Ottawa County Patriots

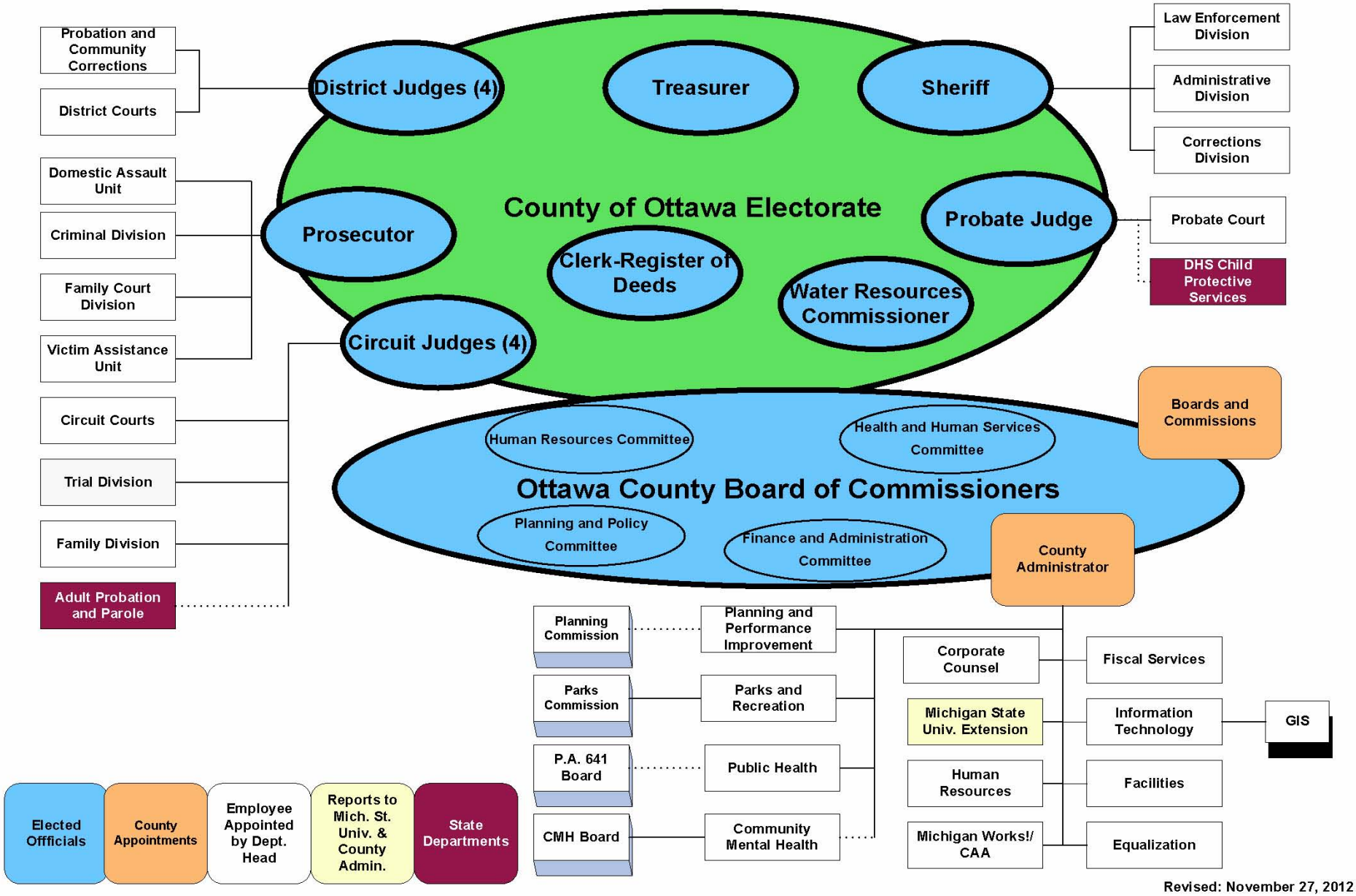
Al Vanderberg, County Administrator, Ottawa County

