

2006 BUDGET
for
OTTAWA COUNTY
GRAND HAVEN, MICHIGAN
www.miottawa.org

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ALAN G. VANDERBERG

FISCAL SERVICES DIRECTOR
JUNE A. HAGAN

PREPARED BY:
THE FISCAL SERVICES DEPARTMENT

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County of Ottawa

Administrator's Office

Alan G. Vanderberg
County Administrator

12220 Fillmore Street, Room 310, West Olive, Michigan 49460

West Olive (616) 738-4068

Fax (616) 738-4888

Grand Haven (616) 846-8295

Grand Rapids (616) 662-3100

e-mail: avander@co.ottawa.mi.us

October 25, 2005

Board of County Commissioners and Citizens of Ottawa County:

Transmitted herein are the 2006 Operating Budgets for County operations. The combined budget, including component units, totals \$203,618,568 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 2006 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 2006 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.

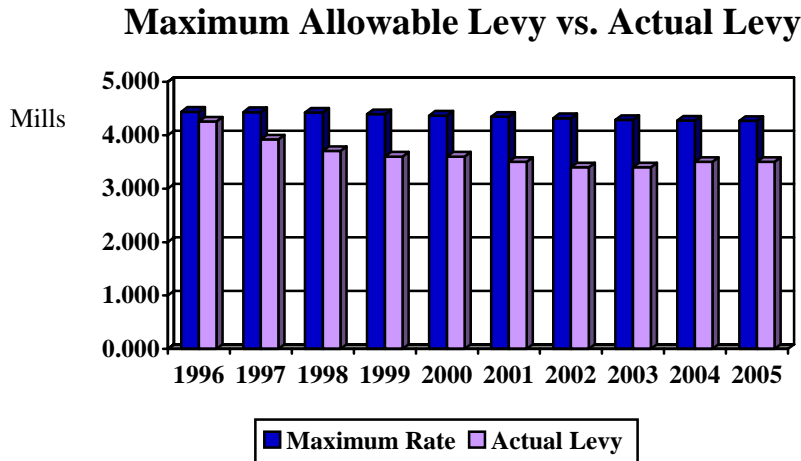
An appendix and an index are also included to provide other information and assist in locating desired information.

FINANCIAL ISSUES

The budget process for 2006 presented continuing challenges. Like most municipalities, Ottawa County is facing upward pressure on several cost areas accompanied by downward pressure on several revenue sources. Continued reductions in State funding in recent years, as well as uncertainties surrounding current and future State funding, further complicated the process. The County is also cognizant of and sensitive to the contributions of taxpayers.

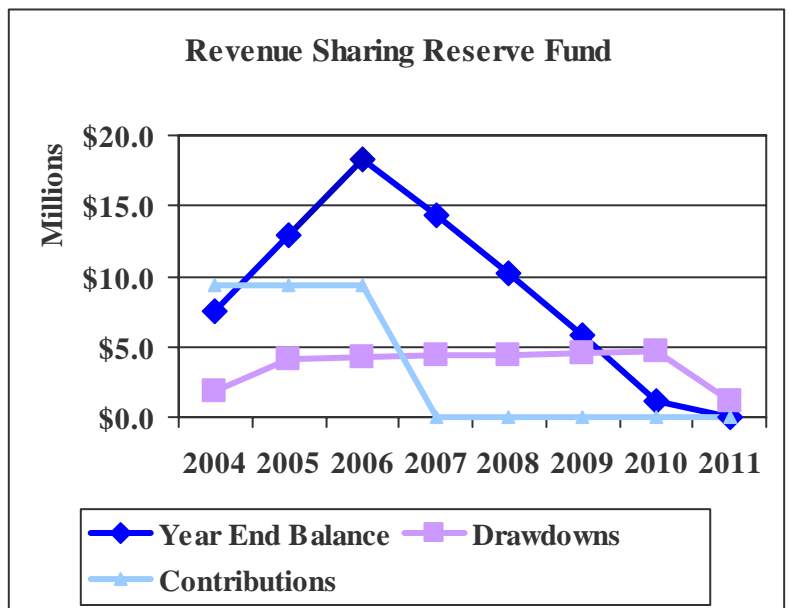
Major revenue considerations include the following:

Citizen Tax Burden: Ottawa County has a maximum tax limit of 4.2689 mills for 2006 County operations. In an effort to reduce the tax burden on County citizens, the Board has chosen to levy a lower amount - 3.5 mills - for 2006 operations. The County continues to levy well below its legal maximum levy. **Specifically, the difference in the levy from the maximum of 4.2689 mills to 3.5 mills represents an 18% savings to the taxpayers.** This is the tenth 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 1996 - 2005:



Annual tax revenue growth nevertheless remains steady as a result of increases in our property tax value ranging from 5.36 to 7.82 percent over the last five years.

State Revenue Sharing: In October of 2004, the State of Michigan eliminated State Revenue Sharing payments to counties. To assist counties in preventing the loss of key services, the county property tax levy will gradually be moved up from December to July over three years. Beginning with the December 2004 tax collection, one-third of the levy is placed into the Revenue Sharing Reserve Fund (RSRF) that the County will manage and be able to withdraw an amount equal to what we would have received in 2004, plus an annual increase equal to CPI (Consumer Price Index). When the County has depleted this fund, the State is statutorily

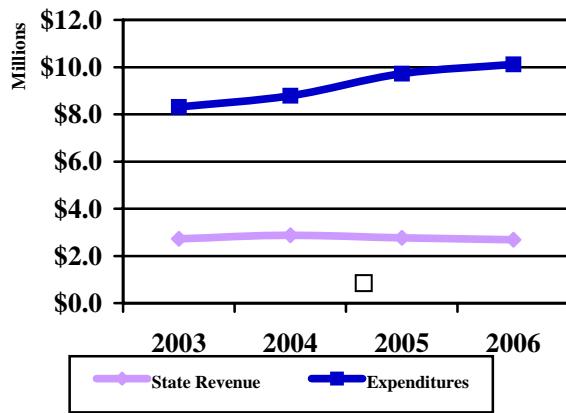


required to reinstate the revenue sharing payments. Ottawa County is projected to deplete its fund in 2011. The projected progress of the fund is reflected in the graph above.

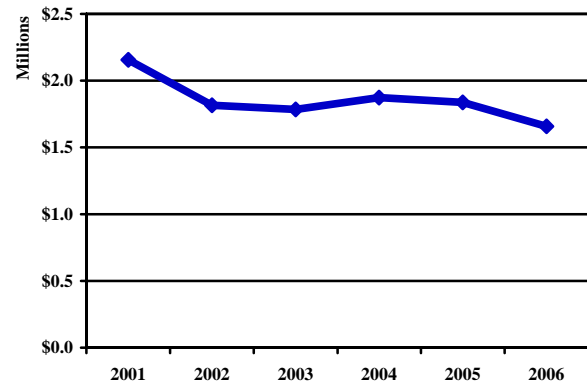
There is significant concern over whether the State will actually reinstate the revenue sharing payments. For Ottawa County, these payments are approximately \$4.1 million. Should the funds not be reinstated, the County would likely face severe program cuts and/or tax increases. Consequently, county administrators, the Michigan Association of Counties, and various other organizations will be working hard to ensure that the payments are reinstated.

Other State Funding: The State's budget woes are affecting more than revenue sharing payments. The County receives State funding for a variety of programs, and State funding for Public Health programs is one of the hardest hit areas. Decreases in State funding to Ottawa County have resulted in the choice between increasing local funding or eliminating these programs. In addition, State funding for judicial programs is falling or at best remaining steady. However, expenditures continue to increase. The graphs that follow reflect the State funding changes that the Ottawa County is experiencing.

Health Department State Revenues and Total Expenditures

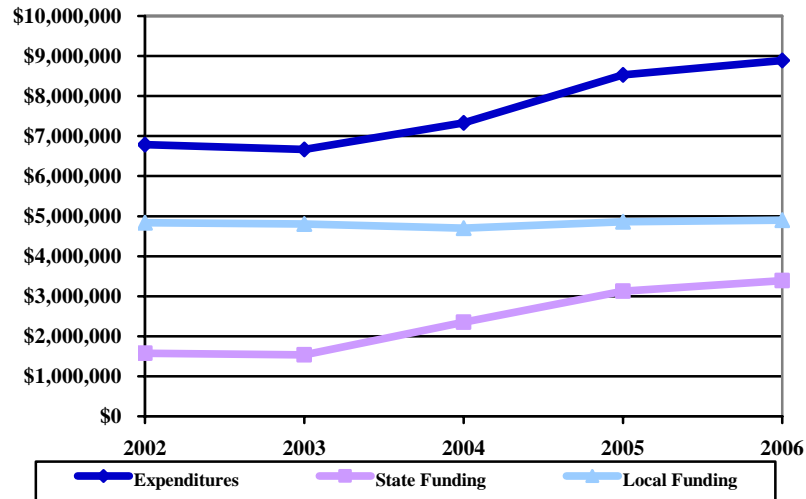


State Judicial Revenue



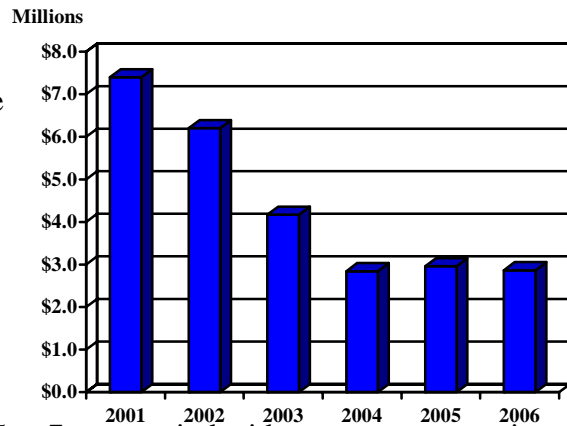
However, the news is not all bad. Specifically, the Juvenile Court has been able to make programming changes that allow more of the expenditures to be eligible for State funding through the Child Care fund. The graph below shows the increasing State funding and the steady or falling local funding for Juvenile Court activity.

Juvenile Services Funding



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. In fiscal year 2001 and prior, the County's portfolio reported significant gains reaching a level over \$4 million dollars. Over the next 3 years unrealized capital losses were reported causing a decline in interest earnings while maintaining a positive cash flow in interest revenue. During the 4-year period, interest rates reached an all time low. The County's investment portfolio is laddered over a 5 to 7 year period with an average maturity of 3 years. By laddering the portfolio, the changes in interest rates are averaged in 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. Interest rates are moving up, however they are not expected to reach the 2001 level. The decline in interest rates and the change in fair value have resulted in reduced investment revenue. The graph to the above illustrates these trends.

Investment Revenue

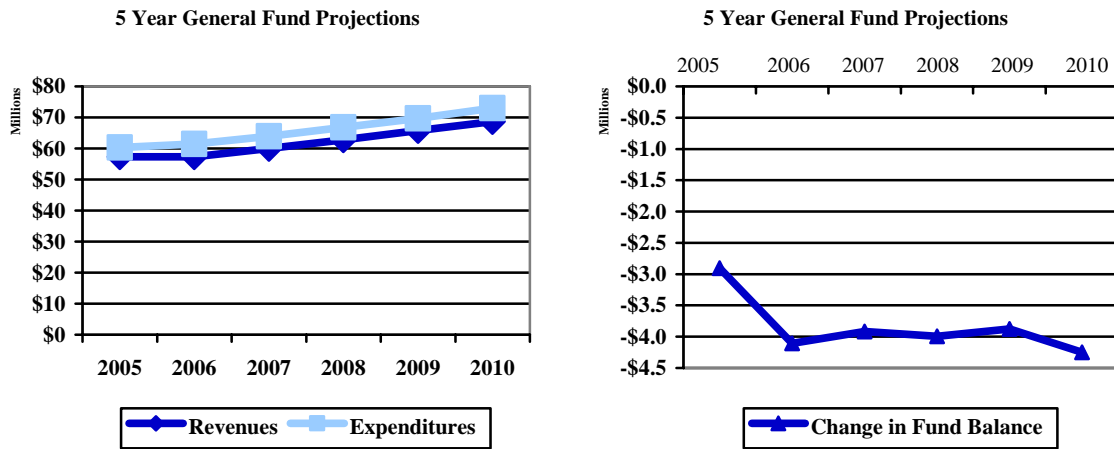


Expenditures: Like most organizations, the County faces continued upward increases in expenditures, and over time, these increases threaten services. Consequently, the County has made efforts to curtail the growth in expenditures. The 2006 General Fund budget expenditures decreased by 1.27% from 2005 expenditures. Some of this decrease is due to non-renewable grants and one-time operating transfers. However, after adjusting for these, General fund expenditures are increasing by only 1.6%. Specifically, with the 2006 budget, the County instituted a hiring freeze for permanent positions funded by the General Fund. In addition, the employee co-pays for health insurance and prescriptions are increasing in 2006 for employees not represented by bargaining units, and will likely be negotiated into the contracts of represented employees. Finally, the County is looking to improve technology as a means to reduce the need for future employee additions.

Unfunded Mandates: Unfunded mandates are state and/or federally legislated requirements which result in 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, a 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. The study will be used as a basis for future budget discussions.

Balancing the 2006 Budget: The upward pressure on expenditures combined with decreasing revenue results in a deficit for the 2006 General Fund. However, the amount budgeted to come out of undesignated fund balance is only \$1.2 million, or 1.9% of total expenditures. Historically, at year end, the County has come in under budget by a greater percentage. **Consequently, the County does not anticipate a reduction in undesignated fund balance at the end of 2006.** This strategy has been chosen to avoid unnecessary tax increases and program reductions. **Equally important, the 2006 budget does not include any one-time transfers from other funds to cover the operational deficit.**

Long-Term Financial Plans: Given the challenges of the last few budget cycles, it became clear that the County needed to take a more detailed look at future projections. The first projection assumed the County would keep its millage levy at 3.4 mills for 2004 and beyond. In addition, expenditures were assumed to increase at the same rate as they had been increasing. The graphs that follow show the result:



The projections showed that expenditures would continue to outpace revenues, eating up the County’s fund balance rather quickly. It became clear that some of the negative revenue trends were not just temporary setbacks, but were permanent operating deficits.

As a result, the County began to look at options to close this gap. Ottawa County is in the enviable position of having a significant “cushion” in its millage levy because the Headlee maximum allowable millage is not levied. However, ever mindful of the taxpayer, it is important to close the gap through a combination of millage increases and expenditure reductions.

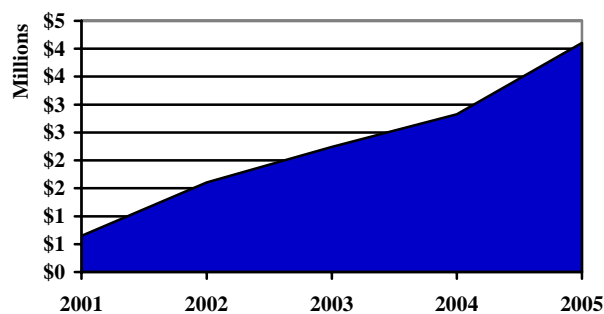
Specifically, last year the County planned the following strategies to reduce the operational deficit:

- Raise the operating millage levy .1 mill in 2005, 2006, and 2007.
- General Fund hiring freeze for new full-time positions in 2006
- Increase employee health insurance co-pay from 3% to 10%
- Improve disease prevention and management to reduce health care costs
- Review and rank discretionary services for possible reductions

During 2005, significant progress was made on these strategies. The tax levy was increased by .1 mill in 2005, but the County determined they could delay the additional .1 mill increase planned for the 2006 budget. The difference between what the County could levy and will levy remains at a healthy \$6.5 million.

As planned, the County did institute a hiring freeze for full time positions funded by the General Fund in the 2006 budget. In the past, personnel added during the budget process increased expenditures by an average of \$500,000 per year. However, it is the compounded effect of these additions over the years that is even more significant. The graph that follows illustrates how quickly annual personnel additions increase expenditures.

Cumulative Cost of Personnel Added During the Budget Process

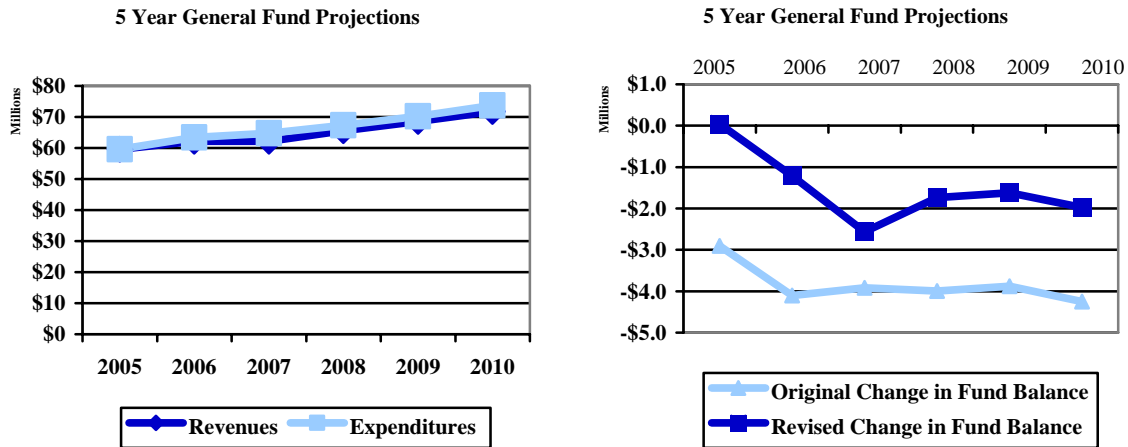


The graph above shows that in just five short years, the cumulative cost of personnel additions has grown to \$4.1 million per year.

The 2006 insurance co-pay for employees not represented by bargaining units is increasing from approximately 4.6% to 6% of the actuarially determined cost effective January 1, 2006. The plan is to gradually increase the co pay up to 10% over a period of approximately three to five years in order to soften the impact of the increase on employees. In addition, prescription co pays are also increasing by 2.3% (the consumer price index) in 2006. The County's negotiating team will include these co-pay increases in the County offer to the bargaining units of County employees. For most bargaining units, the current contract expires 12/31/05.

The County employed an intern in 2005 to gather data on the mandatory and discretionary programs of the County. For each department, specific services were identified and categorized as mandatory or discretionary. The results of the study will be discussed at a Board strategic planning meeting. Commissioners will rank discretionary services to guide future spending priorities.

After implementing the adjustments made so far, we can see a major improvement in the forecast:



Once the projections are adjusted, the County appears headed in the right direction. Revenues and expenditures trend more closely and the fund balance use is reduced. As we explore other cost cutting options, the County can be confident that its financial outlook is strong.

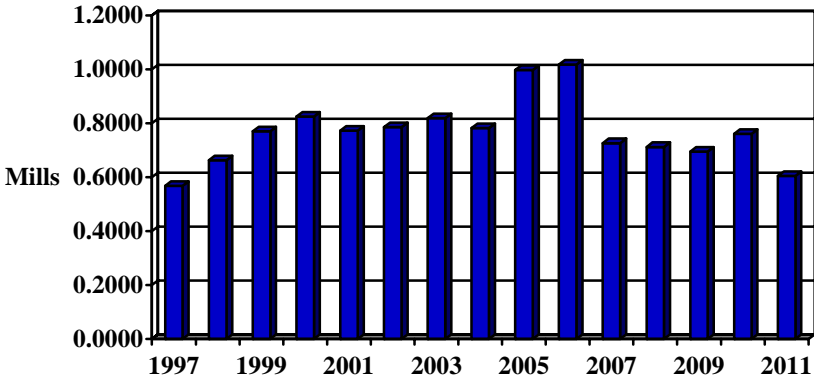
In addition, as revenue sources become less dependable, it is important to have alternate funding sources available. Long-term financial planning is addressed extensively in the County's Strategic Plan. The County Board adopted fiscal policies and procedures which specifically address the County's long-term financial needs through various Financing Tools which partially provide alternative funding sources. Funding provided by the Financing Tools for the 2006 budget is as follows:

- Solid Waste Clean-up Fund (2271) is continuing to pay the clean-up costs on the Southwest Ottawa Landfill (\$163,000). In addition, the State of Michigan approved the County's plan to recap the landfill and upgrade the groundwater purging system. The 2006 budget includes \$1.9 million to complete the groundwater purging system upgrade that has begun in 2005. The balance of the funds for the landfill capping will be reimbursed from the Ottawa County, Michigan Insurance Authority.
- Infrastructure Fund (2444) is estimated to have over \$852,000 in cash available for projects requested by municipalities at the start of 2006. In 2004, the fund made loans to Allendale Township to construct municipal utilities for a new development. The Board also approved giving the Road Commission \$600,000 toward the construction of a new bridge on River Avenue. In 2005, the fund will loan Tallmadge Township \$950,000 for an infrastructure project.
- Public Improvement Fund (2450) includes \$8 million for the start of the Grand Haven County Building project. Although the project is expected to cost approximately \$24 million (depending on the final distribution of services between Grand Haven and Fillmore Street), the County will be able to bond for less since this fund will pick up part of the cost.

- Stabilization Fund (2570) is providing the General Fund with \$380,000 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 \$2.2 million on three bond issues.
 - 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 2006 is just over \$1.2 million.

The Financing Tools play a major role in reducing our tax levy. The amount for 2006 equates to 1.0185 mills, higher than usual due to the capital construction at the landfill. The graph that follows shows the benefits, in lieu of millage, that the financing tools provide:

Summary of Financing Tools Benefits Equated to Mills

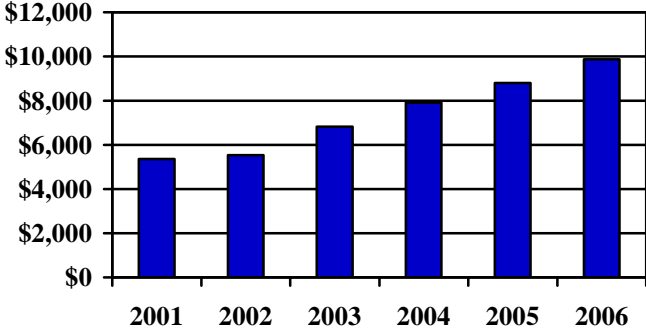


Increased Costs to Provide

Services: Health insurance cost continues to skyrocket. In the last five years, the budgeted cost per employee has increased by 84%

To alleviate the impact of rising fringe benefit costs, the County established self-insurance programs several years ago. These programs have softened the blow of increased benefit costs to departments. Unfortunately, the upward pressure on prescription costs as well as general medical care has necessitated that a portion of these costs be passed on to employees. In fact, as mentioned earlier, employees will be asked to pay 10% of the total actuarially determined cost of the coverage over the next three to five years.

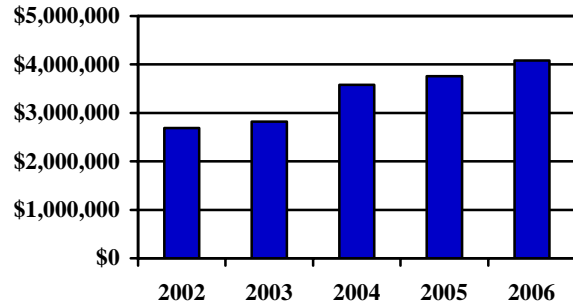
Ottawa County Health Insurance per Employee



Nevertheless, the self-funded programs are beneficial in that the savings sometimes provide additional dollars for other County services. It is important to realize that cash and retained earnings also need to be maintained in order to have sufficient resources for claims incurred but not reported from these funds. The 2006 budget, and the rate increases therein, provide sufficient retained earnings to continue the viability of these programs into the future.

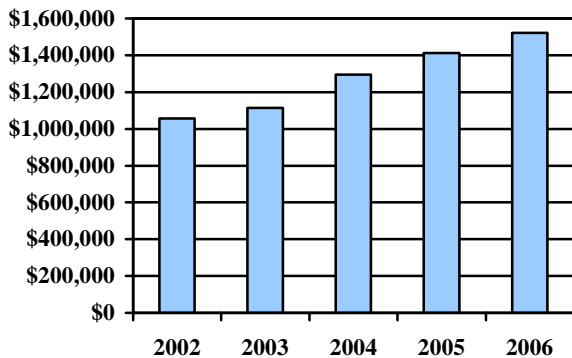
In addition, retirement costs are also increasing significantly. Earlier this year, the County was informed that the required contribution rates would likely increase by approximately five-percent due to a change in actuarial assumptions. This increase is in addition to the increases necessitated by cost of living adjustments on salaries.

Ottawa County Retirement Costs



Also, during 2005, the County contracted with O. William Rye & Company to complete a compensation study of County employees. Based on the results of the study as well as the recommendations of Rye Study Appeal Committee, salary adjustments covering both 2004 and 2005 amounted to \$880,000. In addition, the Board also approved salary increases ranging from one percent to five percent for specific job classifications effective January 1, 2006 which amounted to \$227,000. Consequently, the salary base on which we apply a two and three tenths percent cost of living adjustment has now also increased.

Ottawa County Utility/Gas & Oil Costs



Last, the County is concerned about rising fuel prices, particularly in the wake of Hurricane Katrina and other factors that impact the oil supply. The budgets were completed in early June – prior to the large surge in oil prices. Consequently, although a 7.8 percent increase was included, the budgets may still be too low. If fuel prices remain at their current level, the County will be able to use funds set aside for contingency in the 2006 budget.

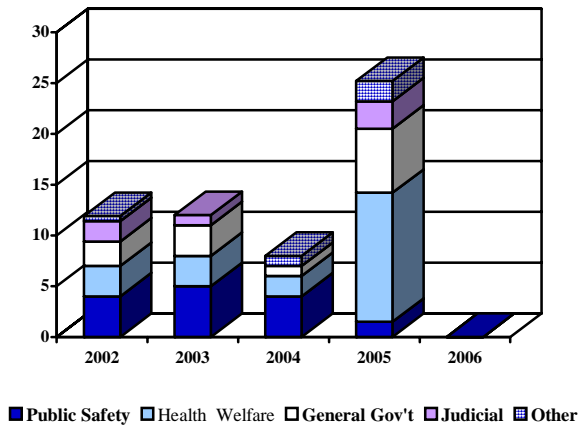
PROGRAMMATIC ISSUES

Staffing Needs: Every year, the budget process produces requests for additional employees from departments. Since Ottawa County is one of the fastest growing counties in the State of Michigan (with a population growth of over 50,000 during the past 10 years), additional service demands have been recognized. Unfortunately, due to the budgetary concerns of recent years, the County imposed a General Fund hiring freeze for the 2006 budget. The hiring freeze affected requests for new permanent, full-time positions that would represent a net increase in General Fund expenditures. However, the County did approve a small number of temporary

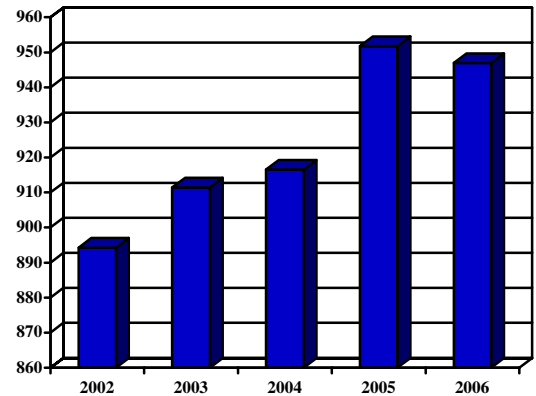
positions as well as rate increases for certain existing temporary positions. The new temporary positions and the rate increases amounted to approximately \$195,000.

In addition, some positions are approved during the year as the need arises, especially grant positions which are sunset at the end of the grant. The graphs that follow show the increase in total full time equivalents in the County for 2002-2006 added through the budget process and the total number of full time equivalents for 2002 – 2006:

Positions Added by Function 2001-2006

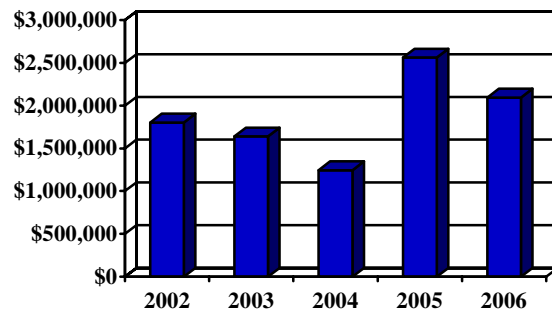


Ottawa County Full Time Equivalents



Equipment/Technology Needs: The Ottawa County Strategic Plan addresses the County's equipment and technological needs. Technology is particularly important in a growing county like Ottawa because it allows the County to do more with fewer employees. In many cases, the County, through the implementation and use of technology, has delayed or eliminated the hiring of additional staff. The 2006 budget includes approximately \$2.1 million for equipment and technology needs.

History of Approved Equipment



The graph to the right shows the dollar amount of equipment added each year from 2002 to 2006 during the budget process:

In addition, during 2005, the County initiated three major technology projects. The 20th Judicial Circuit Court, Juvenile Services Division, designed and implemented a web-based case management program. The program is an excellent tool to enhance collaboration among several agencies within the County, service providers and government agencies. One of the benefits of the project is all involved agencies are aware of developments in an active case as soon as an individual agency updates the records. This enhanced information sharing provides for more efficient and effective case management.

Second, the County has initiated a major enhancement to the County website. This project will upgrade and standardize the existing web site and expand its capabilities to include services currently only available to walk in customers. By making services available via the internet, the County will realize economic benefits by reducing demand on customer service staff. Further, the County will provide enhanced service while reducing the cost to the public by making these services available at their home or place of business. The project includes the development of web pages and applications for accessing information from County databases for payment and delivery via web browsers. The initial phase of the project - a redesign of the existing static web site - is scheduled for completion in October 2005.

Access to property information is the first Interactive application that will be available by the end of 2005 with additional interactive applications scheduled to be phased in over the next two years. The planned areas of development include Vital Records, Dog License Renewal, Bidder Registration, Park Reservations, Accident Reports and Delinquent Tax Payments. The contract provides programming services over a two year period thus providing flexibility in responding to changing priorities and requirements.

Finally, the County is in the process of establishing a court imaging program. The County has selected ImageSoft, Inc. to deliver a County wide, multi-departmental document management solution. Serving as both general contractor and project manager, ImageSoft Inc. proposes a six month implementation period. ImageSoft will also coordinate the back file conversion portion of this project by subcontracting the conversion and indexing of an estimated 15 million documents (paper and microfilm) into our proposed document repository. The final approval for the project will go before the Board of Commissioners on October 25, 2005.

BOARD GOALS

Several goals and priorities were identified for the Board of Commissioners to address over the next six to thirty-six months. These concerns involved several different programs and areas. Some of the goals were addressed in prior years. The section that follows discusses goals that are specifically addressed in the 2005 or the 2006 budget.

Financial Stability:

Goals: *1) Maintain the Strong Financial Position of the County*

Task 1) Maintain or improve bond ratings

Task 2) Attempt to fully fund the Financing Tools

Task 3) Maintain Undesignated fund balance in the General fund at an amount which represents 10% - 15% of General Fund expenditures in the last audit

2005/2006 Budget Ramifications: With the 2006 budget, progress has been made on the projected operational deficit. The 2006 budget does not include any one-time transfers from other funds to help balance the budget. Although the 2006 budget reflects an undesignated fund balance use of \$1.2 million, the County does not anticipate an *actual* fund balance use based on past expenditures patterns. In addition, during 2005, the Board voted to use funds from the 2004 revenue over expenditures to transfer \$1.6 million to the Stabilization fund. This transfer returns the fund balance of the fund to its legal maximum. In addition, the projected General

Fund undesignated fund balance at 12/31/06 will be well above the County policy of a minimum of 10% of the most recently audited General Fund expenditures.

Communication:

Goals: 1) *Improve relations with County employees*

Task 1) Conduct quantitative satisfaction analysis

Task 2) Evaluate “exit interview” questionnaire and results

Task 3) Provide additional management and employee training classes

2) *Maintain and enhance the working relationship between the County Administrator and County Commissioners*

3) *Maintain and enhance the working relationship between the County Board and individual units of government*

4) *Maintain and enhance communication with citizens*

Task 1) Update County survey to better determine citizen needs and understanding of County issues

Task 2) Promote County web site as a source of new/updated information

Task 3) Develop State of the County annual message

Task 4) Expand exposure and programming on cable access channels

Task 5) Develop a plan to produce a printed annual report/newsletter

Task 6) Create schedule for board members to attend local meetings

Task 7) Promote existing speakers bureau

Task 8) Develop issue specific PowerPoint presentations

Task 9) Develop press releases

2005/2006 Budget Ramifications: In 2005, the County spent \$27,500 for an employee survey. Several of the issues highlighted by the study have been addressed already in 2005, with most of the remaining issues to be addressed in 2006. The 2006 budget includes \$9,000 for an annual report, \$1,075 for a local unit newsletter, and \$1,500 for an employee newsletter. In addition, the 2006 budget also includes \$6,000 to broadcast board meetings on local cable channels. Last, \$30,000 is included for the employee recognition program (Protected Self-Funded Unemployment Funds – Internal Services Fund 6772).

Technology:

Goals: 1) *Maximize the effectiveness of County government (see also goal 1 under effectiveness and quality of life)*

Task 1) Evaluate upcoming technology that can be used in service delivery including Court imaging and a County interactive web site.

2006 Budget Ramifications: As discussed earlier, the County has three major technological initiatives underway. \$280,000 is included in the Child Care - Circuit Court budget for the web-based case management system. The enhanced interactive County website is estimated to cost \$225,000 in 2006 and will be paid from the Information Technology fund. Cost estimates for the court imaging system are quite tentative at the current time. The General Fund 2006 budget includes \$160,000 for equipment rental charges for the estimated \$800,000 in equipment that may be purchased out of the Equipment Pool fund (Internal Services fund 6641) in connection

with the proposal. Last, the Register of Deeds Technology Fund (2560) includes \$297,000 to continue property record imaging.

Quality of Life:

Goals: 1) *Maximize the effectiveness of County government*

Task 1) Establish Quality of Life indicators

2) *Work with local units of government to create land use planning models*

Task 1) Create land use plans and models

Task 2) Conduct training programs on land use planning

2005/2006 Budget Ramifications: The 2005 Planning Commission budget (2420) includes \$100,000 for an urban growth study for the County. In addition, the 2006 Planning Commission budget includes \$12,500 for collaborative efforts with municipalities to conduct transportation studies.

In addition, because of the rapid growth in the County, concern over green space and waterway access has become increasingly important. The 2006 Parks and Recreation budget includes a .3168 mill levy for park development, expansion and maintenance. In the summer of 2005, the County received a grant award notification from the Michigan Department of Natural Resources of \$3.9 million for the North Ottawa Dunes Acquisition project. The project will provide 500 acres of green space for residents to enjoy. The entire project is costing \$7.7 million, with the existing property tax levy and donations paying for the remainder. The 2006 budget includes a total of \$2.5 million for land acquisition and capital improvements to existing properties. Specifically, the Upper Macatawa project involves over \$1 million for trail and boardwalk construction, river relocation, diversion structure installation and wetland plantings.

BUDGET SUMMARY

The 2006 Budget reflects the on-going implementation and refinement of the action plans addressed in the Ottawa County Strategic Plan. Many of the fluctuations between the 2005 and 2006 Budgets are the result of the concerns previously discussed. Financial highlights and fluctuations of the 2006 Budget as compared to 2005 follow.

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

Source	2005 Amended Budget	2005 Percent of Total	2006 Proposed Budget	2006 Percent of Total	Percent Increase (Decrease)
Taxes	\$44,079,831	25.8%	\$48,916,731	32.8%	11.0 %
Intergovernmental Revenue	57,143,024	33.5%	49,926,699	33.5%	(12.5)%
Charges for Services	11,735,617	6.9%	11,611,969	7.8%	(1.1)%
Fines and Forfeits	1,102,835	0.6%	1,075,600	0.7%	(2.5)%
Interest on Investments	2,176,215	1.3%	1,807,823	1.2%	(16.9)%
Rental Income	5,834,978	3.4%	6,373,947	4.3%	9.2 %
Licenses and Permits	733,488	0.4%	755,470	0.5%	3.0 %
Other Revenue	2,736,317	1.6%	1,300,069	0.9%	(52.5)%
Operating Transfers In	25,234,636	14.8%	19,325,938	13.0%	(23.4)%
Bond Proceeds	7,865,000	4.6%	0	0%	(100.0)%
Proceeds from Refunding Bonds	10,431,815	6.1%	0	0%	(100.0)%
Fund Balance Use	1,643,214	1.0%	7,864,689	5.3%	378.6 %
Total Revenues	\$170,716,970	100.0%	\$148,958,935	100.0%	(12.8)%

Taxes serve as the primary revenue source for the General Fund, E-911, and Parks and Recreation Fund. The 2006 tax revenue budget includes levies for the following purposes:

	<u>Millage for 2005 Budget</u>	<u>Millage for 2006 Budget</u>	<u>Difference</u>
General Operations	3.5000	3.5000	.0000
E-911	.4419	.4411	(.0008)
Parks and Recreation	.3174	.3168	(.0006)
	4.2593	4.2579	.0014

The actual millage rates are essentially steady. Consequently, the increase in the tax revenue is due to the increase in the taxable value used for the specific levies of that year. There are two factors at play with regard to taxable value. The first is the growth in taxable value due to general inflationary increases and new construction which increased taxable value in 2005 by 6.06%, and is anticipated to increase by at least 5% in 2006.

In addition, as the County gradually moves its levy collection from December to July, the taxable value year on which taxes are levied is also changing. Previously, the County levied in December for the following year's operations. For example, the taxes collected in 2004 were based on the 2003 taxable value. However, as we move the levy up to July, taxes will eventually be levied on the taxable value of the budget year. In other words, tax revenue is increasing in

part because the year of the taxable value on which we levy is now in the process of corresponding to the budget year. The table below illustrates these changes.

Budget Year	Portion of the Tax Levy Based on the Taxable Value (TV) for This Year				
	2003 TV	2004 TV	2005 TV	2006 TV (est)	2007 TV (est)
	\$7,564,368,026	\$8,017,866,823	\$8,503,786,076	\$8,928,975,380	\$9,375,424,149
2004	3/3				
2005		2/3	1/3		
2006			1/3	2/3	
2007					3/3

The table above shows that two thirds of the tax revenue in 2006 will be based on the budget year (2006) taxable valuation in contrast to 2005, when only one third of the levy was based on the budget year (2005) valuation.

Intergovernmental Revenue represents 33.5 percent of the Governmental funds revenue budget and is decreasing by 12.5%. There are several areas of fluctuation. Major fluctuations by fund follow.

General Fund	(\$1,835,000)
Parks and Recreation	(4,224,000)
Health	(238,400)
Mental Health	608,000
Workforce Investment Act (WIA) funds	(1,683,000)
Child Care – Circuit Court	245,000

The 2005 General Fund budget includes \$250,000 for four judicial services grants, mainly for the formation of a drug court. The 2005 budget also includes \$1.3 million for three Homeland Security grants. These are considered to be one-time dollars, so nothing has been budgeted for 2006.

