of County business. The department head or his/her authorized representative approving the travel voucher will be held responsible for their certification for all items of expense as being necessary and correct. The following miscellaneous items are reimbursable with appropriate receipts:

County of Ottawa Financial Policies

1. Registration Fees: Enrollment or registration fees for conventions and meetings, associations or organizations are allowable for individuals attending as official representatives of the County. Receipts must be attached to the voucher. Registration literature must be attached indicating if meals are included in the fee. If meals are included in the registration fee, corresponding meals are not reimbursable.
2. Parking Fees: Reimbursement for parking fees is allowable, with receipts.
3. Taxi Cab: Necessary taxi cab fares will be allowed with receipts. If receipts are not available, a full explanation is required.
4. Car Rental: Allowable only if: (a) approved in advance of travel by the Administrator or the Administrator's designee, (b) it is more advantageous for County business and (3) more economical than some other mode of transportation. Explanation and receipt are required.
5. Fax: Charges are allowable when necessary for official business. A full explanation is required to include date, place person faxed and the nature of the business.
6. Personal Expenses: The County will not reimburse for the following: fees and tips for valets¹, flight insurance, housekeeping/maid service, alcoholic beverages, cleaning and pressing clothing, renting movies, snacks and similar personal expenses.
7. Personal Phone Calls: An employee is allowed one phone call home (duration not to exceed 5 minutes) for each day away.
8. Health Club Costs: Reimbursement for reasonable costs not to exceed \$10.00 per day for use of health club facilities during travel greater than one day. Receipts are required for reimbursement.
9. Baggage Handling: Charges for handling and checking baggage at hotels, depots, and terminals are allowable, when such charges are incurred as a necessary expense of the trip and not for the convenience of the traveler. The allowable rate shall not exceed \$2.00 at each point of handling.
10. Toll Bridge, Toll Road, and Ferry Boat Expenses: Toll bridge, toll road and ferry boat expenses are allowed with receipts.

F. MEALS

A traveler is entitled to a full day's meal reimbursement when travel commences before 7:00 a.m. and extends beyond 8:00 p.m. or they are out of town at a multi-day conference, seminar or training session. Whenever meals are included in the registration

¹ Fees and tips for valet charges will be reimbursed, when accompanied with receipts, when such charges are incurred as a necessary expense of the trip and not for the convenience of the traveler.

County of Ottawa Financial Policies

fee, provided by public transportation or paid by others, the traveler shall not be entitled to any allowance for those particular meals.

1. Meals will not be reimbursed for non-County travelers (spouses, members of a family, friends, etc.)
2. In-county meals will be reimbursed for Associations or Organization meetings with a receipt.
3. **Guest Meals:** The cost of guest meals is reimbursed only if it can be shown that such cost is necessary to conduct official County business and has prior approval of the Administrator. In no case will the amount allowed be in excess of the maximum established in this policy. Full explanation must be given on the voucher, including the name, position, and employer of the guest, nature of business discussed and how it relates to the County as required by the IRS Code. Alcoholic beverages are not reimbursable by the County. The total cost of the meals for guests cannot exceed the amount permitted an employee. A detailed receipt is required for a guest meal.
4. **Food Services/Tips:** The maximum allowable tip for meals is 20% of the actual meal cost, excluding alcoholic drinks.
5. The following are the maximum rates established for meal reimbursement with receipts:

		In-State	Select Cities ²	Out-of-State	Select Cities ³
Breakfast	Travel must commence prior to 7:00 a.m. and extend beyond 8:30 a.m.	\$8.00	\$9.00	\$10.00	\$12.00
Lunch	Travel must commence prior to 11:30 a.m. and extend beyond 2:00 p.m.	\$12.00	\$13.00	\$15.00	\$18.00
Dinner	Travel must commence prior to 6:30 p.m. and extend beyond 8:00 p.m.	\$26.00	\$29.00	\$31.00	\$36.00
Total Reimbursement⁴		\$46.00	\$51.00	\$56.00	\$66.00

² Select Cities in-state: Charlevoix, Mackinaw Island, Ann Arbor, Detroit, Pontiac and South Haven.

³ Select Cities out-of-state: Los Angeles, San Francisco, San Diego, Washington D.C., Chicago, New Orleans, Baltimore, Boston, Las Vegas, New York, Austin Texas, Dallas, Houston.

⁴ Total excludes a maximum 20% tip.

County of Ottawa Financial Policies

6. Days Defined: In computing the meal allowance for continuous travel of more than 24 hours, the hour of departure shall be considered as the beginning of the day, and for each full 24 hour period thereafter, the employee shall be entitled to the authorized maximum meal reimbursement with proper documentation:

Examples:

- a. Departure – June 1, 9:00 a.m.
Return – June 5, 4:30 p.m.
Allowable – June 1, lunch and dinner; June 2 through June 4, three (3) full day meals; June 5, breakfast and lunch plus four (4) days lodging.
- b. Departure – June 1, 3:00 p.m.
Return – June 2, 10:30 a.m.
Allowable – June 1, dinner and lodging, June 2 - breakfast.

G. TRAVEL OUTSIDE THE CONTIGUOUS 48 STATES

Reimbursement for all expenses related to conferences or travel outside the contiguous 48 states must be approved in advance of the travel by the Finance and Administration Committee.

PARTICIPATING IN CONFERENCES AND CONVENTIONS POLICY

I. POLICY

It is the policy of the Ottawa County Board of Commissioners to encourage members of the Board to participate in conferences and conventions sponsored by associations in which the Board has membership or that promote Ottawa County goals, member skills development, and/or recognition of Ottawa County. Members of the Board are particularly encouraged to attend the annual Michigan Association of Counties (MAC) and the annual National Association of Counties (NACo) conventions, and to participate in the committee work of those organizations to the extent that the committee work is relevant to the health, safety, and welfare of the residents of Ottawa County. Board members who so participate will be expected to take an active role and promote the County's interests.

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.

PROCEDURE

1. The Ottawa County Finance and Administration Committee shall annually recommend to the Ottawa County Board of Commissioners a budget sufficient for the purposes of this policy.

County of Ottawa Financial Policies

2. For travel pursuant to this Policy within the contiguous 48 states, the County will pay or reimburse the conference fees (if any) and the reasonable and necessary transportation expenses of a Board member to attend the conferences, conventions and meetings of approved organizations and their committees. The County will also reimburse the reasonable and necessary food, lodging, and associated expenses of a Board member for attendance.
3. For travel pursuant to this Policy outside of the contiguous 48 states, the County will pay or reimburse the conference fees (if any) and will reimburse the reasonable and necessary food, lodging, and associated expenses of a Board member to attend the conferences, conventions, and meetings of approved organizations and their committees. The County will also pay the reasonable and necessary transportation expenses and the reasonable and necessary lodging expenses of a Board member to attend the conventions and meetings of approved organizations and their committees, up to the average cost of a Board member's air far transportation cost, as based upon a three (3) year history of such costs [i.e., the total air fare cost and lodging cost incurred by Board members over the previous three (3) calendar years divided by the total number of Board attendees = average reimbursement of air fare cost and average reimbursement of lodging cost]. Lodging costs will be calculated based upon cost per night of stay. Any excess air fare cost and similar excess costs for transportation expenses and any excess lodging costs incurred outside the contiguous 48 states must be paid by the attending Board member.
4. Board members will, orally or in writing, share information gathered through attendance at conferences and conventions.