January 8, 2013

Ottawa County Facts

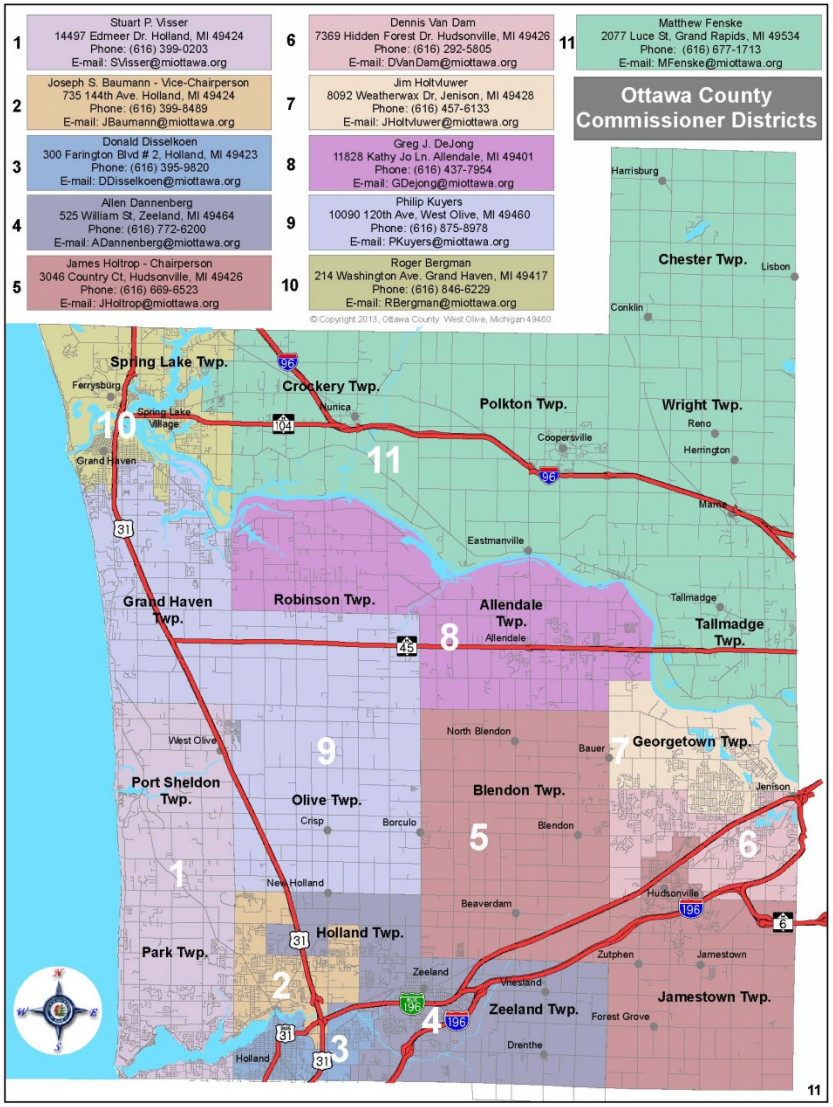
- 565 square miles
- Michigan's 7th largest county by population: 266,300
- 17 townships, 6 cities, 1 village
- 853 full-time employees, 1,220 total
- 33 departments, agencies, courts