The Parks and Recreation Fund intergovernmental revenue will vary depending on the capital improvement projects undertaken by the Parks and Recreation department. The 2005 budget includes \$3.9 million from the Michigan Department of Natural Resources for the North Ottawa Dunes Acquisition project. The 2005 budget also reflects a \$823,000 grant from the Natural Resources Trust Fund for the purchase of land on the Connor Bayou. The 2006 budget includes \$500,000 for the Clean Michigan Initiative Grant for the Upper Macatawa area.

Public Health intergovernmental revenue is decreasing due to Medicaid decreases, both in caseload and in cost settlements. As always, the County makes every attempt to budget conservatively. Mental Health intergovernmental revenue is increasing by over two percent. Revenues are increasing in tandem with the increased expenditures and caseload increases.

WIA and Community Action Agency programs reflect a decrease because funding is uncertain. Continuing with the County’s budgeting philosophy, nothing is budgeted until grant notification from the State is received. In addition, the 2005 figures may include grant carry forward revenue from prior years which are not budgeted in 2006 as the County does not have approval for those carry forward revenues at this time.

Intergovernmental revenue in the Child Care Fund is increasing as we continue to move more children out of State institutions and back into the community. There is no revenue associated with State Institutions cost because the State already reflects its share of costs in the amount it charges the County. Consequently, when the type of care changes from State institutions to community programs, expenditures decrease and revenues increase.

Charges for Services revenue, at just under 8.0% of total revenue, remains steady in total. However, there are some significant fluctuations within the General Fund. Specifically, revenues derived from the indirect cost study are increasing by \$296,000. The revenues from this line can vary from year to year depending on changes in the allocation by department and the total costs to be allocated. The total costs allocated did not change significantly for 2006, however there are some significant roll forward adjustments. Roll forward adjustments reflect the difference between the amount previously allocated and the actual costs. In contrast, charges for services in the Register of Deeds office are projected to fall by \$262,000. As interest rates rise, the refinancing of mortgages is less common. In addition, revenues received for inmate housing are falling by \$108,000 in 2006 due to deteriorating collection rates.

Interest Income is projected to decrease by approximately 16.9% in 2006. The County's return is expected to be negatively affected by the change in the fair value of its investments. As discussed earlier, these losses will not be realized. In addition, the County is budgeting to use significant fund balance dollars, mainly for new construction. Consequently, cash and therefore interest earnings are lower.

Other Revenue is decreasing 52.5% in 2006. Donations in the Parks and Recreation Fund are decreasing by \$1.27 million. The 2005 budget reflects a special fund raising effort for the North Ottawa Dunes Acquisition project, which is a one-time project for land acquisition. Donations for this initiative are expected to be \$1.35 million.

Operating Transfers In revenue is decreasing by 23.4%. The 2005 budget includes a transfer of \$2.17 million from the Building Authority Capital Projects fund to the Public Improvement fund to reimburse it for the expenditures the fund paid in connection with the new Holland District Court Building. Bond proceeds were received by the County in August 2005.

In addition, the 2005 budget includes \$1.05 million from the Stabilization Fund to the General Fund to help balance the 2005 budget. However, after fiscal year 2004 was closed out, there were additional funds available, and the County is using these funds to maintain the Stabilization fund at its legal maximum. Consequently, the Stabilization fund is receiving an operating transfer in of \$1.6 million in 2005.

Last, in prior years, the General Fund had been receiving operating transfers in from other funds to help balance the budget and maintain a low millage rate. In an effort to preserve the fund equity in the Delinquent Tax Revolving fund for long-term financial needs, the County reduced the transfer in from the Delinquent Tax Fund from \$625,000 in 2005 to \$0 in 2006. In addition, there is no transfer in from the Ottawa County Insurance Authority in 2006. The transfer from the Authority in 2005 was \$546,000.

Bond Proceeds/Proceeds from Refunding bonds revenue is zero in 2006. The 2005 budget reflects the new issue for the Holland District Court and the refunding of two existing

issues. No specific plans were made to issue bonds or refund any other existing issues during the budget process.

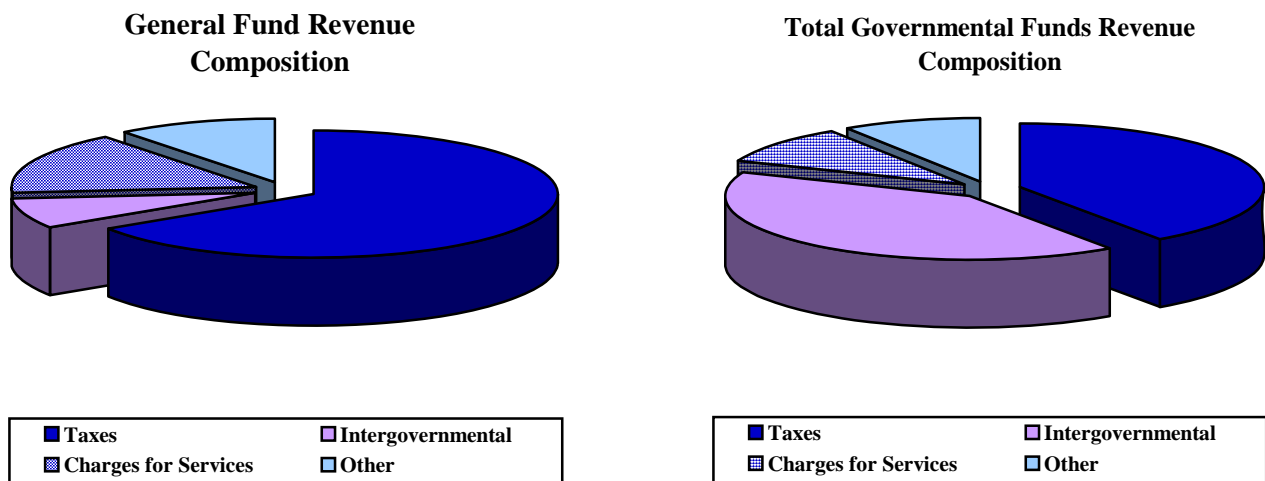
Fund Balance usage is increasing significantly in 2006. The 2006 budget includes \$4.8 million of fund balance use by the Public Improvement Fund for construction on the Grand Haven project. In addition, the Building Authority Capital Projects fund is using \$2.3 million to complete construction of the Holland District Court facility. The Landfill Clean-up fund is using \$2 million of fund balance for enhancements to the SouthWest Ottawa Landfill.

The General Fund is using \$3.3 million of fund balance. However, \$2.1 million is coming from reserved fund balance for transfer to the Public Improvement fund for building construction. The remaining fund balance use of \$1.2 million, 1.9% of total expenditures, is budgeted to come out of undesignated fund balance. As indicated earlier, **the County does not anticipate having to use undesignated fund balance in 2006.** Typically, expenditures come in significantly lower than 98.1%. In an effort to maintain a low millage rate as well as avoid the unnecessary elimination of programs, the County is allowing the budget to show undesignated fund balance usage. **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).**

In contrast, fund balance is increasing in the Revenue Sharing Reserve fund by \$5.1 million. However, this fund balance is earmarked to replace State Revenue Sharing dollars the County would have received had the State of Michigan not temporarily discontinued them.

Revenue Summary

The graphs below summarize the revenue composition of both the General Fund and the County (primary government) as a whole:



The graphs show that although property tax is the chief revenue source for the General Fund, intergovernmental revenue is the largest revenue source for the County budget as a whole.

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

Source	2005 Amended Budget	2005 Percent of Total	2006 Proposed Budget	2006 Percent of Total	Percent Increase (Decrease)
Legislative	\$580,310	0.3%	\$564,656	0.4%	(2.7)%
Judicial	12,580,027	7.4%	12,661,736	8.5%	.7 %
General Government	15,042,168	8.8%	15,558,260	10.4%	3.4 %
Public Safety	25,038,555	14.7%	24,725,557	16.6%	(1.3)%
Public Works	1,003,968	.6%	2,971,191	2.0%	195.9 %
Health & Welfare	54,723,446	31.9%	54,105,964	36.2%	(1.1)%
Culture & Recreation	12,393,233	7.3%	4,153,458	2.8%	(66.5)%
Community & Economic Development	717,388	0.4%	661,072	0.4%	(7.9)%
Other	1,322,477	0.8%	1,417,200	1.0%	7.2 %
Capital Projects	10,845,697	6.4%	10,354,107	7.0%	(4.5)%
Debt Service	2,309,628	1.4%	2,459,796	1.7%	6.5 %
Operating Transfers Out	23,735,423	13.9%	19,325,938	13.0%	(18.6)%
Payment to Bond Escrow Agent	10,424,650	6.1%	0	0%	(100.0)%
Total Expenditures	\$170,716,970	100.0%	\$148,958,935	100.0%	(12.8%)

Judicial expenditures are staying essentially the same according to the table above. The reason the amounts in total do not show a normal inflationary increase is due to the anticipated end of several judicial grants totaling \$342,000; most of these grants are for drug court endeavors.

General Government expenditures are primarily located in the General Fund and are increasing modestly at 3.4%. However, the 2005 budget includes a one-time \$250,000 Federal Emergency Management Agency grant received by the Drain Commission. Expenditures for Elections are increasing by approximately \$89,000 (2006 is an election year). Expenditures for Survey and Remonumentation are increasing by \$285,000 as the County accelerates its program to document geographic positioning system coordinates for its corners. The remaining increases in General Government expenditures are for increased personnel costs.

Public Safety expenditures, representing 16.6% of total expenditures, are decreasing 1.3 percent in total. However, the 2005 budget includes approximately \$1.3 million in one-time grants for homeland security. Adjusting for these grants, Public Safety expenditures are increasing by 3.9 percent, mostly for increased costs for personnel. The budget also reflects significant vehicle purchases as well as other small equipment purchases.

Public Works expenditures are increasing in the Solid Waste Clean-up fund to reflect major enhancements to the SouthWest Ottawa Landfill clean-up effort. Specifically, improvements will be made to the groundwater purge and treatment system. The improvements

come as a result of the Michigan Department of Environmental Quality's acceptance of the County's plan to construct a new clay lined landfill cover, install four new purge wells and upgrade the filtration system.

Health and Welfare expenditures, representing approximately 36.2% of total expenditures has significant variances in three funds:

<u>Fund</u>	<u>Change from 2005</u>
Mental Health	\$522,000
Workforce Investment Act/Community Action Agency funds	(\$1,723,000)
Child Care	\$457,000

Mental Health expenditures are increasing slightly due mostly to increases in salaries and benefit costs. The effect of these increases was lessened by a decrease in operational supplies. The 2005 operational supplies budget includes additional funds for computer equipment and remodeling work on one of the Coopersville homes.

As discussed previously under intergovernmental revenue, budgets for several of the Workforce Investment Act grants are lower pending grant notification. In addition, Community Action Agency programs are decreasing by \$207,000 as these programs are also awaiting grant notification.

Expenditures for the Child Care Fund are increasing by 6.4% or \$457,000. Most of this increase is in salaries and fringe benefit cost increases. In addition, this fund now includes \$132,000 for juvenile substance abuse treatment. These expenditures were previously charged to the General Fund.

Culture and Recreation expenditures are recorded in the Parks and Recreation Fund (Special Revenue Fund 2081) and will vary depending on the land acquisition and capital improvement endeavors. The 2005 budget includes \$7.7 million for the acquisition of the North Beach Dunes acreage. The funding will allow for the purchase of 500 acres of dune land and will link three additional municipalities to the County owned North Beach Park. The 2005 expenditure budget also includes the acquisition of the Connor Bayou for \$1.68 million. However, the 2006 budget includes only \$1.09 million for improvements to the Upper Macatawa property as well as a few other smaller projects.

Community and Economic Development activities are decreasing by nearly 8% because the 2005 budget includes \$100,000 for an urban growth study in the Planning Commission fund.

Other expenditures in 2006 reflect the full amount budgeted in Contingency. The 2005 budget reflects the balance to date in Contingency after reductions during the year.

Capital Projects expenditures vary depending on the scope of projects undertaken. 2006 expenditures include the completion of construction on the Holland District Court facility and the start of renovations to the Grand Haven facility.

Operating Transfers Out is decreasing for the same reasons indicated in the operating transfers in section under the revenue discussion. The change in operating transfers out is

different from the change in operating transfers in because transfers in and out of internal service funds are not reflected in the above numbers. Internal Services funds are non appropriated funds.

CHANGES TO 2006 DEPARTMENTAL REQUESTS

Changes to the 2006 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 2006 General Fund budget as proposed by departments included revenues of \$57,392,789 with associated expenditures of \$61,779,416. The major adjustments to the 2006 budget include:

<u>Revenues:</u>	<u>Total Adjustment To Department</u>
2006 Budget Proposed by Departments	\$57,392,789
- increased taxes to reflect estimated 2006 taxable value for 2/3 of the levy	2,794,000
- reflected use of reserved fund balance for the operating transfer out to Public Improvement for construction projects	2,033,000
- corrected budget for Emergency Services grant dollars	114,000
- miscellaneous adjustments to other departments	<u>(151,054)</u>
Total General Fund Revenues Proposed by Finance and Administration Committee	<u>\$62,182,735</u>

<u>Expenditures:</u>	
2006 Budget Proposed by Departments	\$61,779,416
- increased budget to accommodate anticipated equipment charges for the Court imaging project	60,000

Expenditures (continued):

- transferred juvenile drug treatment program to the Child Care fund to take advantage of State funding opportunities	(125,000)
- increased building and grounds budget for Holland District Court to reflect the larger facility	40,565
- increased building rent budget in the jail to reflect current expenditures	152,000
-decreased health services budget for the Medical Examiner based on current spending patterns	(74,000)
- adjustments to operating transfers out (includes the transfer to the Public Improvement Fund)	1,874,868
- miscellaneous adjustments to other departments (<1% of total expenditure budget)	<u>(314,039)</u>

Total General Fund Expenditures Proposed by Finance and Administration Committee \$63,393,810

SPECIAL REVENUE, DEBT SERVICE, CAPITAL PROJECTS AND PERMANENT FUNDS

Expenditures in the Health fund (Special Revenue Fund 2210) were decreased by \$117,000. Vaccines and health services expenditures were the largest area of reduction. In addition, the operating transfer from the General Fund was reduced by \$368,000. The transfer was reduced because revenues in the Health fund exceeded expenditures by \$477,000 in 2004.

Revenue in the Public Improvement fund (Special Revenue Fund 2450) was reduced by \$372,744. In 2005, funds were transferred from the Delinquent Tax Revolving Fund to the Public Improvement Fund, so a smaller operating transfer from the General Fund was required in 2006.

Certain Workforce Investment Act Funds were increased from the original departmental request upon notification of grant approvals.

The operating transfer to the Community Corrections Fund (Special Revenue Fund 2850) was reduced by \$169,000 to reflect the goal of improving the collection of program fees.

Both revenues and expenditures in the Family Independence Agency were reduced by \$146,000 to reflect current revenue and expenditure patterns.

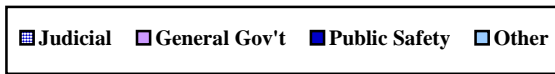
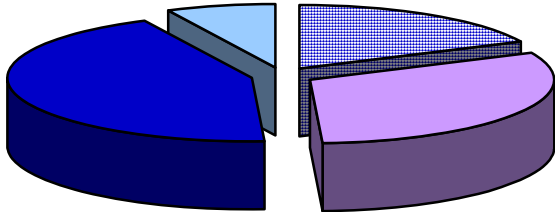
Expenditures in the Child Care Fund were increased by \$192,000 to reflect the addition of the juvenile substance abuse treatment program to this fund and various other adjustments based on current spending patterns.

The remaining funds had no significant changes made to 2006 budget requests.

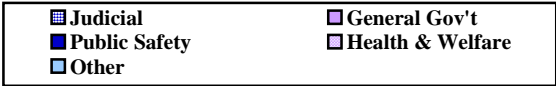
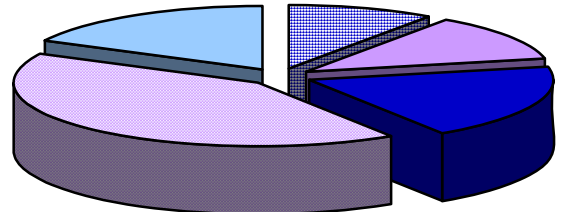
Expenditure Summary

The graphs below summarize the expenditure composition of both the General Fund and the County (primary government) as a whole:

General Fund Expenditure Composition

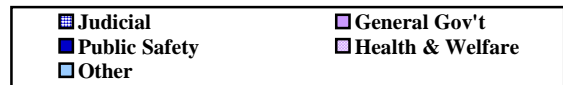
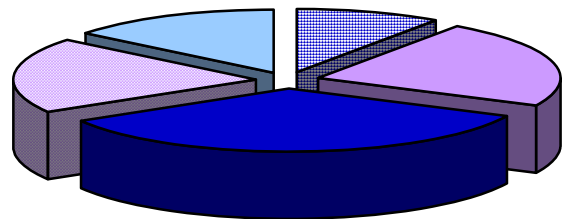


Total Governmental Funds Expenditure Composition



The graphs above show that overall, the majority of County expenditures are for Health and Welfare expenditures. However, it should be noted that County tax dollars from the citizens are not used primarily for Health and Welfare expenditures. The graph to the right shows the functions for which County tax dollars are paying.

Expenditures Funded with Local Tax Dollars



The graph shows that the majority of County raised tax dollars are used to fund Public Safety expenditures. Many of the Health & Welfare functions are funded by the State and Federal government.

CONCLUSION

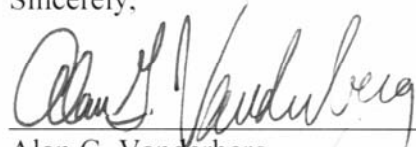
Many municipalities focus on short-term issues and concerns. Ottawa County, through its Strategic Plan and financing tools, has placed itself at the forefront by creating long-term strategies to address space needs, provide for equipment replacement, resolve insurance issues, meet human resource needs,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

With financial forecasting and the creation of long-term financing tools, the County has positively impacted all future financial decisions and the County's financial stability. These tools permit the County to reduce taxes to County residents, improve the County's bond rating, and lower costs to departments. In 2006, the financing tools allow the County to maintain the operating tax millage to well below its Headlee limit, add new equipment, and provide for new initiatives. In addition, finances continue to be carefully balanced in order to maintain or improve the outstanding bond ratings that the County currently has. The bond ratings save significant taxpayer dollars as a result of townships using the County bond ratings when constructing major public improvements.

In 2005, the County projected future operational deficits over the next five years and began to formulate plans to eliminate them. The operating deficit is occurring at a time when Ottawa County remains one of the fastest growing counties in Michigan and has an increasing need for vital services. The County must also keep pace with technology demands in order to improve efficiency and to deliver quality services to the public. The fiscal year 2006 budget reflects the implementation of several of the strategies identified to address the deficit. In all, the 2006 County of Ottawa Budget emphasizes responsibility, restraint, and reinforcement of long-range County goals.

In the first quarter of 2006, the Board of Commissioners will be formulating a new strategic plan and redefining the vision and goals for the County as a whole. As we look ahead to the new direction, Ottawa County's fiscal restraint and long-term planning will continue in order to maintain the County's financial strength. With this, Ottawa County will continue the tradition of providing exemplary services to the public and maintaining a stable financial position

Sincerely,



Alan G. Vanderberg
County Administrator



June Hagan
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, 2005. This was the tenth 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, 2005

Nancy L. Zelle

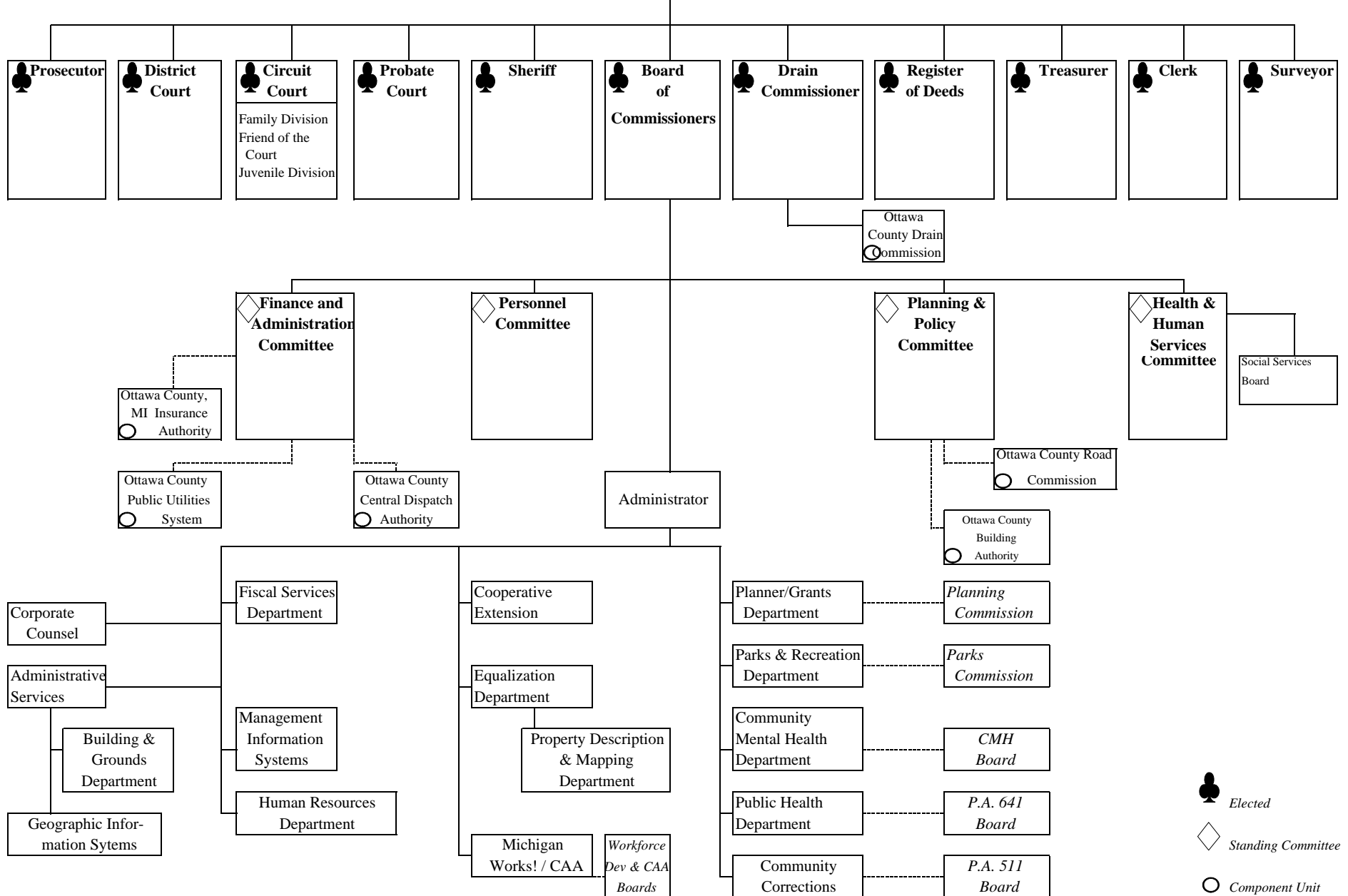
President

Jeffrey R. Emer

Executive Director

2006 ORGANIZATIONAL CHART

CITIZENS
OF
OTTAWA COUNTY



♣ Elected
 ◇ Standing Committee
 ○ Component Unit

User's Reference Guide

Overview

The User's Reference Guide provides assistance in using the County of Ottawa 2006 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?	28 - 29
- What types of funds are represented in the document?	30 - 31
- How do funds and functions relate?	31 - 33
- What is involved in adopting the annual budget? What financial policies guide the budget process and county operations?	33 - 43
<u>Property Taxes and Mill Levies</u>	
- What is the county mill levy, and what effect has legislation had on it?	43
- How does the 2005 levy compare to previous years?	44
- How are property taxes calculated?	44
- How does the Ottawa County levy compare with other counties?	45
<u>Personnel and Capital Expenditures</u>	
- What new positions are included in the 2005 budget and what functions do County employees perform?	45 - 46
- What capital expenditures for equipment are included in the 2005 budget?	47 - 48
<u>Financial Outlook</u>	
- What does the future hold for Ottawa County?	48 - 51
<u>Strategic Planning</u>	
- To what extent has the county focused attention on long-term planning, both financial and programmatic?	52 - 76

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 2006 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 2005 ending fund balance, 2006 budgeted revenues/other financing sources, 2006 budgeted expenditures/other financing uses, and the projected 2006 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 two sections that follow are devoted to performance and goal achievement. The accomplishments section was added in this document to address goals and objectives less quantifiable or activity more long-term in nature. The performance and activity measures follow the accomplishments; 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 2006 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 2002, 2003, and 2004. Projected revenues and expenditures are included for 2005. Finally, the 2006 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

Resolutions approving the 2005 millage levies and the 2006 budget

Section II

Summary of the 2006 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 2004, 2005, and budgeted 2006

Section V

General information about Ottawa County

Section VI

Glossary of budget and finance terms to assist the reader through the more technical areas 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.

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. In addition, 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, Public Improvement and the Revenue Sharing Reserve 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	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Permanent Funds	Proprietary Funds	Component Units
Legislative:	X						
Judicial:							
Circuit Court	X						
District Court	X						
Probate Court	X						
Juvenile Services	X						
Community Corrections		X					
General Government:							
Fiscal Services	X						
Corporate Counsel	X						
Clerk/Elections	X						
Administrator	X						
Equalization	X						
Human Resources	X						

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

Function	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Permanent Funds	Proprietary Funds	Component Units
Prosecutor:							
Prosecution	X						
Crime Victim's Rights		X					
Administrative Services	X						
MIS						X	
Self-Insurance						X	
Telecommunications						X	
Equipment						X	
Register of Deeds	X	X					
Treasurer	X	X					
Delinquent Tax Revolving						X	
Revenue Sharing Reserve		X					
Co-Operative Extension	X						
GIS	X						
Facilities Maintenance	X						
Drain Commission	X						
Public Safety:							
Sheriff:							
Road Patrol	X	X					
Investigations	X						
Administration	X						
Records	X						
Community Policing	X	X					
Jail/Corrections	X						
Marine Safety	X						
Emergency Services	X						
Animal Control	X						
Dispatch/911							X
Public Works:							
Solid Waste Planning		X					
Water, Sewer, & Drainage							X
Roads							X

County of Ottawa Cross Reference Chart by Function and Fund Type							
Function	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Permanent Funds	Proprietary Funds	Component Units
Health & Welfare:							
Health Services		X					
Mental Health		X					
Job Training		X					
Juvenile Detention/Foster Care		X					
Family Independence Agency		X					
Culture & Recreation							
Parks		X					
Community & Economic Development							
Planning	X	X					
Debt Service							
Building Authority Bonds			X				
Water and Sewer Bonds							X
Capital Projects		X		X			
Other:							
Cemetery Trust					X		

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 Finance 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, 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 2006 Budget Calendar

April 6, 2005	Equipment and Personnel Request Forms sent to department heads.
April 29, 2005	Department requests for 2006 equipment and personnel submitted to Fiscal Services Department.
May 9, 2005	Fiscal Services Department prepares budget packets and distributes them to departments.
May 9, 2005 - May 27, 2005	Fiscal Services Department available to provide any needed assistance in completing budget documents.
May 27, 2005	Departments submit completed budget requests and narratives to the Fiscal Services Department.
May 27, 2005 - July 31, 2005	Fiscal Services Department summarizes budgets and prepares documents for Administrative review.
July 15, 2005 - Aug. 31, 2005	Administration meets with Department Heads in preparation of a proposed budget.
September 6, 2005	Finance Committee reviews General Fund budget, Truth-in-Taxation Calculation, and the Resolutions of Intent to Increase Millage Rates.
September 13, 2005	Board reviews Finance Committee recommendations for General Fund. Board reviews Truth-in-Taxation Calculation, the Resolutions of Intent to Increase Millage Rates and sets the date for public hearing.
September 20, 2005	Finance Committee reviews remaining budgets and Resolutions to Approve the Millage Rates.

- September 21, 2005 Deadline for the publication of the public hearing notice on the intent to increase taxes.

- September 27, 2005 Board holds Truth-in-Taxation hearing, approves the Resolutions to Approve the Millage Rates, and sets the date for the public hearing on the County Budget for October 11, 2005.

- October 5, 2005 Deadline for the publication of the public hearing notice on the 2006 budget.

- October 11, 2005 Board holds budget hearing and reviews budgets

- October 18, 2005 Finance Committee reviews Resolution to Approve 2006 Budget.

- October 25, 2005 Board adopts the 2006 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.

County of Ottawa Financial Policies

Cash and Investment Policy

The County Treasurer is the custodian of all county funds. By resolution, and in accordance with Public Act No. 40 of 1932, as amended, the County Board of Commissioners designates a depository or depositories for County funds. Also by resolution of the Board of Commissioners, the County Treasurer is authorized to invest surplus County funds in the various forms of investment that are permitted by state statutes and that follow the guidelines of the investment policy.

Investment Policy Summary

An Investment Policy covering all funds managed by the County Treasurer was adopted by the Ottawa County Board of Commissioners on April 26, 1994 (as amended April 11, 2000). The intent of the policy is to define the parameters within which the County's funds are to be managed and invested. The County recognizes its responsibilities with respect to the use and custody of public funds.

Cash and Investment Policy (continued)

The comprehensive policy defines a wide range of issues including investment objectives, authority, authorized financial dealers and institutions, suitable investments, safekeeping, accounting, internal controls and investment performance and reporting requirements. Ottawa County's Investment Policy identifies the following investment objectives, in priority order: safety, liquidity, risk management, return on investment, and competitive bidding.

1. Cash Management

The County's policy regarding cash management is based upon the realization that there is a time-value to money.

<u>Receipts:</u>	All monies due the County shall be collected as promptly as possible. Monies 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.
<u>Disbursements:</u>	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.
<u>Cash forecast:</u>	At least annually, a cash forecast shall be prepared using expected revenue sources and items of expenditure to project cash requirements over the fiscal year.
<u>Pooling of Cash:</u>	Except for cash in certain restricted and special accounts, the County Treasurer shall pool cash of various funds to maximize investment earning.

2. Authorized and Suitable Investments

The County is empowered by State statute (Public Act No. 20 of 1943, as amended, MCL 129.91 et seq.) to invest in the following types of securities:

- A) In bonds, securities, and other obligations of the United States, or an agency or instrumentality of the United States.
- B) In certificates of deposit, savings accounts, deposit accounts, or depository receipts of a financial institution. The financial institution must be:
 - A state or nationally chartered bank or a state or federally chartered savings and loan association, savings bank, or credit union
 - whose deposits are insured by an agency of the United States

Cash and Investment Policy (continued)

- government and
 - that maintains a principal office located in the State of Michigan under the laws of this State or the United States
- C) In commercial paper rated at the time of purchase within the two highest classifications by at least two rating services and that mature not more than 270 days after the date of purchase. Not more than 50% 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) In bankers' acceptances of United States banks.
- F) 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.
- G) Obligations described above if purchased through an inter local agreement under the Urban Cooperation Act of 1967 (for example, the MBIA program).
- (H) Investment pools organized under the Surplus Funds Investment Pool Act (Public Act 367 of 1982), e.g. bank pools.

3. Maturities and Diversification

Liquidity shall be assured through practices ensuring that disbursement, payroll, and bond payable dates are covered through maturing investments or marketable U.S. 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.

Debt Policies

One of the County's financing tools is the Public Improvement fund (Special Revenue fund 2450). The main purpose of the fund is to pay for building construction and major renovations for County facilities, and thus to avoid debt payments. The fund is used unless the scope of the project or current interest rates suggest debt issuance. Consequently, the majority of the County's debt is issued by its component units, primarily Ottawa County Public Utilities.

Debt Policies (continued)

- 1) The county will not issue debt to finance on-going operations. Debt will only be issued to finance the construction of water and sewage disposal systems, drains and buildings, and to refund previously issued bonds. The County pledges its full faith and credit behind these issues. However, the county approves these issues only after ensuring that the issuer has established the revenue stream to make the debt payments.
- 2) As required under State of Michigan law, the county shall not increase its total debt beyond 10 percent of its assessed valuation. The 2005 assessed valuation for Ottawa County is \$10,345,422,434, capping debt at \$1,034,542,243. Ottawa County is well below this legal debt limit.

Auditing and Financial Reporting Policies

- 1) An independent audit will be conducted annually.
- 2) Financial Reports will comply with Generally Accepted Accounting Principals as determined by the Governmental Accounting Standards Board.

Purchasing Policy

On July 25, 1995 the Board of Commissioners adopted a new purchasing policy. The main tenants of the policy are discussed below:

- I. Source Selection
 - A) All procurement contracts in excess of \$20,000 will be awarded by competitive sealed bidding.
 - B) When the Purchasing Department determines that the use of competitive sealed bidding for procurements in excess of \$20,000 is either not practicable or not advantageous to the County, a contract may be entered into by use of the competitive sealed proposals method (Request for Proposal).
 - C) For purchases over \$500, but less than \$20,000, quotations from at least three vendors must be documented. Awards shall be made to the qualified vendor offering the best value in the sole opinion of the Director of Administrative Services.
 - D) For purchases under \$500, Department heads shall make the purchase using responsible criteria.

Purchasing Policy (continued)

- II. Contract Clauses: County contracts for goods and services shall include provisions necessary to define the responsibilities and rights of both parties. The Director of Administrative Services may issue such clauses as deemed appropriate under a variety of subjects including price adjustments.
- III. Specifications: Specifications shall be written so as to promote overall economy for the purposes intended and to encourage competition while still providing a fair opportunity to all qualified vendors through nondiscrimination.
- IV. Procurement of Construction Services: The Director of Administrative Services shall determine the method of construction contracting management for a particular project.
 - A) Bid security in the amount of 5% of the bid shall be required for contracts over \$50,000.
- V. Suspensions: The Director of Administrative Services, upon consultation with the Civil division of the Prosecutor's office, is authorized to suspend a person from consideration for a period of not more than three years given appropriate cause.
- VI. Appeals and Remedies: A formal appeal process is provided for in the policy.
- VII. Ethics
 - A) Criminal misconduct is punishable as provided by the Michigan Penal Code.
 - B) Conflict of Interest: County employees shall abide by existing County policies including, but not limited to, policies regarding conflict of interest, gratuities or "kickbacks", and confidential information.

Fiscal Policies

Adopted by the Board of Commissioners on June 13, 1995, Ottawa County fiscal policies and procedures are based on the following general financial goals:

- 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.

Fiscal Policies (continued)

- 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.
- Establish priorities and funding mechanisms which allow the County to respond to local and regional economic trauma, changes in service requirements, changes in State and Federal priorities and funding as they affect the County's residents.
- Preserve, maintain, and plan for replacement of physical assets.
- Promote fiscal conservation and strive to obtain the highest credit rating in the financial community, by ensuring 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.
- Assure County taxpayers that County government is well managed by using prudent financial management practices and maintaining a sound fiscal condition.

To accomplish these goals, the following policies were also approved:

- I. Ottawa County will attempt to establish an undesignated fund balance in the general fund to pay expenditures caused by unforeseen emergencies, for cash short-falls caused by revenue declines and to eliminate any short-term borrowing. The undesignated fund balance shall be maintained at an amount which represents a minimum of 10% and up to 15% of the general fund actual expenditures for the most recently completed audit but not more than the equivalent of three months of operations of the planned budget year.
- II. 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.
- III. Ottawa County will include an amount in the general fund budget (i.e., a line item for contingencies) for unforeseen (e.g., emergency type) operating expenditures. The amount will represent not less than 1% and not more than 2% of the general funds actual expenditures for the most

Fiscal Policies (continued)

recently completed audit (i.e., 2002 audit used for 2004 budget). All appropriations from contingency must have County Board approval.

- IV. All budgets shall be adopted on a basis consistent with generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board. Revenues are budgeted when they become measurable and available and expenditures are charged against the budget when they become measurable, a fund liability has been incurred and that liability will be liquidated with current resources.
- V. Ottawa County will maintain a budgetary control system to ensure adherence to the budget and will prepare timely, monthly financial reports comparing actual revenues, expenditures, and encumbrances with budgeted amounts.
- VI. Ottawa County shall support efforts which reduce 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. Once fully funded, the County Board will annually review the financing tools during the budget process with the intent to maintain full funding.
- VII. Ottawa County will recover indirect costs from all grants, contracts and reimbursements where allowable and appropriate.

Operating Budget Policies

The Operating Budget Policies were approved by the Board of Commissioners on June 13, 1995.

Ottawa County shall prepare a comprehensive budget covering all governmental fund types each year.

Because revenues, especially those of the General Fund, are sensitive to local and regional economic activity, revenue estimates adopted by the Board of Commissioners should be realistic, but conservative.

All operating expenditures will be paid out of current revenues or undesignated balances in excess of reserve requirements.

Direct expenditure and/or transfers of any unencumbered balance or any portion thereof in any appropriation reserve for transfer account to any other appropriations or reserve account may not be made without amendment of the general appropriation measure.

Operating Budget Policies (continued)

Ongoing operating budget should be supported by ongoing, stable revenue sources. This protects the County from fluctuating service levels and avoids crisis when onetime revenues are reduced or removed. Some corollaries to this policy include:

- a. Cash balances should be used only for one time expenditures, such as capital equipment and improvements, or contingency accounts.
- b. Ongoing maintenance costs should be financed through recurring operating revenues, rather than through bonds.

The County will avoid budgetary procedures, such as "accruing future years' revenues" or "rolling over short-term debt," which balance the current budget at the expense of future budgets.

All Budgetary procedures will conform with State law including Public Act 621 of 1978 known as the "Uniform Budget and Accounting Act," MSA 5.3228 (21a) et seq.; MCLA 141.421a et seq.

The major responsibilities of individuals in a local unit of government are:

- I. The Administrator will assume final responsibility for the preparation, presentation, and control of the budget (budget preparation can be delegated by the Administrator to the Fiscal Services Director).
- II. Department heads and other administrative officers of budgetary centers will provide necessary information to the Administrator for budget preparation.
- III. The Administrator will present the recommended budget to the Finance Committee.
- IV. The Finance Committee will review the recommended budget and may request necessary information for consideration of the budget prior to presentation to the Board of Commissioners.
- V. The Board of Commissioners will hold a public hearing prior to final approval of the budget.
- VI. The Board of Commissioners will pass a general appropriations resolution, consistent with the uniform chart of accounts prescribed by the Department of Treasury, establishing the legal levels of control.
- VII. The Administrator and Fiscal Services Director will recommend, and the Board of Commissioners will approve, any amendments to the general appropriations act required to comply with P.A. 621.

Self-Insurance

The County has several Internal Service Funds as well as the Insurance Authority which account for various uninsured risks. The county is self-insured up to certain limits which vary by type of risk, and purchases reinsurance to cover claims in excess of those limits.

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.

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 4.2689 mills; this represents decreased revenue of approximately \$1.45 million. The Board of Commissioners opted to reduce the levy further to 3.500 mills. This resulted in an additional \$6.5 *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 .4411 mills; this represents decreased revenue of approximately \$500,000. The Parks levy was also reduced slightly by Headlee from .33 mills to .3168 mills - a decrease of just over \$112,000.