REVIEW PERIOD

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

MILEAGE POLICY

I. POLICY

County employees who are required to use their personal vehicles in the conduct of County business shall be reimbursed in accordance with this policy and at the IRS prevailing mileage reimbursement rate.

II. STATUTORY REFERENCES

IRS Regulations

III. COUNTY LEGISLATIVE OR HISTORICAL REFERENCES

County of Ottawa Financial Policies

Mileage Policy adopted by the Board of Commissioners July 23, 1979

MILEAGE REIMBURSEMENT PROCEDURES

PROCEDURE

1. Employees who are required to drive their personal vehicles in connection with their work, shall be reimbursed mileage for miles driven from their first official work station of the day to subsequent assignments.
2. An official work station shall be defined as any location in Ottawa County where an employee has been assigned to begin work on any given day. An employee is expected to be at the first official (assigned) work station of the day, and to drive home from the last assigned work station at the end of the day, anywhere in the County, without reimbursement for mileage.
3. Reimbursement is only paid for miles driven from that first assigned work station to subsequent assignments. It is not acceptable for an employee to drive from home to the nearest office and begin the day there if that office is not the assigned work station. There is no paid time allowed for travel to and from work. (See Travel Policy for rules governing travel time.)
4. Reimbursement for mileage to out of County locations, in the course of employment, will be paid for miles driven from the employee's assigned work station or home (whichever is less) and return to the assigned work station or home (whichever is less).
5. In accordance with IRS Regulations, it is important to distinguish expenses for "transportation" from "commuting". Commuting refers to travel between an employee's personal residence and main or regular place of work. Reimbursements for transportation expenses for getting from one workplace to another in the course of the employer's business within the general area of the place of work may be excludable from wages, whereas reimbursements for commuting are not excludable. [IRS Reg. 1.162-2(e)]
6. For weekend meetings, evening meetings or activities outside of an employee's normally scheduled work hours that requires travel from their home, the employee may submit mileage reimbursement requests from home to the meeting/activity and back home if the meeting/activities are pre-approved. In this circumstance, the mileage would be taxable.

REVIEW PERIOD

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

County of Ottawa Financial Policies

RISK MANAGEMENT POLICY

I. POLICY

As stewards of public funds, the County has an obligation to protect the government against the financial consequences of accidental or intentional losses which may be catastrophic in nature and to preserve County assets and public service capabilities from destruction or depletion.

The intent of this policy is to communicate the objectives, assign the authority, and provide for the implementation of the County's risk management program.

II. STATUTORY REFERENCES

Intergovernmental Contracts between Municipalities Act, MCL 124.1

Uniform Reporting Format and Uniform Accounting System for Self Insurance Pools, MCL 124.8

PROCEDURE

1. Objectives:

- Protect the assets of the County against any loss which might significantly effect operations.
- Take practical measures to eliminate or prevent personal injuries and minimize property loss.
- Provide risk management services in an efficient and economical way.

2. Responsibilities:

The County Board in cooperation with the Ottawa county Building Authority, has established the Ottawa County, Michigan Insurance Authority (the "Authority") to execute its risk management program with regard to general liability, vehicle liability and property liability. Specifically, the Authority has been assigned the responsibility to:

- Determine self insurance and reinsurance amounts.
- Select an insurance broker and purchase insurance policies in accordance with County purchasing policies.
- Determine appropriate types and the mix of the investments of the Authority and select an investment firm if necessary.
- Contract with a risk management consultant.
- Contract for outside legal counsel for general assistance as well as claims and litigation defense.

3. Implementation:

County of Ottawa Financial Policies

- Under the direction of the Authority, the Fiscal Services Department is responsible for claim processing and reporting
- The Fiscal Services Department is responsible for obtaining liability insurance certificates from contractors the County uses
- The Fiscal Services Department will coordinate with an outside actuary to obtain an annual actuary study for the Authority
- The Fiscal Services Department will coordinate with the external auditors the completion of the annual financial report and file the appropriate documents with the State of Michigan and the Michigan Insurance Bureau

REVIEW PERIOD

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

COUNTY EQUIPMENT – PERSONAL USE POLICY

I. POLICY

The County strives to provide employees with the equipment necessary to perform their job functions in a prompt and efficient manner. Equipment may include but is not limited to computers, copy machines, communications equipment and communication connections. County equipment is intended for use pursuant to County business. Documented personal use of County equipment will be reported as a taxable fringe benefit following IRS guidelines on the employee's W-2.

This policy applies to all employees of the County.

II. STATUTORY REFERENCES

IRS Code

PROCEDURE

1. Employees who use County equipment for personal use must complete a "County Equipment – Personal Use Report Form" at least annually.
2. The Fiscal Services Department must receive the report form no later than December 1 of each year.
3. The Fiscal Services Department will include the related cost of the personal use of the equipment on the employee's paycheck as a taxable fringe benefit.

County of Ottawa Financial Policies

REVIEW PERIOD

The County Administrator 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

PROCEDURE

1. Conditions for Debt Issuance

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 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.

County of Ottawa Financial Policies

- 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.

2. Limitations on Debt Issuance

The County faces both legal restrictions on debt issuance as well as self-imposed limitations.

- a. The County will comply with the State of Michigan Constitution of 1963, Article VII, Section 11, which states "No County shall incur indebtedness which shall increase its total debt beyond 10% of its assessed valuation."
- b. The County will comply with the provisions of the State of Michigan Public Act 34 of 2001, the Revised Municipal Finance Act.
- c. The County will manage debt in a manner that ensures the long-term financial integrity of the County.
- d. The maximum maturity of the issue will not exceed the expected useful life of the project.
- e. Exclusive of the debt service payments for the Ottawa County Central Dispatch Authority (which has a separate funding source), direct debt will not be issued if it will cause the total annual debt service payments to exceed 10% of the revenue sources that cover them. These revenue sources include the general operating levy, the interest, penalties, and collection fees earned by the Delinquent Tax Revolving Fund, and other identified sources.
- f. Additional debt will not be issued or guaranteed if doing so may jeopardize the County's current bond rating.

3. Debt Issuance Process and Maintenance

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.

County of Ottawa Financial Policies

- 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.

REVIEW PERIOD

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

INFRASTRUCTURE PROGRAM FUND POLICY

I. POLICY

The Ottawa County Infrastructure Program Fund is established by the Ottawa County Board of Commissioners. The Infrastructure Program Fund will be used for the following purposes: (1) as a Revolving Loan Fund for local units of government that are implementing water or sewer construction projects; (2) for projects authorized for County funding by Act 246 of the Public Acts of 1931, as amended; and (3) for County Board Initiatives that are selected for funding by the Ottawa County Board of Commissioners. The approval and administration of projects will be governed by the terms of this policy.

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 the Public Acts of 1851, as amended.

PROCEDURE

1. Revolving Loans:

The purpose of this Infrastructure Program Fund component is to provide low-interest loans to local units of government within Ottawa County for

County of Ottawa Financial Policies

municipal water or sanitary sewer system construction projects, or for authorized Act 246 projects.