Ottawa County Organizational Chart



Revised: November 27, 2012

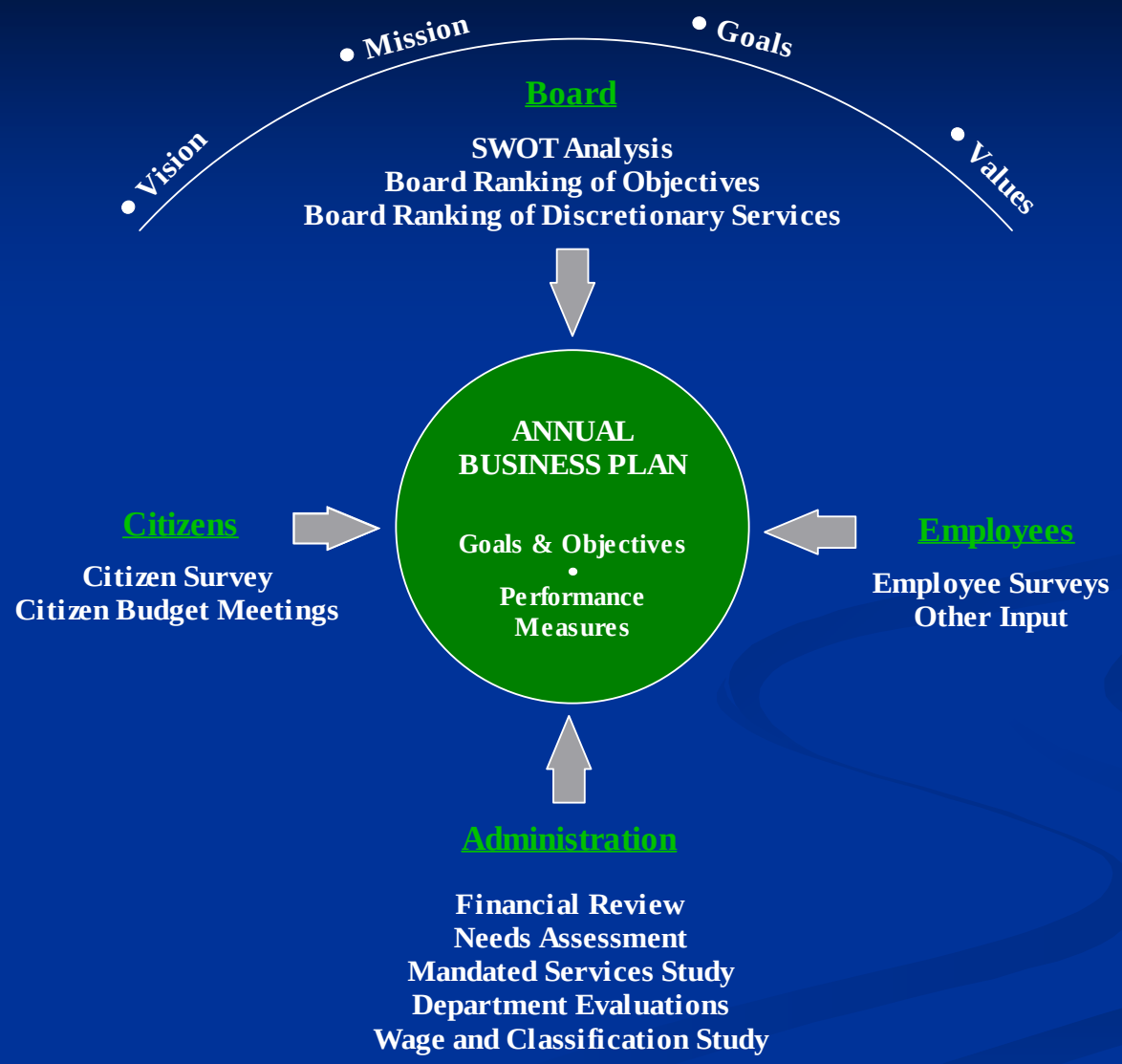
Board of Commissioner Districts



Organization – Legislative Administration

- Board of Commissioners
- County Administrator (CAO)
- Elected Offices
- Courts
- Statutory Boards
- MSU Extension

Strategic Planning



Strategic/Business Plan

- Vision
- Mission
- Overarching Goals – “BHAG’S”
- Strategic/Objectives
- Performance Measurement/Benchmarking
- Program Evaluation

Vision

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

Mission

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

Goals

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

WHAT DO WE WANT TO DO? | HOW WILL WE KNOW OUR ACTIONS WERE EFFECTIVE?

WHAT WILL WE DO TO GET THERE?

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

Objective 1: Continue to work at the State and Federal levels to address unfunded and under-funded mandates.

- *Advocate to remove obstacles that prevent full funding of mandates.*
- *Gather data with other counties to use with the mandated services study to gain full funding of mandates.*

→ 100% of Ottawa legislative delegation oppose new under-funded or unfunded mandates and support fully funding existing mandates. 100% of legislators vote to remove obstacles and loopholes that prevent full funding of mandates.

Objective 2: Continue to advocate that the State remain committed to continuing revenue sharing payments to counties.

- *Inform the public of the impact of the loss of revenue sharing.*
- *Continue to monitor appropriations bills.*
- *Continue to act at the State level.*

→ Ottawa legislative delegation reports understanding of the County's position on the issue and all vote to retain revenue sharing.

Objective 3: Identify and develop a plan for funding legacy costs.

- *Complete the report which analyzes potential changes to the MERS Defined Benefit Plan.*
- *Complete a report which analyzes potential changes to the County health plan.*

→ Commissioners consider a plan to address the future cost of the MERS Defined Benefit Retirement System. A plan is presented to Commissioners that addresses the County health plan expense.

Objective 4: Implement and continue processes to ensure appropriate staffing levels and pay.

- *Complete the wage and classification study process.*
- *Implement process to review every position as it becomes vacant.*

→ 100% of wage study work is completed. Processes are in place to regularly review classifications and every position as it becomes vacant.

Objective 5: Maintain or improve bond ratings.

- *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.

Objective 6: Identify and develop strategies to address potential financial threats.

- *Research and develop a plan to address existing and future financial threats which clearly identifies threats and solutions.*
- *Fully fund financing tools.*
- *Develop a plan to address the 5-year projected budget deficit.*
- *Monitor State and Federal legislation for financial implications.*
- *Make a determination whether to change fiscal years to a July 1 to June 30 fiscal year.*

→ Commissioners approve a strategy to address financial threats, financing tools are fully funded, the operational budget deficit is eliminated, and legislation is supported or opposed as appropriate. Commissioners consider a study to change fiscal years.

Ottawa County Board of Commissioners
Strategic Planning: Goals, Objectives, and Outcomes