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 September 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 Levies for the Last 10 years

	<u>County Operation</u>	<u>E-911</u>	<u>Parks (1)</u>	<u>Total</u>
1995	4.4400	.4590		4.8990
1996	4.2575	.4590		4.7165
1997	3.9229	.4460	.3296	4.6985
1998	3.7055	.4460	.3289	4.4804
1999	3.6000	.4545	.3267	4.3812
2000	3.6000	.4515	.3245	4.3760
2001	3.5000	.4493	.3229	4.2722
2002	3.4000	.4464	.3208	4.1672
2003	3.4000	.4429	.3182	4.1611
2004	3.5000	.4419	.3174	4.2593
2005	3.5000	.4411	.3168	4.2579

(1) Levies began in 1997.

Calculation of Property Taxes

Below 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	.0035000	\$131.25	.0007579	\$28.42	\$159.67
\$100,000	50,000	.0035000	\$175.00	.0007579	\$37.90	\$212.90
\$150,000	75,000	.0035000	\$262.50	.0007579	\$56.84	\$319.34
\$200,000	100,000	.0035000	\$350.00	.0007579	\$75.79	\$425.79

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

Cmparison of Tax Levies of Other Michigan Counties

2005 Operating Millage Levies of Neighboring Counties:

Allegan	4.6840
Muskegon	5.6984
Kent	4.2803
Ottawa	3.5000

Counties of Similar Size:

<u>County</u>	2005 <u>Taxable Valuation</u>	Operating Millage <u>Levy</u>
Kalamazoo	\$7,121,900,777	4.6871
Ingham	7,200,855,066	6.3512
Ottawa	8,503,786,076	3.5000
Genesee	10,721,826,321	5.5095
Washtenaw	13,693,361,327	4.5713

Highest 2004 Allocated and Voted Levy:

Baraga 14.7800

Lowest 2004 Allocated and Voted Levy:

Livingston 3.92

New Positions Approved with the 2006 Budget

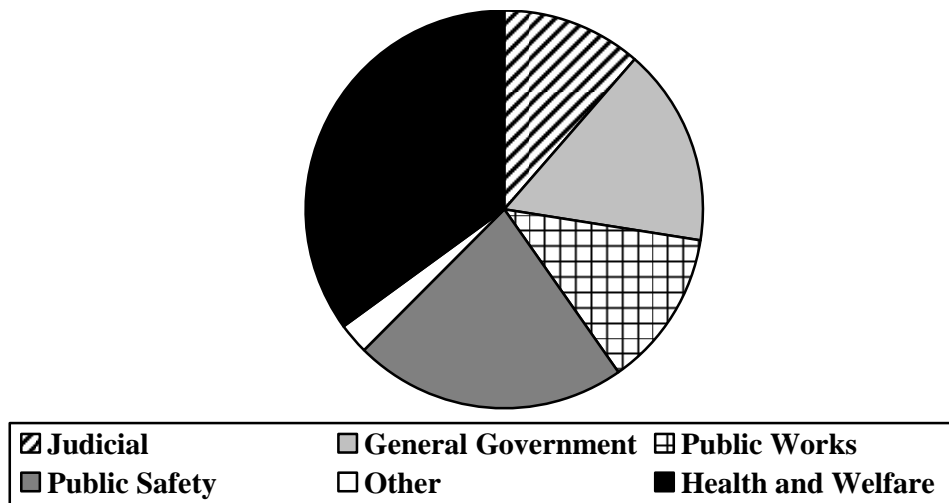
As indicated in the transmittal letter, no new positions were approved for 2006. However, certain temporary positions and wage and hour adjustments were approved. The table below lists all of the approved changes.

<u>Department</u>	<u>Fund - Center</u>	<u>FTE / Description</u>	<u>Total Position Cost</u>
Temporary Positions			
District Court SCAO Drug Court grant	1010-1361	Probation Officer/Treatment Spc.	\$19,842
Probate Court	1010-1480	.4 Scanner/Imager	\$9,784
Prosecutor	1010-2290	Legal intern	\$4,800
Treasurer	1010-2530	Summer College Research Intern - 480 hours	\$4,765
Parks and Recreation	2081	Park Attendant - Park 12 - 680 hours	\$6,038
Parks and Recreation	2081	Increase wage for gatekeepers by 25 cents/hour	\$1,721
Parks and Recreation	2081	Additional SWAP hours - 2,912	\$11,648
Mental Health	2220	3 .475 fte New Temp Residential Workers Riverview	\$38,339

Department	Fund - Center	FTE / Description	Total Position Cost
Register of Deeds Automation fund	2560-2360	Outside Temporary for indexing	\$30,472
Michigan Works!	2748-2870	Intern - 1,040 hours	\$6,748
Community Action Agency	2870-7472	Walk for Warmth Coordinator - 840 hrs	\$9,372
Sheriff	Multi	Wage increases for several temporary positions	\$30,278
Total Temporary Positions Requested			\$173,807
Grand Total – All Positions			\$199,585

Total County Personnel by Function

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



Capital Equipment Approved with the 2006 Budget

Department Name	Quantity	Item Description	2006 Estimated Purchase Price	\$ Amount Added to Budget
District Court	1	Copy Machine	\$1,200	\$240
District Court	1	Copy Machine	\$4,800	\$960
Property Desc. & Mapping	1	Large Format Printer 24, 36, or 42 inch rolls	\$5,000	\$1,000
Bldg. / Grds. - All Locations	1	2006 GMC 3/4 T 4wd Pickup Truck	\$22,500	\$1,125
Bldg. / Grds. - Fillmore Admin	1	Western Ice Breaker , salt spreader, pickup bed type	\$6,500	\$1,300
Drain Commission	1	BS&A Drain Ledger Software	\$14,495	\$2,899
Drain Commission	1	BS&A Drain Assessment Software	\$14,495	\$2,899
Drain Commission	1	2006 GMC Envoy	\$24,039	\$4,808
Sheriff	1	Upgrade to Video Investigator 4.0/Video Active 4.5	\$6,400	\$1,280
Sheriff	3	Admin Vehicles	\$67,000	\$22,334
Sheriff	1	Senior Volunteer Group - start up & equip cost - Pending	\$64,376	\$37,710
Sheriff	6	Chevy Police Package Tahoe Patrol Vehicles	\$159,000	\$53,000
Sheriff	13	Ford Crown Vic Police Package Patrol Vehicles	\$282,100	\$94,034
Marine Safety	1	26' Patrol Vessel	\$82,394	\$16,479
Jail	2	SWAP Vans – replace	\$43,000	\$14,333
Jail	3	Jail Transport Vans	\$69,000	\$23,000
Parks & Recreation	1	Riding Mower with 52" cutting width	\$8,000	\$1,600
Parks & Recreation	1	Riding Mower with 52" cutting width	\$8,000	\$1,600
Friend of the Court	1	Vehicle	\$18,000	\$6,000
Landfill Tipping Fees	1	Pre-owned late model 3/4 ton pick-up truck - Pending	\$15,000	\$3,000
GH Township	1	Crown Vic Police Package Patrol Vehicle	\$21,700	\$7,234
COPS Universal - Georgetown	1	Ford Crown Vic Police Package Patrol Vehicle	\$21,700	\$7,234
COPS Universal - NE Twp	1	Ford Crown Vic Police Package Patrol Vehicle	\$21,700	\$7,234
EMT - Georgetown Twp.	1	Chevy Police Package Tahoe	\$26,000	\$8,667
Community Corrections	3	2006 Vehicles - Chevy Malibu or Pontiac Grand Prix	\$49,500	\$9,900
MIS	1	SEQUEL	\$7,350	\$1,470
MIS	1	New switches to replace Cisco 2924 switches	\$10,857	\$2,171
MIS	1	Help Desk Software	\$12,000	\$2,400
MIS	1	Module Windows 2003 Server dual processor, rack mounted SAN	\$20,000	\$4,000
MIS	1	Replace iSeries Development Server with i5 520 Exoress Edition	\$41,050	\$8,210
Duplicating	10	Copiers; 3 @ \$4,000; 4 @ \$5,000 & 3 @ \$12,000	\$56,000	\$56,000
			<u>\$1,203,155</u>	<u>\$404,121</u>

This 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 is planning for the following capital construction projects:

Capital Construction Projects

Project Description	2006 Expenditures	Future Year Expenditures
District Court Building in Holland	\$2,348,525	\$0
Grand Haven Building Project	\$8,000,000	\$13,900,000
SouthWest Ottawa Landfill	\$2,100,000	\$0
North Beach Phase II	\$200,000	\$0
Park 12 - Phase II Improvements	\$75,000	\$2,600,000
Upper Macatawa Improvements	\$450,000	\$800,000
Upper Macatawa Phase II Restoration	\$785,000	\$200,000
Hager Park Visitor Center	\$60,000	\$0
	<u>\$14,018,525</u>	<u>\$17,500,000</u>

Financial Outlook

Overview

The County of Ottawa Strategic Plan of 1993 promoted multi-year budgeting as a tool to prioritize immediate and long-range needs to develop a stable financial base. Budget projections are useful for planning purposes as they give the general direction of County finances based on trends. However, it is important to realize that the figures projected are by no means guaranteed funding levels as several factors (e.g. legislation, economy, population, etc.) affect funding.

Previously, the County projected out three years, but during 2004, this was extended to five years. Unexpected increases in certain costs as well as the tenuous nature of certain State funding sources required an expanded and more detailed look at the future. The history of expenditures was a good starting point as most of the County's costs, especially in the General Fund, are ongoing. History also provided us with trend information such as personnel additions and health care cost trends. From here, projections were formulated based on the following assumptions:

Revenues

Property Tax – Increasing 5% per year. Property Tax is the largest revenue source of the General Fund, so accurate trend information is especially important. Ottawa County continues to have strong growth, and the average annual percentage increase in taxable value between 2000 and 2004 was 6.56%. To be conservative, the lesser amount of 5% is being projected.

Intergovernmental Revenue – In recent years, the County has seen many State funding sources stay flat. Consequently, the County used a 0% increase for most intergovernmental sources. One exception to this, however, is the contributions from local units. Most of this revenue is reimbursements from municipalities that contract with us for policing services. By contract, these municipalities are required to reimburse us based on expenditures. As a result, that particular intergovernmental revenue is projected to increase 3% per year.

Charges for Services – Charges for Services are also a significant revenue source. The County is projecting this revenue source to increase by 2% per year. This too, may be conservative. Revenue in the Register of Deeds office has actually increased by an average of 15% per year for 2000 – 2004. In 2004, revenue is decreasing, and higher interest rates will likely lower the rate of growth for this revenue.

Investment Income – Since Investment Income depends in part on the investment environment, it is difficult to make projections. The County anticipates earnings to bottom out in 2006 (based on current holdings), but improve significantly after 2006. However, since Investment Income constitutes a small part of total revenue, the effect of the improvement on future operations is also small.

Operating Transfers In – In general, operating transfers in are one time dollars. Because the County does not want to financially strain other funds, the one time dollars have been eliminated in 2006. The only Operating Transfer In revenue in the budgets for 2007 and beyond are those that provide ongoing support to the General Fund.

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

Expenditures

Salaries – County employees generally receive a cost of living adjustment based on the consumer price index. In addition, 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 4% per year.

In addition, a growing County like Ottawa needs to be able to respond to the growing service demands with additional employees. Based on historical personnel additions, approximately \$500,000 per year is added to salaries and fringe benefits per year to reflect additional employees.

Fringe Benefits – Certain fringe benefits, the largest being social security tax and retirement contributions, are based on salaries. Consequently, these fringe benefits are also projected to increase by 4% per year. Other fringe benefits, mainly health, dental and optical insurance are not based on salaries. Based on the most recent actuary study, the projections include increases of 13.25% per year for health insurance, 8% for dental insurance, and 5% for optical insurance.

Supplies and Other Services and Charges – 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 10% per year. In addition, adjustments have been made to reflect election costs in election years.

Operating Transfers Out - The County's largest operating transfers go to Health, Child Care, Friend of the Court, and the Family Independence Agency, 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 2% - 6%, depending on the fund.

Results

The results of the projections (which follow) were disconcerting. As indicated in the transmittal letter, the projections uncovered an ongoing operational deficit in excess of \$4 million per year. It was clear that a plan was needed to correct the ongoing deficit.

Specifically, the County has revised the projections with the following adjustments:

- Raise the operating millage levy .1 mill in 2007 and 2008. Even with these increases, an estimated \$5 million in tax revenue would still be available to the County since it levies less the maximum authorized levy.
- General Fund hiring freeze for new full-time positions in 2006
- Increase employee health insurance co-pay from 3% to 10% over a period of 3-5 years
- Review and rank discretionary services for possible reductions

Implementing the first three adjustments results in a major improvement in the forecast. Although the operating deficit is not completely eliminated, it is down to a much more manageable level. During 2005, the Board of Commissioners will rank discretionary programs as a basis for possible reductions and eliminations. The County believes this and other avenues will eliminate the operating deficit and will maintain the financial standing of the County. A table listing revenue and expenditure projections by category follows.

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

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
	Actual	Actual	Actual	Actual	Current Year Estimated	Projected	Projected	Projected	Projected	Projected	Projected
Revenues:											
Taxes	\$25,589,207	\$26,910,795	\$28,134,948	\$29,744,577	\$32,632,208	\$36,798,185	\$38,156,081	\$41,052,397	\$43,100,712	\$45,251,358	\$47,509,448
Intergovernmental	\$9,578,339	\$9,618,555	\$8,359,170	\$6,237,538	\$6,055,934	\$4,269,882	\$4,326,631	\$4,389,521	\$4,456,878	\$4,529,138	\$8,290,446
Charges for services	\$8,449,184	\$8,696,040	\$9,682,777	\$9,027,566	\$8,808,629	\$8,850,297	\$9,027,303	\$9,207,849	\$9,392,006	\$9,579,846	\$9,771,443
Fines & Forfeits	\$1,083,225	\$1,062,304	\$993,792	\$1,026,797	\$1,082,435	\$1,069,100	\$1,090,482	\$1,112,292	\$1,134,537	\$1,157,228	\$1,180,373
Interest on investments	\$2,995,636	\$2,342,604	\$941,249	\$830,652	\$1,500,000	\$1,500,000	\$1,500,000	\$2,000,000	\$2,500,000	\$3,000,000	\$3,500,000
Rental income	\$2,081,111	\$2,205,856	\$2,156,724	\$2,225,581	\$2,516,278	\$2,723,019	\$2,804,710	\$2,888,851	\$2,975,516	\$3,064,782	\$3,156,725
Licenses & permits	\$287,521	\$304,517	\$292,537	\$311,494	\$302,775	\$302,025	\$308,066	\$314,227	\$320,511	\$326,922	\$333,460
Other	\$406,765	\$247,345	\$305,311	\$356,567	\$308,282	\$303,505	\$306,908	\$310,379	\$313,920	\$317,531	\$321,215
Operating transfer in	\$525,000	\$776,281	\$1,178,500	\$6,638,481	\$6,323,766	\$4,219,016	\$4,336,631	\$4,457,820	\$4,582,644	\$4,711,213	\$1,168,887
Fund balance reserve use	\$0	\$0	\$0	\$0	\$104,689	\$2,147,706	\$359,029	-\$180,000	-\$180,000	-\$180,000	-\$180,000
Total Revenue	\$50,995,988	\$52,164,297	\$52,045,008	\$56,399,253	\$59,634,996	\$62,182,735	\$62,215,840	\$65,553,336	\$68,596,725	\$71,758,018	\$75,051,997
% change over prior year		2.30%	-0.20%	8.40%	5.70%	4.30%	0.10%	5.40%	4.60%	4.60%	4.60%
Expenditures:											
Salaries	\$14,759,765	\$16,659,627	\$16,828,359	\$17,776,227	\$18,780,422	\$19,640,582	\$20,929,680	\$21,905,821	\$22,928,032	\$23,998,501	\$25,119,521
Fringe benefits	\$4,983,839	\$5,589,834	\$5,915,437	\$6,680,860	\$7,402,818	\$8,542,554	\$9,258,830	\$10,061,241	\$10,953,043	\$11,945,368	\$13,050,788
Supplies	\$2,061,116	\$2,525,057	\$2,193,748	\$2,294,523	\$3,094,058	\$2,582,547	\$2,559,538	\$2,725,529	\$2,662,539	\$2,795,590	\$2,769,702
Other services & chg	\$11,544,801	\$11,844,769	\$14,683,837	\$14,536,981	\$15,650,600	\$16,491,695	\$16,842,864	\$17,267,803	\$17,630,624	\$18,198,143	\$18,791,922
Contingency	\$0	\$0	\$0	\$0	\$100,000	\$1,029,510	\$1,050,100	\$1,071,102	\$1,092,524	\$1,114,375	\$1,136,662
Capital outlay	\$161,340	\$502,444	\$101,098	\$83,217	\$182,000	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers	\$16,735,863	\$17,890,420	\$10,078,187	\$12,287,447	\$14,385,809	\$15,106,922	\$14,141,349	\$14,258,316	\$14,950,167	\$15,679,875	\$16,449,556
Total Expenditures	\$50,246,724	\$55,012,151	\$49,800,666	\$53,659,255	\$59,595,707	\$63,393,810	\$64,782,361	\$67,289,811	\$70,216,930	\$73,731,852	\$77,318,150
% change over prior year		9.50%	-9.50%	7.70%	11.10%	6.40%	2.20%	3.90%	4.40%	5.00%	4.90%
Revenue over (under) expenditures		-\$2,847,854	\$2,244,342	\$2,739,998	\$39,289	-\$1,211,075	-\$2,566,522	-\$1,736,476	-\$1,620,205	-\$1,973,834	-\$2,266,154

Note: Assumes the following levies: 2006 = 3.5 mills, 2007 = 3.6 mills, 2008 = 3.7 mills, 2009 = 3.7 mills, 2010 = 3.7 mills, and 2011 = 3.7 mills with a 5 increase in taxable value each year.

Assumes a health co-pay ranging from 3% to 10%.

Assumes no transfers to the Stabilization fund for 2006-2011 (\$275,000 - \$325,000)

Assumes no transfers from the Delinquent Tax fund for 2006 - 2011 (\$625,000+).

Assumes State Revenue Sharing payments are restored in 2011.

Does not reflect anticipated debt service expenditures for the Grand Haven County Building

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?

It is the Mission Statement that guides the answers to these questions:

**Mission Statement
Of the
Ottawa County Board
Of
Commissioners**

Ottawa County government seeks to provide a sufficient and reasonable level of legislatively and constitutionally mandated services as a first priority.

Ottawa County government seeks to consistently improve and provide better government services for those who need such services.

Ottawa County government seeks to assure a healthful, safe, and fulfilling quality of life for its residents and visitors.

Ottawa County government seeks to accomplish its mission within the resources and funding available.

The next step is to develop visions for county services, the goals necessary to achieve them, and an action plan to implement. The Ottawa County Strategic Plan was developed in 1993. While the visions are likely to be on-going and long-term, many of the goals and implementation plans are likely to need adjustment. Accordingly, the Board of Commissioners holds regular goal setting session to update County goals and action plans.

Finance:

The Vision: The county will have a stable financial base which meets current and long range needs of county government.

Goal 1: The county will prioritize immediate and long-range needs and incorporate them into its financial planning.

Plan of Action:

- 1) The county will develop multiple-year budget plans. Budget plans for the General Fund, including transfer out appropriations to other funds, have been projected through the year 2011. The county will continue to refine and update its projections. This is listed as a departmental goal for the Fiscal Services department (General Fund 1010-2010).

Goal 2: Maintain the strong financial position of the County.

Finance (continued):

Plan of Action:

- 1) Maintain or improve bond ratings.
- 2) Maintain an undesignated fund balance in the General Fund which represents 10-15% of General Fund actual expenditures in the last audit. This is addressed under the Fiscal Services department (General Fund 1010-2010).

The Administrator (General Fund 1010-2230) includes maintaining the financial position of the County in the 2006 goals. Specifically, the objectives towards this goal include the continuing development of a plan to eliminate operational deficits within five years.

Goal 4: Improve county financial stability and integrity.

Plan of Action:

- 1) Utilize zero-based budgeting concept. All departments are required to submit complete narratives for each line item detailing for what the dollars will be used. With the 2006 budget, administration provided an opportunity for each department to meet and discuss changes to their budget, the budget narratives and performance and activity measures. Zero-based budgeting listed as a department goal for the Fiscal Services department (General Fund 1010-2010).
- 2) Seek funding through grants and State and Federal resources and lobby to secure other revenue sources. One way to improve financial stability is to rely less on property taxes to fund services and more on other revenue sources.

Over the last few years, the Parks and Recreation department has been successful in obtaining significant state and federal dollars for land purchases and capital improvement projects at County parks. In the last half of 2005, the Parks and Recreation department was awarded \$3.9 million from the Michigan Department of Natural Resources for the North Ottawa Dunes Acquisition project. The 2005 budget also reflects a \$823,000 grant from the Natural Resources Trust Fund for the purchase of land on the Connor Bayou. For the period 2001 – 2006, the County is estimated to receive over \$7.7 million in state and federal aid specifically for Parks and Recreation (Special Revenue fund 2081).

The Ottawa County Family Court Juvenile Division continues to make adjustments to its existing programs so that more of the programming qualifies as a Community Intervention program and 50% funding from the State. The new Family Court plan for 2006 was recently approved by the

Finance (continued):

State and will now provide over \$210,000 in additional State funding based on personnel costs alone (Special Revenue fund 2920).

By maintaining demographic, social, and economic information as well as monitoring federal and state funding opportunities and providing technical assistance, the Planning and Grants department (General Fund 1010-7211) is helping to maximize non-local sources of funding.

- 3) Continue to develop and fully fund long range financing tools. Once the 2004 audit was complete, the General Fund's fund balance was \$2.3 million higher than allowed by the County Board's fund balance policy. The 2005 budget included a \$1.05 million transfer from the Stabilization fund. Consequently, in order to keep the Stabilization fund at its maximum allowable level, \$1.6 million was transferred into the Stabilization fund from the General Fund.

With the 2006 budget, no transfers to the General Fund from the Financing Tool funds are included.

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

Finance (continued):

fairly new 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. With the Grand Haven project underway, this fund will be depleted and require the County to bond for a portion of the construction. The Stabilization Fund has been returned to its fully funded status.

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 an envy to 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

Finance (continued):

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 \$175,000 per year.

A plan to alleviate site contamination was approved by the Department of Natural Resources during 2005. As a result, approximately \$1.9 million is expected to be spent in 2006 to add purge wells and provide overall enhancements the groundwater purge and treatment system. 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.

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.

During 2005, the County approved \$950,000 in loans to Tallmadge Township and \$500,000 to the City of Coopersville for infrastructure projects.

Financial Benefits:

- 1) Expedites projects by leveraging Federal, State, and other revenue sources.
- 2) Reduces debt levels.

Finance (continued):

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.

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.

Finance (continued):

Compensated Absences (2980)

Year Established: 1986

Fund Purpose:

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. 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. 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.

Finance (continued):

Financial Benefits:

- 1) Operating Transfers to the General Fund.
- 2) Principal and Interest Payments on four bond issues totaling \$2.2 million in 2006.
- 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 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.

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.

Finance (continued):

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 thirty (30) County departments and indirectly (through operating transfers) significantly affects eight (8) 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 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 reduce reliance on property taxes by providing funds for certain operational expenditures. Beginning in 1998, the Solid Waste Clean-up Fund pays for landfill cleanup expenditures that were paid from the General Fund.

The Public Improvement Fund provides capital for certain building projects in lieu of debt financing while the Delinquent Tax Fund funds payments on four bond issues. Consequently, the General Fund is not obligated to make these bond payments for the life of the issue.

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 and funded by the Delinquent Tax Revolving Fund alleviate pressure on the General Fund, freeing up dollars for other County programs.

The Stabilization Fund by law may not earn interest income. Assuming the balance in the fund would be spent elsewhere, the General Fund benefits from the interest income earned by the Stabilization Fund (since it cannot be transferred to the Stabilization Fund).

- 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.

Finance (continued):

Overall Benefits of the Financing Tools (continued)

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 .36% of salaries. 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.

Finance (continued):

Overall Benefits of the Financing Tools (continued)

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.

Not purchasing the equipment would result in decreased efficiency, increased personnel needs, and decreased services to the taxpayer.

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 Fitch on General Obligation Limited Tax Bonds. Moody's Bond Rating is Aa2 for General Obligation Unlimited and 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.

Finance (continued):

Overall Benefits of the Financing Tools (continued)

4) Reduced Interest Rates on Bond Issues.

According to 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.

Finance (continued):

Overall Benefits of the Financing Tools (continued)

Historical/Projected Summary

	1998 – 2004 Historical Savings to <u>General Fund</u>	2005 – 2011 Projected Savings to <u>General Fund</u>
Solid Waste Clean-up Fund (2271)	\$1,422,224	\$3,282,650
Average Annual Savings	\$203,175	\$468,950
Average Annual Millage Savings	0.0317	0.0527
Public Improvement Fund (2450)	\$7,081,434	\$20,183,520
Average Annual Savings	\$1,740,562	\$3,081,052
Average Annual Millage Savings	0.2555	0.3176
Stabilization Fund (2570)	\$2,071,961	\$2,320,642
Average Annual Savings	\$295,994	\$331,520
Average Annual Millage Savings	0.0471	0.0339
Delinquent Tax Revolving Fund (5160)	\$16,449,683	\$17,375,160
Average Annual Savings	\$2,518,526	\$3,017,880
Average Annual Millage Savings	0.3980	0.3227
Duplicating, Telecommunications, and Equipment Pool (6450, 6550, 6641)	\$7,281,185	\$9,944,984
Average Annual Savings	\$1,040,169	\$1,420,712
Average Annual Millage Savings	0.1685	0.1482
Grand Total	\$34,306,487	\$53,106,956
Total Average Annual Savings	\$5,798,426	\$8,320,114
Total Average Annual Millage Savings	0.9008	0.8751

Internal Administration

The Vision: Desired services will be made available to the public in an efficient and cost effective manner.

Goal 1: The County will prioritize immediate and long range needs and incorporate them into its financial planning.

Plan of Action:

- 1) Each department will continually reassess its service delivery system to determine if more cost effective alternatives are available.

During 2005, the County received the results of a study completed by Plante & Moran to evaluate Information Technology services at Ottawa County. The Board approved the reorganization plan outlined in the study, and these changes are in the process of implementation.

As mentioned earlier, the Juvenile Services division has been able to make additional program changes required to qualify as a Community Intervention program (a State funded program). Consequently, 4.625 full time equivalents currently funded with local dollars will receive 50% State funding in 2006.

In addition, the Juvenile Services is continuing implementation of the web-based case management system. \$280,000 is included in the 2006 budget to cover the costs of the program. The system is more efficient because it promotes collaboration among several agencies within the County, service providers and government agencies, providing for more efficient and effective case management.

The 2006 budget includes significant funds for imaging. Specifically, the Justice Imaging Proposal was approved in November of 2005. The proposal covers all of the Court functions and is under implementation. The County anticipates the completion of the implementation within approximately six months. The 2006 budget includes \$160,000 for the equipment rental charges on imaging equipment purchased out of the equipment pool (\$800,000). The District Court (1010-1360), Probate Court (1010-1480), the Juvenile Services division of the Family Court (1010-1490), and the County Clerk (1010-2150) all include the implementation of judicial imaging in their goals and objectives. In addition, the Register of Deeds Technology Fund (2560) includes nearly \$300,000 to continue to image old property records as well as the new records established.

The 2006 budget also includes funds for web site enhancements. The County will expand its web site capabilities to include services currently only available to walk in customers. By making services available

Internal Administration (continued)

via the internet, the County will realize economic benefits by reducing demand on customer service staff. Further, the County will provide enhanced service while reducing the cost to the public by making these services available at their home or place of business. The 2006 budget includes \$225,000 for the development of interactive services including Vital Records, Dog License Renewal, Bidder Registration, Park Reservations, Accident Reports and Delinquent Tax Payment. The Administrator (General Fund 1010-2230) lists the continued implementation of the interactive website as an objective for 2006.

The Treasurer's department (General Fund 1010-2530) plans to install additional credit card stations in County departments to provide customers with enhanced payment options. In addition, the Treasurer's office now provides online public access to delinquent property tax records and provides various forms online as well.

Parks and Recreation (Special Revenue Fund 2081) and Building and Grounds (General Fund 1010-2651) use no or low cost labor (interns, community service people) to assist in the delivery of services.

Goal 2: Services will be provided to the public within the resources available.

Plan of Action:

- 1) Prepare and live within a balanced budget. The 2006 General Fund budget, although indicating a fund balance usage, will likely be able to cover expenditures with its current revenues. As indicated in the transmittal letter, there are ongoing efforts to develop strategies to erase a structural deficit that has formed here and in most Michigan counties.
- 2) Monitor revenues and expenditures and recommend adjustments when necessary.

Goal 3: Maximize the effectiveness of County government.

Plan of Action:

- 1) Evaluate the effectiveness of existing programs and services.

Included in the Administrator's goals and objectives is to develop a new vision and mission statement at the County-wide level (1010-2230). The County is in the process of conducting a citizen survey. From there, the County Board will develop a new strategic plan to guide departments in their activities. In March of 2006, the County plans to contract with an outside consultant to train department heads on goal, objective, and performance measure development. The County

Internal Administration (continued)

then plans to use performance analysis teams to work with departments in developing meaningful performance measurements.

Another key player in the performance analysis process is the Planning and Grants department (1010-7211). Included in the department's goals is to provide strategic planning and evaluation services to ensure efficiency. Already, the department has designed and created data collection forms and databases for several program evaluations. During 2005, the department developed an evaluation component for the Drug Court initiative.

Goal 4: Improve relations with County employees.

Plan of Action:

- 1) Conduct quantitative satisfaction analysis. The survey was completed in early 2005 and identified several areas needing improvement. Specifically, significant dissatisfaction among Health department employees was noted. Health department management was reviewed internally and management changes have been made. In addition, overall dissatisfaction with the Human Resources department was identified as a key employee concern. Changes have been made to improve accessibility and provide a more employee-friendly atmosphere.
- 2) Evaluate "Exit Interview" questionnaire and results.
- 3) Provide additional management and employee training classes. The Human Resources department (1010-2260) goals include the provision and promotion educational opportunities within the County.

Services to the Public

The Vision: The County will provide the public with services which meet their needs.

Goal 1: Services to the public will be accessible.

Plan of Action:

- 1) Provide services at convenient locations.

Website Initiatives

First, the enhancement of the website addresses the accessibility issue for all County residents. Over the next two years, citizens will be able to complete several kinds of County business online.

The Register of Deeds office (1010-1360) now offers on-line, subscription-based lookup to provide additional services to the public. In

Services to the Public (continued)

addition, the Treasurer (1010-2530) and Clerk's office (1010-2150) currently provide select services online as well.

Physical Location Initiatives

In addition, construction has begun on the Holland District Court building to enhance these services to one of the major population centers in Ottawa County.

Hours of operation are also being addressed to better serve working families. A number of departments already provide non-traditional office hours. Included in the goals of the Circuit Court (1010-1310) and the Juvenile Division of the Family Court (1010-1490) is to expand hours beyond the traditional 8:00am – 5:00pm day.

Language Barrier Initiatives

Ottawa County has a significant Hispanic population, so providing services in Spanish is important. Several departments have addressed this need and continue to refine their strategies. The Circuit Court (1010-1310) includes among its accomplishments the creation of a Court-wide interpreter registry. The Juvenile Division of Family Court (1010-1490) includes among its objectives to increase knowledge and understanding of the non-English speaking public by developing bi/tri – lingual signage for Court buildings, and providing bi-tri – lingual instructions on Court forms and programs, and by hiring bi/tri – lingual, multi cultural staff. Co-Operative Extension (1010-2570) continues to produce Spanish language CD Rom and cassettes that cover key words and phrases for dairy farmers to more effectively communicate with their workforce.

Other Initiatives

Among the goals and objectives for Parks and Recreation (Special Revenue Fund 2081) is to identify areas within Ottawa County not adequately served by existing park facilities and emphasize expansion of recreational opportunities in these areas, if feasible.

Goal 3: Maintain and enhance communication with citizens.

Plan of Action:

- 1) Develop a survey to better determine citizen needs and understanding of County issues. The County is in the process of engaging an outside consultant to complete a citizen survey. The results of the survey are anticipated by late December/early January.

Services to the Public (continued)

- 2) Promote County website as a source of new/updated information. Currently, 36 County departments provide some information on the County's website. Certain departments provide forms that can be mailed into the office (e.g., birth certificates, death certificates). With the interactive website discussed under Internal Administration, the County website will become even more beneficial for the citizenry.
 - 3) Develop State of the County annual message. During 2005 the County distributed its first "State of the County" message to households in Ottawa County. Funds are included in the 2006 budget to continue with the annual message.
 - 4) Expand exposure and programming on cable public access channels. The 2006 budget includes \$6,000 to cover the costs associated with broadcasting board meetings.
 - 5) Develop a plan to produce a printed annual report/newsletter.
 - 6) Create schedule for Board members to attend local meetings.
 - 7) Promote existing speakers bureau.
 - 8) Develop issue specific Powerpoint presentations.
 - 9) Develop press releases.
- Goal 4: Relationships with area legislators, other governmental units, and the general public will be improved.

Plan of Action:

- 1) Improve visibility and influence within the Michigan Association of Counties (MAC). Obtain/maintain seats on key committees of MAC to ensure that Ottawa County's positions are known on state legislative and policy issues; a voice from Ottawa County is critical.
- 2) During 2005, Ottawa County held its second legislative update meeting. The County Board and key staff meet with our State representatives and senators to receive state legislative updates and discuss issues and concerns relevant to Ottawa County.

Law Enforcement

The Vision: The County will be a safe, crime free community where differences are resolved through an acceptable forum.

Goal 1: County law enforcement will be pro-active.

Law Enforcement (continued)

Plan of Action:

- 1) Change from a traditional policing philosophy to a community policing philosophy. The Sheriff's department has made major strides in the development of community policing programs. With help from the federal Community Oriented Policing Services (COPS) grants, several community policing programs have been set up in various municipalities within the County. Although the federal funding has been depleted, the municipalities are picking up most of the funding for the positions.

Goal 2: Criminal and civil cases will be adjudicated within a reasonable time period.

Plan of Action:

- 1) The number of cases ending pending in the Circuit Court (General Fund 1010-1310), particularly in domestic relations and criminal suits, continue to decrease. In addition, the District Court (General Fund 1010-1360) lists as a goal in its probation department to develop caseload management priorities with staff.
- 2) Among the accomplishments listed for the Friend of the Court (Special Revenue fund 2160) are the reduction in wait time for domestic relations referee hearings from 6-8 weeks down to 2 weeks and the reduction in turn around time for custody assessments from several months to 56 days.

Goal 3: Multiple corrective sentencing options should be available to maximize an offender's ability to successfully conform to societal rules.

Plan of Action:

- 1) Beginning in 2005, the County began the implementation of Drug Courts. Drug Courts allows individuals facing alcohol and/or drug offenses have the opportunity to receive assistance with their substance abuse problems. Under the Judge's supervision, the Drug Court mandates counseling, intensive supervision, daily drug testing, and bi-monthly court appearances, and is designed to provide support and structure to people willing to work to change their behavior. Over the long-term, the drug court is designed to reduce recidivism, which will not only benefit the individuals and community, but will save on justice costs in the future. During 2005, the District Court (General Fund 1010-1360) implemented two Drug Courts in Holland. In addition, one of their stated goals includes the assurance of continued success of the Drug Courts along with objectives to achieve that goal.
- 2) The Community Corrections program (Special Revenue Fund 2850) includes Intensive Supervision Probation, Domestic Violence, and Community Service programs as alternatives to incarceration. These programs have allowed the County's prison commitment rate to be significantly lower than the State rate.

Law Enforcement (continued)

- 3) Included among the goals and objectives of the Jail (1010-3510) are to continue to work with Community Mental Health to identify inmates who are good candidates for jail diversion and to expand the use of the Sentence Work Abatement Program (SWAP). In addition, also among the goals listed for the Jail are to provide alcohol and drug rehabilitation programs and educational opportunity (GED) to help inmates cope better in the community after release.

Environment

The Vision: The County's environment will be protected and preserved for future generations.

Goal 1: The County, working with State and Federal agencies, will actively protect our environment and set aside and preserve natural areas throughout the County.

Ottawa County remains the second fastest-growing county in Michigan and is the fastest growing county with over 200,000 residents. We are the only Michigan County to grow by 10% or more in each of the past four decades. With this growth comes increasing pressure on land resources, and it is important to plan for the long-term because of the quality of life our beautiful beaches, farms, and open spaces provide.

Many of the action plans listed below are addressed in the department goals and objectives for Parks and Recreation (Special Revenue Fund 2081).

Plan of Action:

- 1) The County will develop guidelines for determining the designation of locally important environmental areas. The Planning Commission (Special Revenue fund 2420) lists the completion of the County development plan as one of their objectives for 2006.
- 2) The County will assist local governments in identifying sensitive environmental areas. During 2005, the Planning and Grants department is facilitating an Urban Smart Growth project in Hudsonville; the study will provide an important example for other communities in the county by demonstrating new opportunities for and examples of urban land use. The Planning and Grants Departments anticipates assisting additional communities in 2006.
- 3) The County will compile existing potential conservation techniques and recommend their feasibility and applicability to the appropriate legislative/policy organization.

Environment (continued)

- 4) The County will continue implementation of the Open Space Management Plan. The Parks and Recreation department lists as an objective the pursuit of the open space in Ottawa County. During 2005, the County will purchase 500 acres of North Ottawa Dunes property for \$7 million. In addition, the Parks and Recreation department has spent \$2.3 million on land purchases so far in 2005, including \$1.6 million for the 95 acre Connor Bayou property.

Goal 2: The County will promote policies and the adoption of environmentally friendly regulations which protect our natural resources and encourage conservation.

Plan of Action:

- 1) In an effort to combat the environmental consequences of livestock waste, the County is continuing its support of the Livestock Waste Management program which is managed by Cooperative Extension (General Fund 1010-2570). Currently, Cooperative Extension is assisting in the development of a co-generation facility that will utilize poultry waste as an energy source.
- 2) The County operates four resource recovery service centers that allow residents to properly dispose of household hazardous waste products such as motor oil, anti-freeze, car batteries, paint, etc. (Special Revenue fund 2272).
- 3) Support educational activities that increase awareness of environmental issues and behavioral changes related to activities that impact the environment. The Waste Management department (Special Revenue Fund 2272) includes among its objectives to create an educational program for school age children regarding resource conservation and waste disposal.

Quality of Life

The Vision: The Quality of Life of Ottawa County citizens will continue to improve.

Goal 1: The County will work to promote and protect the physical, social, economic, and environmental well-being of the community.

Plan of Action:

Quality of Life (continued):

- 1) Identify and pursue the purchase of future park land where there still exists the opportunity to do so. The 2006 budget includes the ninth year of a .33 levy approved in November, 1997 for park expansion, development, and maintenance. Parks and Recreation plans to spend approximately \$9.6 million for land acquisition in 2005 and an additional \$800,000 in 2006.
- 2) A subcommittee of the Board of Commissioners will investigate Purchase of Development Rights (PDR) and recommend action on that issue to the full Board by July, 2006.

Goal 2: Establish Quality of Life indicators.