2. Eligible Projects:

- a. Water System Construction
- b. Sanitary Sewer System Construction
- c. Projects authorized for County funding by Act 246 of the Public Acts of 1931, as amended.

3. Eligible Applicants:

- a. Townships
- b. Cities
- c. Villages

4. Eligibility Requirements:

- a. Engineering and design plans and project budgets must be completed.
- b. Projects must be consistent with the goals of the Ottawa County Development Plan.
- c. A revolving loan application in a form developed by the Planning and Grants Department must be completed.
- d. The total amount of funds that are loaned in any single calendar year shall not exceed \$1,000,000. Each loan and interest must be repaid in-full within ten (10) years.
- e. If the total amount of eligible loan requests exceeds available funds in a single calendar year, the Ottawa County Board of Commissioners will select among the eligible projects.
- f. The interest rate on loans shall be based upon the General Obligation AAA rate report in the weekly "Current Municipal Bond Rates" Report published by Wachovia, or any other similar publication approved by the Ottawa County Administrator. The interest rate shall be up to two percentage points less than that rate; but at no time shall the interest rate on loan be less than 3%.
- g. Approved project funding must be drawn down to reimburse project costs in full by the local unit of government within one (1) calendar year of approval of the project by the Board of

County of Ottawa Financial Policies

Commissioners. If the funding is not fully drawn down, the approval shall lapse as to any undrawn funds.

5. Other Provisions:

- a. The application process will consist of submitting a formal application. Applications will be accepted at any time. Applicant(s) will be notified of funding status after a determination has been made by the County Board of Commissioners. The County reserves the right to reject any and all applications that are submitted.
- b. Local units of government will be required to pledge their full faith and credit on the loan.
- c. Formal contractual and/or loan documents agreements must be signed by the County and the loan recipient prior to any project costs being incurred.
- d. If approved for funding, the project applicant must provide the County with quarterly update reports regarding the project.
- e. Any cost overruns associated with an approved loan project will not be eligible for additional County funding.
- f. At the County's discretion, an arbitrage calculation will be performed on the loan at the end of the construction period. The local unit of government (lender) shall reimburse the County for the costs of the arbitrage calculation and any rebatable arbitrage.
- g. The County will not be responsible for any operational or maintenance costs after the project is completed.
- h. The establishment and maintenance of the Infrastructure Program fund does not and shall not be construed to commit Ottawa County and the Ottawa County Board of Commissioners to fund any projects whatsoever. Funds may be transferred into and out of the Infrastructure Program Fund by the Ottawa County Board of Commissioners at any time and at its absolute discretion, consistent with the requirements of law and the Policies of the Ottawa County Board of Commissioners. The decisions to commit or not to commit money from the Infrastructure Program Fund to any project, and the decisions to transfer money into and out of that Fund, are legislative in nature. These decisions are absolutely discretionary with the Ottawa County Board of Commissioners and are not subject to appeal.
- i. Any statement made by an employee of Ottawa County regarding specific funding requests or specific projects will not be binding upon the

County of Ottawa Financial Policies

County.

6. Applications must be submitted to:

County Administrator
12220 Fillmore Street, Room 310
West Olive, Michigan 49460

The County Administrator will advise the Board of Commissioners of the applications received.

7. Questions or comments regarding this program should be directed to:

Planning and Grants Department
12220 Fillmore Street, Room 170
West Olive, Michigan 49460
Phone: (616) 738-4852

8. County Board Initiatives

The Infrastructure Fund may also be used to fund capital improvement projects initiated by the Board of Commissioners which, in the opinion of the Board, provide maximum social and economic benefit to the citizens of Ottawa County.

REVIEW PERIOD

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

MILLAGE REQUEST POLICY

I. POLICY

The Ottawa County Board of Commissioners is, by law, responsible for determining whether a county wide property tax millage will be placed on the ballot for consideration by the voters of Ottawa County. To assist in its review and consideration of such requests, the Ottawa County Board of Commissioners has adopted this “Millage Request Policy.” Persons or entities seeking to have a new county-wide property tax millage placed on the ballot by the Board are expected to comply with its terms.

All proposals for a county-wide millage must be for programs and activities which are consistent with the Strategic Plan of the Board.

County of Ottawa Financial Policies

The Board may, by majority vote, require that the procedural steps set forth herein be followed for renewals of county millages.

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 the Public Acts of 1851, as amended.

PROCEDURE

1. At a minimum, county-wide property tax millage requests must include, in writing:
 - a. The name, address, and telephone number(s) of the entity, person, or persons seeking the county-wide property tax millage.
 - b. The amount of mills sought, the proposed duration of the millage, and a calculation stating and clearly explaining the amount of tax dollars anticipated to be generated in each year the millage is to be in effect.
 - c. A written narrative description of the purpose, project, or projects for which the millage is sought. The narrative should explain why it is necessary to adopt a county-wide property tax millage to accomplish the purpose, explain what alternative efforts have been made to obtain funding, and state why it is necessary to fund the purpose through the mechanism of a county-wide property tax millage.
 - d. A statement of how anticipated revenues from the millage will be spent in each year it is in effect.
 - e. A statement as to how funding for the project is to be accomplished (if at all) at the conclusion of the duration of the requested millage.
 - f. The date upon which the vote is sought must be supplied. In the general course, a county-wide property tax millage request, in the form set forth herein, must be submitted to the Ottawa County Board of Commissioners not less than ninety (90) days prior to the date for the final determination of ballot language.
 - g. Proposed ballot language must be supplied.
 - h. Any letters, petitions, and/or resolutions supporting the proposed millage.
 - i. Any other information the proponents of the county-wide property

County of Ottawa Financial Policies

tax millage believe is important for the Board of Commissioners to consider in evaluating the request.

2. Millage requests under this policy should be submitted in one (1) original form and (16) sets of copies, to the Office of the Ottawa County Clerk.
3. Following receipt of the written materials required herein, the Ottawa County Board of Commissioners shall, as part of a regularly scheduled meeting, notice and hold at least one public hearing on the millage vote request.
4. As part of its consideration of such a request, the Ottawa County Board of Commissioners may:
 - a. Poll local units of government and/or school districts to determine their position on the proposed property tax millage.
 - b. At a regularly scheduled meeting following the date of the public hearing, adopt ballot language to place the county-wide property tax millage on the ballot and schedule an election therefore.
 - c. Take such other action as it deems appropriate.

REVIEW PERIOD

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

PERFORMANCE MEASUREMENT POLICY

I. POLICY

As stewards of public funds, the Ottawa County Board of Commissioners must be accountable for their use. Providing a thorough accounting for the dollars provided and used is important but true accountability also requires the Board to evaluate whether these dollars were used effectively. Performance measures that include output, efficiency, and outcome measures are critical tools in evaluating the effectiveness of County programs.

The intent of this Policy is to provide for the use of performance measures in County operations.

To facilitate the County budget process, all programs and activities funded by County dollars and/or accounted for through the County budget must submit performance measurements as part of the budget process. Performance measures will be used so that Administrator can make budget recommendations to the Board of Commissioners, to allow the Board to make informed

County of Ottawa Financial Policies

allocations of fiscal resources, and to provide for the continued improvement of resource allocations.

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.