	Projected Completion	Resources Assigned
Goal 1: To maintain and improve the strong financial position of the County.		
Objective 1: Continue to work at the State and Federal levels to address unfunded and under-funded mandates.		
100% of Ottawa legislative delegation oppose new under-funded or unfunded mandates and support fully funding existing mandates.	Ongoing	Administrator, Fiscal Services, Planning, Corporation Counsel
100% of legislators vote to remove obstacles and loopholes that prevent full funding of mandates.	Ongoing	Administrator, Fiscal Services, Planning, Corporation Counsel
Objective 2: Continue to advocate that the State remain committed to continuing revenue sharing payments to counties.		
100% of Ottawa legislative delegation reports understanding of the County's position on the issue and all vote to retain revenue sharing.	Ongoing	Commissioners, Administrator, Fiscal Services
Objective 3: Identify and develop a plan for funding legacy costs.		
Commissioners consider a plan to address the future cost of the MERS Defined Benefit Retirement System.	9/30/09	Commissioners, Administrator, Human Resources, Fiscal Services
A plan is presented to Commissioners that addresses the County health plan expense.	10/31/09	Commissioners, Administrator, Human Resources, Fiscal Services
Objective 4: Implement and continue processes to ensure appropriate staffing levels and pay.		
100% of wage study work is completed.	6/1/09	Administrator, Human Resources, Fiscal Services
Processes are in place to regularly review classifications and every position as it becomes vacant.	12/31/09	Administrator, Human Resources, Fiscal Services
Objective 5: Maintain or improve bond ratings.		
100% of ratings from Fitch, Standard and Poor's, and Moody's are maintained or improved.	Ongoing	Administrator, Fiscal Services
Objective 6: Identify and develop strategies to address potential financial threats.		
Commissioners approve a strategy to address financial threats that clearly identifies threats and solutions.	12/31/09	Commissioners, Administrator, Fiscal Services
Financing tools are fully funded.	Ongoing	Commissioners, Administrator, Fiscal Services
The operational budget deficit is eliminated.	Ongoing	Commissioners, Administrator, Fiscal Services
All legislation that would impact County finances is identified and supported or opposed as appropriate.	Ongoing	Commissioners, Administrator, Planning
Commissioners consider a study to change fiscal years.	6/1/09	Administrator, Fiscal Services
Goal 2: To maintain and enhance communication with citizens, employees, & other stakeholders.		
Objective 1: Develop and implement a comprehensive legislative action plan to communicate with legislators		
100% of Ottawa legislative delegation report understanding of the County's positions on various issues within the Legislative Plan.	12/31/09	Commissioners, Administrator, Planning
100% of Commissioners positively evaluate the lobbyist contract.	12/31/09	Commissioners, Administrator, Planning
Objective 2: Develop and implement a comprehensive communication plan to communicate with the public		
25% of citizens report using miOttawa.org to communicate with or learn about Ottawa County government.	12/31/10	Administrator, Information Technology
40% of citizens report good awareness of County activities.	12/31/10	Commissioners, Administrator
25% of citizens report knowledge of revenue sharing and potential impacts of its loss.	12/31/10	Commissioners, Administrator
Commissioners approve a comprehensive communications plan.	9/1/09	Commissioners, Administrator
Objective 3: Continue to develop and implement methods of communicating with employee groups.		
Percentage of employees reporting satisfaction with County Administration increases by 5% on Employee Satisfaction Survey.	12/31/09	Administrator, Administration Departments
Objective 4: Continue to improve communication with Commissioners.		
100% of Commissioners report satisfaction with communication from Administration.	6/30/09	Administrator, Administration Departments
Commissioners consider a cost-benefit analysis of paperless agendas.	9/1/09	Commissioners, Administrator, Fiscal Services
Objective 5: Identify and appoint the best applicants to boards and commissions.		
100% of applicants are interviewed prior to appointment.	Ongoing	Commissioners, Administrator, HR
100% of board & commission seats are filled.	Ongoing	Commissioners, Administrator, HR
Objective 6: Strengthen role in state, regional and national professional organizations.		
Ottawa County, the Board of Commissioners, and staff are recognized as leaders and hold leadership positions in professional organizations.	Ongoing	Commissioners, Administrator, All Departments

Accountability

- Quarterly Report – Green, Yellow, Red
- County Administrator's Performance Evaluation
- Executive Staff/Department Head Performance Evaluations
- Staff Evaluations

WHAT DO WE WANT TO DO? | *WHAT IS THE CURRENT STATUS?*

WHAT WILL WE DO TO GET THERE?

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

Objective 1: Continue to work at the State and Federal levels to address unfunded and under-funded mandates.
- *Advocate to remove obstacles that prevent full funding of mandates.*
- *Gather data with other counties to use with the mandated services study to gain full funding of mandates.*

→ In the first half of 2009, GCSI and state legislators have received the mandated services study and the subject has been discussed in greater detail.

Objective 2: Continue to advocate that the State remain committed to continuing revenue sharing payments to counties.
- *Inform the public of the impact of the loss of revenue sharing.*
- *Continue to monitor appropriations bills.*
- *Continue to act at the State level.*

→ In the first half of 2009, advocating for revenue sharing occurred continuously with legislators by Commissioners, staff, MAC, and GCSI.

Objective 3: Identify and develop a plan for funding legacy costs.
- *Complete the report which analyzes potential changes to the MERS Defined Benefit Plan.*
- *Complete a report which analyzes potential changes to the County health plan.*

→ Work continues on schedule to present to Commissioners both reports regarding potential changes to the defined benefits and health plan.

Objective 4: Implement and continue processes to ensure appropriate staffing levels and pay.
- *Complete the wage and classification study process.*
- *Implement process to review every position as it becomes vacant.*

→ Final recommendations on the wage study should be presented to the Commissioners by the end of July. Processes are in place to evaluate vacancies.

Objective 5: Maintain or improve bond ratings.
- *Present thorough, high-quality information to bond rating agencies.*

→ The credit rating with Moody's was affirmed.

Objective 6: Identify and develop strategies to address potential financial threats.
- *Research and develop a plan to address existing and future financial threats which clearly identifies threats and solutions.*
- *Fully fund financing tools.*
- *Develop a plan to address the 5-year projected budget deficit.*
- *Monitor State and Federal legislation for financial implications.*
- *Make a determination whether to change fiscal years to a July 1 to June 30 fiscal year.*

→ Work is ongoing in these areas in preparation for the 2010 budget process. GCSI, staff and commissioners have remained very active regarding State and Federal legislation with financial implications. The fiscal year analysis was completed and presented in May.