Plan of Action:

- 1) Create a list of indicators.
- 2) Conduct a quality of life survey. In the last quarter of 2005, the County will be conducting a citizen survey which will include quality of life issues. From there indicators will be developed.
- 3) Create a County data book. The County demographic data book continues to be maintained. In 2005, a data book on County health information was completed. One of the goals included in the Planning and Grants department (General Fund 1010-7211) is the creation of an economic development data book and a public safety data book.

Growth

The Vision: Through cooperation among all governmental units, the service and infrastructure needs of the County will be provided.

Goal 1: The County will work with Federal and State agencies and local units of government to resolve service and infrastructure needs of the county.

Plan of Action:

- 1) The County will work within structures of the Transportation Equity Act for the 21st Century Act of 1998 to obtain funding for transportation projects within the County.
- 2) Explore the creation of a West Michigan Consortium of governmental units to work on transportation issues and lobby for funds. Funds have been included in the Commissioner's budget (General Fund 1010-1010) for a lobbyist.

Growth (continued)

- 3) The County will identify potential public and private funding for infrastructure and act as a clearinghouse to share information with local units. The County has established the Infrastructure Fund (Special Revenue fund 2444) to assist in funding for local units. During 2005, Talmadge Township borrowed \$950,000 to support infrastructure, and the City of Coopersville borrowed \$500,000.
 - 4) The County will prepare a Capital Improvement Plan and promote its funding. Listed among the Administrator (General Fund 1010-2230) goals is to develop and implement a 5 year capital improvement plan.
 - 5) The County will continue to identify roads that will become major traffic corridors in the future. Access Management plans will be developed from these corridors.
 - 6) The County will secure grants for multi-jurisdictional transportation planning projects. The County has been notified by the State of Michigan that an additional \$96,000 will be granted to the County for transportation projects.
- Goal 2: The County will work with local governments to create land use planning models.
- Plan of Action:
- 1) Educate planning boards as to what can be done to maintain farm land. The Planning and Grants department (General Fund 1010-7211) lists as an accomplishment the completion of an Urban Smart Growth demonstration project.
 - 2) Promote the concept of farmland preservation via land use management.
 - 3) Develop a revised County Development Plan. This is listed as a goal of the Planning Commission (Special Revenue fund 2420) for 2006.
 - 4) Develop a “Citizen Planner” Program to assist in educating local planners about planning/zoning. The Planning Commission (Special Revenue fund 2420) lists this as one of their 2005 accomplishments.
- Goal 3: The County will improve communication, information exchange, and coordination among units of local government and area agencies on County-wide services and infrastructure needs.

Growth (continued)

Plan of Action:

- 1) The County will sponsor joint meetings of the Planning Commission chairs on a County-wide or regional basis to discuss issues of common concern. One of the 2006 goals listed for the Planning Commission (Special Revenue fund 2420) is to initiate a multi-jurisdictional planning initiative involving at least four communities.
- 2) The County will expand the use of *Etalk Ottawa* which is an internet based forum to share planning ideas and recommendations
- 3) A Planning library has been created for citizen planners.
- 4) Create a demonstration project with local units of government to determine if the use of teleconferencing technology can improve the ability of governmental units to collaborate more effectively with each other and improve their ability to restore multi-jurisdictional issues.
- 5) A new interactive web page will be developed. During 2005, the County signed a contract with Web Tecs, Inc. to develop an interactive web page for the County over the next two years.
- 6) The County is spearheading a wireless broadband technology initiative. In July of 2004, the County Board appointed a wireless task force comprised of local officials, wireless providers and interested citizens to act as a catalyst to initiate the technology in Ottawa County. The County distributed a request for proposal, and began work with Broadbreeze Communications. Broadbreeze Communications is offering a new cellular technology called 3GPP to serve wireless broadband customers. Currently, a demonstration project is underway in Jamestown and Allendale townships and an evaluation will follow that will determine whether or not the task force will formally endorse Broadbreeze Communications. The evaluation component is anticipated in 2006.

COUNTY OF OTTAWA
SUMMARY OF 2006 BUDGET AND ESTIMATED FUND BALANCE
ALL BUDGETED FUNDS

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Permanent Fund	Total
Revenues:						
Taxes	\$36,798,185	\$12,118,546				\$48,916,731
Intergovernmental Revenue	4,269,882	45,656,817				49,926,699
Charges for Services	8,850,297	2,761,672				11,611,969
Fines and Forfeits	1,069,100	6,500				1,075,600
Interest on Investments	1,500,000	273,731	\$188	\$33,844	\$60	1,807,823
Rental	2,723,019	1,191,132	2,459,796			6,373,947
Licenses and Permits	302,025	453,445				755,470
Other Revenue	303,505	996,564				1,300,069
	<u>55,816,013</u>	<u>63,458,407</u>	<u>2,459,984</u>	<u>\$33,844</u>	<u>\$60</u>	<u>121,768,308</u>
Expenditures:						
Legislative	564,656					564,656
Judicial	8,783,856	3,877,880				12,661,736
General Government	14,908,509	649,751				15,558,260
Public Safety	21,113,743	3,611,814				24,725,557
Public Works	240,100	2,731,091				2,971,191
Health & Welfare	629,554	53,476,410				54,105,964
Culture & Recreation		4,153,458				4,153,458
Community & Economic Development	629,270	31,802				661,072
Other	1,417,200					1,417,200
Debt Service			2,459,796			2,459,796
Capital Projects		8,005,582		\$2,348,525		10,354,107
	<u>48,286,888</u>	<u>76,537,788</u>	<u>2,459,796</u>	<u>\$2,348,525</u>		<u>129,632,997</u>
Revenue Over (Under) Expenditures	7,529,125	(13,079,381)	188	(\$2,314,681)	60	(7,864,689)
Operating Transfers In (Out)	<u>(10,887,906)</u>	<u>10,887,906</u>				
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(3,358,781)	(2,191,475)	188	(\$2,314,681)	\$60	(7,864,689)
Fund Balance, Beginning of Year	<u>17,236,905</u>	<u>48,250,708</u>	<u>382,548</u>	<u>\$2,314,681</u>	<u>6,034</u>	<u>68,190,876</u>
Projected Fund Balance, End of Budget Year	<u><u>\$13,878,124</u></u>	<u><u>\$46,059,233</u></u>	<u><u>\$382,736</u></u>	<u><u>None</u></u>	<u><u>\$6,094</u></u>	<u><u>\$60,326,187</u></u>

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2006

<u>All Budgeted Funds</u>	Prior Year Actual 12/31/2004	Current Year Estimated 12/31/2005	Adopted Budget 2006
Revenues:			
Taxes	\$41,606,745	\$44,608,307	\$48,916,731
Intergovernmental Revenue	47,634,209	56,093,398	49,926,699
Charges for Services	10,135,135	11,520,568	11,611,969
Fines and Forfeits	1,033,297	1,088,935	1,075,600
Interest on Investments	1,413,570	1,725,286	1,807,823
Rental	5,253,344	5,584,475	6,373,947
Licenses and Permits	704,422	737,195	755,470
Other Revenue	989,481	2,589,413	1,300,069
Total Revenues	108,770,203	123,947,577	121,768,308
Expenditures:			
Legislative	463,217	534,543	564,656
Judicial	11,726,514	12,169,807	12,661,736
General Government	18,095,323	14,606,444	15,558,260
Public Safety	21,894,009	24,477,352	24,725,557
Public Works	900,395	1,200,984	2,971,191
Health & Welfare	47,423,236	53,803,546	54,105,964
Community & Economic Development	843,051	679,057	661,072
Culture & Recreation	3,239,016	12,297,233	4,153,458
Other	107,577	229,566	1,417,200
Debt Service	2,299,901	2,203,204	2,459,796
Capital Projects		7,789,266	10,354,107
Total Expenditures	106,992,239	129,991,002	129,632,997
Revenue Over (Under) Expenditures	1,777,964	(6,043,425)	(7,864,689)
Operating Transfers In (Out)	4,051,167	1,520,374	
Bond Proceeds		7,865,000	
Proceeds from Refunding Bonds		10,431,815	
Payment to Bond Escrow Agent		(10,424,650)	
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$5,829,131</u>		
Budgeted Net Revenues (Expenditures)			(7,864,689)
Current Estimated Revenues Over (Under) Expenditures		3,349,114	
Fund Balance, Beginning of Year		64,841,762	68,190,876
Projected Fund Balance, End of Year		<u>\$68,190,876</u>	<u>\$60,326,187</u>

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2006

<u>General Fund (1010)</u>	Prior Year Actual 12/31/2004	Current Year Estimated 12/31/2005	Adopted Budget 2006
Revenues:			
Taxes	\$29,744,577	\$32,632,208	\$36,798,185
Intergovernmental Revenue	6,237,538	6,055,934	4,269,882
Charges for Services	6,843,844	8,808,629	8,850,297
Fines and Forfeits	1,026,797	1,082,435	1,069,100
Interest on Investments	830,652	1,500,000	1,500,000
Rental	2,225,581	2,516,278	2,723,019
Licenses and Permits	311,494	302,775	302,025
Other Revenue	356,567	308,282	303,505
Total Revenues	47,577,050	53,206,541	55,816,013
Expenditures:			
Legislative	463,217	534,543	564,656
Judicial	8,428,269	8,607,129	8,783,856
General Government	10,302,707	13,774,695	14,908,509
Public Safety	18,710,052	20,798,105	21,113,743
Public Works	154,379	117,500	240,100
Health & Welfare	516,986	600,490	629,554
Community & Economic Development	504,870	547,870	629,270
Other	107,577	229,566	1,417,200
Total Expenditures	39,188,057	45,209,898	48,286,888
Revenue Over (Under) Expenditures	8,388,993	7,996,643	7,529,125
Operating Transfers In (Out)	(5,648,966)	(8,062,043)	(10,887,906)
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$2,740,027		
Budgeted Net Revenues (Expenditures)			(3,358,781) ²
Current Estimated Revenues Over (Under) Expenditures		(65,400) ¹	
Fund Balance, Beginning of Year		17,302,305	17,236,905
Projected Fund Balance, End of Year		\$17,236,905	\$13,878,124

¹ The 2005 estimate for General Fund includes net fund balance designation use of \$104,689, mostly for aerial photography. The estimated revenue over expenditures after applying this is \$39,289.

² The 2006 budget for General Fund includes a net fund balance designation use of \$2,147,706, mostly to reflect the use of the building designation. Consequently, the change in the General Fund undesignated fund balance is projected to be (\$1,211,075) for 2006. However, the remaining undesignated fund balance is projected to be well above the minimum level required by the County's financial policies (10% of the General Fund's actual expenditures for the most recently completed audit).

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>Parks & Recreation (2081)</u>	Actual	Estimated	Budget
	<u>12/31/2004</u>	<u>12/31/2005</u>	<u>2006</u>
Revenues:			
Taxes	\$2,463,466	\$2,581,926	\$2,729,373
Intergovernmental Revenue	464,436	4,758,000	534,370
Charges for Services	190,330	245,700	250,700
Fines and Forfeits			
Interest on Investments	143,424	29,000	100,000
Rental	42,796	37,600	34,100
Licenses and Permits			
Other Revenue	177,966	1,350,000	100,000
Total Revenues	<u>3,482,418</u>	<u>9,002,226</u>	<u>3,748,543</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation	3,239,016	12,297,233	4,153,458
Other			
Total Expenditures	<u>3,239,016</u>	<u>12,297,233</u>	<u>4,153,458</u>
Revenue Over (Under) Expenditures	243,402	(3,295,007)	(404,915)
Operating Transfers In (Out)	<u>530,000</u>	<u>530,000</u>	<u>530,000</u>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>\$773,402</u>		
Budgeted Net Revenues (Expenditures)			125,085
Current Estimated Revenues Over (Under) Expenditures		(2,765,007)	
Fund Balance, Beginning of Year		<u>7,229,878</u>	<u>4,464,871</u>
Projected Fund Balance, End of Year		<u>\$4,464,871</u>	<u>\$4,589,956</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. 2005 projects a significant fund balance use related to land purchases. At budget time for 2006, fewer small land purchases were anticipated, so fund balance is expected to increase.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2006

Special Revenue	Prior Year Actual	Current Year Estimated	Adopted Budget
<u>Friend of the Court (2160)</u>	<u>9/30/2004</u>	<u>9/30/2005</u>	<u>2006</u>
Revenues:			
Intergovernmental Revenue	\$1,945,555	\$1,640,264	\$1,773,658
Charges for Services	143,379	213,897	207,760
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>2,088,934</u>	<u>1,854,161</u>	<u>1,981,418</u>
Expenditures:			
Judicial	2,199,432	2,499,370	2,696,051
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>2,199,432</u>	<u>2,499,370</u>	<u>2,696,051</u>
Revenue Over (Under) Expenditures	(110,498)	(645,209)	(714,633)
Operating Transfers In (Out)	<u>110,498</u>	<u>645,209</u>	<u>714,633</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u> </u>	<u> </u>
Projected Fund Balance, End of Year		<u><u>None</u></u>	<u><u>None</u></u>

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2006

Special Revenue	Prior Year	Current Year	Adopted
Health (2210)	Actual	Estimated	Budget
	9/30/2004	9/30/2005	2006
Revenues:			
Intergovernmental Revenue	\$2,870,452	\$2,767,095	\$2,690,642
Charges for Services	765,727	801,246	895,278
Fines and Forfeits			
Interest on Investments			
Rental	4,150	750	
Licenses and Permits	392,928	434,420	453,445
Other Revenue	109,341	173,766	168,474
Total Revenues	4,142,598	4,177,277	4,207,839
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	8,792,093	9,721,118	10,113,230
Culture & Recreation			
Other			
Total Expenditures	8,792,093	9,721,118	10,113,230
Revenue Over (Under) Expenditures	(4,649,495)	(5,543,841)	(5,905,391)
Operating Transfers In (Out)	5,126,234	5,645,922	5,638,088
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$476,739		
Budgeted Net Revenues (Expenditures)			(267,303)
Current Estimated Revenues Over (Under) Expenditures		102,081	
Fund Balance, Beginning of Year		1,043,841	1,145,922
Projected Fund Balance, End of Year		\$1,145,922	\$878,619

Based on the financial results of the two previous years, the operating transfer from the General Fund was decreased to better reflect the local support needed for Public Health programs.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>Mental Health (2220)</u>	Actual	Estimated	Budget
	9/30/2004	9/30/2005	2006
Revenues:			
Intergovernmental Revenue	\$25,378,816	\$27,921,433	\$28,501,858
Charges for Services	834,650	453,561	373,366
Fines and Forfeits			
Interest on Investments			
Rental		209,694	243,801
Licenses and Permits			
Other Revenue	43,930	78,337	82,715
Total Revenues	26,257,396	28,663,025	29,201,740
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	26,966,205	29,248,633	29,853,432
Culture & Recreation			
Other			
Total Expenditures	26,966,205	29,248,633	29,853,432
Revenue Over (Under) Expenditures	(708,809)	(585,608)	(651,692)
Operating Transfers In (Out)	476,500	476,500	476,500
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$232,309)		
Budgeted Net Revenues (Expenditures)			(175,192)
Current Estimated Revenues Over (Under) Expenditures		(109,108)	
Fund Balance, Beginning of Year		1,573,047	1,463,939
Projected Fund Balance, End of Year		\$1,463,939	\$1,288,747

Because Mental Health is now under a managed care system, it is more difficult to match revenues to expenditures evenly. The fund also has a self insurance risk pool available to fund shortages (Internal Service Fund 6782).

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>Solid Waste Clean - Up (2271)</u>	Actual	Estimated	Budget
Revenues:	12/31/2004	12/31/2005	2006
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$139,632	\$36,981	\$59,479
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	139,632	36,981	59,479
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works	232,994	579,650	2,061,500
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	232,994	579,650	2,061,500
Revenue Over (Under) Expenditures	(93,362)	(542,669)	(2,002,021)
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$93,362)		
Budgeted Net Revenues (Expenditures)			(2,002,021)
Current Estimated Revenues Over (Under) Expenditures		(542,669)	
Fund Balance, Beginning of Year		7,592,508	7,049,839
Projected Fund Balance, End of Year		\$7,049,839	\$5,047,818

The 2006 budget reflects upgrades to the water and purge system at the landfill. These upgrades were started during 2005.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>Landfill Tipping Fees (2272)</u>	Actual	Estimated	Budget
	12/31/2004	12/31/2005	2006
Revenues:			
Intergovernmental Revenue			
Charges for Services	\$411,318	\$350,000	\$350,000
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	10,723	17,570	15,345
Total Revenues	422,041	367,570	365,345
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works	468,485	459,297	523,734
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	468,485	459,297	523,734
Revenue Over (Under) Expenditures	(46,444)	(91,727)	(158,389)
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	(\$46,444)		
Budgeted Net Revenues (Expenditures)			(158,389)
Current Estimated Revenues Over (Under) Expenditures		(91,727)	
Fund Balance, Beginning of Year		981,101	889,374
Projected Fund Balance, End of Year		\$889,374	\$730,985

Revenues have been decreasing due to changes made by Waste Management. The County is considering ending the recycling programs and keeping the resource recovery centers for hazardous waste.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>Transportation System (2320)</u>	Actual	Estimated	Budget
	9/30/2004	9/30/2005	2006
Revenues:			
Intergovernmental Revenue	\$44,537	\$44,537	\$145,857
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	44,537	44,537	145,857
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works	44,537	44,537	145,857
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	44,537	44,537	145,857
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, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>Planning Commission (2420)</u>	Actual	Estimated	Budget
	<u>12/31/2004</u>	<u>12/31/2005</u>	<u>2006</u>
Revenues:			
Intergovernmental Revenue		\$25,000	
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	\$75	20	\$20
	<u>75</u>	<u>25,020</u>	<u>20</u>
Total Revenues			
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Community and Economic Development	6,831	131,187	31,802
Culture & Recreation			
Other			
Total Expenditures	<u>6,831</u>	<u>131,187</u>	<u>31,802</u>
Revenue Over (Under) Expenditures	(6,756)	(106,167)	(31,782)
Operating Transfers In (Out)	<u>104,726</u>	<u>29,267</u>	<u>31,782</u>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>\$97,970</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		(76,900)	
Fund Balance, Beginning of Year		<u>151,110</u>	<u>74,210</u>
Projected Fund Balance, End of Year		<u>\$74,210</u>	<u>\$74,210</u>

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>Infrastructure (2444)</u>	Actual	Estimated	Budget
Revenues:	12/31/2004	12/31/2005	2006
Intergovernmental Revenue			
Charges for Services	\$33,727	\$32,431	\$31,133
Fines and Forfeits			
Interest on Investments	54,295	28,693	63,919
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	88,022	61,124	95,052
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Capital Projects			
Total Expenditures			
Revenue Over (Under) Expenditures	88,022	61,124	95,052
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$88,022		
Budgeted Net Revenues (Expenditures)			95,052
Current Estimated Revenues Over (Under) Expenditures		61,124	
Fund Balance, Beginning of Year		2,846,912	2,908,036
Projected Fund Balance, End of Year		\$2,908,036	\$3,003,088

The purpose of this fund is to loan money to municipalities within Ottawa County for infrastructure projects. These loans are recorded as assets, so there are no expenditures for this fund. Consequently, the fund balance is growing due to the receipt of interest payments on the loans.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>Public Improvement (2450)</u>	Actual	Estimated	Budget
	<u>12/31/2004</u>	<u>12/31/2005</u>	<u>2006</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services	\$112,139		
Fines and Forfeits			
Interest on Investments	165,294	\$43,038	\$13,852
Rental	737,356	771,193	913,231
Licenses and Permits			
Other Revenue		97,705	
Total Revenues	<u>1,014,789</u>	<u>911,936</u>	<u>927,083</u>
Expenditures:			
Judicial			
General Government	6,910,358		
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Capital Projects		4,348,017	8,005,582
Total Expenditures	<u>6,910,358</u>	<u>4,348,017</u>	<u>8,005,582</u>
Revenue Over (Under) Expenditures	(5,895,569)	(3,436,081)	(7,078,499)
Operating Transfers In (Out)		2,542,001	2,267,706
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$5,895,569)</u>		
Budgeted Net Revenues (Expenditures)			(4,810,793)
Current Estimated Revenues Over (Under) Expenditures		(894,080)	
Fund Balance, Beginning of Year		<u>5,704,873</u>	<u>4,810,793</u>
Projected Fund Balance, End of Year		<u>\$4,810,793</u>	<u>None</u>

The fund balance usage will vary depending on the capital construction projects underway and/or planned (see also the capital construction schedule).

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2006

Special Revenue	Prior Year Actual 12/31/2004	Current Year Estimated 12/31/2005	Adopted Budget 2006
<u>Homestead Property Tax (2550)</u>			
Revenues:			
Taxes	\$44,529	\$40,000	\$35,000
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	368	300	250
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	44,897	40,300	35,250
Expenditures:			
Judicial			
General Government	2,500		
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Capital Projects		500	500
Total Expenditures	2,500	500	500
Revenue Over (Under) Expenditures	42,397	39,800	34,750
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$42,397		
Budgeted Net Revenues (Expenditures)			34,750
Current Estimated Revenues Over (Under) Expenditures		39,800	
Fund Balance, Beginning of Year		42,397	82,197
Projected Fund Balance, End of Year		\$82,197	\$116,947

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2006

Special Revenue	Prior Year	Current Year	Adopted
Register of Deeds	Actual	Estimated	Budget
<u>Automation Fund (2560)</u>	<u>12/31/2004</u>	<u>12/31/2005</u>	<u>2006</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services	\$364,233	\$300,000	\$325,000
Fines and Forfeits			
Interest on Investments	11,565	1,593	231
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>\$375,798</u>	<u>301,593</u>	<u>325,231</u>
Expenditures:			
Judicial			
General Government	465,910	530,204	325,626
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>\$465,910</u>	<u>530,204</u>	<u>325,626</u>
Revenue Over (Under) Expenditures	(90,112)	(228,611)	(395)
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$90,112)</u>		
Budgeted Net Revenues (Expenditures)			(395)
Current Estimated Revenues Over (Under) Expenditures		(228,611)	
Fund Balance, Beginning of Year		<u>264,960</u>	<u>36,349</u>
Projected Fund Balance, End of Year		<u>\$36,349</u>	<u>\$35,954</u>

Most of the backfiling will be completed in 2005, so 2006 revenues more closely match 2006 expenditures.

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>Stabilization (2570)</u>	Actual	Estimated	Budget
	12/31/2004	12/31/2005	2006
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)	\$437,297	\$568,336	
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$437,297</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		568,336	
Fund Balance, Beginning of Year		<u>7,035,224</u>	<u>7,603,560</u>
Projected Fund Balance, End of Year		<u>\$7,603,560</u>	<u>\$7,603,560</u>

Based on the excellent financial results of 2004, funds were transferred to the fund during 2005 to put the fund at its legal maximum.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>Prosecuting Attorney Grants (2601)</u>	Actual	Estimated	Budget
	9/30/2004	9/30/2005	2006
Revenues:			
Intergovernmental Revenue	\$139,000	\$142,600	\$139,000
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	440	425	425
Total Revenues	139,440	143,025	139,425
Expenditures:			
Judicial			
General Government	159,644	170,053	189,200
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	159,644	170,053	189,200
Revenue Over (Under) Expenditures	(20,204)	(27,028)	(49,775)
Operating Transfers In (Out)	17,390	27,028	49,775
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	(\$2,814)		
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, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>COPS FAST - Allendale (2608)</u>	Actual	Estimated	Budget
	9/30/2004	9/30/2005	2006
Revenues:			
Intergovernmental Revenue	\$86,740	\$100,003	\$95,070
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	86,740	100,003	95,070
Expenditures:			
Judicial			
General Government			
Public Safety	86,740	100,003	95,070
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	86,740	100,003	95,070
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 September 30, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>Sheriff Grant Programs (2609)</u>	Actual	Estimated	Budget
	9/30/2004	9/30/2005	2006
Revenues:			
Intergovernmental Revenue	\$63,799	\$53,656	\$70,669
Charges for Services			
Fines and Forfeits			
Interest on Investments	422		
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	64,221	53,656	70,669
Expenditures:			
Judicial			
General Government			
Public Safety	70,308	53,950	71,614
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	70,308	53,950	71,614
Revenue Over (Under) Expenditures	(6,087)	(294)	(945)
Operating Transfers In (Out)	6,087	2,151	945
Revenue & Other Sources Over (Under) Expenditures & Other Uses	6,087	2,151	945
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		1,857	
Fund Balance, Beginning of Year			1,857
Projected Fund Balance, End of Year		\$1,857	\$1,857

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>COPS Universal (2610)</u>	Actual	Estimated	Budget
	<u>9/30/2004</u>	<u>9/30/2005</u>	<u>2006</u>
Revenues:			
Intergovernmental Revenue	\$1,164,507	\$1,399,278	\$1,394,329
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	70	200	
Total Revenues	<u>1,164,577</u>	<u>1,399,478</u>	<u>1,394,329</u>
Expenditures:			
Judicial			
General Government			
Public Safety	1,341,350	1,620,500	1,616,464
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>1,341,350</u>	<u>1,620,500</u>	<u>1,616,464</u>
Revenue Over (Under) Expenditures	(176,773)	(221,022)	(222,135)
Operating Transfers In (Out)	<u>176,171</u>	<u>221,022</u>	<u>222,135</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$602)</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u>516</u>	<u>516</u>
Projected Fund Balance, End of Year		<u>\$516</u>	<u>\$516</u>

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>EMT Holland - Park (2640)</u>	Actual	Estimated	Budget
	<u>12/31/2004</u>	<u>12/31/2005</u>	<u>2006</u>
Revenues:			
Intergovernmental Revenue	\$754,806	\$760,685	\$812,539
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
	<hr/>	<hr/>	<hr/>
Total Revenues	754,806	760,685	812,539
Expenditures:			
Judicial			
General Government			
Public Safety	754,806	760,685	812,539
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
	<hr/>	<hr/>	<hr/>
Total Expenditures	<u>754,806</u>	<u>760,685</u>	<u>812,539</u>
Revenue Over (Under) Expenditures			
Operating Transfers In (Out)	<hr/>	<hr/>	<hr/>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<hr/>	<hr/>	<hr/>
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<hr/>	<hr/>
Projected Fund Balance, End of Year		<u>None</u>	<u>None</u>

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>EMT Georgetown (2650)</u>	Actual	Estimated	Budget
	<u>12/31/2004</u>	<u>12/31/2005</u>	<u>2006</u>
Revenues:			
Intergovernmental Revenue	\$608,817	\$616,960	\$654,214
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>608,817</u>	<u>616,960</u>	<u>654,214</u>
Expenditures:			
Judicial			
General Government			
Public Safety	608,817	616,960	654,214
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>608,817</u>	<u>616,960</u>	<u>654,214</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, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>Sheriff Road Patrol (2661)</u>	Actual	Estimated	Budget
	9/30/2004	9/30/2005	2006
Revenues:			
Intergovernmental Revenue	\$264,444	\$293,476	\$278,351
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	264,444	293,476	278,351
Expenditures:			
Judicial			
General Government			
Public Safety	267,206	293,476	278,351
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	267,206	293,476	278,351
Revenue Over (Under) Expenditures	(2,762)		
Operating Transfers In (Out)	2,762		
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, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>Law Library (2690)</u>	Actual	Estimated	Budget
	<u>12/31/2004</u>	<u>12/31/2005</u>	<u>2006</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits	\$6,500	\$6,500	\$6,500
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>6,500</u>	<u>6,500</u>	<u>6,500</u>
Expenditures:			
Judicial	22,174	33,000	39,625
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	<u>22,174</u>	<u>33,000</u>	<u>39,625</u>
Revenue Over (Under) Expenditures	(15,674)	(26,500)	(33,125)
Operating Transfers In (Out)	<u>26,500</u>	<u>26,500</u>	<u>33,125</u>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u><u>\$10,826</u></u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		<u>33,940</u>	<u>33,940</u>
Projected Fund Balance, End of Year		<u>\$33,940</u>	<u>\$33,940</u>

County of Ottawa
Budget Summary
Budget Year Ending June 30, 2006

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>Administration (2740)</u>	<u>6/30/2004</u>	<u>6/30/2005</u>	<u>2006</u>
Revenues:			
Intergovernmental Revenue	\$71,704	\$182,867	\$212,898
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	200	450	450
	<hr/>	<hr/>	<hr/>
Total Revenues	71,904	183,317	213,348
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	71,702	183,317	213,348
Culture & Recreation			
Other			
	<hr/>	<hr/>	<hr/>
Total Expenditures	71,702	183,317	213,348
Revenue Over (Under) Expenditures	202		
Operating Transfers In (Out)			
	<hr/>	<hr/>	<hr/>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>\$202</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		502	502
		<hr/>	<hr/>
Projected Fund Balance, End of Year		\$502	\$502
		<hr/> <hr/>	<hr/> <hr/>

County of Ottawa

Budget Summary

Budget Year Ending June 30, 2006

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>Youth (2741)</u>	<u>6/30/2004</u>	<u>6/30/2005</u>	<u>2006</u>
Revenues:			
Intergovernmental Revenue	\$311,243	\$598,367	\$631,259
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	311,243	598,367	631,259
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	311,243	598,367	631,259
Culture & Recreation			
Other			
Total Expenditures	311,243	598,367	631,259
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, 2006

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>Adult (2742)</u>	<u>6/30/2004</u>	<u>6/30/2005</u>	<u>2006</u>
Revenues:			
Intergovernmental Revenue	\$253,503	\$493,167	\$418,764
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	253,503	493,167	418,764
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	253,503	493,167	418,764
Culture & Recreation			
Other			
Total Expenditures	253,503	493,167	418,764
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, 2006

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>6/30 Grant Programs (2743)</u>	<u>6/30/2004</u>	<u>6/30/2005</u>	<u>2006</u>
Revenues:			
Intergovernmental Revenue	\$1,344,348	\$2,469,160	\$1,490,636
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	1,344,348	2,469,160	1,490,636
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	1,345,382	2,469,160	1,490,636
Culture & Recreation			
Other			
Total Expenditures	1,345,382	2,469,160	1,490,636
Revenue Over (Under) Expenditures	(1,034)		
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	(\$1,034)		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		24,567	24,567
Projected Fund Balance, End of Year		\$24,567	\$24,567

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2006

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>12/31 Grant Programs (2744)</u>	<u>12/31/2004</u>	<u>12/31/2005</u>	<u>2006</u>
Revenues:			
Intergovernmental Revenue	\$169,818	\$370,827	\$282,000
Charges for Services	2,230	30,000	15,000
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	24,641	61,000	50,500
Total Revenues	196,689	461,827	347,500
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	196,231	461,827	347,500
Culture & Recreation			
Other			
Total Expenditures	196,231	461,827	347,500
Revenue Over (Under) Expenditures	458		
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	\$458		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		1,359	1,359
Projected Fund Balance, End of Year		\$1,359	\$1,359

County of Ottawa

Budget Summary

Budget Year Ending September 30, 2006

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>9/30 Grant Programs (2748)</u>	<u>9/30/2004</u>	<u>9/30/2005</u>	<u>2006</u>
Revenues:			
Intergovernmental Revenue	\$1,470,599	\$1,192,298	\$788,833
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	632		
Total Revenues	1,471,231	1,192,298	788,833
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	1,463,530	1,192,298	788,833
Culture & Recreation			
Other			
Total Expenditures	1,463,530	1,192,298	788,833
Revenue Over (Under) Expenditures	7,701		
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	\$7,701		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		7,701	7,701
Projected Fund Balance, End of Year		\$7,701	\$7,701

County of Ottawa

Budget Summary

Budget Year Ending March 31, 2006

Special Revenue	Prior Year	Current Year	Adopted
Workforce Investment Act -	Actual	Estimated	Budget
<u>3/31 Grant Programs (2749)</u>	<u>3/31/2004</u>	<u>3/31/2005</u>	<u>2006</u>
Revenues:			
Intergovernmental Revenue	\$43,700	\$23,683	\$41,700
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	43,700	23,683	41,700
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	43,700	22,876	41,700
Culture & Recreation			
Other			
Total Expenditures	43,700	22,876	41,700
Revenue Over (Under) Expenditures		807	
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		807	
Fund Balance, Beginning of Year			807
Projected Fund Balance, End of Year		\$807	\$807

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>Grant Programs - Pass Thru (2750)</u>	Actual	Estimated	Budget
	9/30/2004	9/30/2005	2006
Revenues:			
Intergovernmental Revenue	\$443,019	\$212,410	\$55,987
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	443,019	212,410	55,987
Expenditures:			
Judicial	75,000	100,000	
General Government			
Public Safety	54,730	133,673	83,562
Public Works			
Health & Welfare			
Culture & Recreation			
Community & Economic Development	331,350		
Other			
Total Expenditures	461,080	233,673	83,562
Revenue Over (Under) Expenditures	(18,061)	(21,263)	(27,575)
Operating Transfers In (Out)	18,061	21,263	27,575
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, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>Emergency Feeding (2800)</u>	Actual	Estimated	Budget
	9/30/2004	9/30/2005	2006
Revenues:			
Intergovernmental Revenue	\$44,164	\$43,000	\$46,000
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	44,164	43,000	46,000
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	44,164	43,000	46,000
Culture & Recreation			
Other			
Total Expenditures	44,164	43,000	46,000
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 September 30, 2006

Special Revenue	Prior Year	Current Year	Adopted
Federal Emergency	Actual	Estimated	Budget
<u>Management Agency (2810)</u>	<u>9/30/2004</u>	<u>9/30/2005</u>	<u>2006</u>
Revenues:			
Intergovernmental Revenue	\$4,400	\$5,000	
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	4,400	5,000	
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	4,400	5,000	
Culture & Recreation			
Other			
Total Expenditures	4,400	5,000	
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 September 30, 2006

Special Revenue Community Corrections Program (2850)	Prior Year Actual 9/30/2004	Current Year Estimated 9/30/2005	Adopted Budget 2006
Revenues:			
Intergovernmental Revenue	\$290,264	\$305,000	\$314,170
Charges for Services	208,059	151,500	179,415
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	7,129	8,900	10,000
Total Revenues	505,452	465,400	503,585
Expenditures:			
Judicial	1,001,639	1,030,308	1,142,204
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	1,001,639	1,030,308	1,142,204
Revenue Over (Under) Expenditures	(496,187)	(564,908)	(638,619)
Operating Transfers In (Out)	405,241	441,308	469,618
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$90,946)		
Budgeted Net Revenues (Expenditures)			(169,001)
Current Estimated Revenues Over (Under) Expenditures		(123,600)	
Fund Balance, Beginning of Year		321,599	197,999
Projected Fund Balance, End of Year		\$197,999	\$28,998

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2006

Special Revenue	Prior Year	Current Year	Adopted
Revenue Sharing	Actual	Estimated	Budget
<u>Reserve Fund (2855)</u>	<u>12/31/2004</u>	<u>12/31/2005</u>	<u>2006</u>
Revenues:			
Taxes	\$9,354,173	\$9,354,173	\$9,354,173
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	<u>9,354,173</u>	<u>9,354,173</u>	<u>9,354,173</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures			
Revenue Over (Under) Expenditures	9,354,173	9,354,173	9,354,173
Operating Transfers In (Out)	<u>(2,593,213)</u>	<u>(4,104,101)</u>	<u>(4,219,016)</u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>\$6,760,960</u>		
Budgeted Net Revenues (Expenditures)			5,135,157
Current Estimated Revenues Over (Under) Expenditures		5,250,072	
Fund Balance, Beginning of Year		<u>6,760,960</u>	<u>12,011,032</u>
Projected Fund Balance, End of Year		<u>\$12,011,032</u>	<u>\$17,146,189</u>

2006 will be the final year the fund records tax revenue. After 2006, the activity will consist of operating transfers to the General Fund. Please see the discussion on State Revenue Sharing in the transmittal letter.