PROCEDURE

1. The Board of Commissioners will support the use of performance measures.
 - The Board will require annual reports from all departments under the control of the Administrator, and request annual reports from the courts and from offices and departments managed by elected officials. These annual reports will include performance measures that reflect the functions performed by each reporting entity.
 - As part of the annual budget reporting process, the Administration will incorporate performance measures that support the Ottawa County Strategic Plan as well as tie departmental goals and objectives to the annual budget.
2. The Board will emphasize the development of *outcome* measures.

In measuring performance, there are three types of indicators most often used. Output measures (e.g., number of tickets written) address the workload of departments, but do not indicate if the department is performing well. Efficiency measures (e.g., percent of payroll checks issued without error) address whether workloads/caseloads are being processed timely and efficiently. Outcome measures (e.g., recidivism) reflect effectiveness and indicate whether we have achieved the goals we set out to accomplish.

- As part of their strategic planning process, the Board will include outcome performance measures that link County goals and objectives to results.
3. The Board will utilize performance measures in the decision-making process.

Once appropriate performance measures are developed, their true potential may be realized. The measures may be used to enhance service delivery, evaluate program performance and results, support new initiatives, communicate program goals and, ultimately, improve program effectiveness.

County of Ottawa Financial Policies

- The Board will utilize performance measures in analyzing personnel requests, technology initiatives, program funding, and other budget decisions.

REVIEW PERIOD

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

GLOSSARY OF ACRONYMS

ADA: Americans with Disabilities Act

AICPA: American Institute of Certified Public Accountants

ARM: Alcohol Risk Management (See Health Department, Special Revenue fund 2210)

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

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

CCF: Child Care Fund (Special Revenue fund 2920)

CD: Communicable Disease (see Health Department, Special Revenue fund 2210)

CDBG: Community Development Block Grant; predominately federal funding for a variety of public assistance programs

CERC: Crisis Emergency Risk Communication Plan; Crisis and emergency risk communication is the attempt by science or public health professionals to provide information that allows an individual, stakeholders, or an entire community to make the best possible decisions for their well being during a crisis

CHP: Community Health Plan (See Health Department, Special Revenue fund 2210)

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

COOP: Continuity of Operations Plan; a plan that ensures the entity is prepared to respond to emergencies, recover from them, and mitigate against their impacts and is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated

COPS: Community Oriented Policing Services; Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police.

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

GLOSSARY OF ACRONYMS

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)

EOC: Emergency Operations Center (See General Fund, department 4260)

EPSDT: Early and Periodic Screening and Diagnostic Testing; Medicaid program that provides comprehensive health and developmental assessments and vision, dental and hearing services to children and youth up to age 21 in order to identify conditions that can impede children's natural growth and development (avoiding the health and financial costs of long-term disability). (See Health Department, Special Revenue fund 2210)

ERP: Emergency Response Plan; a basic guide for providing a response system to major crises or emergencies occurring in the County.

FHLB: Federal Home Loan Bank.

FHLMC: Federal Home Loan Mortgage Company (Freddie Mac).

FNMA: Federal National Mortgage Association (Fannie Mae).

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

GAAP: Generally Accepted Accounting Principals_- 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.

GAAS: Generally Accepted Auditing Standards established by the AICPA for the conduct and reporting of financial audits. There are 10 basic GAAS, classed into three broad categories: general standards, standards of fieldwork, and standards of reporting. The Auditing Standards Board of the AICPA publishes SAS to comment and expand upon these basic standards. These SAS, together with the 10 basic standards, constitute GAAS. These GAAS set forth the objectives of the audit and establish measures that can be applied to judge the quality of its performance.

GAGAS: Generally Accepted Government Auditing Standards_ established by the GAO in its publication Standards for Audit of Governmental Organizations, Programs, Activities and Functions ("yellow book") for the conduct and reporting of both financial and performance audits. GAGAS set forth general standards applicable to both types of audits and separate standards of fieldwork and reporting for financial and performance

GLOSSARY OF ACRONYMS

audits. The GAGAS standards of fieldwork and reporting for financial audits incorporate and build upon GAAS.

GAO: General Accounting Office; is an independent, nonpartisan agency that works for Congress. Often called the "congressional watchdog," GAO investigates how the federal government spends taxpayer dollars.

GASB: Governmental Accounting Standards Board is the authoritative accounting and financial reporting standard-setting body for government entities.

HHW: Household Hazardous Waste; The County offers a HHW program to protect the public and the environment from the improper disposal of household hazardous materials.

LEPC: Local Emergency Planning Commission; committee established by the County to ensure that appropriate plans are in place help prevent chemical accidents from happening and to develop community plans for responding to chemical emergencies.

MDCH: Michigan Department of Community Health

MDOT: Michigan Department of Transportation

MDSS: Michigan Disease Surveillance System; A web based communicable disease reporting system developed for the State of Michigan

MI Child: State of Michigan health and dental insurance program for children under the age of 19 who do not have insurance and whose families qualify based on income. The program charges \$10 month for the coverage.

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.

MHP: Maternal Health Program (See MIHP)

IHP: Infant Health Program (See MIHP)

MiSDU: Michigan State Disbursement Unit; centralized collection of child support payments for families in the State of Michigan

MOS: Miles of Smiles program; The Miles of Smiles mobile unit provides on-site dental services for qualifying low-income, uninsured; Medicaid insured; and MI Child participating children at schools, Head Start Centers, Health Department clinics, migrant camps and sites for dentally underserved children

GLOSSARY OF ACRONYMS

MSHDA: Michigan State Housing Development Authority; a State agency which provides funding for various housing programs.

NAPSACC: Nutrition and Physical Activity Self Assessment for Child Care; tool used by the Health department for program evaluation and development.

NMSN: National Medical Support Notices; the standardized form to notify an employer to withhold premiums from an employee's income when a parent is ordered to provide health care coverage for his or her child(ren).

OCYSHC: Ottawa County Youth Sexual Health Coalition; Collaboration of several community groups to reduce the consequences of youth sexual activity by promoting healthy sexuality.

OCWC: Ottawa County Wellness Coalition; coalition that seeks to implement policy and environmental changes in the areas of physical activity, healthy eating, and tobacco-free living in Ottawa County.

OPHP: Office of Public Health Preparedness (See Health Department, Special Revenue fund 2210)

OUIL: Operating Under the Influence of Liquor.

OWI: Operating While Intoxicated

PHP: Public Health Preparedness (See Health Department, Special Revenue fund 2210)

PNC: Pre-natal care

PRE: Principal Residence Exemption - exempts a residence from the tax levied by a local school district for school operating purposes up to 18 mills.

RRSC: Resource Recovery Service Center (See Landfill Tipping Fees, Special Revenue fund 2272)

SCAO: State Court Administrative Office

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

STD: Sexually Transmitted Disease

STI: Sexually Transmitted Infection

SNS: Strategic National Stockpile Plan (mass prophylaxis) ; Federal initiative to maintain an inventory of antibiotics, antivirals, chemical antidotes, antitoxins, life support

GLOSSARY OF ACRONYMS

pharmaceuticals, vaccines, and other medical supplies for use in the event of an incident anywhere in the United States using a weapon of mass destruction (chemical, biological, radiological or explosive) or a major natural or technological disaster.

VFC: Vaccines for Children program (See Health Department, Special Revenue fund 2210)

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.