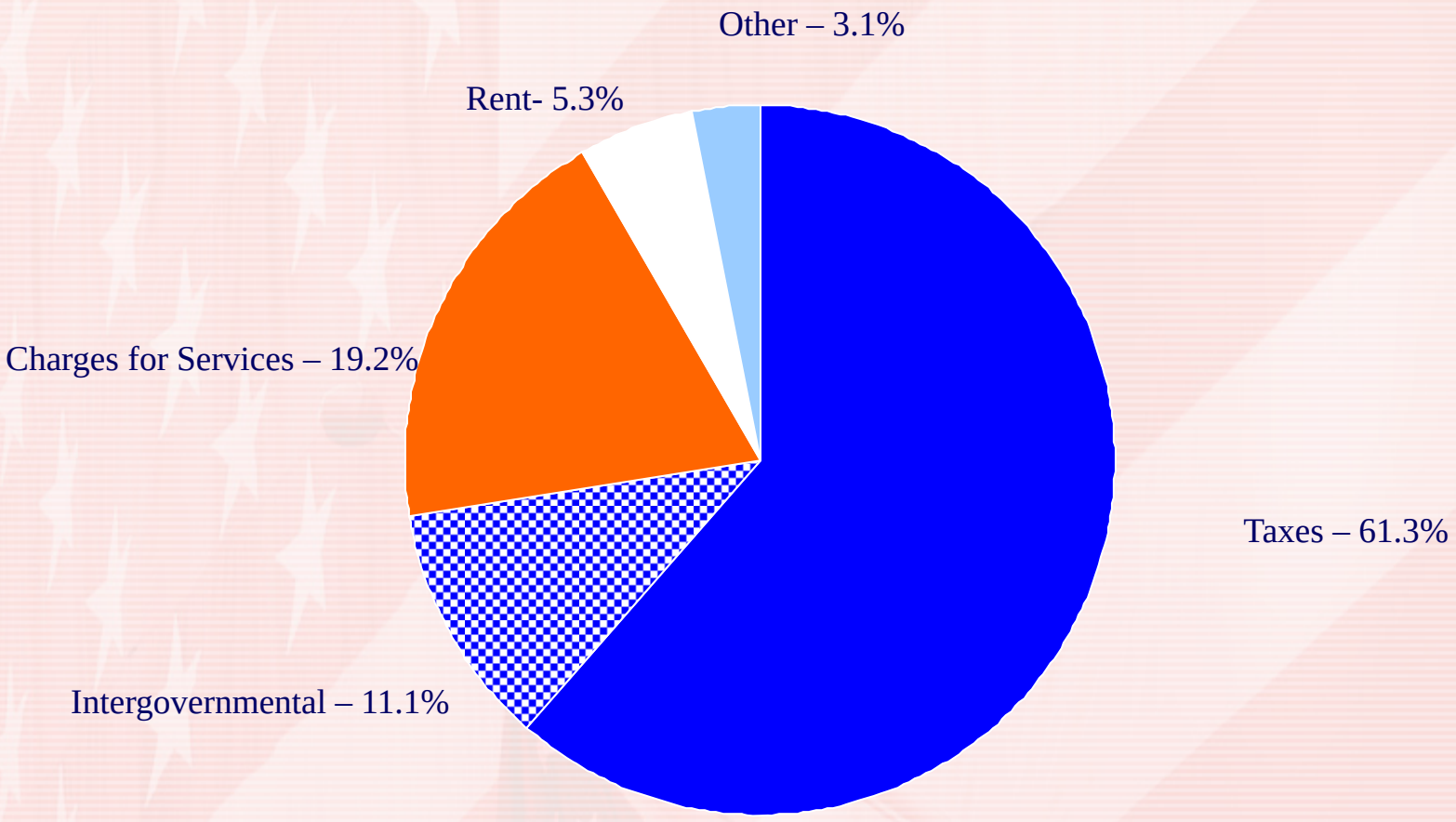
Program Evaluation

- Strategic Planning
  - Strategic Outline
  - Organizational & Workflow Analysis
  - Program & Dataflow Analysis
  - Database Design, and Data Collection & Analysis
- Statistical Evaluations
  - Outputs (Administrative and Operational Effectiveness)
  - Self-Reported Feedback
  - Outcome Indicators
  - Outcomes (Recidivism and Cost)
  - Baselines & Benchmarks
  - Conclusions & Recommendations