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>Community Action Agency (2870)</u>	Actual	Estimated	Budget
	9/30/2004	9/30/2005	2006
Revenues:			
Intergovernmental Revenue	\$313,697	\$357,494	\$349,494
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	26,459	11,139	11,400
Total Revenues	<u>340,156</u>	<u>368,633</u>	<u>360,894</u>
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	372,593	398,747	389,894
Culture & Recreation			
Other			
Total Expenditures	<u>372,593</u>	<u>398,747</u>	<u>389,894</u>
Revenue Over (Under) Expenditures	(32,437)	(30,114)	(29,000)
Operating Transfers In (Out)	<u>28,061</u>	<u>29,000</u>	<u>29,000</u>
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	<u>(\$4,376)</u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		(1,114)	
Fund Balance, Beginning of Year		<u>104,777</u>	<u>103,663</u>
Projected Fund Balance, End of Year		<u>\$103,663</u>	<u>\$103,663</u>

County of Ottawa

Budget Summary

Budget Year Ending March 31, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>Weatherization (2890)</u>	Actual	Estimated	Budget
	<u>3/31/2004</u>	<u>3/31/2005</u>	<u>2006</u>
Revenues:			
Intergovernmental Revenue	\$246,372	\$189,635	\$321,219
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	246,372	189,635	321,219
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	247,311	189,635	321,219
Culture & Recreation			
Other			
Total Expenditures	247,311	189,635	321,219
Revenue Over (Under) Expenditures	(939)		
Operating Transfers In (Out)	939		
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 December 31, 2006

Special Revenue Family Independence Agency (2900)	Prior Year Actual 12/31/2004	Current Year Estimated 12/31/2005	Adopted Budget 2006
	<u> </u>	<u> </u>	<u> </u>
Revenues:			
Intergovernmental Revenue	\$300,341	\$221,000	\$270,000
Charges for Services	36,420	33,604	34,020
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	726	400	460
	<u> </u>	<u> </u>	<u> </u>
Total Revenues	337,487	255,004	304,480
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	990,147	955,589	1,036,044
Culture & Recreation			
Other			
	<u> </u>	<u> </u>	<u> </u>
Total Expenditures	990,147	955,589	1,036,044
Revenue Over (Under) Expenditures	(652,660)	(700,585)	(731,564)
Operating Transfers In (Out)	683,127	694,245	731,564
	<u> </u>	<u> </u>	<u> </u>
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u> \$30,467 </u>		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		(6,340)	
Fund Balance, Beginning of Year		<u>553,958</u>	<u>547,618</u>
Projected Fund Balance, End of Year		<u>\$547,618</u>	<u>\$547,618</u>

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>Child Care-Circuit Court (2920)</u>	Actual	Estimated	Budget
	9/30/2004	9/30/2005	2006
Revenues:			
Intergovernmental Revenue	\$2,268,490	\$2,810,569	\$3,309,953
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue	230,582	481,219	556,775
Total Revenues	2,499,072	3,291,788	3,866,728
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	5,655,059	7,063,822	7,634,704
Culture & Recreation			
Other			
Total Expenditures	5,655,059	7,063,822	7,634,704
Revenue Over (Under) Expenditures	(3,155,987)	(3,772,034)	(3,767,976)
Operating Transfers In (Out)	4,023,408	3,846,024	3,767,976
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$867,421		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		73,990	
Fund Balance, Beginning of Year		1,013,829	1,087,819
Projected Fund Balance, End of Year		\$1,087,819	\$1,087,819

County of Ottawa
Budget Summary
Budget Year Ending September 30, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>Child Care-Social Services (2921)</u>	Actual	Estimated	Budget
	9/30/2004	9/30/2005	2006
Revenues:			
Intergovernmental Revenue	\$16,870	\$21,000	\$21,000
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	16,870	21,000	21,000
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	33,741	47,500	47,500
Culture & Recreation			
Other			
Total Expenditures	33,741	47,500	47,500
Revenue Over (Under) Expenditures	(16,871)	(26,500)	(26,500)
Operating Transfers In (Out)	23,250	20,000	26,500
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	\$6,379		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures		(6,500)	
Fund Balance, Beginning of Year		67,913	61,413
Projected Fund Balance, End of Year		\$61,413	\$61,413

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2006

Special Revenue	Prior Year	Current Year	Adopted
Soldiers & Sailors	Actual	Estimated	Budget
<u>Relief (2930)</u>	<u>12/31/2004</u>	<u>12/31/2005</u>	<u>2006</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	\$97,094	\$90,000	\$90,000
Culture & Recreation			
Other			
Total Expenditures	97,094	90,000	90,000
Revenue Over (Under) Expenditures	(97,094)	(90,000)	(90,000)
Operating Transfers In (Out)	97,094	90,000	90,000
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, 2006

Special Revenue <u>Veteran's Trust (2940)</u>	Prior Year Actual 12/31/2004	Current Year Estimated 12/31/2005	Adopted Budget 2006
Revenues:			
Intergovernmental Revenue	\$18,230	\$19,000	\$12,347
Charges for Services			
Fines and Forfeits			
Interest on Investments			
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	18,230	19,000	12,347
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare	18,152	19,000	12,347
Culture & Recreation			
Other			
Total Expenditures	18,152	19,000	12,347
Revenue Over (Under) Expenditures	78		
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	\$78		
Budgeted Net Revenues (Expenditures)			
Current Estimated Revenues Over (Under) Expenditures			
Fund Balance, Beginning of Year		886	886
Projected Fund Balance, End of Year		\$886	\$886

County of Ottawa
Budget Summary
Budget Year Ending December 31, 2006

Special Revenue	Prior Year	Current Year	Adopted
<u>Compensated Absences (2980)</u>	Actual 12/31/2004	Estimated 12/31/2005	Budget 2006
Revenues:			
Intergovernmental Revenue			
Charges for Services	189,079	\$100,000	\$100,000
Fines and Forfeits			
Interest on Investments	63,292	18,750	36,000
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	252,371	118,750	136,000
Expenditures:			
Judicial			
General Government	254,204	130,992	134,425
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Other			
Total Expenditures	254,204	130,992	134,425
Revenue Over (Under) Expenditures	(1,833)	(12,242)	1,575
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under) Expenditures & Other Uses	<u>(\$1,833)</u>		
Budgeted Net Revenues (Expenditures)			1,575
Current Estimated Revenues Over (Under) Expenditures		(12,242)	
Fund Balance, Beginning of Year		<u>3,600,623</u>	<u>3,588,381</u>
Projected Fund Balance, End of Year		<u><u>\$3,588,381</u></u>	<u><u>\$3,589,956</u></u>

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2006

Debt Service	Prior Year	Current Year	Adopted
Ottawa County Building	Actual	Estimated	Budget
<u>Authority (5690-5694)</u>	<u>12/31/2004</u>	<u>12/31/2005</u>	<u>2006</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$4,573	\$6,688	\$188
Rental	2,243,461	2,048,960	2,459,796
Licenses and Permits			
Other Revenue			
Total Revenues	2,248,034	2,055,648	2,459,984
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Debt Service	2,299,901	2,203,204	2,459,796
Total Expenditures	2,299,901	2,203,204	2,459,796
Revenue Over (Under) Expenditures	(51,867)	(147,556)	188
Proceeds from Refunding Bonds		10,431,815	
Payment to Bond Escrow Agent		(10,424,650)	
Revenue & Other Sources Over (Under) Expenditures & Other Uses	(\$51,867)		
Budgeted Net Revenues (Expenditures)			188
Current Estimated Revenues Over (Under) Expenditures		(140,391)	
Fund Balance, Beginning of Year		522,939	382,548
Projected Fund Balance, End of Year		\$382,548	\$382,736

Fund Balance is falling due to the bond payment for the Life Consultation Center. After the bonds were refunded, there were a few years that had no principal payment (allowing the fund balance to rise). Since principal payments have resumed, fund

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2006

Capital Projects	Prior Year	Current Year	Adopted
Ottawa County Building	Actual	Estimated	Budget
<u>Authority (5690-5694)</u>	<u>12/31/2004</u>	<u>12/31/2005</u>	<u>2006</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments		\$60,188	\$33,844
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues		60,188	33,844
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Capital Projects		\$3,441,249	2,348,525
Total Expenditures		3,441,249	2,348,525
Revenue Over (Under) Expenditures		(3,381,061)	(2,314,681)
Proceeds from Bond Issuance		7,865,000	
Operating Transfers In (Out)		(2,169,258)	
Revenue & Other Sources Over (Under) Expenditures & Other Uses			
Budgeted Net Revenues (Expenditures)			(2,314,681)
Current Estimated Revenues Over (Under) Expenditures		2,314,681	
Fund Balance, Beginning of Year			2,314,681
Projected Fund Balance, End of Year		\$2,314,681	None

County of Ottawa

Budget Summary

Budget Year Ending December 31, 2006

Permanent Fund	Prior Year	Current Year	Adopted
<u>Cemetery Trust (1500)</u>	Actual	Estimated	Budget
	<u>12/31/2004</u>	<u>12/31/2005</u>	<u>2006</u>
Revenues:			
Intergovernmental Revenue			
Charges for Services			
Fines and Forfeits			
Interest on Investments	\$53	\$55	\$60
Rental			
Licenses and Permits			
Other Revenue			
Total Revenues	53	55	60
Expenditures:			
Judicial			
General Government			
Public Safety			
Public Works			
Health & Welfare			
Culture & Recreation			
Total Expenditures			
Revenue Over (Under) Expenditures	53	55	60
Operating Transfers In (Out)			
Revenue & Other Sources Over (Under)			
Expenditures & Other Uses	\$53		
Budgeted Net Revenues (Expenditures)			60
Current Estimated Revenues Over (Under) Expenditures		55	
Fund Balance, Beginning of Year		5,979	6,034
Projected Fund Balance, End of Year		\$6,034	\$6,094

COUNTY OF OTTAWA
2006 BUDGET SUMMARY
OTHER FUNDS

FUND NUMBER	FUND NAME	2005 PROJECTED RETAINED EARNINGS	2006 REVENUE/ OPERATING TRANSFERS	2006 EXPENSES/ OPERATING TRANSFERS	2006 PROJECTED RETAINED EARNINGS
5160	Delinquent Tax Revolving Fund	\$23,968,146	\$1,418,000	\$2,240,124	\$23,146,022
6360	Information Technology	2,354,209	2,078,985	2,058,903	2,374,291
6450	Duplicating	607,972	140,757	123,921	624,808
6550	Telecommunications	4,218,648	702,380	550,799	4,370,229
6641	Equipment Pool	5,663,611	1,187,747	1,070,448	5,780,910
6770	Protected Self-Funded Programs	2,513,104	405,389	480,075	2,438,418
6771	Protected Self-Funded Health Insurance	1,097,825	10,403,396	9,150,290	2,350,931
6772	Protected Self-Funded Unemployment Insurance	997,955	113,133	399,391	711,697
6775	Long Term Disability Insurance	113,635	136,766	139,439	110,962
6776	Protected Self-Funded Dental Insurance	0	661,183	661,183	0
6777	Protected Self-Funded Vision Insurance	0	133,186	133,186	0
6780	Ottawa County, Michigan Insurance Authority Fund	6,009,976	2,197,680	1,028,100	7,179,556
6782	Protected Self-Funded Insurance - Mental Health	1,990,077	57,191	0	2,047,268
TOTAL OTHER FUNDS		<u>\$49,535,158</u>	<u>\$19,635,793</u>	<u>\$18,035,859</u>	<u>\$51,135,092</u>

COUNTY OF OTTAWA
COMPONENT UNITS BUDGET SUMMARY

FOR THE YEAR ENDED DECEMBER 31, 2006 ¹

	Ottawa County Road Commission (2010)	Ottawa County Central Dispatch Authority (2350)	Ottawa County Drain Commission	Ottawa County Public Utilities System	2006 Total Component Units
Revenues:					
Intergovernmental revenues	\$25,680,000	\$3,923,285		\$15,000,000	\$44,603,285
Charges for services			\$1,993,000	7,900,000	9,893,000
Interest on investments	40,000	80,000	31,000	100,000	251,000
Other	152,250	14,500		300,000	466,750
Total revenues	<u>25,872,250</u>	<u>4,017,785</u>	<u>2,024,000</u>	<u>23,300,000</u>	<u>55,214,035</u>
Expenditures:					
Current operations:					
General government					
Public safety		3,187,800			3,187,800
Public works	25,872,250		1,792,387	12,400,000	40,064,637
Capital Projects					
Debt service:					
Principal		344,350	113,600	7,600,000	8,057,950
Interest and fiscal charges		14,395	34,851	3,300,000	3,349,246
Total expenditures	<u>25,872,250</u>	<u>3,546,545</u>	<u>1,940,838</u>	<u>23,300,000</u>	<u>54,659,633</u>
Revenues over (under) expenditures		<u>471,240</u>	<u>83,162</u>		<u>554,402</u>
Other financing sources (uses):					
General obligation bond proceeds					
Public Act 143 Note Proceeds					
Loan Proceeds					
Contributions from Property Owners					
Total other financing sources (uses)					
Revenues and other financing sources over (under) expenditures and other financing uses		471,240	83,162		554,402
Estimated fund balances, beginning of year,	4,784,619	5,530,243	1,639,343	3,500,000	15,454,205
Estimated fund balances, end of year	<u>\$4,784,619</u>	<u>\$6,001,483</u>	<u>\$1,722,505</u>	<u>\$3,500,000</u>	<u>\$16,008,607</u>

¹ The budget for the Ottawa County Road Commission is based on its fiscal year of September 30, 2006.

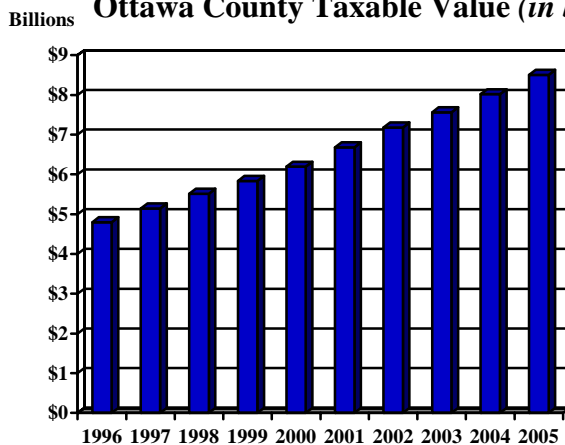
Revenue Source Descriptions

Primary Government

Property Taxes

Property Taxes are levied against the taxable assessed 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 county's lease obligation to the Ottawa County Building Authority 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 property tax levies conform with the Headlee constitutional tax limitation amendment as well as P.A. 5 of 1982, Truth in Taxation requirements.

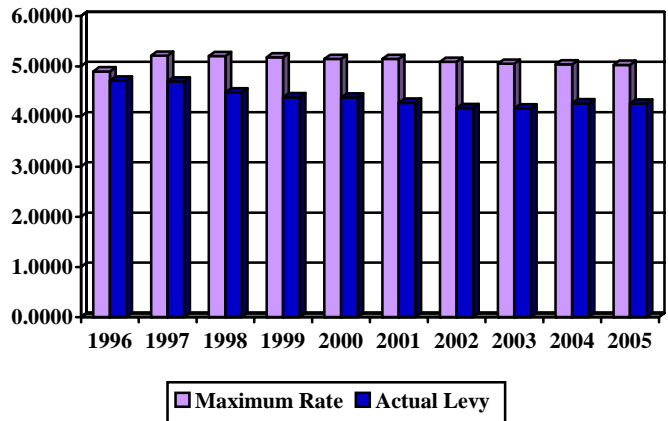
Ottawa County Taxable Value (in billions)



The graph to the left reports the taxable value for Ottawa County for the last ten years. Between 1995 and 2004, the taxable value for the County grew by over 77 percent. This remarkable growth in taxable value has allowed the County to levy far less than its maximum allowed by law.

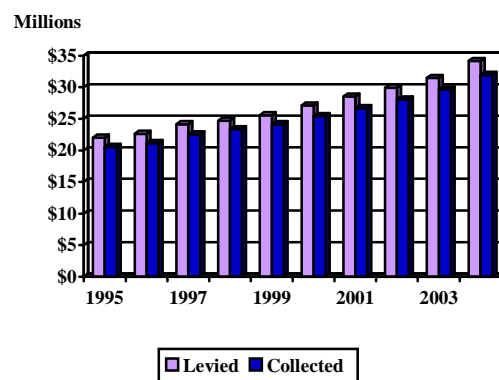
Ottawa County Millage Rates (in mills)

The graph to the right shows the declining millage rates County residents are enjoying. In 1996, the total levy was 4.899 mills; in 2005, the levy has dropped to 4.2579 mills. This is a decrease of 13 percent. For the last ten years, the County has levied less than its maximum for operations. For the 2005 *operating* levy, the current maximum is 4.2689 mills; the County is levying 3.5 mills. Consequently, the County has a substantial "cushion" available for funding operations that equates to approximately \$6.5 million.



Property Tax Levies and Collections

Like any municipality, Ottawa County is concerned with its tax collection rate. The County's collection rate today is slightly higher than it was in the early nineties. The graph to the right provides a ten-year history of collections for the County. The collection rate in 1995 was 93.31%; in 2004, 93.54%.



It should be clear that steady growth in the taxable valuation can be anticipated for the future, making property tax a reliable and important revenue source.

New Legislation Affecting Property Tax Collection for Counties

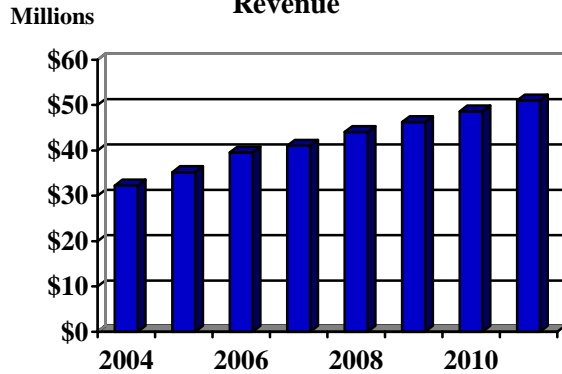
In October of 2004, the State of Michigan eliminated State Revenue Sharing payments to counties. To assist counties in preventing the loss of key services, the county property tax levy will gradually be moved up from December to July over three years. Beginning with the December 2004 tax collection, one-third of the levy is placed into the Revenue Sharing Reserve Fund (RSRF) that the County will manage and be able to withdraw an amount equal to what we would have received that year, plus an annual increase equal to CPI (Consumer Price Index).

As a result of this legislation, the taxable value year on which taxes are levied is also changing. Previously, the County levied in December for the following year's operations. For example, the taxes collected in 2004 were based on the 2003 taxable value. However, as we move the levy up to July, taxes will eventually be levied on the taxable value of the budget year. In other words, tax revenue is increasing in part because the year of the taxable value on which we levy is now in the process of corresponding to the budget year. The table below illustrates these changes.

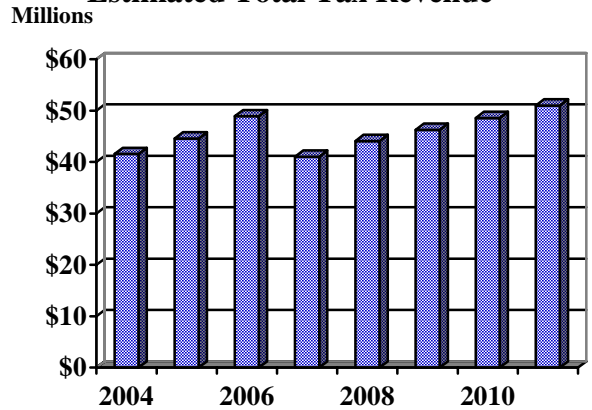
Budget Year	Portion of the Tax Levy Based on the Taxable Value (TV) for This Year				
	2003 TV	2004 TV	2005 TV	2006 TV (est)	2007 TV (est)
	\$7,564,368,026	\$8,017,866,823	\$8,503,786,076	\$8,928,975,380	\$9,375,424,149
2004	3/3				
2005		2/3	1/3		
2006			1/3	2/3	
2007					3/3

The table above shows that two thirds of the tax revenue in 2006 will be based on the budget year (2006) taxable valuation in contrast to 2005, when only one third of the levy was based on the budget year (2005) valuation. This change in the taxable value year will equate to higher than normal increases in tax revenue for 2005 – 2007 for the Operating levy. After 2006, the County is conservatively estimating tax revenue increases of 5% per year due to increases in taxable value. However, 2006 is that last year we will record taxes in the Revenue Sharing Reserve Fund, so *total* tax revenue will decrease in 2007. It is important to note that the decrease is not in the operating, E-911 or Parks levies. The graphs below illustrate these changes.

Estimated Operating, E-911 & Parks Tax Revenue



Estimated Total Tax Revenue



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 several components to intergovernmental revenue in the General Fund. Major intergovernmental revenue sources in the General Fund follow.

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 2006 budget for this revenue source is \$1.1 million.

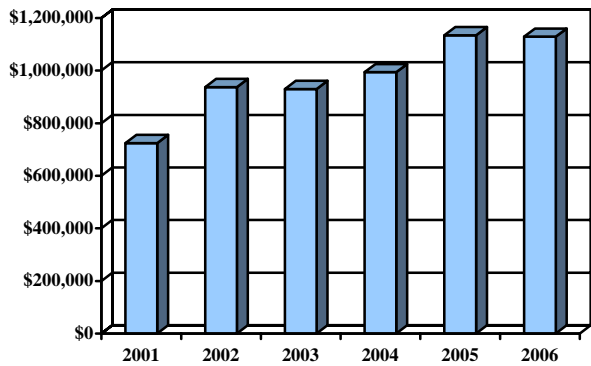
Convention Facility Liquor Tax

County share of distribution of revenues generated from 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 50% allocation for substance abuse programs and 50% for general County operations. The County Board adopts a resolution each year whereby it strives to use the County portion as matched dollars for substance abuse programs within Ottawa County. The 2006 budget of \$803,000 is based on information received from the State of Michigan.

Contributions from Local Units

In the General Fund, 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.

General Fund Contributions from Local Units

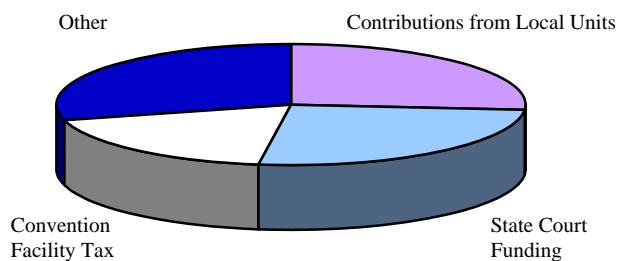


As communities have realized the value of Community Policing programs, the demand for these services has increased. The graph to the left shows the increasing dollars the County is receiving for these services. Many of these programs began with federal funding under the COPS Universal grant programs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

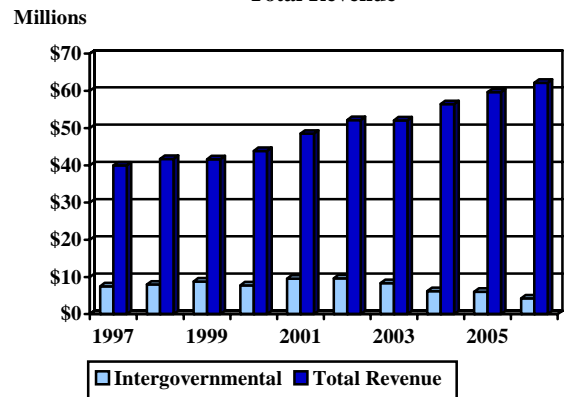
few years in tandem with public safety expenditures.

The graphs below summarize both the components of intergovernmental revenue and its importance to the General Fund. With the end of State Revenue Sharing, Intergovernmental revenues as a percentage of total General Fund revenue has decreased from 19% in 2001 to 7% in 2006.

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 fund), public safety (COPS grant funds), 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 for land purchases and capital improvements at County parks. Obviously, the revenue source can and does vary greatly from one year to the next depending on both the applications submitted and the ranking and availability of State funding for the projects. During 2005, the Parks and Recreation department received a \$3.9 million grant for the acquisition and development of property in the North Ottawa Dunes.

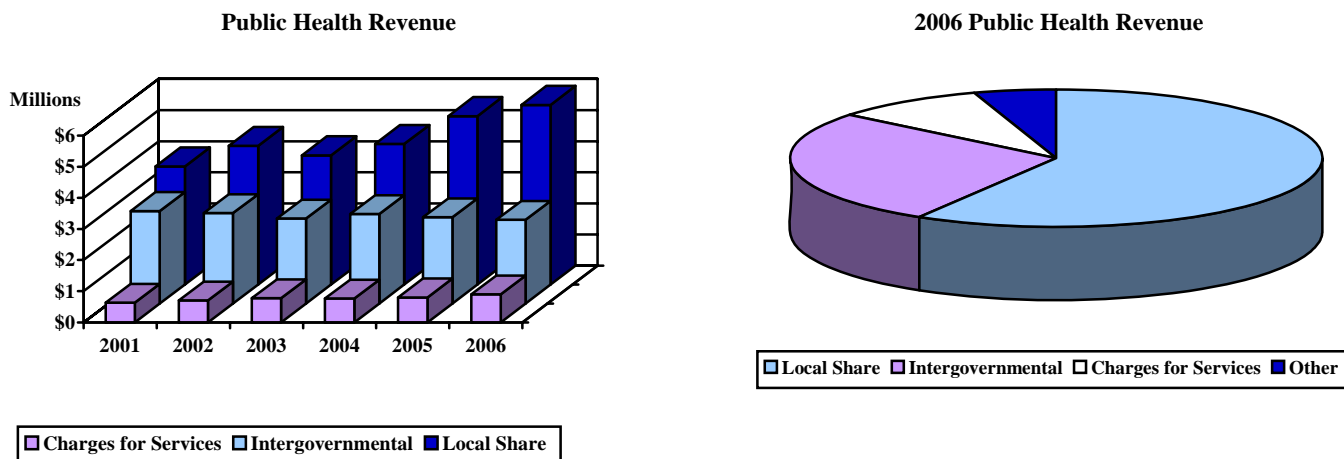
Co-op Reimbursement

This revenue represents funds received from the state for 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. 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. Nine services identified by the state are reimbursed at a cost sharing level of 50%. This reflects increased emphasis on select Health programs from the Michigan Department of Health. Medicaid fees are likely to increase from the increased caseload and population. Unfortunately, state grants and cost sharing reimbursements have not kept pace with expenditures. Some of the difference has been made up in fees charged to the clients, but much of the difference is funded by local dollars.

The graphs that follow show that in 2001, Intergovernmental revenue funded 37.5% the Health fund's expenditures, and local dollars funded 48.1%. In 2006, Intergovernmental revenue is funding 26.6% of expenditures, and local dollars are funding 57.1%.



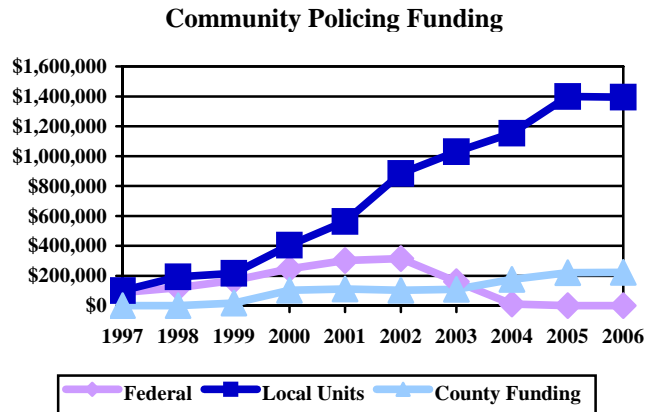
Mental Health

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

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.

COPS Universal

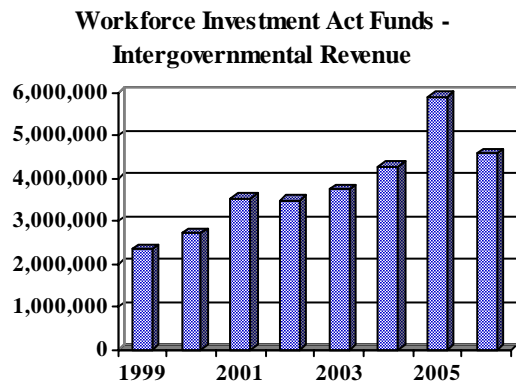
Beginning in 1997, the Federal government provided grants to townships that contract with the County to provide community policing services in order to enhance local law enforcement in their area. The grants were intended as “seed money” to start the community policing projects, and they typically lasted three years. As the graph to the right shows, no federal funding remains. Although the County is contributing to the program, the local units are funding most of the expenditures. Future revenues will increase with the expenditure growth.



Workforce Investment Act Funds

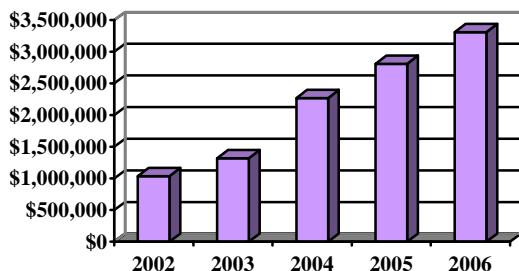
Workforce Investment Act (WIA) are federal funds received for training and employment programs for underemployed and economically disadvantaged citizens. The 2006 budget amount shows only the estimated revenues to be received from the State. Conservative budgeting requires us to not budget carryover dollars until approved by the State. Consequently, 2006 revenues indicate a significant decrease. However, this decrease is unlikely to materialize since the County typically receives additional grants during the year in addition to the carryover dollars from the previous years.

The graph to the right shows that Intergovernmental revenue for the WIA funds has been increasing in the last couple of years. Future funding will depend on the availability of federal funds and the economic status of the County in relation to other Michigan Counties.



Child Care

Child Care Fund Intergovernmental Revenue



This revenue represents the 50% subsidy by the State for net child care costs excluding state institutions. In the last two years, the County has made adjustments to its existing programs that allow them to be eligible for State funding. In 2005, 7.25 full time equivalents were moved from the General Fund to the Child Care Fund to take advantage of the funding

available for community intervention programs. The Family Court anticipates further reprogramming in its current programs that will make them eligible for additional State funding. Specifically, a proposal is now before the State that will make three staff members eligible for State funding. Consequently, over the next couple of years, the County anticipates revenue increases in excess of expenditure increases while the reprogramming takes place. Beyond that, revenues in this fund are expected to rise in tandem with expenditures.

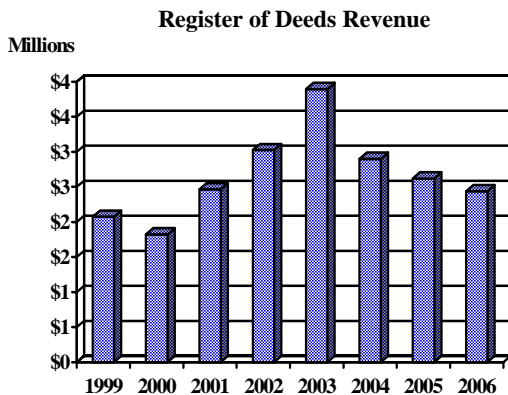
Charges for Services

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 cases and traffic violations. The majority of these revenues are collected in the District and Circuit court. The County anticipates moderate increases as population and thus caseload increases. In addition, as more deputies are added through grants and township funding, revenue from traffic violations are also likely to increase due to enhanced patrols.

Register of Deeds Revenue

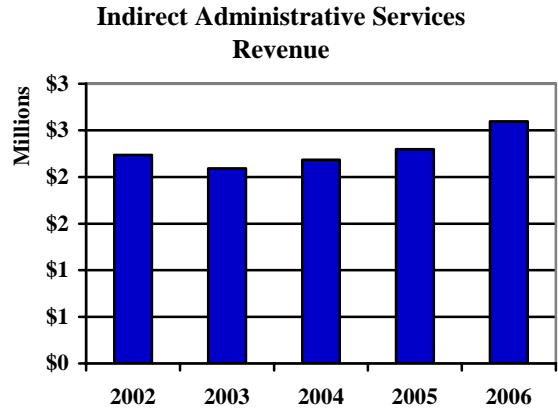


The Register of Deeds office collects fees for property services and transfer taxes. Under Public Act 134 of 1966, a fee of \$.55 for each \$500 of value of property transferred is assessed. In addition, new legislation enacted 10/1/03 allows the Register of Deeds to collect \$5 for each deed recorded and \$3 for each additional page. These revenue sources are highly dependent on interest rates and the economy. For the years 2001 – 2003, the record low interest rates resulted in an avalanche of mortgage refinancing

documents. Although refinancing documents have fallen, the exceptional growth in the County and the potential for even more development should allow this revenue source to provide substantial funds for future operations.

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 graph to the right shows a gradual increase of this revenue source as a result of increasing administrative expenditures. As the County becomes more aggressive in finding new revenue sources in the form of grants, this revenue source may also increase.



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 due to the capital improvements made at the various parks. The budget is calculated by averaging historical information.

Health and Mental Health

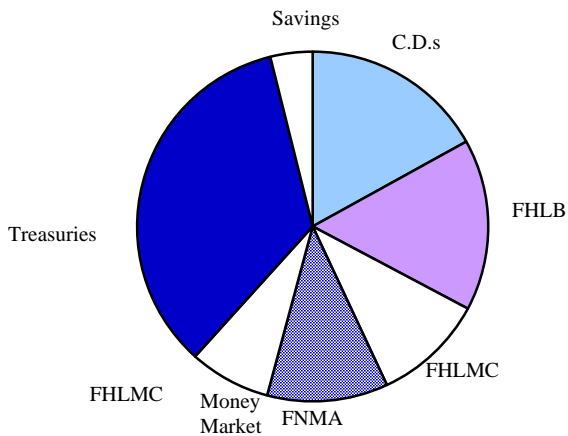
For Health and Mental Health, the charges represent fees collected from private insurance as well as fees collected from clients. Clients may be charged on a sliding fee scale based on income. Revenue is projected based on historical activity and projected caseload.

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.

Interest on Investments

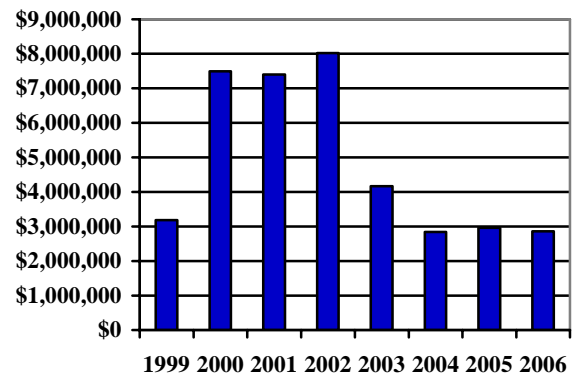
This revenue source represents both the interest earned on the investments of County



funds as well as the changes in the market value of those investments. 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 left shows the components of the County's investment pool as of 6/30/05. Additional information on the County's investment policy can be found in the User's Reference Guide section of this document.

The graph to the right shows the downturn in investment income that the County has experienced. The implementation of Governmental Accounting Standards Board Statement No. 31 in 1998 is causing additional fluctuations in this revenue source. Among other things, Statement No. 31 requires municipalities to reflect certain investments at market value in the financial statements. Since the market has been somewhat volatile, investment income has been fluctuating.

Investment Earnings



Although interest rates remain low, cash balances have increased over the last few years, keeping actual revenues steady. However, as the County continues its locally funded (i.e. not bonded) capital construction projects, increasing returns will be partially offset by decreasing cash balances. Consequently, the County does not expect significant changes in its investment revenue.

Rent

The County charges rent to grant funds for use of County space. As grant funded programs expand and require more space, this revenue will increase. 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.

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)

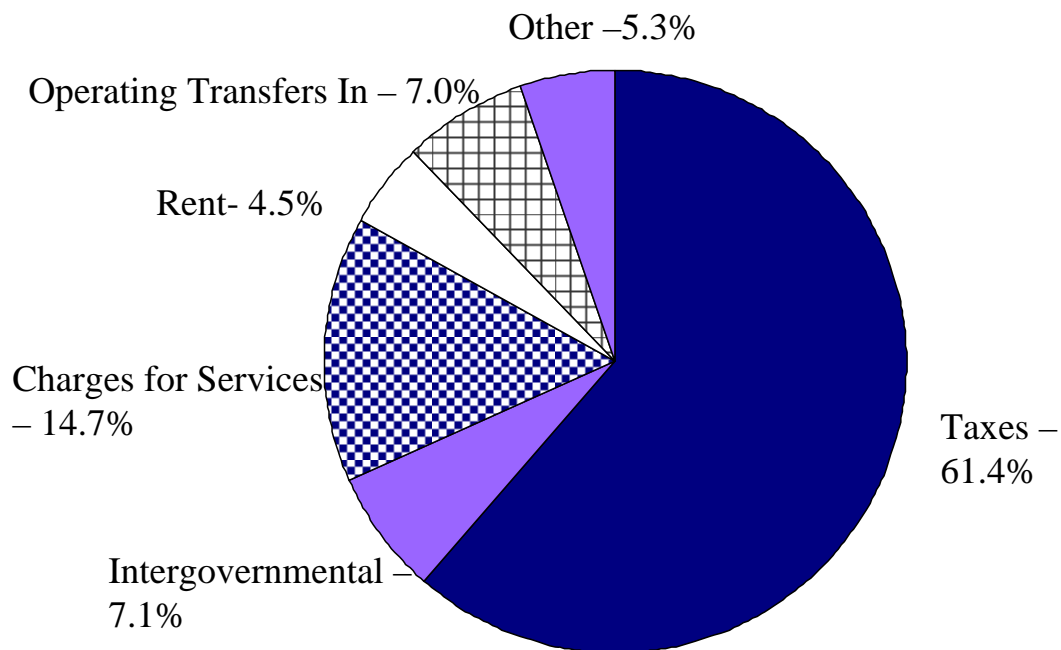
In addition to the property tax levy in Ottawa County, OCCDA receives property taxes from Allegan County for the portion of the City of Holland that is in Allegan County.