WIA: Workforce Investment Act (Special Revenue Funds)

YAS: Youth Assessment Survey; survey performed periodically by the Health Department to assist in program evaluation and development.

GLOSSARY OF BUDGET AND FINANCE TERMS

The Annual Budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the Annual Budget document in understanding these terms, a glossary has been included in the document.

Accounting System: The total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity.

Accrual Basis: A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, revenue which was earned between October 1 and December 31, but for which payment was not received until January 10, is recorded as being received on December 31 rather than on January 10.

Activity: A specific unit of work or service performed.

Ad Valorem Tax: A tax based on value. Property taxes.

Advance Refunding Bonds: Bonds issued to refinance an outstanding bond issue before the date the outstanding bonds become due or callable. Proceeds of the advance refunding bonds are deposited in escrow with a fiduciary, invested in U.S. Treasury Bonds, or other authorized securities and used to redeem the underlying bonds at their maturity or call date, to pay interest on the bonds being refunded, or to pay interest on the advance refunding bonds.

Amortization: The reduction of the value of an asset by prorating its cost over a period of years.

Appropriation: A legal authorization granted by the County Board of Commissioners which permits the County to incur obligations and to make expenditures of resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Appropriation Ordinance: The official enactment by the County Board of Commissioners to establish legal authority for County officials to obligate and expend resources.

Assessed Valuation: A value that is established for real or personal property for use as a basis for levying property taxes. (Note: Property values are established by the local townships and city assessors).

Assets: Property owned by a government which has a monetary value.

Assignment of Mortgage: To record the sale of the mortgage in the secondary market.

Audit: A systematic examination of resource utilization concluding in a written report. It is a test of management's internal accounting controls and is intended to:

- ascertain whether financial statements fairly present financial positions and results of operations;
- test whether transactions have been legally performed;

GLOSSARY OF BUDGET AND FINANCE TERMS

- identify areas for possible improvements in accounting practices and procedures;
- ascertain whether transactions have been recorded accurately and consistently; and
- ascertain the stewardship of officials responsible for governmental resources.

Balanced Budget: A budget in which estimated revenues and fund balance equals or exceeds estimated expenditures.

Balance Sheet: A financial statement that discloses the assets, liabilities, reserves, and balances of a specific governmental fund as of a specific date.

Bond: A written promise to pay (debt) a specified sum of money (called principal or face value) on a specific future date (called the maturity date(s)). The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, and water and sewage systems.

Budget: A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures with various municipal services.

Budget Adjustment: A legal procedure utilized by the County staff and County Board to revise a budget appropriation. The County of Ottawa requires the Finance Committee of the Board of Commissioners to approve through the adoption of a supplemental appropriation ordinance (which specifies both the source of revenue and/or the appropriate expenditure account) for any appropriation between funds or any appropriation over \$50,000. The County Administrator and Finance Director can approve adjustments for \$50,000 or less within a fund.

Budget Calendar: The schedule of key dates or milestones which the County departments follow in the preparation, adoption, and administration of the budget.

Budget Document: The instrument used by the budget-making authority to present a comprehensive financial program to the County Board of Commissioners.

Budgeted Funds: Funds that are planned for certain uses that have been formally or legally appropriated by the legislative body. The budget document that is submitted for the County Board of Commissioners approval included all the required information. Public Act 621 of 1978, known as the Uniform Budgeting and Accounting Act, requires a formal budget be adopted for all governmental fund types. Informational summary of projected revenues and expenditures is required for proprietary fund types and capital construction projects.

Budget Message: The opening section of the budget which provides the County Board of Commissioners and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations of the County Administrator and Finance Director.

GLOSSARY OF BUDGET AND FINANCE TERMS

Budgetary Control: The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Capital Construction Projects: A plan of approved capital expenditures and the means of financing them. Typically a capital project encompasses a purchase of land and/or the construction of a building or facility. The capital budget is enacted as part of the County's consolidated budget which includes both operating and capital outlays. The capital budget normally is based on a capital improvement program (CIP).

Capital Improvement Program (CIP): A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a fixed period of several future years.

Capital Expenditures/Outlays: Expenditures greater than \$5,000 for the acquisition of capital assets. The assets are of significant value and have a useful life of more than one year. Capital assets are also called fixed assets.

Capital Projects Fund: A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

Capitalization Policy: The criteria used by a government to determine which outlays should be reported as fixed assets.

Cash Accounting: A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

Cash Management: The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

CDBG: Community Development Block Grant; predominately federal funding for a variety of public assistance programs.

Certificate of Deposit: A negotiable or non-negotiable receipt for monies deposited in a bank or financial institution for a specified period for a specified rate of interest.

Commercial Paper: A very short-term unsecured promissory note, supported by a bank line or letter of credit, which has a maturity from one to 270 days.

Commodities: Items of expenditure (in the operating budget) which, after use, are consumed or show a material change in their physical condition, and which are generally of limited value and are characterized by rapid depreciation. Office supplies and gas and oil are examples of commodities.

GLOSSARY OF BUDGET AND FINANCE TERMS

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.

Contingency Account: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

Contractual Services: Services rendered to County departments and agencies by private firms, individuals, or other government agencies. Examples include utilities, insurance, and professional services.

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.

Debt Services: The County's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

Deficit: (1) The excess of an entity's liabilities over its assets (See Fund Balance).
(2) The excess of expenditures or expenses over revenues during a single accounting period.

Delinquent Taxes: Taxes that remain unpaid on and after the date on which a penalty for non-payment is attached.

Department: A major administrative division of the County which indicates overall management responsibility for an operation or a group of related operations within a functional area.

Department Function Statement: The primary reason for the existence of a specific department is explained through the department function statement.

Depreciation: The decrease in value of physical assets due to use and the passage of time.

Designated: An account used to indicate a portion of a fund's balance to reflect tentative plans for future spending related to specific projects or purposes. These amounts are formally designated by the Board of Commissioners. Although these amounts are not legally restricted, they represent current intentions of the Board.

Disbursement: Payment for goods and services in cash or by check.

Discharge of Mortgage: To record the pay off of the mortgage.

GLOSSARY OF BUDGET AND FINANCE TERMS

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditures. Funds cease to be encumbered when paid or when an actual liability is set up.

Enterprise Fund: A proprietary fund type in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures.

EPSDT: Early and Periodic Screening and Diagnostic Testing; the Health department provides these services primarily to children.

Equalized Value: Locally assessed value multiplied by County and/or state factors to provide a uniform tax base. Equalized values are multiplied by tax rates to yield a tax amount in dollars.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by County Board of Commissioners.

Expenditure: This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all governmental funds and expendable trust funds. (Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.)

Expenses: Charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest, and other charges. This term applies to proprietary funds and non-expendable trust funds.

FHLB: Federal Home Loan Bank.

FHLMC: Federal Home Loan Mortgage Company (Freddie Mac).

FNMA: Federal National Mortgage Association (Fannie Mae).

Family Court: A newly created division of the Circuit Court that administers domestic relations and juvenile neglect and abuse cases.

Finance Committee: A five-member committee made up of Board of Commissioners who have original jurisdiction over matters of County business in the areas of purchasing, financial control, insurance, audit of claims, auditing, equalization and apportionment bonding, human resources, and other related matters. The committee members are appointed by the Chairperson of the Board and serve for a one-year term.