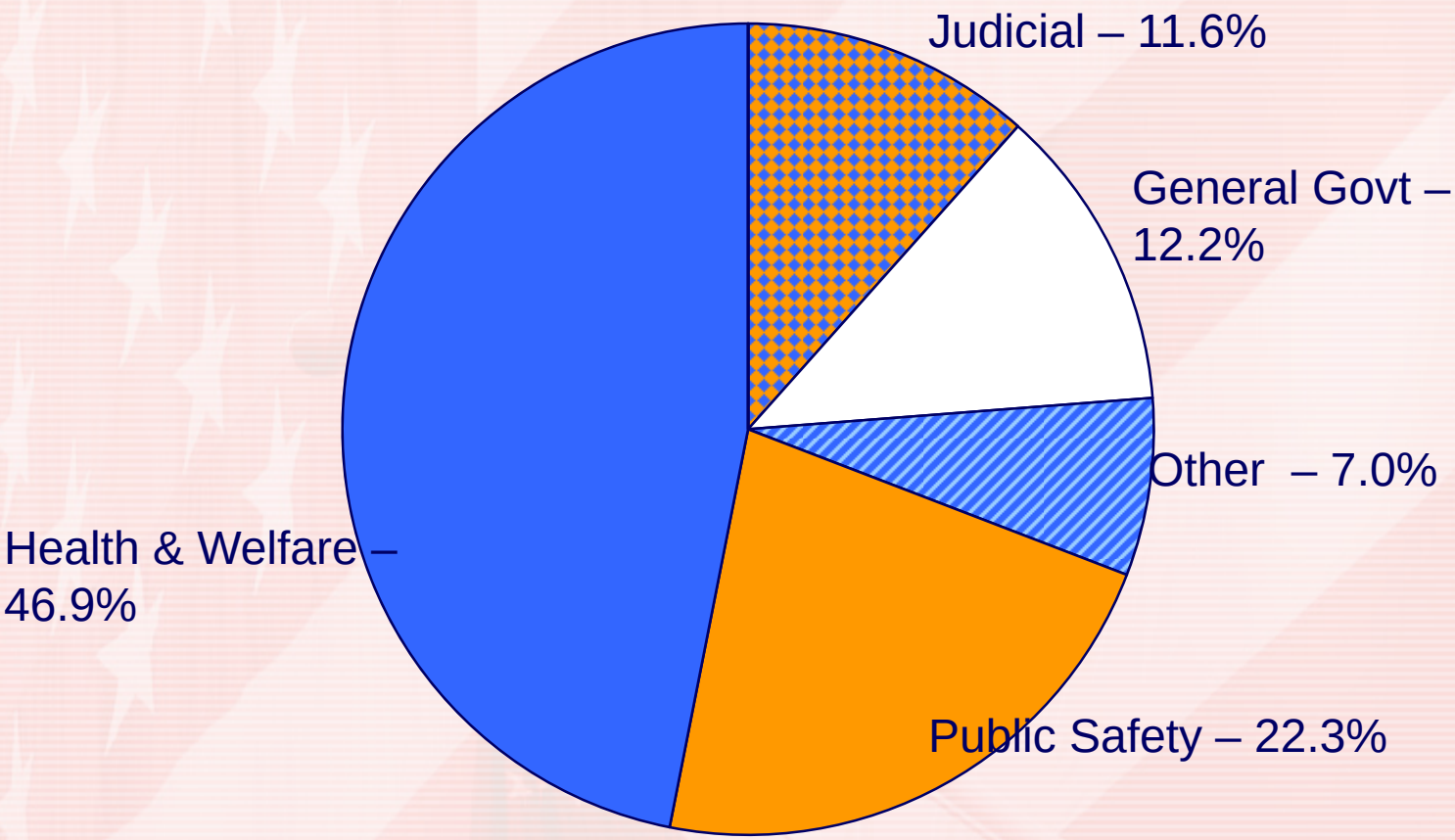
Ottawa County Financial Facts

- SEV: $10,261,010,969
- Total taxable value: $9,316,153,677
- Operating levy: $33,538,153
- Total levy: $40,728,767
- 2013 General Fund Budget $63,950,007
- 2013 Total Funds Budget $141,437,696