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

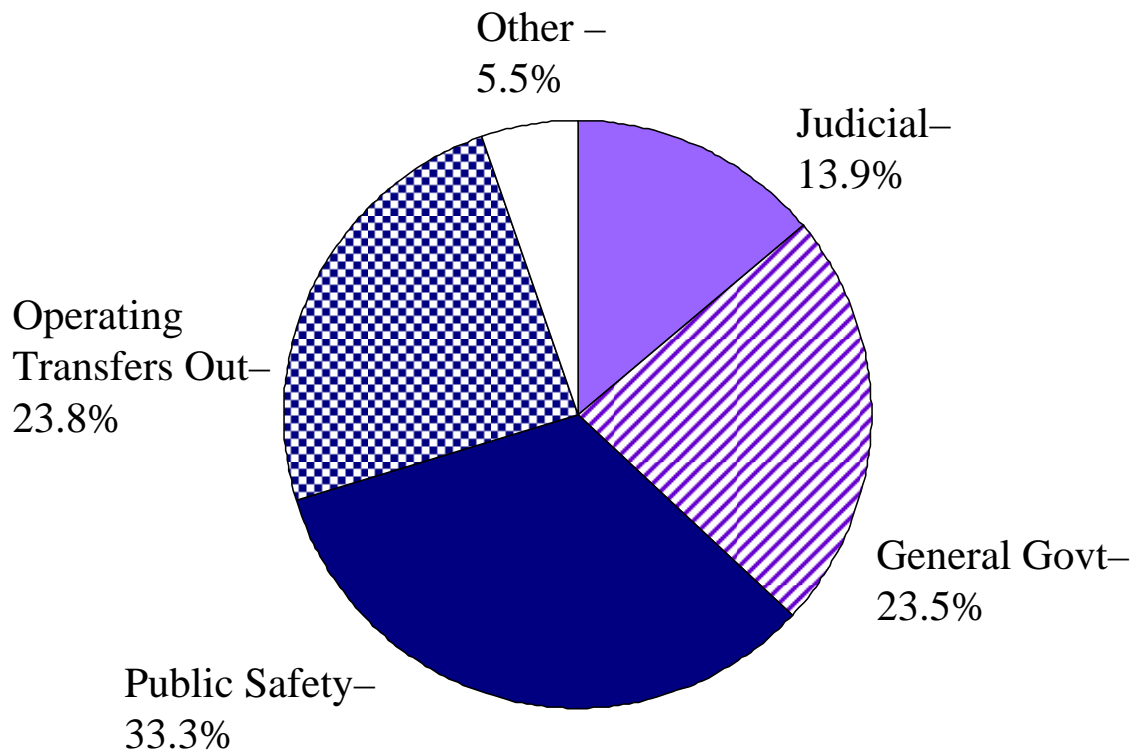
The General Fund is used to account for all revenues and expenditures applicable to the general operations of the County except for those required or determined to be more appropriately accounted for in another fund (e.g., Special Revenue fund.) Revenues are derived primarily from property tax, intergovernmental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

General Fund 2006 Revenues



Source	2005 Amended Budget	2006 Adopted Budget	2006 % of Total	% of Change
Taxes	\$32,103,732	\$36,798,185	61.4%	14.62%
Intergovernmental	6,105,620	4,269,882	7.1%	-30.07%
Charges for Services	8,896,371	8,850,297	14.7%	-0.52%
Fines and Forfeits	1,096,335	1,069,100	1.8%	-2.48%
Interest on Investments	1,500,000	1,500,000	2.5%	0.00%
Rental	2,654,562	2,723,019	4.5%	2.58%
Licenses and Permits	302,945	302,025	0.5%	-0.30%
Other Revenue	358,232	303,505	0.5%	-15.28%
Operating Transfers In	6,323,766	4,219,016	7.0%	-33.28%
	<u>\$59,341,563</u>	<u>\$60,035,029</u>	<u>100.0%</u>	<u>1.17%</u>

General Fund 2006 Expenditures



Source	2005 Amended Budget	2006 Adopted Budget	2006 % of Total	% of Change
Legislative	\$580,310	\$564,656	0.9%	-2.7%
Judicial	8,847,631	8,783,856	13.9%	-0.7%
General Government	14,290,355	14,908,509	23.5%	4.3%
Health and Welfare	610,050	629,554	1.0%	3.2%
Public Safety	21,452,693	21,113,743	33.3%	-1.6%
Public Works	117,500	240,100	0.4%	104.3%
Community & Economic Development	586,201	629,270	1.0%	7.4%
Other	1,322,477	1,417,200	2.2%	7.2%
Operating Transfers Out	16,414,282	15,106,922	23.8%	-8.0%
	<u>\$64,221,499</u>	<u>\$63,393,810</u>	<u>100.0%</u>	<u>-1.3%</u>

**COUNTY OF OTTAWA
GENERAL FUND
COMPARATIVE ANALYSIS
ACTUAL 2003 & 2004
BUDGET 2005 & 2006**

REVENUES

DEPT	DEPARTMENT NAME	ACTUAL 2003	ACTUAL 2004	CURRENT	AMENDED BUDGET 2005	2006 ADOPTED BY BOARD	\$ CHANGE 2005 TO BOARD	% CHANGE 2005 TO BOARD
				YEAR 2005 ESTIMATED				
1310	Circuit Court	\$158,185	\$187,950	\$188,335	\$233,277	\$189,000	-\$44,277	-18.98%
1360	District Court	\$2,522,094	\$2,688,577	\$2,779,600	\$2,746,000	\$2,713,000	-\$33,000	-1.20%
1361	District Court SCAO Drug Court Grant	\$0	\$3,622	\$111,419	\$111,419	\$0	-\$111,419	-100.00%
1370	Drug Court Planning	\$0	\$24,112	\$7,888	\$7,888	\$0	-\$7,888	-100.00%
1371	SCAO Adult Drug Court Grant	\$0	\$0	\$30,000	\$30,000	\$0	-\$30,000	-100.00%
1380	Circuit Court Strategic Planning Initiative	\$0	\$28,837	\$0	\$0	\$0	\$0	N/A
1480	Probate Court	\$57,209	\$61,526	\$66,100	\$62,100	\$65,100	\$3,000	4.83%
1490	Family Court - Juvenile Services	\$140,023	\$129,245	\$138,300	\$125,025	\$124,908	-\$117	-0.09%
1491	Byrne Juvenile Drug Court Grant	\$124,456	\$19,856	\$0	\$71,637	\$0	-\$71,637	-100.00%
1492	Juvenile Accountability Incentive Block Grant	\$27,757	\$50,530	\$99,140	\$99,140	\$0	-\$99,140	-100.00%
1660	Family Counseling	\$27,293	\$25,043	\$27,750	\$27,750	\$27,000	-\$750	-2.70%
1910	Elections	\$19,830	\$13,260	\$30,000	\$47,000	\$47,000	\$0	0.00%
1920	Canvassing Board	\$1,304	\$1,111	\$2,550	\$2,550	\$2,550	\$0	0.00%
2010	Fiscal Services	\$592,539	\$559,233	\$2,424,053	\$4,434,329	\$5,201,025	\$766,696	17.29%
2120	Budget	\$2,091,093	\$2,183,722	\$506,740	\$517,720	\$0	-\$517,720	-100.00%
2150	County Clerk	\$503,908	\$548,429	\$560,000	\$548,870	\$561,000	\$12,130	2.21%
2250	Equalization	\$151	\$104	\$150	\$150	\$100	-\$50	-33.33%
2290	Prosecuting Attorney	\$118,826	\$139,705	\$136,473	\$139,945	\$143,616	\$3,671	2.62%
2330	Administrative Services	\$12,050	\$11,875	\$10,925	\$12,300	\$11,700	-\$600	-4.88%
2360	Register of Deeds	\$3,896,661	\$2,900,338	\$2,620,000	\$2,700,000	\$2,437,500	-\$262,500	-9.72%
2430	Property Description & Mapping	\$7,109	\$8,571	\$8,250	\$3,750	\$8,000	\$4,250	113.33%
2450	Survey & Remuneration	\$110,573	\$158,360	\$213,869	\$213,869	\$215,000	\$1,131	0.53%
2530	County Treasurer	\$32,112,822	\$30,951,920	\$32,552,165	\$32,046,583	\$36,470,177	\$4,423,594	13.80%
2570	Co-Op Extension	\$40,267	\$46,402	\$50,425	\$50,925	\$52,860	\$1,935	3.80%
2590	Geographic Information Systems	\$72,985	\$140,891	\$125,000	\$125,000	\$128,630	\$3,630	2.90%
2651	Facilities Maintce - Hudsonville Human Serv	\$55,732	\$47,991	\$70,846	\$54,057	\$75,380	\$21,323	39.45%
2652	Facilities Maintce - Holland Human Serv	\$217,136	\$204,583	\$199,423	\$186,930	\$210,447	\$23,517	12.58%
2653	Facilities Maintce - Fulton Street	\$35,415	\$28,077	\$68,744	\$126,954	\$89,787	-\$37,167	-29.28%
2655	Facilities Maintce - Holland Health Facility	\$149,421	\$162,147	\$191,473	\$184,973	\$213,178	\$28,205	15.25%
2658	Facilities Maintce - Grand Haven Health	\$128,400	\$126,355	\$136,361	\$137,361	\$137,818	\$457	0.33%
2659	Facilities Maintce - CMH Facility	\$144,538	\$153,229	\$192,156	\$182,789	\$252,180	\$69,391	37.96%
2660	Facilities Maintce - Coopersville	\$21,528	\$22,412	\$39,013	\$29,271	\$30,834	\$1,563	5.34%

**COUNTY OF OTTAWA
GENERAL FUND
COMPARATIVE ANALYSIS
ACTUAL 2003 & 2004
BUDGET 2005 & 2006**

REVENUES

DEPT	DEPARTMENT NAME	ACTUAL 2003	ACTUAL 2004	CURRENT	AMENDED BUDGET 2005	2006 ADOPTED BY BOARD	\$ CHANGE 2005 TO BOARD	% CHANGE 2005 TO BOARD
				YEAR 2005 ESTIMATED				
2665	Facilities Maintce - Juvenile Serv Complex	\$1,140,730	\$1,206,391	\$1,344,247	\$1,450,982	\$1,419,072	-\$31,910	-2.20%
2667	Facilities Maintce - Administrative Annex	\$45,295	\$50,891	\$55,875	\$53,605	\$59,249	\$5,644	10.53%
2668	Facilities Maintce - FIA	\$222,286	\$230,526	\$226,290	\$253,540	\$243,674	-\$9,866	-3.89%
2750	Drain Commission	\$88,266	\$109,329	\$346,000	\$346,000	\$100,000	-\$246,000	-71.10%
3020	Sheriff	\$171,745	\$184,394	\$158,180	\$163,180	\$164,180	\$1,000	0.61%
3100	West Mi Enforcement Team - Operations	\$212	\$10,846	\$5,000	\$0	\$10,350	\$10,350	N/A
3112	COPS Allendale/Jenison	\$295,691	\$330,061	\$356,192	\$346,350	\$365,231	\$18,881	5.45%
3113	COPS Holland/West Ottawa	\$65,263	\$59,179	\$62,106	\$55,811	\$57,924	\$2,113	3.79%
3119	City of Coopersville	\$378,232	\$383,985	\$451,958	\$419,735	\$449,706	\$29,971	7.14%
3130	Zoning Enforcement-Holland Twncsp	\$158,833	\$170,341	\$173,157	\$166,115	\$173,887	\$7,772	4.68%
3160	Sheriff Curb Auto Theft (SCAT)	\$0	\$47,049	\$57,196	\$60,648	\$63,285	\$2,637	4.35%
3170	Blendon/Holland/Robinson/Zeeland (CITE)	\$31,509	\$36,033	\$36,045	\$35,596	\$38,174	\$2,578	7.24%
3200	Sheriff Training	\$27,058	\$18,714	\$26,000	\$26,000	\$26,000	\$0	0.00%
3250	Central Dispatch	\$3,260,025	\$3,419,770	\$3,590,300	\$3,593,824	\$3,799,413	\$205,589	5.72%
3310	Marine Safety	\$63,742	\$67,986	\$67,478	\$67,778	\$67,478	-\$300	-0.44%
3510	Jail	\$645,147	\$693,029	\$597,500	\$648,300	\$624,000	-\$24,300	-3.75%
3540	Local Corrections Academy Grant	\$14,427	\$2,837	\$7,428	\$6,600	\$0	-\$6,600	-100.00%
3550	Excelling - Corr Env Grant	\$7,220	\$6,798	\$0	\$0	\$0	\$0	N/A
4260	Emergency Services	\$146,619	\$174,241	\$36,606	\$36,606	\$38,106	\$1,500	4.10%
4261	SHSGP Exercise Grant	\$0	\$16,961	\$0	\$0	\$0	\$0	N/A
4262	Solution Area Planner Grant	\$0	\$27,119	\$14,033	\$14,033	\$0	-\$14,033	-100.00%
4263	Haz Mat Response Team	\$0	\$64,753	\$45,916	\$53,467	\$36,512	-\$16,955	-31.71%
4264	Training Grant	\$0	\$74,050	\$126,521	\$126,521	\$0	-\$126,521	-100.00%
4265	Homeland Security Equipment Grant	\$0	\$52,959	\$1,187,335	\$1,187,335	\$0	-\$1,187,335	-100.00%
6300	Substance Abuse	\$661,155	\$692,488	\$729,581	\$722,516	\$802,726	\$80,210	11.10%
6480	Medical Examiners	\$2,420	\$2,028	\$2,200	\$2,200	\$2,200	\$0	0.00%
7210	Planning - Transportation	\$51,328	\$0	\$0	\$0	\$0	\$0	N/A
7212	Road Salt Management	\$0	\$0	\$20,938	\$23,438	\$14,762	-\$8,676	-37.02%
9300	Transfers In Control	\$1,178,500	\$6,638,481	\$6,323,766	\$6,323,766	\$4,219,016	-\$2,104,750	-33.28%
TOTAL REVENUE		\$52,045,008	\$56,399,252	\$59,634,996	\$61,443,508	\$62,182,735	\$739,227	1.20%

**COUNTY OF OTTAWA
GENERAL FUND
COMPARATIVE ANALYSIS
ACTUAL 2003 & 2004
BUDGET 2005 & 2006**

EXPENDITURES

DEPT	DEPARTMENT NAME	ACTUAL 2003	ACTUAL 2004	CURRENT	AMENDED	2006 BUDGET	\$ CHANGE	% CHANGE
				YEAR 2005 ESTIMATED	BUDGET 2005	ADOPTED BY BOARD	2005 BUDGET TO BOARD	2005 BUDGET TO BOARD
1010	Commissioners	\$479,473	\$462,228	\$533,003	\$578,410	\$562,868	-\$15,542	-2.69%
1290	Tax Allocation Board	\$1,157	\$990	\$1,540	\$1,900	\$1,788	-\$112	-5.89%
1310	Circuit Court	\$1,597,480	\$1,572,900	\$1,746,140	\$1,833,530	\$1,910,793	\$77,263	4.21%
1360	District Court	\$4,072,928	\$4,231,598	\$4,326,407	\$4,421,222	\$4,691,512	\$270,290	6.11%
1361	District Court SCAO Drug Court Grant	\$0	\$3,621	\$117,884	\$119,054	\$0	-\$119,054	-100.00%
1370	Drug Court Planning	\$0	\$24,112	\$8,088	\$8,088	\$0	-\$8,088	-100.00%
1371	SCAO Adult Drug Court Grant	\$0	\$0	\$32,897	\$32,897	\$0	-\$32,897	-100.00%
1380	Circuit Court Strategic Planning Initiative	\$0	\$35,466	\$0	\$0	\$0	\$0	N/A
1480	Probate Court	\$650,747	\$656,618	\$722,984	\$739,428	\$757,149	\$17,721	2.40%
1490	Family Court - Juvenile Services	\$1,861,916	\$1,671,252	\$1,337,044	\$1,354,577	\$1,256,540	-\$98,037	-7.24%
1491	Byrne Juvenile Drug Court Grant	\$270,875	\$19,856	\$52,085	\$71,637	\$0	-\$71,637	-100.00%
1492	Juvenile Accountability Incentive Block Grant	\$29,658	\$56,978	\$110,155	\$110,155	\$0	-\$110,155	-100.00%
1520	Adult Probation	\$152,279	\$120,528	\$104,292	\$107,890	\$124,401	\$16,511	15.30%
1660	Family Counseling	\$22,212	\$31,894	\$42,428	\$42,428	\$37,981	-\$4,447	-10.48%
1670	Jury Board	\$5,349	\$3,442	\$6,725	\$6,725	\$5,480	-\$1,245	-18.51%
1910	Elections	\$72,617	\$216,437	\$130,361	\$169,337	\$258,584	\$89,247	52.70%
1920	Canvassing Board	\$1,304	\$2,788	\$2,550	\$2,550	\$2,550	\$0	0.00%
2010	Fiscal Services	\$486,764	\$551,410	\$806,820	\$859,752	\$918,604	\$58,852	6.85%
2020	Auditing	\$162,216	\$159,985	\$18,962	\$18,962	\$0	-\$18,962	-100.00%
2100	Corporate Counsel	\$152,623	\$158,261	\$176,231	\$169,848	\$189,174	\$19,326	11.38%
2120	Budget	\$139,873	\$134,095	\$22,793	\$22,793	\$0	-\$22,793	-100.00%
2150	County Clerk	\$982,929	\$1,085,245	\$1,195,896	\$1,270,801	\$1,299,679	\$28,878	2.27%
2230	Administrator	\$214,134	\$242,778	\$321,781	\$329,456	\$395,154	\$65,698	19.94%
2250	Equalization	\$563,274	\$639,444	\$653,802	\$678,828	\$690,582	\$11,754	1.73%
2260	Human Resources	\$457,638	\$506,678	\$555,113	\$580,527	\$543,785	-\$36,742	-6.33%
2290	Prosecuting Attorney	\$2,396,056	\$2,532,140	\$2,670,537	\$2,712,113	\$2,937,649	\$225,536	8.32%
2330	Administrative Services	\$177,621	\$180,811	\$194,572	\$199,399	\$196,466	-\$2,933	-1.47%
2360	Register of Deeds	\$840,998	\$654,317	\$673,700	\$684,015	\$711,548	\$27,533	4.03%

**COUNTY OF OTTAWA
GENERAL FUND
COMPARATIVE ANALYSIS
ACTUAL 2003 & 2004
BUDGET 2005 & 2006**

EXPENDITURES

DEPT	DEPARTMENT NAME	ACTUAL 2003	ACTUAL 2004	CURRENT	AMENDED	2006 BUDGET	\$ CHANGE	% CHANGE
				YEAR 2005 ESTIMATED	BUDGET 2005	ADOPTED BY BOARD	2005 BUDGET TO BOARD	2005 BUDGET TO BOARD
2430	Property Description & Mapping	\$258,313	\$271,205	\$313,554	\$318,489	\$348,768	\$30,279	9.51%
2450	Survey & Remonumentation	\$374,144	\$227,470	\$274,783	\$274,783	\$557,957	\$283,174	103.05%
2470	Plat Board	\$3,603	\$3,587	\$3,963	\$3,963	\$3,963	\$0	0.00%
2530	County Treasurer	\$675,183	\$725,210	\$765,103	\$791,213	\$798,830	\$7,617	0.96%
2570	Co-Op Extension	\$457,408	\$472,360	\$492,732	\$513,583	\$518,889	\$5,306	1.03%
2590	Geographic Information System	\$296,435	\$501,044	\$544,875	\$560,831	\$470,520	-\$90,311	-16.10%
2610	Building Authority	\$1,105	\$2,429	\$3,035	\$3,035	\$3,035	\$0	0.00%
2651	Facilities Maintce - Hudsonville Human Serv	\$105,506	\$89,709	\$174,777	\$182,127	\$196,705	\$14,578	8.00%
2652	Facilities Maintce - Holland Human Serv	\$167,202	\$146,525	\$171,199	\$168,199	\$182,223	\$14,024	8.34%
2653	Facilities Maintce - Fulton Street	\$62,510	\$48,547	\$67,702	\$84,120	\$81,447	-\$2,673	-3.18%
2654	Facilities Maintce - Grand Haven	\$401,522	\$395,701	\$437,122	\$441,318	\$532,101	\$90,783	20.57%
2655	Facilities Maintce - Holland Health Facility	\$169,141	\$168,025	\$191,473	\$184,973	\$213,178	\$28,205	15.25%
2656	Facilities Maintce - Holland District Court	\$67,783	\$67,576	\$72,250	\$77,250	\$143,716	\$66,466	86.04%
2657	Facilities Maintce - Jail	\$132,651	\$115,201	\$109,178	\$112,695	\$64,343	-\$48,352	-42.91%
2658	Facilities Maintce - Grand Haven Health	\$57,044	\$54,924	\$62,393	\$63,393	\$63,850	\$457	0.72%
2659	Facilities Maintce - CMH Facility	\$161,083	\$153,227	\$170,129	\$177,629	\$196,416	\$18,787	10.58%
2660	Facilities Maintce - Coopersville	\$40,507	\$41,187	\$70,041	\$74,541	\$55,356	-\$19,185	-25.74%
2661	Facilities Maintce - Emergency Services	\$3,184	\$2,938	\$6,500	\$6,500	\$5,250	-\$1,250	-19.23%
2662	Facilities Maintce - Community Haven	\$39,513	\$785	\$6,000	\$6,000	\$3,200	-\$2,800	-46.67%
2664	Facilities Maintce - 4th & Clinton	\$26,242	\$25,943	\$30,296	\$30,296	\$31,974	\$1,678	5.54%
2665	Facilities Maintce - Juvenile Serv Complex	\$555,832	\$626,517	\$729,724	\$834,901	\$804,549	-\$30,352	-3.64%
2666	Facilities Maintce - 434 Franklin	\$1,180	\$932	\$1,095	\$1,095	\$370	-\$725	-66.21%
2667	Facilities Maintce - Administrative Annex	\$506,565	\$532,805	\$575,699	\$581,358	\$610,961	\$29,603	5.09%
2668	Facilities Maintce - FIA	\$235,549	\$254,952	\$280,757	\$290,757	\$285,331	-\$5,426	-1.87%
2750	Drain Commission	\$434,156	\$475,423	\$772,081	\$773,266	\$565,036	-\$208,230	-26.93%
2800	Ottawa Soil & Water Conservation District	\$60,678	\$17,829	\$25,116	\$25,116	\$26,766	\$1,650	6.57%
3020	Sheriff	\$6,115,332	\$6,367,948	\$6,514,693	\$6,653,878	\$7,289,070	\$635,192	9.55%
3100	West Mi Enforcement Team - Operations	\$454,579	\$520,846	\$543,635	\$513,431	\$546,037	\$32,606	6.35%

**COUNTY OF OTTAWA
GENERAL FUND
COMPARATIVE ANALYSIS
ACTUAL 2003 & 2004
BUDGET 2005 & 2006**

EXPENDITURES

DEPT	DEPARTMENT NAME	ACTUAL 2003	ACTUAL 2004	CURRENT	AMENDED	2006 BUDGET	\$ CHANGE	% CHANGE
				YEAR 2005 ESTIMATED	BUDGET 2005	ADOPTED BY BOARD	2005 BUDGET TO BOARD	2005 BUDGET TO BOARD
3110	COPS Georgetown/Jamestown	\$0	\$0	\$0	\$0	\$0	\$0	N/A
3112	COPS Allendale/Jenison	\$295,691	\$330,061	\$356,192	\$346,350	\$365,231	\$18,881	5.45%
3113	COPS Holland/West Ottawa	\$78,720	\$88,327	\$93,169	\$83,466	\$86,547	\$3,081	3.69%
3119	City of Coopersville	\$378,234	\$383,985	\$451,958	\$419,735	\$449,706	\$29,971	7.14%
3130	Zoning Enforcement-Holland Twmsp	\$158,835	\$170,341	\$173,157	\$166,115	\$173,887	\$7,772	4.68%
3160	Sheriff Curb Auto Theft (SCAT)	\$0	\$75,909	\$79,185	\$84,645	\$88,666	\$4,021	4.75%
3170	Blendon/Holland/Robinson/Zeeland (CITE)	\$63,017	\$73,883	\$73,552	\$73,062	\$76,748	\$3,686	5.05%
3200	Sheriff Training	\$27,058	\$18,714	\$26,000	\$26,000	\$26,000	\$0	0.00%
3250	Central Dispatch	\$3,248,901	\$3,436,927	\$3,593,814	\$3,593,824	\$3,802,094	\$208,270	5.80%
3310	Marine Safety	\$172,700	\$170,730	\$224,461	\$211,663	\$208,919	-\$2,744	-1.30%
3510	Jail	\$5,634,403	\$6,143,971	\$6,701,548	\$7,222,240	\$7,258,841	\$36,601	0.51%
3540	Local Corrections Academy Grant	\$14,428	\$2,887	\$7,428	\$6,600	\$0	-\$6,600	-100.00%
3550	Excelling - Corr Env Grant	\$7,220	\$6,798	\$0	\$0	\$0	\$0	N/A
4260	Emergency Services	\$300,463	\$342,779	\$219,950	\$232,112	\$234,677	\$2,565	1.11%
4261	SHSGP Exercise Grant	\$0	\$16,961	\$0	\$0	\$0	\$0	N/A
4262	Solution Area Planner Grant	\$0	\$29,742	\$15,283	\$15,283	\$60,743	\$45,460	297.45%
4263	Haz Mat Response Team	\$0	\$47,335	\$68,461	\$107,851	\$73,023	-\$34,828	-32.29%
4264	Training Grant	\$0	\$74,050	\$126,521	\$126,521	\$0	-\$126,521	-100.00%
4265	Homeland Security Equipment Grant	\$0	\$52,959	\$1,187,335	\$1,187,335	\$0	-\$1,187,335	-100.00%
4300	Animal Control	\$343,764	\$354,893	\$341,763	\$382,582	\$373,554	-\$9,028	-2.36%
4450	Drain Assessments	\$115,478	\$106,128	\$105,250	\$105,250	\$227,850	\$122,600	116.48%
4490	Road Commission	\$12,250	\$48,250	\$12,250	\$12,250	\$12,250	\$0	0.00%
6300	Substance Abuse	\$243,519	\$253,804	\$305,519	\$305,519	\$340,020	\$34,501	11.29%
6480	Medical Examiners	\$279,356	\$204,552	\$230,886	\$246,446	\$228,449	-\$17,997	-7.30%
6810	Veterans Burial	\$53,440	\$57,162	\$61,000	\$55,000	\$58,000	\$3,000	5.45%
6890	Soldiers & Sailors	\$2,891	\$1,467	\$3,085	\$3,085	\$3,085	\$0	0.00%
7210	Planning - Transportation	\$73,035	\$641	\$0	\$0	\$0	\$0	N/A
7211	Planner - Grants	\$463,683	\$497,828	\$520,363	\$558,694	\$606,814	\$48,120	8.61%

**COUNTY OF OTTAWA
GENERAL FUND
COMPARATIVE ANALYSIS
ACTUAL 2003 & 2004
BUDGET 2005 & 2006**

EXPENDITURES

DEPT	DEPARTMENT NAME	ACTUAL 2003	ACTUAL 2004	CURRENT	AMENDED BUDGET 2005	2006 BUDGET ADOPTED BY BOARD	\$ CHANGE 2005 BUDGET TO BOARD	% CHANGE 2005 BUDGET TO BOARD
				YEAR 2005 ESTIMATED				
7212	Road Salt Management	\$0	\$6,400	\$27,507	\$27,507	\$22,456	-\$5,051	-18.36%
8650	Insurance	\$99,322	\$107,577	\$119,566	\$111,675	\$127,690	\$16,015	14.34%
8900	Contingency	\$0	\$0	\$100,000	\$1,171,268	\$1,029,510	-\$141,758	-12.10%
9010	Equipment Pool	\$0	\$0	\$10,000	\$39,534	\$260,000	\$220,466	557.66%
9650	Operating Transfers Out	\$10,078,187	\$12,287,446	\$14,385,809	\$16,414,282	\$15,106,922	-\$1,307,360	-7.96%
TOTAL EXPENDITURES		\$49,800,666	\$53,659,224	\$59,595,707	\$64,210,956	\$63,393,810	-\$817,146	-1.27%
TOTAL REVENUE		\$52,045,008	\$56,399,252	\$59,634,996	\$61,443,508	\$62,182,735		
FUND BALANCE (USE)		\$2,244,342	\$2,740,028	\$39,289	-\$2,767,448	-\$1,211,075		

Based on historical activity, the County does not anticipate actually having to use the \$1.2 million of fund balance. Please see the transmittal letter for more information.








**2006 General Fund Budget
Legislative Expenditures \$564,656**




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.

Department Goals and Objectives
--

-  **Goal:** Maintain the strong financial position of the County
- Objective:** Maintain or improve bond ratings
 - Objective:** Attempt to fully fund the financing tools
 - Objective:** Maintain an undesignated fund balance in the General Fund which represents 10 - 15% of General Fund expenditures in the last audit
-  **Goal:** Maximize the effectiveness of County government
- Objective:** Evaluate the effectiveness of existing programs and services
 - Objective:** Establish quality of life indicators
 - Objective:** Evaluate upcoming technology that can be used in service delivery
-  **Goal:** Improve relations with County employees
- Objective:** Conduct quantitative satisfaction analysis
 - Objective:** Evaluate "exit interview" questionnaires and results
 - Objective:** Provide additional management and employee training classes
-  **Goal:** Work with local units of government to create land use planning models
- Objective:** Create land use plans and models
 - Objective:** Conduct training programs in Land Use planning
-  **Goal:** Maintain and enhance communication with citizens
- Objective:** Promote County Web Site as source of new and updated information
 - Objective:** Develop State of the County Annual Message
 - Objective:** Expand exposure and programming on cable public access channels
 - Objective:** Develop a plan to produce a printed annual report/newsletter
 - Objective:** Create schedule for Board Members to attend local meetings
 - Objective:** Promote existing Speakers Bureau
 - Objective:** Develop issue-specific Power Point presentations
 - Objective:** Develop Press Releases

 *Denotes Strategic Plan directive*

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Commissioners	11.000	11.000	11.000	\$112,019

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
<i>Expenditures</i>					
Personnel Services	\$252,753	\$229,064	\$237,024	\$256,695	\$288,383
Supplies	\$16,259	\$16,008	\$13,108	\$46,752	\$27,800
Other Services & Charges	\$219,716	\$234,401	\$212,096	\$229,556	\$246,685
Capital Outlay					
Total Expenditures	\$488,728	\$479,473	\$462,228	\$533,003	\$562,868

Budget Highlights:

The 2005 current year estimate includes funds for a new laptop for each commissioner.

Resources

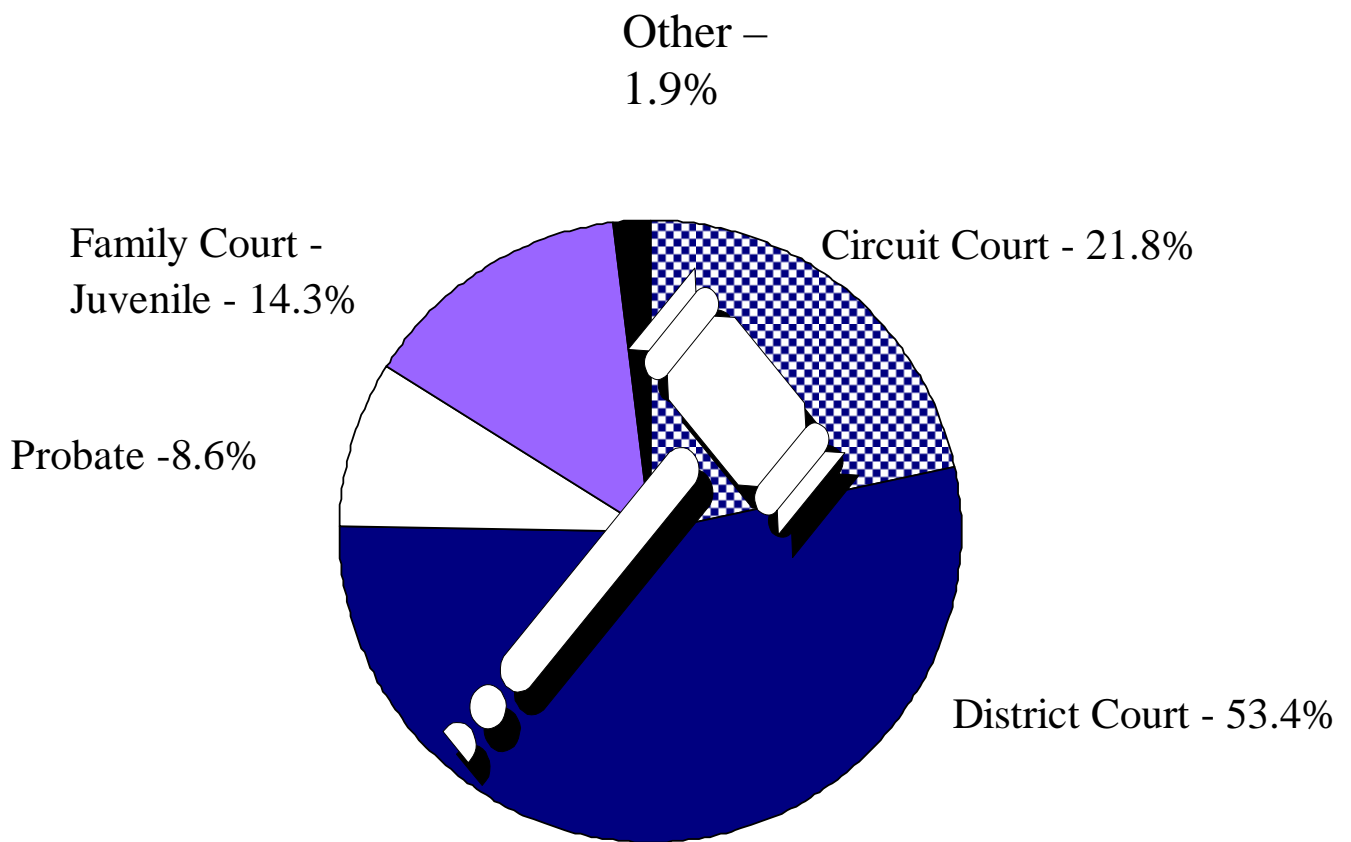
Personnel

No permanent personnel has been allocated to this department.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Expenditures					
Personnel Services	\$151	\$152	\$154	\$170	\$225
Supplies					
Other Services & Charges	\$685	\$1,005	\$835	\$1,370	\$1,563
Capital Outlay					
Total Expenditures	\$836	\$1,157	\$989	\$1,540	\$1,788

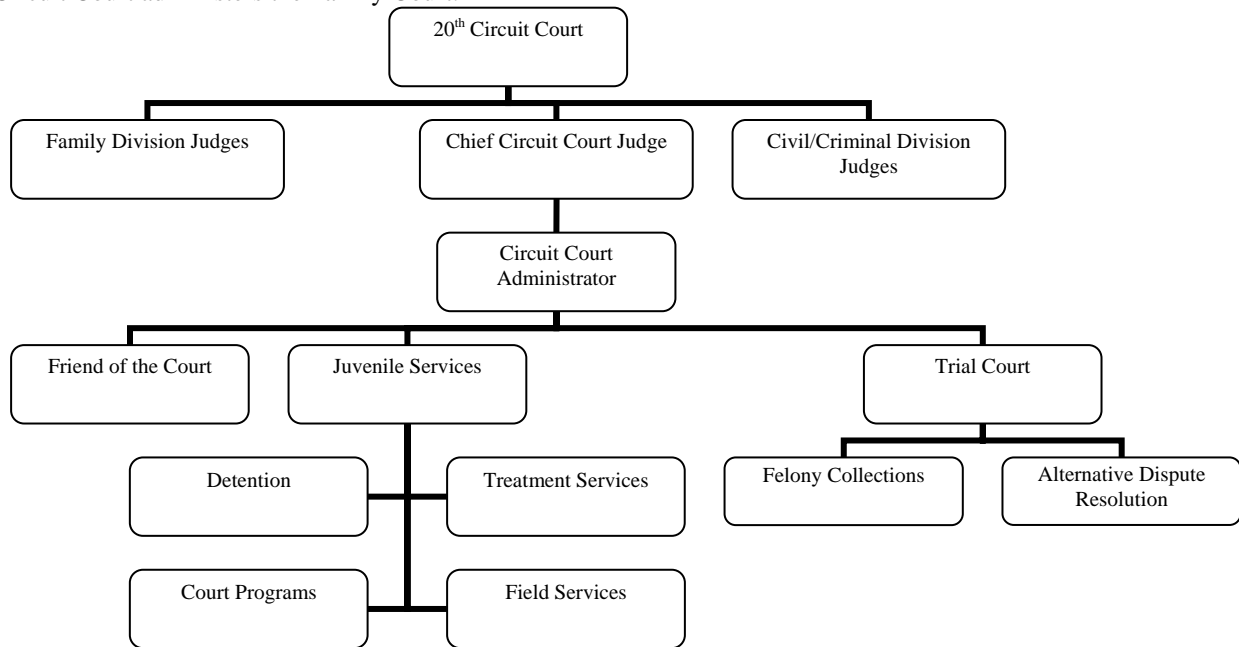
2006 General Fund Budget Judicial Expenditures \$8,783,856



Function Statement

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.



Department Goals and Objectives

- Goal:** Implementation of Strategic Plan Goals
- Goal:** Develop an amended Court personnel policy and procedures manual
- Goal:** Expand Court Services to non-traditional court hours
- Goal:** Implement mandatory Court personnel training/continuous education standards

Accomplishments

- Creation of a Court-wide Interpreter Registry
- Implementation of Adult Drug Treatment Court
- Implementation of a new Family Court Plan
- Implementation of a case flow management plan
- Development of a Court-wide 5 year strategic plan (Circuit and Probate Courts)
- Development and implementation of expanded (non-traditional) Court hours.

Performance and Activity Measures
--

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Domestic Relations</i>							
New Cases Filed	1,744	1,762	1,654	1,525	1,526	1,550	1,600
Total Caseload	2,676	2,730	2,569	2,344	2,316	2,350	2,400
Dispositions	1,708	1,761	1,750	1,633	1,651	1,700	1,750
Ending Pending	968	969	819	711	665	650	625
<i>Civil Suits</i>							
New Cases Filed	610	1,371	505	444	517	525	550
Total Caseload	1,196	1,856	942	857	915	906	906
Dispositions	711	1,382	529	459	534	550	565
Ending Pending	485	474	413	398	381	356	341
<i>Criminal Suits</i>							
New Cases Filed	1,017	983	1,122	1,136	1,015	1,030	1,045
Total Caseload	1,515	1,557	1,363	1,436	1,328	1,247	1,257
Dispositions	941	1,044	1,063	1,123	1,111	1,035	1,050
Ending Pending	574	513	300	313	217	212	207
<i>Appeals</i>							
New Cases Filed	90	91	96	85	40	40	40
Total Caseload	217	145	116	121	79	59	44
Dispositions	163	97	80	82	60	55	40
Ending Pending	54	48	36	39	19	4	4
New Cases	n/a	n/a	n/a	669	606	625	650
PPO's Dispositions	n/a	n/a	n/a	670	606	625	650
<i>Collections</i>							
Restitution	\$330,486	\$296,782	\$456,840	\$342,254	\$493,563	\$500,000	\$525,000
Fines & Costs	\$183,409	\$235,906	\$328,883	\$344,332	\$335,412	\$350,000	\$365,000
<i>Overall Measures</i>							
# of Mediations Scheduled	600	345	270	298	360	360	360

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Judge - Circuit Court	3.000	4.000	4.000	\$182,896
Trial Court Director	1.000	1.000	1.000	\$54,607
Senior Law Clerk	0.000	0.000	1.000	\$50,328
Deputy Assignment Clerk	3.752	4.750	4.750	\$149,387
Mediation Assign/Collections Clerk	1.000	1.000	1.000	\$37,663
Court Reporter	2.000	2.000	2.000	\$105,762
Law Clerk/Bailiff	2.000	2.000	1.000	\$40,290
	12.752	14.750	14.750	\$620,933

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue					
Charges for Services	\$149,535	\$135,341	\$139,950	\$144,100	\$141,000
Fines and Forfeitures	\$15,848	\$21,461	\$17,045	\$18,735	\$17,000
Other Revenue	\$761	\$1,383	\$30,955	\$25,500	\$31,000
Total Revenues	\$166,144	\$158,185	\$187,950	\$188,335	\$189,000
Expenditures					
Personnel Services	\$654,498	\$710,415	\$729,816	\$860,718	\$932,485
Supplies	\$41,096	\$32,437	\$32,672	\$48,142	\$47,740
Other Services & Charges	\$830,189	\$854,628	\$810,412	\$837,280	\$930,568
Capital Outlay					
Total Expenditures	\$1,525,783	\$1,597,480	\$1,572,900	\$1,746,140	\$1,910,793

Budget Highlights:

Effective 1/1/05, a fourth Circuit Court opened. Consequently, expenditures increased overall. In 2006, attorney fees are also increasing significantly.

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 refer 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.

Department Goals and Objectives
--

Goal: Finish the Holland District Court Construction Project

Objective: Work with Administrative Services, architects and general contractor to resolve construction issues

Objective: Work out the logistics and processes to move the Holland Court to its new facility

Goal: Continue the Planning Process for a new facility at Grand Haven


Objective: Work with Administrative Services and architects to plan a new court facility

Objective: Apply experience gained from building Hudsonville & Holland court facilities

Goal: Improve communication between employees and between employees and judges and supervisors

Objective: Possibly develop a quarterly email newsletter

Objective: Increase the frequency of the Court Administrator's email updates

 **Goal:** Work with Judges and Staff to develop performance measures and evaluations

Objective: Develop a succinct mission and vision statement for the court

Objective: Utilize State Court Administrative Office case aging reports to evaluate overall performance

Objective: Work with staff and develop understanding of how individual jobs fit into the court's vision and mission statement

Objective: Have supervisory staff attend training for coaching for performance

Objective: Develop individual performance measures based upon the objectives above

Goal: Review the Justice System for improvements or major revisions


Objective: Work with Information Technology to weigh the benefits, costs and burdens of outsourcing the justice system to the State's J.I.S. system or to another vendor

Objective: Work with Information Technology to revise the traffic system to key violations to statutory citations rather than Secretary of State violation codes

Objective: Review processes and investigate ways to streamline data entry


Goal: Implement document imaging systems

- Objective:** Begin the process of imaging documents
- Objective:** Begin the process of changing the court culture from paper to images
- Goal:** Improve the way telephone calls are answered for the District Court
 - Objective:** All telephone calls to the Holland District Court will be answered by a “real” person
 - Objective:** Present a positive public image
 - Objective:** Free up clerk case processing time by having the “real” person answer most of the caller’s questions
- Goal:** Review court security procedures and processes
 - Objective:** Improve safety for public and staff
 - Objective:** Install security x-ray equipment in all of the new court facilities
- Goal:** Improve information flow between the courtroom and case processing staff
 - Objective:** Install FTR Log Notes on selected case processing staff computers so they can monitor in real time what is happening with defendants in the courtroom.
 - Objective:** Utilize Lotus Notes “Same Time” function so that there is instant messaging into and out of the courtroom, probation staff, bailiffs and administration
- Goal:** Insure staffing levels in each court so that case processing and service to the public remain at an effective level
 - Objective:** Monitor caseload changes and changes in case complexity due to legislative and regulatory changes
 - Objective:** Analyze caseload and workload distribution in the courts and recommend changes that maintain an equitable and efficient division of work

-  **Goal:** Investigate new technologies that will positively impact court operations
 - Objective:** The Court Administrator to attend the Court Technology Conference in the fall of 2005, and bring information and ideas to the Justice Users’ Group for discussion and possible implementation in 2006
 - Objective:** Investigate web based court resource scheduling systems
 - Objective:** Investigate the electronic filing of traffic tickets

Probation Division

- Goal:** Increase effectiveness and efficiency of programs.
 - Objective:** Review results from probation’s strategic plan evaluation.
 - Objective:** Implement changes based on the evaluation beginning with initiatives that would make the most immediate impact.
 - Objective:** Develop caseload management priorities with staff.
- Goal:** Assure success (low recidivism, acceptable cost per participant) of Sobriety/Drug Court.
 - Objective:** Supply the court with adequate and quality probation resources.
 - Objective:** Review costs and adjust the program components to maximize efficiency.
 - Objective:** Review and adjust treatment services to maximize effectiveness.