Financing Tools: Financial mechanisms established by the Board of Commissioners to address long-term financial needs of the County. (See Users Guide for more detail.)

GLOSSARY OF BUDGET AND FINANCE TERMS

Fiscal Year: A twelve-month period designated as the operating year for an entity. The County of Ottawa has specified January 1 to December 31 as its fiscal year. However, certain grant funds carry fiscal year-ends to coincide with the grants reporting period.

Fixed Assets: Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

Function: A major class or grouping of tasks directed toward a common goal, such as improvements to the public safety, improvement of the physical environment, etc. For the purposes utilized in budgetary analysis, the categories of functions have been established by the State of Michigan and financial reports must be grouped according to those established functions.

Fund: An accounting entity with a set of self-balancing accounts that records all financial transactions for the purpose of carrying on specific activities or government functions. Seven commonly used fund types in governmental accounting are: general, special revenue, debt service, capital projects, enterprise, internal service, and trust and agency.

Fund Balance: Fund balance is the excess of assets over liabilities and is therefore also known as surplus funds. This term applies to governmental funds. A negative fund balance is sometimes called a deficit.

Fund Balance, Designated, Unreserved: The portion of fund balance that is available for appropriation but has been earmarked for a specific purpose.

Fund Balance, Reserved: The portion of fund balance that is not available for appropriation. Generally, these funds are legally restricted for a specific use.

Fund Balance, Undesignated, Unreserved: The portion of fund balance available for appropriation.

Fund Equity: Fund Equity is the excess of assets over liabilities and is also known as surplus funds. This term applies to proprietary fund types.

General Fund: The General Fund accounts for all current financial resources not required by law or administrative action to be accounted for in another fund and serves as the primary reporting vehicle for current government operations.

General Ledger: A set of records which records all transactions necessary to reflect the financial position of the government.

GLOSSARY OF BUDGET AND FINANCE TERMS

General Obligation Bonds: When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds which are to be repaid from taxes and other general revenues.

Generally Accepted Accounting Principals (GAAP): 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.

Generally Accepted Auditing Standards (GAAS): Standards established by the AICPA for the conduct and reporting of financial audits. There are 10 basic GAAS, classed into three broad categories: general standards, standards of fieldwork, and standards of reporting. The Auditing Standards Board of the AICPA publishes SAS to comment and expand upon these basic standards. These SAS, together with the 10 basic standards, constitute GAAS. These GAAS set forth the objectives of the audit and establish measures that can be applied to judge the quality of its performance.

Generally Accepted Government Auditing Standards (GAGAS): Standards established by the GAO in its publication Standards for Audit of Governmental Organizations, Programs, Activities and Functions ("yellow book") for the conduct and reporting of both financial and performance audits. GAGAS set forth general standards applicable to both types of audits and separate standards of fieldwork and reporting for financial and performance audits. The GAGAS standards of fieldwork and reporting for financial audits incorporate and build upon GAAS.

Goal: The long range plans necessary to meet the visions of the strategic plan.

Governmental Accounting: The composite activity of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of governments.

Governmental Accounting Standards Board (GASB): The authoritative accounting and financial reporting standard-setting body for government entities.

Governmental Fund Types: Funds used to account for the acquisition, use, and balances of expendable financial resources and the related current liabilities - except those accounted for in proprietary funds and fiduciary funds. In essence, these funds are accounting segregations of financial resources. Expendable assets are assigned to a particular governmental fund type according to the purposes for which they may or must be used. Current liabilities are assigned to the fund type from which they are to be paid. The difference between the assets and liabilities of governmental fund types is referred to as fund balance. The measurement focus in these fund types is on the determination of financial position changes and changes in financial position (sources, uses, and balances of financial resources), rather than on net income determination. The statement of revenues, expenditures, and changes in fund balance is the primary

GLOSSARY OF BUDGET AND FINANCE TERMS

governmental fund type operating statement. It may be supported or supplemented by more detailed schedules of revenues, expenditures, transfers, and other changes in fund balance. Under current GAAP, there are four governmental fund types: general, special revenue, debt service, and capital projects.

Grant: A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

Headlee Rollback (also called Tax Limitation Amendment):

(Article IX, Sec. 31 of the Michigan Constitution). If the total value of existing taxable property in a local taxing unit increases faster than the U.S. Consumer Price Index (CPI) from one year to the next, the maximum authorized tax rate in that jurisdiction must be "rolled back" (reduced). The rollback may be reversed by a vote of the electors.

Indirect Costs: Costs associated with, but not directly attributable to, the providing of a product or services. These costs are usually incurred by other departments in the support of operating departments.

Interfund Expenditures: Services rendered to County departments and agencies by other County departments. Examples include data processing services, telecommunications, duplicating, insurance services, etc.

Interfund Transfer: Payment from one fund to another fund primarily for work or services provided.

Intergovernmental Revenue: A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes.

Internal Control Structure: Policies and procedures established to provide reasonable assurance that specific government objectives will be achieved.

Internal Service Fund: A fund used to account for the financing of goods or services provided by one department to other departments on a reimbursement basis.

Inventory: A detailed listing of property currently held by the government.

Investment: Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals, or base payments.

Invoice: A bill requesting payment for goods or services by a vendor or other governmental unit.

Legal Investment: Investments that governments are permitted to make by law.

GLOSSARY OF BUDGET AND FINANCE TERMS

Levy: To impose taxes, special assessments, or service charges for the support of County activities.

Liability: Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. (Note: The term does not include encumbrances.)

Line-item Budget: A budget that lists each revenue and expenditure category (taxes, charges for services, salary, telephone, mileage, etc.) separately, along with the dollar amount budgeted for each specified category.

Long-term Debt: Debt with a maturity of more than one year after the date of Issuance.

Mandate: Any responsibility, action or procedure that is imposed by one sphere of government on another through constitutional, legislative, administrative, executive, or judicial action as a direct order or that is required as a condition of aid.

Maturities: The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

MSHDA: Michigan State Housing Development Authority; a State agency which provides funding for various housing programs.

Mill: One one-thousandth of a dollar of assessed value.

Millage: Rate used in calculating taxes based upon the value of property, expressed in mills per dollar of property, expressed in mills per dollar of property value.

Modified Accrual Basis: Used in governmental fund types. Revenues should be recognized in the accounting period in which they become available and measurable (similar to cash basis). Expenditures should be recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt, which should be recognized when due.

Non Violent Crimes: Non violent crimes are non-index crimes including Assault, Forgery, Fraud, Embezzlement, Stolen Property, Vandalism, Weapons (carry/possession), Sex Offenses, Drug/Narcotic Violations, Family Offenses, OUIL, Liquor Laws, Disorderly Conduct, Vagrancy, and Runaways (non inclusive).

Object of Expenditure: Expenditure classifications based upon the types or categories of goods and services purchased. Typical objects of expenditures include:

- personnel services (salaries and fringes);
- supplies;
- other services and charges (utilities, maintenance contracts, travel); and,
- capital outlays.

GLOSSARY OF BUDGET AND FINANCE TERMS

Objective: The means to achieve the established goals; an implementation plan.

Operating Budget: A annual plan of financial operation embodying an estimate of proposed expenditures for the calendar year and the proposed means of financing them (revenue estimates). The plan specifies the type and level of municipal services to be provided, while limiting, through the appropriation process, the amount of money which can be spent.