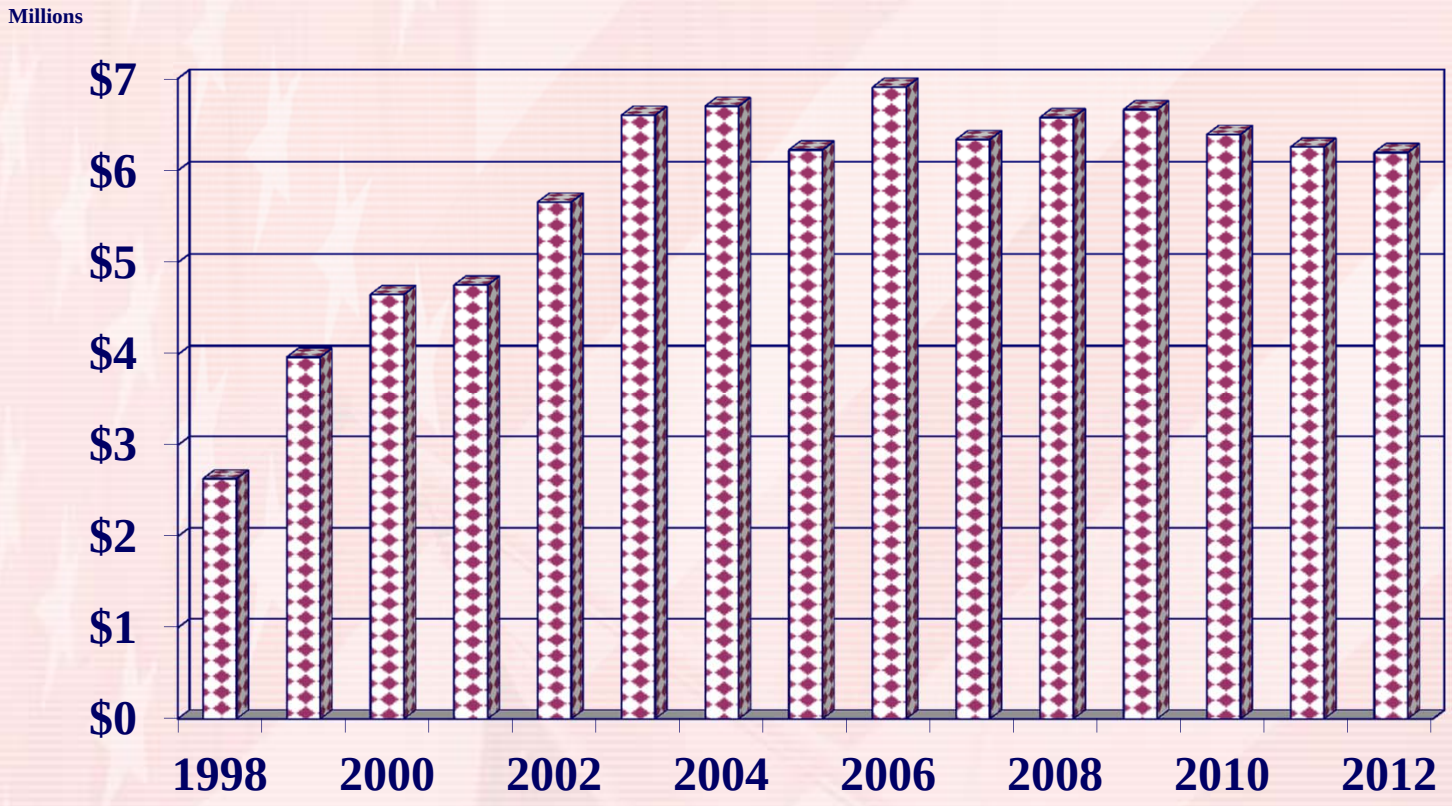
Ottawa County General Fund Revenue



2012 Expenditures by Function



County Wide Maximum Levy – Actual Levy: The "Cushion"



The difference between what we could levy and what we do levy (4.265 mills vs. 3.6 mills) is estimated at $6.1 million for 2012 (based on 2012 taxable value).

A Few Financial Accomplishments

- Property tax millage rate of 3.6 mills is the 5th lowest of Michigan's 83 counties
- Debt to Debt Capacity Ratio is lowest in Michigan
- One of four Michigan counties to achieve Moody's Triple (Aaa) credit rating
- Implementation of Outcome Based Performance Measurements System

Other Financial Accomplishments

- DB transition to DC
  - 30 Year savings - $30 million
- Health Benefit changes
  - $9 million – 2 Year savings
  - Implement High Deductible HSA
  - Implement Health Management Plan
- Low OPEB Liability

2012 OPEB Liability

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

Ottawa County Labor Relations

- 2004 – 11 Represented employee groups
- 2013 – 7 Represented employee groups

County Services

- **Mandated Services**
- **Discretionary Services**

(Note: Necessary Services)

Mandated County Services

The County is like an extension of the state for many mandated services

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

Discretionary Services

Sheriff Road Patrol

Sheriff Marine Patrol

Parks

County Services

County Board of Commissioners

County Administrator

Treasurer **Drain Commissioner**

General Government

Planning **MSU Extension**

Register of Deeds **Economic Development**

Dog Licenses **Fiscal Services**

Equalization **Vital Records** **Elections**

Risk Management

County Services

Health Department **Medical Examiner**

Community Mental Health

Human Services

Veterans Affairs **Soldiers & Sailors Relief**

Department of Human Services

Community Probation

County Services

Circuit Court Probate Court

Dive Team Emergency Rescue

Family Court

WEMET District Court Juvenile Detention

Public Safety & Justice

Emergency Management Haz-Mat Authority

Friend of the Court Sheriff Jail

Ottawa County Central Dispatch Authority

Prosecutor Animal Control

Paramedic-EMS

County Services

Public Works & Parks

- Landfill
- Public Utilities Department
- Airport
- Drain Commissioner
- Soil Erosion District
- Parks and Recreation
- Steam Generation Plant
- Recycling

Did you know…

Early Michigan

Low, swampy conditions and malaria outbreaks caused the legislature to require counties to create and maintain the elective office of Drain Commissioner, and to this day it is the only state with such a statute

Did you know…

Road Commission - NOT a Part of County Government

- County Road Commission form created in 1883 to mitigate disputes between bicyclists and farmers
- County Road Commission's are separate from County Governments
- County Board of Commissioners appoints 3-5 Board of Road Commission Members (or could decide that these positions are elected)
- County Treasurer invests surplus Road Commission Funds
- Road Commission has own budget, audit, insurance, property ownership, employer status, pension, etc.
- 2012 law allows a County Board of Commissioners to take over road commissions

Did you know…

- The Ottawa County Parks and Recreation Department is funded by a special millage.
- The millage funds can not be used for any other purpose then parks.