 Denotes Strategic Plan directive

Accomplishments

- Completed and moved into the new court facility in Hudsonville.
- Continued planning and reviewing construction of the new facility in Holland.
- Implemented many of the financial controls recommended by State’s audit.
- Worked with Information Technology to implement Part 4 of the State Court Administrative Offices case management plan.
- Completed the sobriety drug court training offered by the Federal Government and required if we receive grant funding for sobriety/drug courts
- Implemented two sobriety/drug court dockets in Holland

Fund: (1010) General Fund

Department: (1360) District Court

- Increased the number of Law Enforcement Information Network, Terminal Agency Coordinators to at least two in each court location.
- Developed a Memorandum of Understanding with the Circuit and Juvenile courts to promote collaborative efforts in the development and operation of drug/sobriety courts.
- Began a system of diverting general civil cases to mediation utilizing the services of the Ottawa Allegan County Center for Dispute Resolution.
- Developed a standard for courtroom technology that is used at the new Hudsonville facility.

Performance and Activity Measures
--

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Traffic Division Measures</i>							
New Cases Filed	39,713	42,925	43,087	40,503	40,651	45,000	45,000
Total Caseload	68,472	70,682	71,231	70,266	69,620	75,986	80,986
Total Dispositions	40,715	28,144	41,468	41,297	38,634	40,000	42,000
Cases Ending							
Pending	27,757	28,144	29,763	28,969	30,986	35,986	38,986
<i>Criminal Division Measures</i>							
New Cases Filed	6,737	7,552	5,837	6,309	6,546	7,500	7,500
Total Caseload	34,053	35,121	33,870	33,631	32,659	32,273	31,773
Total Dispositions	6,484	7,088	6,548	7,518	7,886	8,000	8,000
Cases Ending							
Pending	27,569	28,033	27,322	26,113	24,773	24,273	23,773
<i>Ordinance Non-Traffic Civil Infractions</i>							
New Cases Filed	n/a	n/a	n/a	1,125	1,092	1,000	1,000
Total Caseload	n/a	n/a	n/a	1,388	1,731	1,688	1,588
Total Dispositions	n/a	n/a	n/a	749	1,043	1,100	1,100
Cases Ending							
Pending	n/a	n/a	193	639	688	588	488
<i>Civil Division Measures</i>							
New Cases Filed	7,334	8,469	8,569	9,596	10,261	10,500	10,500
Total Caseload	19,268	20,851	21,118	21,373	21,938	22,211	22,211
Total Dispositions	6,886	8,302	9,341	9,696	10,227	10,500	10,500
Cases Ending							
Pending	12,382	12,549	11,777	11,677	11,711	11,711	11,711
<i>Probation Division Measures</i>							
People Reporting							
In Person	8,335	8,532	9,206	12,909	15,865	16,500	17,000
Caseload	1,492	1,624	1,556	1,740	2,010	2,300	2,600
Pre-Sentence							
Investigations	546	533	655	791	627	650	675
Bond Screens	842	798	1,193	1,536	1,475	1,500	1,500
Substance Abuse							
Assessments	880	821	881	1,019	923	1,000	1,100
<i>Other Measures</i>							
\$ Funds Spent for							
Interpreters							
(Contractual)	\$13,637	\$19,213	\$20,731	\$23,148	\$24,037	\$25,000	\$26,000

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Judge - District Court	4.000	4.000	4.000	\$182,896
Court Administrator	1.000	1.000	1.000	\$75,636
Director of Probation Services	0.100	0.100	0.100	\$6,900
Assistant Director of Probation Services	0.700	0.700	0.700	\$39,433
Chief Deputy Court Clerk	3.000	3.000	3.000	\$143,340
Assignment Clerk	3.000	3.000	3.000	\$103,665
Administrative Assistant	1.000	1.000	1.000	\$33,230
Deputy Court Clerk II	9.000	9.000	9.000	\$306,205
Deputy Court Clerk I	11.850	11.850	11.750	\$327,565
Traffic Clerk	1.000	1.000	1.000	\$32,946
Court Recorder	4.000	4.000	4.000	\$146,212
Court Officer	0.875	0.875	0.875	\$30,236
Probation-Treatment Specialist	7.000	7.000	8.000	\$399,236
Probation Secretary	1.000	1.000	0.700	\$19,529
Probation Assistant	0.000	0.000	1.000	\$35,297
Bailiff	0.000	0.700	0.700	\$17,370
Magistrate	1.000	1.000	1.000	\$52,668
	48.525	49.225	50.825	\$1,952,364

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$44,918	\$43,065	\$40,819	\$40,000	\$40,000
Charges for Services	\$1,385,563	\$1,514,909	\$1,629,945	\$1,673,000	\$1,618,000
Fines and Forfeitures	\$1,034,158	\$964,365	\$1,007,041	\$1,059,600	\$1,048,000
Other Revenue	\$159	(\$245)	\$10,772	\$7,000	\$7,000
Total Revenues	\$2,464,798	\$2,522,094	\$2,688,577	\$2,779,600	\$2,713,000
Expenditures					
Personnel Services	\$2,241,567	\$2,320,393	\$2,561,278	\$2,677,315	\$2,946,986
Supplies	\$230,765	\$185,813	\$180,158	\$192,880	\$213,785
Other Services & Charges	\$1,504,945	\$1,566,722	\$1,490,162	\$1,456,212	\$1,530,741
Capital Outlay					
Total Expenditures	\$3,977,277	\$4,072,928	\$4,231,598	\$4,326,407	\$4,691,512

Budget Highlights:

During 2005, a Probation Treatment specialist was moved out of Intensive Supervision in the Community Corrections fund, and into District Court.

Resources

Personnel

No permanent personnel has been allocated to this department.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$385,961	\$124,456	\$47,590	\$149,307	
Other Revenue					
Total Revenues	\$385,961	\$124,456	\$47,590	\$149,307	
Expenditures					
Personnel Services	\$596,050	\$202,054	\$20,890	\$149,942	
Supplies	\$30,795	\$5,701	\$2,957	\$25,710	
Other Services & Charges	\$144,801	\$63,120	\$59,209	\$35,302	
Capital Outlay					
Total Expenditures	\$771,646	\$270,875	\$83,056	\$210,954	

Budget Highlights:

Prior to 2004, this department recorded costs associated with the Juvenile Treatment program. Beginning in 2004, the County began receiving grants to explore the establishment of a drug court. The County was not able to confirm 2006 budget awards during the budget process.

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.

Department Goals and Objectives
--

Goal: New Imaging Project

Objective: Image old files/incoming files

Goal: Participation in court's long-range strategic planning process

Performance and Activity Measures
--

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Guardianships Measures/Conservatorships</i>							
Cases Commenced	313	430	385	328	280	300	315
Cases Closed	289	306	244	371	328	204	215
Mentally Ill Petitions	175	239	259	327	348	404	415
<i>Decedents' Estates Measures</i>							
Cases Commenced	384	374	387	272	378	444	445
Cases Closed	376	315	369	270	241	380	395

Resources

Personnel	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Judge - Probate Court	1.000	1.000	1.000	\$139,919
Probate Register	1.000	1.000	1.000	\$52,881
Chief Deputy Probate Register	1.000	1.000	1.000	\$39,786
Deputy Probate Register	1.000	1.000	1.000	\$32,988
Judicial Clerk I	2.000	2.000	2.000	\$58,764
	6.000	6.000	6.000	\$324,338

Funding				
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	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Charges for Services	\$44,854	\$44,133	\$47,342	\$50,000	\$50,000
Fines and Forfeitures	\$20			\$100	\$100
Other Revenue	\$8,118	\$13,076	\$14,184	\$16,000	\$15,000
Total Revenues	\$52,992	\$57,209	\$61,526	\$66,100	\$65,100
Expenditures					
Personnel Services	\$349,452	\$402,007	\$417,525	\$438,135	\$459,785
Supplies	\$24,010	\$22,541	\$20,681	\$20,345	\$24,523
Other Services & Charges	\$201,577	\$226,199	\$218,413	\$264,504	\$272,841
Total Expenditures	\$575,039	\$650,747	\$656,619	\$722,984	\$757,149

Function Statement

To administer justice, provide restorative services and apply the law with equality, integrity and timeliness through trained courteous staff in a manner that inspires public trust.

Department Goals and Objectives
--

Goal : To procure/maintain sufficient resources (i.e. fiscal, human, technological, facility and programming) to provide exemplary services.

Objective(s)

- Educate County officials/administration about the needs of the Court through an enhanced Annual Report, open house, educational video and other forums
- Improve Court facilities and security through upgrading Detention's Control Board, upgrade for Detention, equipping all offices at the Fillmore St. facility with modular furniture
- Implement/explore technological innovations including Blackberry technology, Information Technology enhancements to existing systems and coordinating with the Technology Master Plan.
- Enhance the types, quality and outcomes of programs and services including the development of a Ropes Course Coordinator
- Pursue/explore grants and other non-monetary resources to supplement local/State funding through the development of a grant coordinator
- Ensure a quality internal talent pool through the development of a staffing criteria/plan
- Operate in a fiscally-responsible manner by identifying cost-saving/cost-control measures and align/use resources pursuant to the Courts' strategic plan and operational priorities.
- Collect reimbursement, revenues, fines, fees, restitution and Court costs as ordered through enhanced collection efforts such as improved tracking, monitoring of non-compliance by enhanced computer capabilities, and increased accountability by appropriate sanctions

Goal: To provide greater access to services for the public.

Objectives(s)

- Assist County and other entities in improving County-wide transportation to facilities
- Improve understanding of transportation challenges through conducting and/or assisting in a needs assessment of the issue
- Increase knowledge and understanding of the non-English speaking public through exploring/developing/installing bi/tri-lingual signage for Court forms, programs and buildings, hiring bi-tri-lingual, multi-cultural staff
- Increase accessibility through the development of an effective website/web portal, computer access to Court services in public facilities such as the library, establish satellite offices, operational hour expansion/non-traditional Court hours and the creation of an Information Center at all Court location

Goal: To provide efficient and effective operations and services

Objective(s)

- Standardize/streamline internal work processes - e. g. data entry, case processing
- Evaluate program outcomes
- Expanding/utilize technology – e.g. imaging, video conferencing, intranet, wireless connections
- Develop consistent bench practices by judges and referees
- Update policy/procedure manual

- Reviewing case flow management reports for compliance status
- Cross-train staff
- Improve customer satisfaction through the development of a customer satisfaction plan and the development of a “handbook” for customers
- Improve the quality of programming through conducting a Female-Responsive Needs Assessment and evaluation of substance abuse treatment

Goal : To create an effective, organizational structure that fosters a positive work environment, information sharing and collaboration

Objective(s)

- Increase staff training on various topics including teamwork, resources, etc., through the development of a Training Task Force (Ottawa County Judicial Institute) and by offering staff “stretch assignments” to expand their knowledge of the Courts’ operations
- Increase problem-solving opportunities by establishing Employee Advisory and Safety/Security Committees, conducting wage and classification studies and conducting regular employee surveys.
- Increase internal communication, information sharing by implementing consistent email technology within the Department
- Identify/implement strategies to strengthen Administrative Team teamwork
- Develop formal staff orientation and schedule/organize informal, staff gatherings

Performance and Activity Measures							
Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
Referee and Intake Functions / Processing Measures							
Delinquency and Felony Violation	2,689	2,332	2,602	2,724	2,760	2,700	2,700
Probation Violations	352	402	437	372	273	300	300
Misdemeanors	974	906	1,110	1,871	1,816	1,800	1,800
Victim’s Rights Responses	673	727	734	800	709	700	700
Adjudications	665	811	573	402	210	300	300
Preliminary Hearings	133	84	103	109	110	110	110
Pre-trials	579	526	383	534	519	520	520
Traffic Hearings	73	109	103	130	141	140	140
# of Youths Receiving Substance Abuse Treatment	84	84	71	72	96	100	100
Probation Services Measures							
# of Juveniles	459	456	501	480	451	475	475
Family Assessment, Crisis Intervention, Referrals Measures							
# of Client Families	1,016	1,477	1,398	1,309	1,415	1,400	1,400
Truancy, Incurribility Measures							
# of Cases Screened	1,026	1,477	1,398	1,309	1,415	1,400	1,400

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Circuit Court Administrator	1.000	1.000	1.000	\$97,799
Juvenile Services Director	1.000	1.000	1.000	\$84,177
Juvenile Court Referee	1.000	1.000	1.000	\$64,901
Casework Services Supervisor	1.000	0.250	0.250	\$14,084
Asst Director - Juvenile Svcs	1.000	0.250	0.250	\$17,250
Judicial Clerk Juvenile	2.000	1.000	1.000	\$25,344
Senior Case Worker	0.000	0.250	0.250	\$12,462
Caseworkers	8.000	3.000	3.000	\$132,304
Juvenile Register	1.000	1.000	1.000	\$46,619
Reimbursement Specialist	1.000	1.000	1.000	\$28,563
Assistant Juvenile Register	1.000	1.000	1.000	\$34,258
	<u>18.000</u>	<u>10.750</u>	<u>10.750</u>	<u>\$557,761</u>

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$143,375	\$90,943	\$82,024	\$78,760	\$78,760
Charges for Services	\$47,971	\$47,782	\$47,222	\$46,000	\$46,148
Fines and Forfeitures	\$2,305	\$1,298			
Other Revenue				\$13,540	
Total Revenues	<u>\$193,651</u>	<u>\$140,023</u>	<u>\$129,246</u>	<u>\$138,300</u>	<u>\$124,908</u>
Expenditures					
Personnel Services	\$1,225,725	\$1,232,396	\$1,025,397	\$762,227	\$797,536
Supplies	\$38,050	\$58,042	\$83,727	\$42,215	\$56,383
Other Services & Charges	\$655,443	\$571,478	\$562,131	\$532,602	\$402,621
Capital Outlay					
Total Expenditures	<u>\$1,919,218</u>	<u>\$1,861,916</u>	<u>\$1,671,255</u>	<u>\$1,337,044</u>	<u>\$1,256,540</u>

Budget Highlights:

Effective with the 2006 budget, expenditures for the Crossroads Juvenile Treatment facility have been moved to the Child Care fund in order to maximize State reimbursements.

Function Statement

This department records the Juvenile Accountability Block Grant (JABG) which consists of State and Federal funding used primarily for equipment purchases.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$97,900	\$27,757	\$50,530	\$99,140	
Total Revenues	\$97,900	\$27,757	\$50,530	\$99,140	
Expenditures					
Personnel Services					
Supplies	\$15,770	\$1,040	\$9,491	\$3,470	
Other Services & Charges	\$16,775	\$17,973	\$32,666	\$106,685	
Capital Outlay	\$77,378	\$10,645	\$14,820		
Total Expenditures	\$109,923	\$29,658	\$56,977	\$110,155	

Budget Highlights:

The current JABG grant expires in 2005. At budget time, the County had not been notified of any additional grant awards.

Function Statement

The Adult Probation Department has two primary functions. First, Adult Probation completed pre-sentence investigations for the Circuit Court. These investigations are required by statute and number approximately 72 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 1,000 offenders on felony-level community supervision in Ottawa County at the end of 2004. In addition to the traditional types of supervision, we have agents who supervise offenders on the electronic monitoring system and through the newly established Drug Court. Workload averages have remained relatively stable over the past few years.

The Adult Probation Department has representatives in three locations: Grand Haven, Hudsonville, and Holland. 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.

Performance and Activity Measures
--

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Pre-Sentence and Probation Violation Investigations Measures</i>							
# of Investigations	1,028	1,019	1,012	1,104	1,083	1,100	1,125
<i>Supervision of Probationers Measures</i>							
Average # of Probationers supervised monthly	902	906	910	931	979	1,012	1,025

Personnel

No personnel has been allocated to this department.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Expenditures					
Supplies	\$14,977	\$17,226	\$17,344	\$23,618	\$13,950
Other Services & Charges	\$182,258	\$135,053	\$103,184	\$80,674	\$110,451
Total Expenditures	\$197,235	\$152,279	\$120,528	\$104,292	\$124,401

Budget Highlights:

In 2006, Other Services & Charges are increasing to reflect a larger allocation of indirect administrative charges related to a facility move.

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

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Licenses and Permits	\$27,585	\$27,293	\$25,043	\$27,750	\$27,000
Total Revenues	<u>\$27,585</u>	<u>\$27,293</u>	<u>\$25,043</u>	<u>\$27,750</u>	<u>\$27,000</u>
Expenditures					
Other Services & Charges	\$34,532	\$22,212	\$31,894	\$42,428	\$37,981
Total Expenditures	<u>\$34,532</u>	<u>\$22,212</u>	<u>\$31,894</u>	<u>\$42,428</u>	<u>\$37,981</u>

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

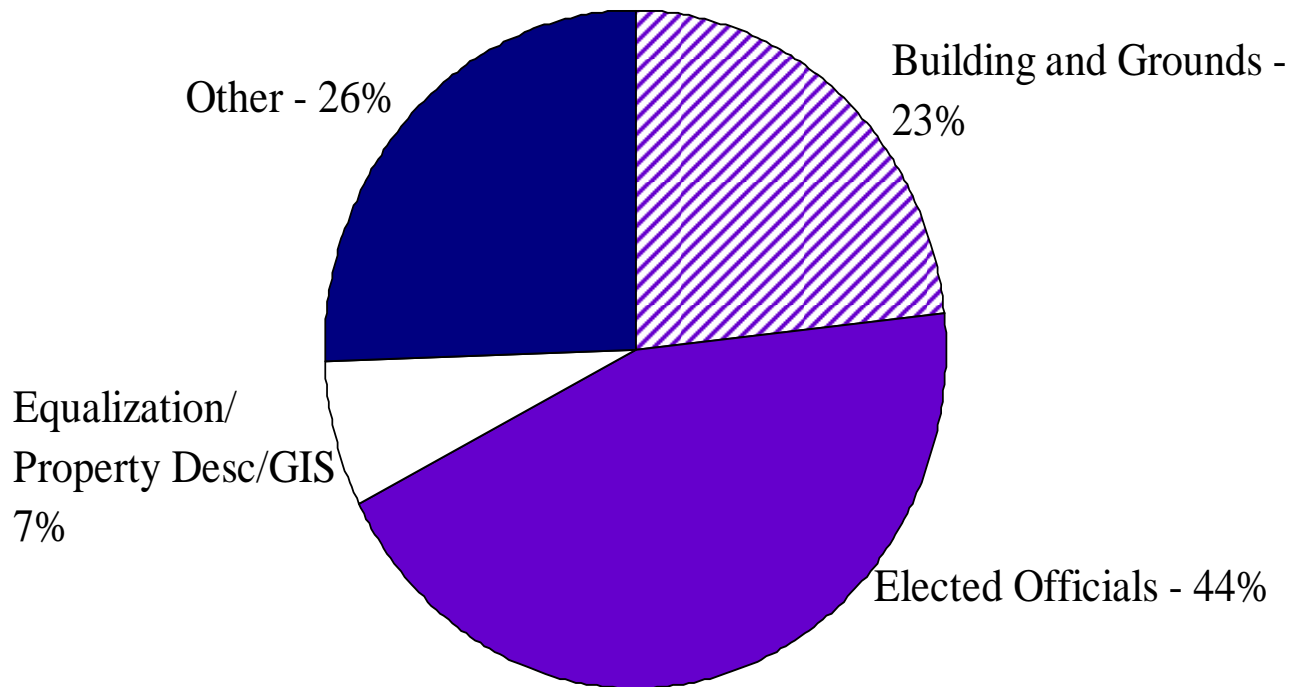
Personnel

No personnel has been allocated to this department.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Expenditures					
Supplies	\$5,452	\$3,191	\$1,552	\$4,175	\$3,025
Other Services & Charges	\$2,320	\$2,158	\$1,890	\$2,550	\$2,455
Total Expenditures	\$7,772	\$5,349	\$3,442	\$6,725	\$5,480

2006 General Fund
General Government Expenditures
\$14,908,509



Function Statement

The purpose of this department is to conduct and/or oversee all elections in Ottawa County; to set dates for special elections upon request; to assist in providing information and direction in the elections process including but not limited to administration, management, petition drives, recounts, and recalls; to provide a County-wide voter registration process; and to assist in the registration of voters throughout the County.

Performance and Activity Measures
--

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Elections Administration Measures</i>							
# of Voter Registration Applications Mailed	22,551	15,573	15,843	13,071	19,920	15,000	15,000
Election Scheduling Committee Meetings	4	5	6	2	3	0	0
# of Elections Held	8	11	8	6	7	3	4
# of Special Elections	3	8	5	3	4	0	0

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Elections Assistant	1.000	1.000	1.000	\$30,725
Records Processing Clerk III	0.000	1.000	1.000	\$25,539
Records Processing Clerk II	0.000	0.000	1.000	\$25,300
	1.000	2.000	3.000	\$81,564

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Charges for Services	\$16,773	\$13,808	\$13,149	\$3,000	\$20,000
Other Revenue	\$6,475	\$6,022	\$111	\$27,000	\$27,000
Total Revenues	\$23,248	\$19,830	\$13,260	\$30,000	\$47,000
Expenditures					
Personnel Services	\$54,374	\$55,008	\$63,735	\$57,261	\$131,027
Supplies	\$97,466	\$4,519	\$104,781	\$36,956	\$96,991
Other Services & Charges	\$37,353	\$13,090	\$42,546	\$36,144	\$30,566
Capital Outlay	\$50,730		\$5,375		
Total Expenditures	\$239,923	\$72,617	\$216,437	\$130,361	\$258,584

Budget Highlights:

2006 will be an election year for the County; consequently, expenditures for Supplies and Other Services & Charges show a large increase in 2006. In addition, one position has been moved from the Clerk's office to the Elections program.

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

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Other Revenue	\$1,145	\$1,304	\$1,111	\$2,550	\$2,550
Total Revenues	\$1,145	\$1,304	\$1,111	\$2,550	\$2,550
Expenditures					
Personnel Services					
Supplies					
Other Services & Charges	\$3,576	\$1,304	\$2,788	\$2,550	\$2,550
Total Expenditures	\$3,576	\$1,304	\$2,788	\$2,550	\$2,550

Function Statement

The Fiscal Services Department records all financial activity within the County and provides timely financial reports to the Elected Officials and Department Heads. The primary functions of the department include payroll processing, accounts payable, general ledger, grant reporting, maintaining the fixed asset listing, and invoice receivables related to inmates, jail and Sheriff functions, Community Corrections, Register of Deeds, Probate Court, Prosecuting Attorney, and Geographic Information Systems. The Fiscal Services Administration also supervises the insurance and Medicaid billings for Community Mental Health receivables, Health receivables, and provides fiscal services personnel support for the Health and Mental Health Departments.

In addition, the Fiscal Services department is responsible for the preparation of the Comprehensive Annual Financial Report (CAFR) and the Schedule of Federal Financial Assistance (single audit). The Department is also 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 Ottawa County CAFR has been a recipient of the Government Finance Officers Association' Certificate of Achievement for Excellence in Financial Reporting for the past nineteen 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.

Last, the Fiscal Services department is responsible the preparation of the annual budget. This includes providing departments with information necessary to complete their portion of the budget, reviewing, analyzing, and summarizing the information for the Finance Committee and the Board of Commissioners. 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 reviewing all County budgets and recommends corrective action when necessary and/or prudent to the achievement of long-term County goals.

Department Goals and Objectives
--

Goal: Provide timely financial reports and information to the Elected Officials, Department Heads, special funding sources, and other interested parties in accordance with generally accepted accounting principals

Objective: Provide technical assistance and support to all departments for the financial systems and accounting processes

Objective: Adhere to reporting guidelines for federal, state and local funding sources as well as County policies

Goal: Manage and maintain financial records according to legal and reporting requirements

Objective: Ensure the safekeeping and confidentiality of records

Objective: Review and update record retention schedules as required

Goal: Accurately prepare and report bi-weekly payrolls in accordance with federal and state statutes, regulations, County policies and collective bargaining unit agreements

Objective: Prepare and report electronically W-2 information, tax deposits, and tax reporting

Objective: Review the employee capability to access personal payroll information

Goal: Process disbursements of funds according to County policies and procedures

Objective: Produce Board approved payments to meet the financial obligations of the County accurately and timely

Objective: Prepare and report electronically 1099-vendor information timely

Goal: Invoice all accounts receivables to ensure prompt reimbursement to the County

Objective: Continue to update billing processes to accommodate Mental Health and Health state requirements

Objective: Review with departments their billing requirements and procedures to ensure accurate invoicing

Objective: Utilize the software programs to minimize the preparation time of invoices

Goal: Identified in the 1994 Strategic Plan ways to improve County financial stability and maintain integrity. The audit function of the Finance Department addresses the integrity of Ottawa County finances.

Objective: Prepare the CAFR, the single audit, and other required reports in accordance with generally accepted principals in a timely and quality conscious manner

Objective: Complete 2005 CAFR by June 15, 2006

Objective: Complete 2005 single audit by July 31, 2006

Objective: File State of Michigan F-65 report to the State by June 30, 2006

Objective: Submit 2005 CAFR to the GFOA Certificate of Achievement program

Goal: Assure proper financial and accounting systems and policies are followed

Objective: Complete an annual audit of petty cash held by each department

Objective: Review Internal Control questionnaires

Objective: Keep abreast of any changes and/or updates to financial systems and GASB pronouncements

Goal: Use computer technology to improve quality, efficiency, and productivity

Objective: Continue computerization of CAFR and work papers

Objective: Create a manual of the audit process detailing spreadsheet information and file references


Goal: Develop Financial Policies

Objective: Develop a formal debt policy

Goal: Develop Multi-Year budget plan

Objective: Update three-year General Fund projections

Objective: Maintain projections for the Financing Tools

 **Goal:** Utilize zero-based budgeting concept

Objective: Work with departments to maintain detailed budget information in major expenditure accounts


Goal: Improve the annual budget book

Objective: Work with the new program research analyst to develop useful performance measurements in departments.

Objective: Submit budget to GFOA Distinguished Budget Award program

Goal: Improve efficiency

Objective: Upload department budget requests to reduce data entry keying time.

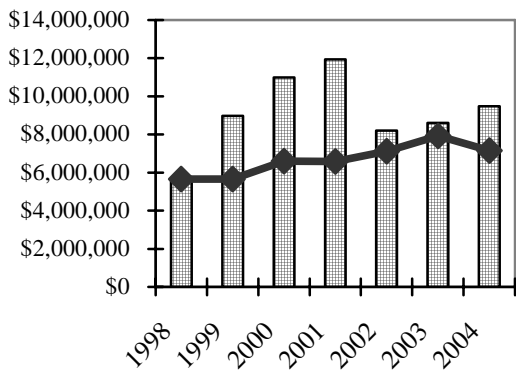
 **Goal:** Maintain a General Fund undesignated fund balance of 15% of General Fund expenditures in the last audit

Performance and Activity Measures

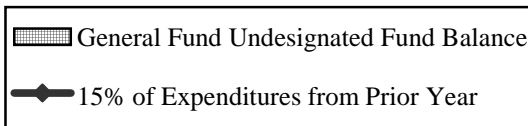
Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Payroll Measures</i>							
# of Payroll Checks Issued	24,417	27,608	26,697	27,116	27,597	28,322	28,500
# of W-2 Forms Issued	1,335	1,365	1,400	1,398	1,408	1,408	1,408
<i>Accounts Payable Measures</i>							
# of Vendors	3,263	3,618	3,736	4,124	4,667	5,000	5,500
# of Invoices Processed	46,706	46,639	46,728	47,075	49,367	50,000	50,500
# of Checks Produced	25,302	25,768	26,188	25,633	25,471	26,000	26,300
# of 1099 Forms Issued	425	418	377	300	447	447	447
<i>Grant Reporting Measures</i>							
# of Grant Reports/Invoices	1,062	1,284	1,460	1,724	1,255	1,738	1,738
<i>General Ledger Measures</i>							
# of Journal Transactions Processed	597,368	632,790	652,199	596,845	431,614	500,000	550,000
# of G/L Funds Maintained	81	82	82	80	83	83	83
<i>Inmate Housing Fee Measures</i>							
# of Invoices Issued	2,486	2,596	2,938	2,722	2,829	2,671	2,671
# of Receipts	1,636	1,666	1,742	1,690	1,414	1,344	1,344
# of Statements	7,623	7,888	8,853	8,602	8,702	8,137	8,137

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
Collection Rate	9%	9%	9.6%	8.0%	8.0%	8.0%	8.0%
Public Acts 16 & 237 State Billing Measures							
# of Inmates Billed (PA 16)	82	156	85	84	82	124	124
# of Days Billed (PA 16)	1,290	2,019	787	792	643	970	970
# of Inmates Billed (PA 324)	132	92	121	157	70	44	44
# of Days Billed (PA 324)	5,928	5,221	7,253	5,466	5,825	4,270	4,270
Commissary System Measures							
# of Orders Processed	9,762	9,697	11,455	12,041	11,507	12,000	12,000
Community Corrections Billing Measures							
# of Invoices	1,938	1,940	1,712	1,656	457	146	146
# of Receipts	2,748	2,703	2,212	2,288	808	113	113
# of Statements	4,399	4,092	3,413	3,905	1,456	204	204
Collection Rates							
ISP Drug Testing	87%	77%	81%	81%	82%	82%	82%
Community Service	88%	85%	86%	86%	86%	86%	86%
Domestic Violence	84%	80%	77%	78%	79%	79%	79%
Youthful Offender	50%	82%	61%	62%	61%	61%	61%
Other Billing Measures							
# of Invoices Issued	2,460	2,415	2,845	3,396	5,385	7,149	7,149
# of Receipts	2,250	2,294	2,595	2,894	3,505	3,961	3,961
# of Statements	3,750	3,350	3,428	4,781	10,163	13,467	13,467
Auditing Services Measures							
# of Funds Audited	70	69	71	73	66	66	66
# of Federal Grants for Single Audit Received	83	97	104	88	82	82	82
GFOA Certificate of Achievement	Yes	Yes	Yes	Yes	Submitted	TBD	TBD

TBD = To Be Determined



The graph to the left shows that the County has been successful in its goal to maintain a fund balance of 10 - 15% of the prior year's audited expenditures. In fact, in the last few years, the General Fund has surpassed this 15% mark. During 2002, \$5.36 million was transferred out to the financing tool funds from the 2001 revenues over expenditures.



Financial Benchmarking Project:

During 2002, the Ottawa County Finance Department initiated a financial benchmarking project to look at performance relative to neighboring counties, Michigan counties of similar size, and Michigan Counties with a AAA bond rating. The project was updated this year with 2003 figures. Several of the measures reported were suggested from David Ammon's book, *Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards*. Descriptions of the measures and their significance follow.

SEV (State Equalized Value): reflects 50% of the true cash value of property.

Taxable Value: Under Proposal A of 1994, the State approved an amendment to the Michigan constitution permitting legislature to authorize ad valorem taxes on a non-uniform basis. This new measure of property value is known as "taxable value." Taxable value of existing property is limited to the lesser of the percentage net change in SEV from the preceding year to the current year, up to five percent or the rate of inflation (which ever is lower). When property is sold or transferred, taxable value is adjusted to the SEV.

Percentage Variance Between SEV and Taxable Value: Lower percentages can reflect both high property turnover and/or strong new growth in the municipality.

County Operating Levy: Property taxes used to fund most County operations. For the benefit of the taxpayer, low rates are favorable.

Operating Millage Cushion: The difference between the maximum levy allowed by State statute and the actual levy approved. The higher the number, the better as this represents financial flexibility for the municipality.

Total Millage Levy: All property tax levies for a municipality. This will include the operating levy and any special voted millages such as E-911 and Public Safety.

Total Governmental Funds Fund Balance as a Percentage of Governmental Funds Expenditures: Governmental Funds include the General, Special Revenue, Debt Service, Capital Projects, and Permanent funds. Higher numbers reflect greater financial flexibility.

Debt Amortization: Reflects how fast a municipality is repaying its debt. Higher numbers are preferred, and rating agencies expect that no less than 50 percent of the will be paid back within ten years.

Expenditures per Capita: Lower numbers may suggest a more efficient operation, but the results will vary depending on the range of services provided.

FTEs (Full-time Equivalents) per 1,000 residents: The number of full time staff members per 1,000 residents. Lower numbers may indicate greater efficiency, but the results will vary depending on the range of services provided.

Bonded Debt per Capita (primary government): The amount of debt outstanding for the municipality per resident. Lower numbers reflect greater financial flexibility.

Bonded Debt per Capita (reporting entity): The amount of debt outstanding for the municipality and its component units (e.g. public utilities) per county resident.

Debt Service Ratio: The amount of annual debt payments as compared to the total expenditure budget. A lower percentage may indicate greater financial flexibility.

Ottawa County Financial Benchmarks as Compared to Neighboring Counties:

Measure	Ottawa	Allegan	Muskegon	Kent
SEV	\$9,735,663,464	\$4,591,867,887	\$4,840,137,970	\$20,930,699,290
Taxable Value	\$8,017,866,823	\$3,407,174,542	\$3,795,561,731	\$18,015,373,868
% Variance Between SEV and Taxable Value	17.6%	25.8%	21.6%	13.9%
County Operating Levy	3.5000	4.7100	5.6984	4.2803
Operating Levy Cushion	.7762	0.0000	0.5016	0.0397
Operating Levy Cushion as a % of Operating Levy	22.2%	0.0%	8.8%	0.9%
Total Millage Levy	4.2593	6.6275	6.7957	5.3140
Total Fund Balance as a % of Total Governmental Funds				
Expenditures	57.0%	36.4%	19.5%	57.7%
% Debt Amortized in 5 yrs	43.8%	43.52%	34.00%	44.30%
% Debt Amortized in 10 yrs	74.2%	74.62%	58.00%	63.70%
Expenditures per Capita	\$414.85	\$568.63	\$234.94	\$372.32
FTEs per 1,000 residents	3.66	6.19	7.60	3.18
Bonded Debt per Capita (Primary Government)	\$71.37	\$125.71	\$86.26	\$295.53
Bonded Debt per Capita (Reporting Entity)	\$373.28	\$302.59	\$320.22	\$714.00
Debt Service Ratio	2.23%	5.55%	3.70%	3.69%

Ottawa County Financial Benchmarks as Compared to Counties of Similar Size:

Measure	Ottawa	Washtenaw	Saginaw	Genesee	Kalamazoo
SEV	\$9,735,663,464	\$16,314,985,717	\$5,378,529,278	\$12,294,546,948	\$8,022,206,352
Taxable Value	\$8,017,866,823	\$12,821,032,767	\$4,621,922,499	\$10,108,083,643	\$6,757,516,459
% Variance Between SEV and Taxable Value	17.6%	21.4%	14.1%	17.8%	15.8%
County Operating Levy	3.5000	4.611	4.8607	5.5095	4.6871
Operating Levy Cushion	.7762	0.8890	0.0000	0.0000	0.0000
Operating Levy Cushion as a % of Operating Levy	22.2%	19.3%	0.0%	0.0%	0.0%
Total Millage Levy	4.2593	5.3610	7.6343	6.4793	6.1362
Total Fund Balance as a % of Total Governmental Funds					
Expenditures	57.0%	23.6%	37.9%	41.3%	16.2%
% Debt Amortized in 5 yrs	43.8%	41.00%	54.70%	38.51%	28.20%
% Debt Amortized in 10 yrs	74.2%	74.00%	86.90%	27.66%	59.69%
Expenditures per Capita	\$414.85	\$473.71	\$452.92	\$687.22	\$436.30
FTEs per 1,000 residents	3.66	4.87	3.45	2.85	4.04
Bonded Debt per Capita (Primary Government)	\$71.37	\$130.66	\$80.30	\$274.52	\$39.24
Bonded Debt per Capita (Reporting Entity)	\$373.28	\$279.68	\$144.87	\$298.74	\$99.62
Debt Service Ratio	2.23%	3.33%	2.47%	1.88%	2.97%

Ottawa County Financial Benchmarks as Compared to AAA Investment Rated Michigan Counties:

Measure	Ottawa	Kent	Oakland	Macomb
SEV	\$9,735,663,464	\$20,930,699,290	\$70,296,996,641	\$33,721,486,758
Taxable Value	\$8,017,866,823	\$18,015,373,868	\$55,986,490,872	\$26,980,530,368
% Variance Between SEV and Taxable Value	17.6%	13.9%	20.4%	20.0%
County Operating Levy	3.5000	4.2803	4.1900	4.2000
Operating Levy Cushion	.7762	0.0397	0.0459	0.3971
Operating Levy Cushion as a % of Operating Levy	22.2%	0.9%	1.1%	9.5%
Total Millage Levy	4.2593	5.3140	4.4322	4.8007
Total Fund Balance as a % of Total Governmental Funds				
Expenditures ¹	57.0%	57.7%	51.9%	109.8%
% Debt Amortized in 5 yrs	43.8%	44.30%	45.60%	33.00%
% Debt Amortized in 10 yrs	74.2%	63.70%	73.70%	59.00%
Expenditures per Capita	\$414.85	\$372.32	\$291.03	\$287.00
FTEs per 1,000 residents	3.66	3.18	3.76	3.41
Bonded Debt per Capita (Primary Government)	\$71.37	\$295.53	\$127.33	\$63.50
Bonded Debt per Capita (Reporting Entity)	\$373.28	\$714.00	\$258.33	\$63.50
Debt Service Ratio	2.23%	3.69%	8.73%	2.39%

Analysis

It should be clear that Ottawa County's tax base, and therefore its property tax revenue, is more than able to fund County services. Important to note is the percentage cushion with our operating levy. Ottawa County could have levied 22% more in property taxes 2003 than it did levy, well above neighboring counties, counties of similar size, and even AAA counties in the State of Michigan. This cushion speaks well for the financial flexibility of the County. In addition, the level of fund balance (expressed as a percentage of governmental expenditures) also enhances the financial stability of the County.

The Ottawa County debt burden is high relative to the comparison counties. Although the direct debt of the County is quite modest, Ottawa County guarantees the water and sewer issues of municipalities within the County. Since Ottawa County has had substantial growth in the last decade, it is the infrastructure requirements of this growth that has resulted in the elevated debt levels. Moody's Investors Service is comfortable with the County's debt levels. In assigning a rating to bonds issued in November of 2002, they noted: "Moody's believes the County's average debt burden will remain manageable given continued significant tax base growth and limited future borrowing plans for direct County needs."