Operating Transfer: Routine and/or recurring transfers of assets between funds.

Other Financing Sources: Governmental fund general long-term debt proceeds, amounts equal to the present value of minimum lease payments arising from capital leases, proceeds from the sale of general fixed assets, and operating transfers in. Such amounts are classified separately from revenues on the governmental operating statement.

Other Financing Uses: Governmental fund operating transfers out and the amount of refunding bond proceeds deposited with the escrow agent. Such amounts are classified separately from expenditures on the governmental operating statement.

OUIL: Operating Under the Influence of Liquor.

OWI: Operating While Intoxicated

P.A. 621: See Uniform Budget and Accounting Act.

Performance Measures: Specific quantitative and qualitative measures of work performed as an objective of the department.

Personnel Services: Items of expenditures in the operating budget for salaries and wages paid for services performed by County employees, as well as the incidental fringe benefit costs associated with County employment.

Primary Government: Any state government or general-purpose local government (Municipality or County) which meets the following criteria: 1) has a separately elected governing body, 2) is legally separate, and 3) is fiscally independent of other state and local governments.

Proprietary Fund Types: Sometimes referred to as income determination or commercial-type funds, the classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds). All assets liabilities, equities, revenues, expenses, and transfers relating to the government's business and quasi-business activities are accounted for through proprietary funds. The GAAP used are generally those applicable to similar businesses in the private sector and the measurement focus is on determination of net income, financial position, and changes in financial position. However, where the GASB has issued pronouncements applicable to those entities and activities, they should be guided by these pronouncements.

GLOSSARY OF BUDGET AND FINANCE TERMS

Property Tax: Property taxes are levied on both real and personal property according to the property's valuation and the tax rate. Also known as "ad valorem taxes".

Purchase Order: A document authorizing the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

Rating: In the context of bonds, normally an evaluation of credit worthiness performed by an independent rating service.

Requisition: A written request from a department to the purchasing office for specific goods or services. This action precedes the authorization of a purchase order.

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

Residual Equity Transfer: Non-recurring or non-routine transfers of assets between funds.

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

Resources: Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

Retained Earnings: An equity account reflecting the accumulated earnings of the County's Enterprise and Internal Service Funds.

Revenue: Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, and interest income.

Revenue Bonds: Bonds usually sold for construction of a project that will produce revenue for the government. The revenue is used to pay the principal and interest of the bond.

Revenue Estimate: A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

Risk Management: An organized attempt to protect a government's assets against accidental loss in the most economical method.

Rollback Legislation: See Headlee Rollback.

Self-Insurance: A term often used to describe the retention by an entity of a risk of loss arising out of ownership.

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

GLOSSARY OF BUDGET AND FINANCE TERMS

Source of Revenue: Revenues are classified according to their source or point of origin (i.e.: taxes, charges for services, interest on investments).

Special Assessment: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Assessment Roll: The official list showing the amount of special assessments levied against each property presumed to be benefited by an improvement or service.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specified purposes, GAAP only require the use of special revenue funds when legally mandated.

State Equalized Value: See S.E.V.

Strategic Plan: Plan developed by the Board of Commissioners to establish County objectives, goals, and action plans.

Surplus: Revenue over expenditures for any given year. The cumulative revenue over expenditures is called fund balance.

Tax-Exempt Bonds: State and local government securities whose interest is exempt from taxation by the federal government or within the jurisdiction issued.

Tax Levy: The total amount to be raised by general property taxes for the purposes stated in the resolution approved by the County Board of Commissioners.

Tax Rate: The amount of taxes (mills) levied for each \$1,000 of assessed valuation.

Tax Rate Limit: The maximum legal property tax rate at which a County may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes. The County's legal limit is 4.44 mills voted on by County residents in 1988 for 6 years. This millage will expire in 1994 at which time the Tax Allocation Committee will meet.

Tax Roll: The certification of assessed/taxable values prepared by the assessor of each local governmental unit presented to the taxing authority in October of each year.

Tax Year: The calendar year in which ad valorem property taxes are levied to finance the ensuing calendar year budget. For example, taxes levied in 1993 will finance the 1994 budget.

Taxable Value: The dollar figure for each parcel of property against which tax rates are levied. This may or may not be an arbitrary calculation depending upon the market value, how that

GLOSSARY OF BUDGET AND FINANCE TERMS

value has changed over time, whether it has been subject to statutory caps" and when it was last "uncapped" because of "transfer of ownership".

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments.

Truth in Taxation (Act No. 5, PA of 1982): Any increase in the total value of existing taxable property in a local taxing unit must be offset by a corresponding decrease in the tax rate actually levied so that the yield does not increase from one year to the next. The rollback may be reversed by a special vote of the legislative body of the local unit provided that the action is preceded by a public advertisement and hearing.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purchases.

Uniform Budget and Accounting Act (P.A. 621): This act was passed by the Michigan Legislature in 1978 to provide for a system of uniform procedures for the preparation and execution of budgets in local government. The Act addresses responsible parties in the budget process, required information in the budget document, and policies regarding deficits and budget amendments.

Unqualified Opinion: An auditor's opinion stating that the financial statements present fairly the financial position, results of operations and (when applicable) changes in financial position in conformity with GAAP (which include adequate disclosure). This conclusion may be expressed only when the auditor has formed such an opinion on the basis of an examination made in accordance with GAAS or GAGAS.

User Charges (also known as User Fees): The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Violent Crimes: Violent crimes are index crimes including Murder/Manslaughter, Negligent Homicide, Kidnapping, Criminal Sexual Conduct, Robbery, Aggravated Assault, Burglary, Motor Vehicle Theft, Arson, and Larceny.

Yield: The rate earned on an investment based on the price paid for the investment.

INDEX

<u>Letter</u>	<u>Section</u>	<u>Page(s)</u>
A		
	Accounting (Fiscal Services department)	193
	Administrator	201
	Adult Probation	177, 186, 335
	Animal Control	245
	Auditing (Fiscal Services department)	193
B		
	Board of Commissioners	167
	Budget (Fiscal Services department)	193
	Budget Adjustments	47
	Budget Basis	34
	Budget Issues/Priorities	(See Transmittal Letter)
	Budget Policies (operating)	40, 46
	Budget Process	37
	Budget Projections (future years)	55
	Building and Grounds	222
	Building Authority - Administration	221
	Building Authority - Construction	353
	Building Authority - Debt	347
C		
	Canvassing Board	192
	Capital Construction Projects	354
	Capital Equipment Approvals	54
	Capital Projects Fund (description)	353
	Cemetery Trust	362
	Central Dispatch (operations)	147
	Central Dispatch (rent payments)	237
	Chapter 6 Drain	147
	Chapter 20 Drain	147
	Chapter 21 Drain	147
	Child Care – Circuit Court	341
	Child Care - Social Services	343
	Circuit Court	174
	Circuit Court Probation	186
	City of Coopersville	235
	City of Hudsonville	235
	Commissioners	167
	Community Action Agency	338
	Community Corrections	335
	Community Policing Service Contracts	235, 320
	Compensated Absences	346
	Component Units	147
	Contingency	46, 263
	Co-operative Extension	216
	Corporate Counsel	196
	County Clerk	198
	Crime Victims Rights	317
D		
	Debt Information	348
	Debt Management Policy	479
	Debt Service Funds (descriptions)	347
	Debt Service Payments	352
	Delinquent Taxes/Delinquent Tax Revolving Fund	146, 386