Communication

Ottawa County
COUNTY & STATE GOVERNMENT DASHBOARD

Economic Strength

Measure	Ottawa County			Michigan		
	Prior	Current	Progress	Prior	Current	Progress
Monthly unemployment rate[1]	9.2%	7.1%	+	11.1%	9.3%	+
	10 of 83 Counties					
Real Gross Domestic Product (GDP)	(8.7)%	5.2%	+	(5.0)%	2.9%	+
	1 of 15 MSAs			*15 of 50 States*		
Percent of structurally deficient bridges	2.9%	1.5%	+	13.5%	13.2%	+
				38 of 50 States		
Real personal income per capita	$26,268	$25,953	−	$26,900	$27,396	+
	20 of 83 Counties			*39 of 50 States*		
Children living in poverty	9%	11%	−	23%	23%	○
	2 of 83 Counties			*34 of 50 States*		

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

Health & Education

Measure	Ottawa County			Michigan		
	Prior	Current	Progress	Prior	Current	Progress
Infant mortality (Per 1,000 births)	6.7	4.9	+	7.7	7.7	○
	1 of 21 Cntys w/≥ 6 deaths			*39 of 50 States*		
Obesity in the population	24.0%	23.1%	+	30.3%	31.7%	−
	3 of 44 Health Depts			*42 of 50 States*		
3rd graders reading at grade level	95%	93%	−	90%	87%	−
	2 of 57 School Districts					
ACT college readiness benchmarks	23.6%	26.4%	+	16.0%	17.3%	+
	3 of 82 Cntys w/schools					
Pop. w/bachelor's degree or higher (25+ yrs. old)	30.5%	29.5%	−	24.7%	24.6%	−
	9 of 29 Counties[2]			*36 of 50 States*		

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

PROGRESS KEY:

+	−	○
Performance Improved	Performance Declined	Performance Maintained

Value for Government

Measure	Ottawa County			Michigan		
	Prior	Current	Progress	Prior	Current	Progress
Bond rating (Standard & Poor's)[3]	Aa1	Aaa	+	AA-	AA-	○
Government debt burden per capita	$96	$87	+	$748	$762	−
				36 of 50 States		
State gov't operating cost as a percent of GDP[4]	1.7%	1.4%	+	12.8%	14.6%	−
State/local gov't operating cost as a percent of GDP	n/a	n/a	n/a	22.3%	23.3%	−
Access to state gov't – number of online services[5]	40	48	+	357	385	+

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

Quality of Life

Measure	Ottawa County			Michigan		
	Prior	Current	Progress	Prior	Current	Progress
State park popularity – annual visits per citizen	n/a	n/a	n/a	2.2	2.3	+
Percent of residents satisfied with County parks	95%	85%	−	n/a	n/a	n/a
Population growth (Ages 25-34)	(1.1)%	(0.5)%	+	(1.2)%	(0.4)%	+
	60 of 83 Counties					
Clean/safe water resources – water quality index	n/a	n/a	n/a	85	85	○

Public Safety

Measure	Ottawa County			Michigan		
	Prior	Current	Progress	Prior	Current	Progress
Violent crimes per 100,000	155.6	169.1	−	499.8	490.3	+
	44 of 83 Counties			*40 of 50 States*		
Property crimes per 100,000	1,802.0	1,864.7	−	2,848.8	2,713.6	+
	42 of 83 Counties			*25 of 50 States*		
Individuals fatally/seriously injured in traffic accidents	161	160	+	7,382	6,917	+

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

Ottawa County
LOCAL GOVERNMENT DASHBOARD

Fiscal Responsibility

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

Public Safety

Measure	Prior	Current	Progress
Violent crimes per thousand	1.62	1.55	+
Property crimes per thousand	18.8	18.0	+
Traffic injuries and fatalities	1,593	1,636	−

Economic Strength

Measure	Prior	Current	Progress
Percent of community with access to high speed broadband	55.0%	99.2%	+
Percent of community age 25+ with Bachelor Degree or higher	28.2%	30.5%	+
Average age of county maintained roads (years)	11.0	11.5	−
Average age of sewer and water infrastructure[1]	n/a	n/a	n/a

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

Quality of Life

Measure	Prior	Current	Progress
Miles of sidewalks and non-motorized trails per mile of local roads	0.13	TBD	TBD
Percent of general fund budget committed to arts, culture and recreation	0%	0%	○
Acres of park per thousand residents	21.81	22.93	+
Percent of community with curbside recycling	< 20%	98.9%	+

PROGRESS KEY:

+	−	○
Performance Improved	Performance Declined	Performance Maintained

Dollars & Sense

Dollars and Sense:

How Ottawa County Spends Your Money

2012 Citizen's Guide to
Ottawa County Financial Health

Presented by
County Administrator Alan G. Vanderberg

Focus on “Services” not “Issues”

- State/Federal Funding for Services
- Mandates
- Unfunded Mandates

How Ottawa County and the Ottawa County Patriots Can Work Together

- Education
- Legislative

?

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