INDEX

<u>Letter</u>	<u>Section</u>	<u>Page(s)</u>
D	Demographic Information	Appendix 405
	Department of Human Services	Special Revenue Funds 340
	Department of Veteran’s Affairs	General Fund, Special Revenue Funds 254, 345
	District Court	General Fund 177
	Dog Catcher	General Fund 245
	Drain Assessments (County Share)	General Fund 249
	Drain Commission	General Fund 224
	Drains Capital Projects	Summary Information, Debt Service, Capital Projects, and Permanent Fund 147, 354
	Drains Debt Service	Summary Information, Debt Service, Capital Projects, and Permanent Fund 147, 348
	Drug Court	Special Revenue Funds 278
	Drug Enforcement	General Fund 234
	E	E-911
Elections		General Fund 190
Emergency Feeding		Special Revenue Funds 332
Emergency Management Services		General Fund 242
Equalization		General Fund 203
Equipment Pool		Summary Information, General Fund, Appendix 146, 263, 388
Equipment Requests – Approved		Appendix 394
Excelling in the Correctional Environment		General Fund 240
F	Facilities Maintenance	General Fund 222
	Family Counseling Services	General Fund 187
	Family Court – Treatment/Diversionary Services	Special Revenue Funds 341
	Federal Emergency Management Agency	Special Revenue Funds 334
	Financial Policies	Appendix 416
	Financing Tools	User's Reference Guide, Appendix 80, 378
	Fiscal Services	General Fund 193
	Friend of the Court	Special Revenue Funds 276
	Fund Types	User's Reference Guide 34
G	General Fund Description	General Fund 159
	General Fund Summary	General Fund 161
	General Government	General Fund 189
	Geographic Information System	General Fund 219
	Grant Programs - Pass Thru	Special Revenue Funds 331
H	Hazardous Materials	General Fund 244
	Health	Special Revenue Funds 279
	Administration Division	Special Revenue Funds 280
	Environmental Health Division	Special Revenue Funds 284
	Health Promotion Division	Special Revenue Funds 294
	Public Health Preparedness	Special Revenue Funds 281
	Clinic Services	Special Revenue Funds 288
	Community Services	Special Revenue Funds 291
	Homestead Property Tax	Special Revenue Funds 314
	Household Hazardous Waste	Special Revenue Funds 307
Human Resources	General Fund 205	
I	Information Technology	Summary Information 146

INDEX

<u>Letter</u>	<u>Section</u>	<u>Page(s)</u>
I	Infrastructure	Special Revenue Funds, Appendix 312, 380
	Insurance	Summary Information, General Fund 146, 262
	Insurance Authority	Summary Information 146
	Internal Service Funds	Summary Information 146
	Investment Policy	Appendix 456
J	Jail	General Fund 240
	Jail Alternative Programs	Special Revenue Funds 335
	Jury Board	General Fund 188
	Juvenile Court	General Fund 183
	Juvenile Detention	Special Revenue Funds 341
L	Landfill	Special Revenue Funds, Appendix 306, 378
	Landfill Tipping Fees	Special Revenue Funds 307
	Law Library	Special Revenue Funds 322
	Legal Level of Control	User's Reference Guide 32
	Local Corrections Academy Grant	General Fund 240
M	Marine Safety	General Fund 238
	Medical Examiners	General Fund 253
	Mental Health	Special Revenue Funds 298
	Administration Division	Special Revenue Funds 304
	Developmentally Disabled Division	Special Revenue Funds 300
	Mentally Ill Adult Division	Special Revenue Funds 302
	Mentally Ill Child Division	Special Revenue Funds 303
	Other Populations	Special Revenue Funds 301
	Michigan State University Extension	General Fund 216
	Millage Levy	User's Reference Guide 50
O	Operating Transfers Out - Internal	General Fund 265
	Organizational Chart	Introductory Section 30
	Ottawa County Public Utilities	Summary Information 147
	Ottawa Soil & Water Conservation District	General Fund 228
	Ottawa County Road Commission	Summary Information 147
P	Parks and Recreation	Special Revenue Funds 272
	Permanent Funds	Debt Service, Capital Projects, and Permanent Fund: 362
	Personnel Summary	User's Reference Guide, Appendix 53, 390
	Planner/Grants	General Fund 257
	Planning Commission	Special Revenue Funds 311
	Plat Board	General Fund 213
	Probate Court	General Fund 180
	Population Density	Appendix 406
	Property Description & Mapping	General Fund 203, 219
	Property Tax	User's Reference Guide, Revenue Sources 50, 148
	Property Tax Base	Revenue Sources, Appendix 148, 410
	Prosecuting Attorney	General Fund 208
	Prosecuting Attorney Grants	Special Revenue Funds 317
	Public Improvement Fund	Special Revenue Funds, Appendix 313, 382
	Purchasing Policy	Appendix 434

INDEX

<u>Letter</u>	<u>Section</u>	<u>Page(s)</u>
R		
	Rainy Day Fund	Special Revenue Funds, Appendix 316, 384
	Reapportionment	General Fund 172
	Recycling	Special Revenue Funds 307
	Register of Deeds	General Fund 210
	Register of Deeds Automation Fund	Special Revenue Funds 315
	Resolutions - Operating Budget	Appendix 363
	Revenue Sharing Reserve Fund	Special Revenue Funds 337
	Road Commission	Summary Information 147
	Road Salt Management	General Fund 260
S		
	Sheriff	General Fund 230
	Sheriff Contracts	Special Revenue Funds 320
	Sheriff Grant Programs	Special Revenue Funds 319
	Sheriff Road Patrol (416 Grant)	Special Revenue Funds 321
	Sheriff's Training	General Fund 236
	Special Revenue Fund Descriptions	Special Revenue Funds 267
	Soldiers & Sailors Relief	General Fund 254
	Soldiers & Sailors Relief (Special Revenue Fund)	Special Revenue Funds 344
	Solid Waste Clean-Up	Special Revenue Funds, Appendix 306, 378
	Stabilization	Special Revenue Funds, Appendix 316, 384
	Strategic Planning	User's Reference Guide 74
	Substance Abuse	General Fund 252
	Survey & Remonumentation	General Fund 212
T		
	Transfers In Control	General Fund 264
	Transfers Out	General Fund 265
	Transportation System	Special Revenue Funds 309
	Treasurer	Summary Information, General Fund 146, 214
V		
	Veterans Burial	General Fund 254
	Veterans Trust	Special Revenue Funds 345
W		
	Weatherization	Special Revenue Funds 339
	WEMET (County program)	General Fund 234
	Workforce Investment Act - 3/31 Grant Programs	Special Revenue Funds 330
	Workforce Investment Act - 9/30 Grant Programs	Special Revenue Funds 329
	Workforce Investment Act - 12/31 Grant Programs	Special Revenue Funds 328
	Workforce Investment Act - Administration	Special Revenue Funds 323
	Workforce Investment Act - Adult	Special Revenue Funds 326
	Workforce Investment Act - Youth	Special Revenue Funds 325