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Fiscal Services Director	0.800	0.800	0.500	\$41,283
Finance Director	0.500	0.500	0.000	\$0
Budget/Audit Manager	0.600	0.600	0.600	\$37,764
Senior Accountant	0.000	0.000	0.800	\$41,084
Accountant II	2.900	2.900	3.900	\$180,733
Payroll Specialist	1.000	1.000	1.000	\$40,268
Account Clerk II	3.000	2.500	2.500	\$83,844
Accountant I	1.500	1.500	0.500	\$21,793
Account Clerk I	1.000	1.000	2.000	\$53,325
Administrative Assistant	0.000	0.500	0.000	\$0
	11.300	11.300	11.800	\$500,094

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$19,200	\$18,800	\$22,000	\$18,000	\$18,000
Charges for Services	\$2,879,119	\$2,663,384	\$2,719,351	\$2,806,604	\$3,033,819
Other Revenue	\$1,471	\$1,448	\$1,605	\$1,500	\$1,500
Total Revenues	\$2,899,790	\$2,683,632	\$2,742,956	\$2,826,104	\$3,053,319
Expenditures					
Personnel Services	\$574,758	\$612,721	\$676,529	\$648,499	\$738,367
Supplies	\$38,873	\$40,603	\$37,391	\$65,424	\$48,047
Other Services & Charges	\$182,014	\$135,529	\$131,572	\$134,652	\$132,190
Capital Outlay					
Total Expenditures	\$795,645	\$788,853	\$845,492	\$848,575	\$918,604

Budget Highlights:

During 2005, the Finance and Accounting departments were reorganized into one Fiscal Services department. The position and budgetary figures above reflect the consolidation over each of the years.

Function Statement

The Office of Corporation Counsel represents the County, its Board of Commissioners, Officers, 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.

Establishment of the Office of Corporation Counsel is authorized by MCLA 49.71; MSA 5.824.

Department Goals and Objectives
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Goal: Respond to growing demands for civil legal services

Objective: Shorten response time on requests for legal services

Objective: Revise, develop, and consolidate policies and procedures to facilitate County operations

Objective: Continue to work in state-wide county counsel activities on matters of local concern

Performance and Activity Measures
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Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Civil Counsel Division Measures</i>							
# of Opinions Issued	2	6	5	5	4	7	15
# of Contracts	221	327	284	288	390	400	425
# of Agreements	23	26	29	24	24	30	35
# of Resolutions	32	24	27	26	31	35	40
# of FOIA Requests	49	33	41	41	38	45	55

Resources

Personnel Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Corporate Counsel	0.950	0.950	0.950	\$92,909
Administrative Secretary I	0.625	0.625	0.625	\$24,849
	1.575	1.575	1.575	\$117,758

Funding

Expenditures	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Personnel Services	\$124,244	\$133,382	\$138,878	\$150,497	\$161,904
Supplies	\$8,166	\$6,827	\$8,243	\$11,750	\$9,058
Other Services & Charges	(\$3,489)	\$12,414	\$11,140	\$13,984	\$18,212
Total Expenditures	\$128,921	\$152,623	\$158,261	\$176,231	\$189,174

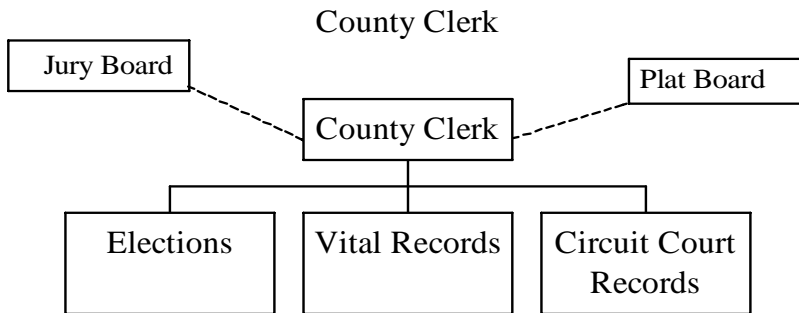
Function Statement

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, assumed names, and plats as well as providing access to those records by the general public. We issue a large number of passports every year and provide services to the public. By maintaining satellite offices in the Holland and Hudsonville areas, we are able to provide these services more conveniently for the public.

Along with the vital records, records of the proceedings of the Board of Commissioners and their committees are kept. We also maintain the proceedings of the Plat Board, Concealed Weapons Board, Elections Commission, Canvass Board, and many other County committees.

The County Clerk’s office is also responsible for the oversight of all elections held in the County, for the development and printing of ballots, and the ordering of all election supplies for all State and Federal elections. Beginning in 2005, the County Clerk’s office will also be responsible for running all school board and special elections as mandated under the Election Consolidation Acts of 2003. The Office is also responsible for training election workers for those elections and for the dissemination of campaign finance information, as well as, filing all local campaign finance committees and their reports. After every election, the County Clerk’s office also reviews all election returns and assists the Board of Canvassers in the finalization of the election results.

Circuit Court Records, a division of the County Clerk’s office, commences 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 quarterly statistical reports and sending them to the State Court Administrators 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, and (4) preparation of juror list, notifications, excuses, and payroll, (5) assisting in the preparation of Personal Protection Orders.



Department Goals and Objectives

- **Goal:** Develop a paperless court system
 - Objective:** Image all court records
 - Objective:** Provide internet access to records with the security necessary to protect the original record
- **Goal:** Participate in the interactive county web site
 - Objective:** To better serve the citizens of Ottawa County in a more cost-effective manner
- Goal:** To create a more “Team Work” environment
 - Objective:** Create higher job satisfaction
 - Objective:** Improve communications between all staff

➤ *Denotes Strategic Plan directive*

Performance and Activity Measures
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Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Vital Records Measures</i>							
# of Birth Certificates	2,937	2,885	2,906	2,714	2,818	2,800	2,820
# of Death Certificates	1,304	1,164	1,258	1,188	1,200	1,350	1,450
# of Marriage Licenses	1,821	1,863	1,841	1,827	1,667	1,700	1,650
# of Passports	3,769	3,726	3,573	3,211	3,256	3,300	3,500
# of Concealed Weapons Permits	301	831	703	400	785	850	600
# of Assumed Names & Co-Partnerships	1,537	1,579	1,627	1,668	1,643	1,700	1,600
# of Notary Commissions Filed	725	704	664	767	452	500	616
<i>Circuit Court Records Measures</i>							
# of Civil Cases Filed	1,502	572	511	425	477	500	510
# of Criminal Cases Filed	1,066	983	1,104	1,106	1,015	1,125	1,150
# of Divorce Cases Filed	1,031	1,050	956	973	925	1,000	1,025

Resources

Personnel	2005 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
County Clerk	1.000	1.000	1.000	\$79,071
Chief Deputy County Clerk	1.000	1.000	1.000	\$44,869
Assistant Chief Deputy County Clerk	1.000	1.000	1.000	\$43,585
Administrative Secretary I	1.000	1.000	1.000	\$36,180
Deputy Court Clerk I	1.000	1.000	1.000	\$34,485
Records Processing Clerk I	4.000	4.000	4.000	\$85,974
Records Processing Clerk II	7.600	8.600	8.600	\$233,891
Records Processing Clerk III	4.000	4.000	3.000	\$89,346
Records Processing Clerk IV	1.000	1.000	1.000	\$33,647
	21.600	22.600	21.600	\$681,048

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Licenses and Permits	\$23,056	\$21,050	\$32,867	\$35,000	\$30,000
Charges for Services	\$471,846	\$482,858	\$515,382	\$525,000	\$531,000
Other Revenue			\$180		
Total Revenues	\$494,902	\$503,908	\$548,429	\$560,000	\$561,000

Expenditures

Personnel Services	\$755,266	\$804,922	\$890,145	\$969,628	\$1,069,003
Supplies	\$102,928	\$56,017	\$58,195	\$71,056	\$83,025
Other Services & Charges	\$118,225	\$121,990	\$136,906	\$155,212	\$147,651
Total Expenditures	\$976,419	\$982,929	\$1,085,246	\$1,195,896	\$1,299,679

Budget Highlights:

One records processing clerk III has been reassigned to Elections with the 2006 budget.

Function Statement

The Administrator is responsible for the execution of policies and procedures as directed by the Board and the supervision of all non-elected Department Heads.

The Administrator is responsible for the day-to-day administration of the County.

The Administrator supervises the operation and performance of all County departments and heads of departments except elected officials and their officers; and, with the approval of the Board, appoints and removes all heads of departments other than elected officials.

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 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 for approval.

Department Goals and Objectives
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Goal: Strategic Planning & Organizational Development

Objective: Implement 2006 Strategic Plan

Objective: Lead 2007 Business Plan development

Objective: Complete Plante & Moran Evaluation implementation

Objective: Develop and implement outcome based performance measurements for all County departments

Objective: Implement Officers Compensation Commission



Goal: Maintain and improve County financial health

Objective: Maintain or improve bond ratings

Objective: Continue plan to eliminate operating budget deficit in 5 years

Objective: Fund financing tools to the extent possible

Objective: Develop and implement 5 year capital improvement plan



Goal: Continue and improve communication plan

Objective: Continual improvement of communication at all levels including the Board of Commissioners, Citizens, Employees, Department Heads, Elected Officials, & Judiciary, Road Commission, Local Units of Government, and Other County Stakeholders

Objective: Work to improve County information on local cable tv stations

Objective: Develop critical communicator network

Objective: Continue to improve Lansing based activity with MAC and GCSI

Objective: Continue to improve media relations



Goal: Improve relations with County employees

Objective: Continue to work with Group T employees to foster a non-union environment

Objective: Continue to implement labor-management cooperation committee

Objective: Continue to implement and modify executive and management meeting schedules

Goal: Business Service Improvement

Objective: Develop new mission statement and a values statement

Objective: Develop new goals and objectives per the strategic plan

Objective: Develop annual business improvement plan

Objective: Work with department heads to develop outcome based performance measurements where necessary and to begin using performance measurements to justify and measure the impact of new personnel and significant operating and capital/equipment budget requests.

Objective: Make performance measurements a more meaningful and important part of the annual budget process

Objective: Review phone system performance

Objective: Evaluate selected administrative policies and procedures including identification and codification of unwritten policies and procedures

Objective: Continue implementation of *miOttawa.org* interactive website

Accomplishments

- Implemented local unit newsletter and semi-annual quadrant meetings
- Presented 1st State of the County Address and 1st Countywide Annual Report
- Completed Plant & Moran evaluation of MIS Department
- Conducted MIS Director Hiring Process
- Conducted Health Officer Hiring Process
- Combined Finance and Accounting Departments into new Fiscal Services Department
- Implemented plan to eliminate budget deficit in 5 years
- Financing Tools fully funded
- Bond ratings from FitchRatings, Standard & Poors & Moody’s maintained
- Conducted Employee Survey and completed a substantial portion of employee survey recommendations including Employee Survey Team, Employee Recognition Team, and Countywide Employee Newsletter Team.
- Created Labor Management Cooperation Team appointed.
- miOttawa.org created and first interactive web offering completed
- Initiated quarterly department director meetings, monthly meetings with elected officials, quarterly meetings with Road Commission officials and brown bag lunches with employees at different County facilities
- Group T Benefits Survey conducted and then a follow-up survey was conducted
- Implemented executive performance evaluation system
- Initiated new policy format and began review and update of all County policies
- Provided staff support to the Housing Commission Study Group
- Completed Rye Study Report, Implemented Appeals Committee



Denotes Strategic Plan directive

Resources					
Personnel	2004	2005	2006	2006	
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary	
Administrator	0.840	0.840	0.840	\$105,491	
Business Improvement/ Communications Coordinator	0.000	1.000	1.000	\$65,692	
Administrative Assistant	1.000	0.500	1.000	\$37,182	
	1.840	2.340	2.840	\$208,365	
Funding	2002	2003	2004	2005 Current	2006
	Actual	Actual	Actual	Year	Adopted
				Estimated	by Board
Expenditures					
Personnel Services	\$192,287	\$198,400	\$205,217	\$278,735	\$295,171
Supplies	\$1,937	\$2,909	\$16,008	\$8,592	\$21,311
Other Services & Charges	\$16,427	\$12,825	\$21,554	\$34,454	\$78,672
Total Expenditures	\$210,651	\$214,134	\$242,779	\$321,781	\$395,154

Budget Highlights:

The 2006 budget includes \$20,000 for department head training on goals and objectives formulation.

Function Statement

The Equalization Department is statutorily mandated to administer the real and personal property tax at the County level and to conduct valuation studies in order to set the total taxable value of each classification of property in each township and city. The department also makes all of the tax limitation and "Truth in Taxation" calculations, provides advice and assistance to local unit assessors, school districts and other tax levying authorities, and does appraisal work for the County.

Department Goals and Objectives

Goal: Continue to conduct in a timely fashion required equalization studies of each class of property in each unit of government.

Goal: Assist local units with difficult or complex appraisals as well as other statutory duties.

Goal: File and meet in a timely fashion all required state reports, special requests for unique or unusual reports as requested by local units, school districts, and other users.

Goal: Fully implement B S & A Equalizer property system. Work out problems and guide local units in new assessment roll procedures.

Performance and Activity Measures

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Equalization Function Measures</i>							
Classes of Property Studied	118	118	118	116	116	116	116
# of Appraisals for L4018 studies	1,177	1,167	1,170	1,167	1,195	1,200	1,200
# of Appraisals for E C F Studies	125	211	154	126	134	140	140
# of Appraisals for Vacant land Studies	187	182	134	146	157	160	160
# of Personnel Property Audits	193	201	203	246	194	200	200
# of Deeds Processed for Sales Studies	15,573	17,304	23,879	24,746	27,252	30,000	33,000
# of Hours of Assistance to Local Units and School Districts	630	400	444	425	1000	600	500

ECF = Economic Condition Factor

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Equalization Director	0.900	0.900	0.900	\$73,996
Deputy Equalization Director	1.000	1.000	1.000	\$61,886
Personal Property Auditor	1.000	1.000	1.000	\$49,413
Appraiser III	4.000	4.000	4.000	\$185,904
Records Processing Clerk II	2.000	2.000	2.000	\$59,940
	8.900	8.900	8.900	\$431,139

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Charges for Services	\$349	\$151	\$104	\$150	\$100
Total Revenues	\$349	\$151	\$104	\$150	\$100
Expenditures					
Personnel Services	\$494,042	\$505,804	\$535,203	\$561,965	\$607,679
Supplies	\$8,265	\$7,354	\$17,373	\$16,336	\$13,490
Other Services & Charges	\$51,094	\$50,116	\$86,868	\$75,501	\$69,413
Capital Outlay					
Total Expenditures	\$553,401	\$563,274	\$639,444	\$653,802	\$690,582

Function Statement

The Human Resources Department represents a full-service personnel operation for the various departments that make up Ottawa County. It is a people-management operation including programs in the areas of personnel management, benefits administration, labor relations, classification maintenance, and training.

Among the diverse responsibilities are recruitment, selection, interviews (exit interviews), promotion, training, contract negotiations, grievance resolution, disciplinary process, employee compensation, administration of benefits, and employee wellness activities.

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 six (6) bargaining units. The department is responsible for contract negotiations with several organized unions that include not only negotiations but also 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 personnel throughout the organization. This is accomplished by offering a variety of in-house training, ranging from customer service skills 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.

Department Goals and Objectives
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Goal: Attract and retain a high quality work force.

Objective: Continue to enhance the employee selection/assessment process to assure the most qualified employees are being selected from the large pool of available applicants.



Objective: Continue to emphasize and provide educational/training opportunities to assist employees with career advancement.

Objective: Continue to assess, update and maintain compensation plans to effectively compete in the relevant labor market area.

Objective: Increase the diversity of the Ottawa County Work Force.

Goal: Provide high quality benefits to employees while implementing cost containment strategies.


Objective: Continue to make available to employees free or low cost counseling services through the employee assistance program.

Objective: Continue to offer two PPO programs with a reasonable premium co-pay cost to the employee.

Objective: Continue to implement strategies to contain costs on prescription drugs for both the employee and Ottawa County.

Goal: Control employee health costs through education and making them better health care consumers.

- Objective:** Continue to provide educational articles in the employee newsletter and through the intranet front page.
- Objective:** Develop educational sessions with the benefits specialist on health care consumerism and changes in the current health care plans.
- Objective:** Schedule informational sessions on both PPO plans with the third party administrator.
- Objective:** Continue to direct employees to interactive web sites for Ottawa County health care providers.

 Denotes Strategic Plan directive

Performance and Activity Measures							
Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Equal Employment Opportunity Activity Measures</i>							
<u>Recruitment/</u>							
<u>Advertising:</u>							
# of Positions Advertised	259	293	239	230	235	230	233
<u>Interviewing:</u>							
# of Applications Received	2,118	2,573	3,428	3,560	4,597	4,455	4,010
# of Interviews Conducted	615	578	512	503	498	475	495
# of Hires (Internal)	103	69	87	66	69	60	60
# of Hires (External)	176	207	154	144	135	130	130
# of Exit Interviews	44	46	48	32	24	25	35
<u>Employee</u>							
<u>Development:</u>							
# of Training Sessions	5	4	4	6	5	4	4
# of Employees Receiving Training	60	66	62	96	92	85	90
<i>Labor Relations Measures</i>							
<u>Grievance Resolution:</u>							
# of Grievances Received	13	16	19	8	6	6	7
% of Grievances/ # of Employees	1.59%	1.81%	2.11%	.98%	.64%	1.7%*	1.98%
* Increase in % of grievances is due to decrease in employees represented by collective bargaining agreements.							
<i>Counseling Services Provided Through the Employee Assistance Program</i>							
# of Hours of Service Provided	96.8	79	132	127.9	179.8	142	140
# of New Employees Seen	33	27	37	39	39	48	45
# w/ On-going Treatment	13	22	30	9	10	21	15

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Human Resources Director	0.750	0.750	0.750	\$62,184
Personnel Specialist	0.400	0.400	0.400	\$25,176
Personnel Benefits Specialist	0.100	0.100	0.100	\$4,778
Administrative Secretary I	1.000	1.000	1.000	\$39,759
Administrative Secretary II	1.000	1.000	1.000	\$43,585
Interviewer	1.000	1.000	1.000	\$47,780
Records Processing Clerk I	1.000	1.000	1.000	\$21,451
	5.250	5.250	5.250	\$244,713

Funding

Expenditures	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Personnel Services	\$285,823	\$308,812	\$326,008	\$321,128	\$361,866
Supplies	\$25,843	\$20,202	\$30,512	\$20,588	\$26,798
Other Services & Charges	\$132,383	\$128,624	\$150,157	\$213,397	\$155,121
Total Expenditures	\$444,049	\$457,638	\$506,677	\$555,113	\$543,785

Budget Highlights:

The 2005 estimate for Other Services & Charges includes funds for compensation studies for some of the bargaining units and unclassified employees. Consequently, 2006 expenditures for Other Services & Charges are lower.

Function Statement

The mission of the Ottawa County Prosecutor's Office is to preserve and improve the quality of life for our Ottawa County residents by promoting lawful conduct and enhancing safety and security through our diligent efforts to detect, investigate, and prosecute criminal offenses in Ottawa County.

The Prosecuting Attorney is the chief law enforcement officer of the County, charged with the duty to see that the laws are faithfully executed and enforced to maintain the rule of law. The 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 Fillmore 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.

Department Goals and Objectives
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- Goal:** Deliver the highest quality legal services on behalf of the People of the State of Michigan despite significant growth in caseloads in some areas.
Objective: Increase the amount and quality of training and education in prosecution skills.
Objective: Retain experienced career prosecutors.
- Goal:** 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.
Objective: Participate with community organizations, local law enforcement, and service providers in collaborative efforts to address issues effecting crime and victimization.
- Goal:** Continue the evolution of the victim's rights division to provide information, support, compassion and closure for victims of crime.
Objective: Increase program efficiency through improved electronic notification procedures.
- Goal:** Focus increased attention on the juvenile justice system and disposition options to prevent juveniles from continuing their involvement in criminal or gang-related behavior.
Objective: Increase staffing in the Family Court Division of the Prosecutor's Office.
Objective: Increase participation in local Teen Court (diversion) programs in conjunction with area high schools and law enforcement agencies.
Objective: Increase the number of cases being waived to adult court that involve repeat offenders and those who have known gang affiliation.
- Goal:** Maintain a high conviction rate and rigid plea negotiation standards.
Objective: Maintain a staffing level which affords Assistant Prosecutor's adequate case preparation time.
- Goal:** Enhance the computerization and automation of the office to more efficiently provide these services.
Objective: Implement court communication through a computer interface between the Prosecuting Attorney Association of Michigan (PAAM) Adult and Juvenile Case Tracking software with the County Justice System.
Objective: Develop a plan for future receipt, tracking and disbursement of police reports electronically.
Objective: Implement an imaging system for faster retrieval and processing of shared county documents.
Objective: Continue to work with the State and County toward the implementation of the Michigan Crime Victim Notification Network (formerly known as VINE).
Objective: Update office website.

Fund: (1010) General Fund

Department: (2290) Prosecuting Attorney

Goal: Solve high visibility crimes which remain open investigations.

Objective: Maintain an adequate staff level to enable the assignment of Assistant Prosecutors to the two Cold Case Teams formed in Ottawa County.

2004 Accomplishments:

- Effectively participated in the recently created Drug Court programs.
- Installed PAAM Adult Case Tracking version 3.0 which enabled the production of warrants on plain paper.
- Maintained a felony caseload level that was unchanged overall, with significant decreases in many high volume crime categories

Performance and Activity Measures							
Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Criminal Division Measures</i>							
# of Felony Cases Filed	1,460	1,397	1,536	1,473	1,463	1,536	1,613
# of Misdemeanor Cases Filed*	7,447	7,062	8,560	7,843	7,279	7,643	8,025
# of Domestic Violence Cases	748	603	631	649	612	643	675
# of Drug Cases	1,071	1,072	1,093	1,238	1,181	1,240	1,302
# of OWI Felony Cases	116	72	98	69	77	81	85
# of OWI Misdemeanor Cases	1,228	1,208	1,174	1,095	1,246	1,308	1,373
* Statistics updated to reflect current tracking methods used for annual reporting.							
<i>Appellate Division Measures</i>							
# of Appeals Briefs Filed	38	25	26	30	41	43	45
<i>Support Division Measures</i>							
# of Paternity Cases Filed	144	225	306	95	234	246	258
# of Non-Support Cases Filed	329	499	547	200	446	468	491
# of Incoming URESAs Filed	17	19	17	17	29	31	33
<i>Family Court Division Measures</i>							
# of Juvenile Offender Cases Filed	2,259	1,901	2,076	2,068	1,365	1,433	1,505
# of Abuse & Neglect Cases Filed	221	175	183	121	94	99	104
<i>Domestic Assault Program Measures</i>							
# of Cases Handled By Violence Intervention Officers	n/a	547	491	574	557	585	614

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Prosecuting Attorney	1.000	1.000	1.000	\$109,221
Division Chief	1.000	1.000	3.000	\$252,651
Chief Prosecuting Attorney	1.000	1.000	1.000	\$97,799
Assistant Prosecuting Attorney III	8.200	9.000	8.000	\$653,480
Office Administrator	1.000	1.000	1.000	\$54,732
Senior Secretary	8.500	8.500	8.500	\$277,590
Child Support Specialist	1.200	1.200	1.600	\$69,736
Domestic Violence Intervention Officer	2.000	2.000	2.000	\$98,826
Assistant Prosecuting Attorney I	1.000	1.000	0.000	\$0
Assistant Prosecuting Attorney II	1.000	1.000	1.000	\$62,235
	<u>25.900</u>	<u>26.700</u>	<u>27.100</u>	<u>\$1,676,270</u>

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$102,706	\$113,368	\$116,316	\$110,000	\$118,120
Charges for Services			\$18,576	\$20,000	\$19,000
Other Revenue	\$9,390	\$5,458	\$4,813	\$6,473	\$6,496
Total Revenues	<u>\$112,096</u>	<u>\$118,826</u>	<u>\$139,705</u>	<u>\$136,473</u>	<u>\$143,616</u>
Expenditures					
Personnel Services	\$1,673,232	\$1,866,673	\$1,991,130	\$2,147,793	\$2,349,026
Supplies	\$109,433	\$107,965	\$96,727	\$83,062	\$103,800
Other Services & Charges	\$397,904	\$421,418	\$444,285	\$439,682	\$484,823
Capital Outlay					
Total Expenditures	<u>\$2,180,569</u>	<u>\$2,396,056</u>	<u>\$2,532,142</u>	<u>\$2,670,537</u>	<u>\$2,937,649</u>

Function Statement

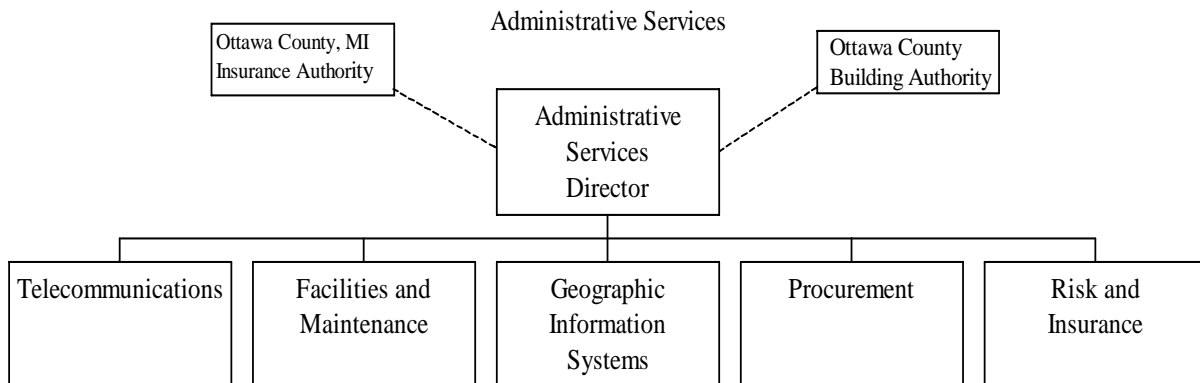
A function of the Administrative Services Department is to provide for fair and equitable treatment of all persons involved in public purchasing in Ottawa County and its constituent departments and agencies, to maximize the purchasing value of public funds in procurement, and to provide safeguards for maintaining a procurement system of equality and integrity. County policy requires a purchase order be approved and issued by the Administrative Service Department for all procurements in excess of \$500. It is the responsibility of Administrative Services to assure the purchasing system encourages competition and that vendors meet worker’s compensation, general liability, and automobile liability requirements and submit Material Safety Data Sheets as appropriate.

In addition, the Administrative Services Department monitors compliance with the County’s purchasing policy including the preparation and issuance of all sealed bids, Requests for Proposal and Qualification documents for major purchases of goods and services.

It is also the responsibility of this department to control and oversee Telecommunications, GIS, printing, duplicating, and the equipment pool. This includes the procurement of all capital items, insurance coverages, and related contractual services.

Further, the Administrative Service Department administers and manages all capital projects and oversees all building and property related matters. This includes the planning and coordination of any new construction, expansion, modification and/or reconfiguration to or within County owned or leased properties/facilities.

The Administrative Services Director serves as the staff liaison to the Ottawa County, MI Insurance Authority and the Ottawa County Building Authority.



Department Goals and Objectives

- Goal:** Plan for plant and equipment needs for all County owned and/or leased facilities, programs, and activities
 - Objective:** Revise and updated long-range capital and facilities plans
 - Objective:** Continue to direct all space related renovation and expansion activities.
- Goal:** Streamline procurement related services to all County departments and constituent agencies.
 - Objective:** Train employees and use BidNet/MITN e-procurement system.
 - Objective:** Continue to reduce “sole sourcing”, enhance competition for goods/services, and build system integrity
 - Objective:** Develop purchasing forms and make available on the Lotus Notes Front Page.
- Goal:** Provide and maintain a safe and clean working environment for employees and visitors

Performance and Activity Measures
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Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Procurement of Goods & Services Measures</i>							
# of Purchase							
Orders Generated	1,150	1,338	1,497	1,365	1252	1350	1400
<i>Bid Preparation Measures</i>							
# of Requests for Proposal/Bids, Qualifications							
Generated	80	75	52	45	42	60	60

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Administrative Services Director	0.540	0.540	0.540	\$44,773
Administrative Secretary II	0.750	0.750	0.750	\$32,689
Records Processing Clerk II	1.000	1.000	1.000	\$27,657
	2.290	2.290	2.290	\$105,119

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Charges for Services	\$12,556	\$12,050	\$11,875	\$10,925	\$11,700
Total Revenues	\$12,556	\$12,050	\$11,875	\$10,925	\$11,700
Expenditures					
Personnel Services	\$126,058	\$132,542	\$138,023	\$146,364	\$155,221
Supplies	\$7,220	\$12,712	\$5,408	\$15,868	\$8,928
Other Services & Charges	\$39,242	\$32,367	\$37,381	\$32,340	\$32,317
Total Expenditures	\$172,520	\$177,621	\$180,812	\$194,572	\$196,466

Function Statement

The services this department provides are largely mandated by the State of Michigan. The Register of Deeds is the repository of all official records of real and personal property transactions including deeds, mortgages, liens, and numerous other kinds of instruments. Consequently, the Register of Deeds is responsible for maintaining the public record in a secure, efficient manner for easy public retrieval at a reasonable cost. At the core of this is the resident of Ottawa County who purchases property and expects to have a clear title to same. The Register of Deeds Office indexes and images all property related documents to insure that a clear title can be offered. This system of notice informs and protects the land purchaser when records are promptly recorded in the public record. The office is also the only source when a document is lost and a duly certified copy of that document is needed.

Our records are used by title companies, creditors, attorneys, and others with an interest in the property when determining clear title, ownership, and encumbrances against a property. Engineering firms and surveyors access our records frequently to search for easements, surveys of record, corners, etc. In addition, other government units, local, state and federal, use our records to determine ownership transfers, valuation, proper tax billing, easements, etc. Our records are used by each township, city and village in Ottawa County; Equalization, GIS, Administrative Services, the Drain Commissioner, Parks and Recreation, the Sheriff's Department, Planning & Grants, Michigan Works! Community Action Agency, the Prosecutor's Office, and the Treasurer's Office; Michigan Department of Transportation, Department of Treasury; United States Attorney's Office, Treasury Department, IRS and the Federal Bureau of Investigations. The office has the ability to trace property back to 1836 when the first land grants were given, by the Attorney General, in Ottawa County.

The recording process includes the following activities:


- Determining if an instrument meets state statutes and is acceptable for recordation
- Tax certification
- Collection of recording fees
- Collection of State and County real estate tax
- Date and time stamping
- Liber and page numbering
- Imaging
- Computer data entry
- Verification of data entry
- Return documents to the individual(s)/company(s) that are responsible for the document
- Customer Service on data retrieval

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.


Department Goals and Objectives
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Goal: Maintain quality service.


Goal: To double the number of companies that E-Record documents with us.

 **Objective:** Continue use current staff and, when possible, contracted staff to continue to back index documents to allow us to digitally store all images thereby protecting them from age depreciation, etc

Objective: Finalize, with ACS our software vendor, the steps needed to e-mail documents.

 **Objective:** To provide a connection between the county website and our online subscription service Landaccess.com

Goal: To continue to identify and restore the deed/index books as needed in the vault.

 **Goal:** To process and return documents within five days of receipt by this office.

Objective: Maintain staff at the optimum level for quality service and one week turnaround for documents.

Goal: To work with the Treasurer's Office, Equalization & GIS to eliminate redundancies in our 4 departments.

Objective: To tie the ACS receipt functions to the Treasurer's BS&A system to eliminate redundancy in the daily receipting and depositing process.

Fund: (1010) General Fund

Department: (2360) Register of Deeds

Objective: Continue to meet with other departments and implement a plan to reduce or eliminate the redundancies in each of our offices

Goal: To review the sales price of images sold in bulk to land title companies.

Objective: Work with the County Administration, Michigan Association of Counties and local and state representatives to identify fees associated with the bulk sale of images to title companies.

Goal: To investigate more efficient forms of payment other than cash & checks.

Objective: Work with the Treasurer’s Office to ascertain the latest forms of electronic or “plastic” payment

Accomplishments



- Reduced the document turnaround time from ten days to five.
- Began a contract with ACS, Inc. to handle back indexing documents. The contract calls for them to index records from 1968 through 1988.
- Finished linking images to all indexes back to 1988.
- County staff began indexing 1967, moving backwards towards 1942 (deeds only).
- Electronically tagged documents needed by Equalization and the Assessors and allowed them on line access to them. Previously, we made paper copies and sent them out daily to Equalization and bi-monthly/monthly to the Assessors.
- We were able to offer electronic recording. Five companies began electronic recording with us.
- MIS connected Lotus Notes to our ACS hardware enabling us electronic contact with the other County offices.
- Offered our records on line on a subscription service basis.
- Identified and restored damaged or broken index/deed books in the vault.



Denotes Strategic Plan directive

Performance and Activity Measures

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
Land Contract Measures							
# of Land Contracts	30	23	19	18	22	24	26
# of Memorandum of Land Contracts	350	292	293	299	269	295	310
Deed Measures							
# of Warranty Deeds	7,422	7,206	7,409	8,273	8,369	7,215	7,195
# of Quit Claim Deeds	2,840	3,590	4,137	4,477	3,375	3,985	3,108
# of Sheriff Deeds	110	165	265	245	262	180	275
# of Master Deeds	22	22	38	30	40	27	31
# of Deeds	196	260	296	309	283	251	240
Mortgages Measures							
# of Mortgages	16,411	26,566	33,590	40,655	25,329	26,152	20,870
# of Assignment of Mortgages	7,927	9,047	7,246	5,341	2,844	8,749	8,495
# of Discharge of Mortgages	9,781	19,024	30,925	39,079	20,075	19,910	9,928

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
Probate Measures							
# of Death Certificates, Wills, and Letters of Authority	769	854	946	933	875	875	822
Lien Measures							
# of IRS, State, MESC Tax Liens	399	528	565	498	475	510	437
Land Measures							
# of Plats	35	25	24	20	31	28	33
# of Surveys and Corners	322	381	293	376	170	350	100
Microfilming Measures							
# of Images Microfilmed	187,842	367,745	468,852	585,000	361,066	304,000	292,500
Document Totals							
# of Documents Recorded	54,817	76,903	96,734	114,424	73,406	76,000	65,000

Resources				
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Personnel	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
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Register of Deeds	1.000	1.000	1.000	\$68,997
Chief Deputy Register of Deeds	1.000	1.000	1.000	\$52,375
Records Processing Clerk II	8.000	7.000	7.000	\$206,856
Records Processing Clerk III	1.000	1.000	0.000	\$0
Records Processing Clerk IV	1.000	1.000	2.000	\$67,294
	11.000	12.000	11.000	\$395,522

Funding	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
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Revenues					
Charges for Services	\$3,024,250	\$3,896,661	\$2,900,338	\$2,620,000	\$2,437,500
Total Revenues	\$3,024,250	\$3,896,661	\$2,900,338	\$2,620,000	\$2,437,500
Expenditures					
Personnel Services	\$476,881	\$536,699	\$551,076	\$561,227	\$594,609
Supplies	\$43,121	\$55,662	\$39,665	\$31,800	\$33,315
Other Services & Charges	\$176,992	\$248,637	\$63,576	\$80,673	\$83,624
Total Expenditures	\$696,994	\$840,998	\$654,317	\$673,700	\$711,548

Budget Highlights:

One position has been eliminated with the implementation of imaging.

Function Statement

Property Description and Mapping is a division of Equalization. This department maintains the parcel and related layers in the County Geographic Information System (GIS) (109,000+ parcels), including changes in property (splits, combinations, plats), and keeping the legal descriptions, owner names and addresses, and current values updated. Maintain through hand entry and import and export local unit assessment roll data for all 23 local units. The department gives out property information to the public by phone and fax.

Department Goals and Objectives

Goal: Assist the County Treasurer’s office to produce in a proper and timely fashion, tax rolls and tax bills, and various reports for the local units of government.

Goal: Continue to improve the splits process through further computerization of the new Equalizer property tax system. Use the GIS to communicate split maintenance data to and from local units of government.

Goal: Use GIS to assist customers and maintain parcel information.

Goal: Review and revise procedures for maintaining county wide assessment roll data base and importing and exporting assessment roll data. Review and revise time table and procedures for importing and exporting data to all 23 local units.

Performance and Activity Measures

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
# of Map Changes made and records added	4,942	4,322	3,769	3,851	3,301	3,300	3,300
# of imports/exports	86	86	86	86	86	300	300

Resources

Personnel	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Equalization Director	0.100	0.100	0.100	\$8,222
Property Description Coordinator	1.000	1.000	1.000	\$47,780
Description & Mapping Specialist	2.000	2.500	2.500	\$89,528
Records Processing Clerk II	1.500	1.500	2.000	\$58,963
Records Processing Clerk I	0.500	0.500	0.000	\$0
	5.100	5.600	5.600	\$204,493

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Charges for Services	\$24,089	\$7,109	\$8,570	\$8,250	\$8,000
Total Revenues	\$24,089	\$7,109	\$8,570	\$8,250	\$8,000
Expenditures					
Personnel Services	\$210,681	\$223,395	\$239,931	\$269,481	\$305,568
Supplies	\$18,223	\$9,294	\$6,887	\$14,490	\$14,008
Other Services & Charges	\$27,283	\$25,624	\$24,390	\$29,583	\$29,192
Total Expenditures	\$256,187	\$258,313	\$271,208	\$313,554	\$348,768

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.

Department Goals & Objectives
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Goal: To set GPS coordinates for 1,800 Remonumentation corners and National Geodetic Survey (NGS) points.
Measure: Number of Remonumentation Corners and NGS Points set with GPS coordinates (Target is 100%).

Accomplishments

- 120 NGS points were recovered
- 111 corners were remonumented

Resources

Personnel	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary	
Position Name					
Planner/Grants Director	0.050	0.050	0.050	\$3,782	
Funding					
	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$108,517	\$110,573	\$158,360	\$213,869	\$215,000
Total Revenues	<u>\$108,517</u>	<u>\$110,573</u>	<u>\$158,360</u>	<u>\$213,869</u>	<u>\$215,000</u>
Expenditures					
Personnel Services	\$3,963	\$3,959	\$4,463	\$4,585	\$5,153
Supplies	\$1,806	\$1,505	\$1,086	\$1,500	\$2,000
Other Services & Charges	\$415,134	\$368,680	\$221,920	\$268,698	\$550,804
Total Expenditures	<u>\$420,903</u>	<u>\$374,144</u>	<u>\$227,469</u>	<u>\$274,783</u>	<u>\$557,957</u>

Budget Highlights:

Expenditures in this program depend on the progress of outside contractors. The County plans to accelerate the documentation of GPS coordinates for the corners which is reflected in Other Services & Charges.

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

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Expenditures					
Personnel Services	\$2,875	\$3,603	\$3,587	\$3,963	\$3,963
Supplies					
Other Services & Charges					
Total Expenditures	\$2,875	\$3,603	\$3,587	\$3,963	\$3,963

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; 4) property tax certifications; 5) public information center; and 6) 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.


Department Goals and Objectives
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Goal: Assure the safety and availability of county funds.

Objective: Review and update Investment Policy considering GFOA Model and GASB 40 risk evaluations.

Objective: Put out a Request for Proposal for banking services.

Objective: Continue to evaluate the financial strengths of financial institutions and assign concentration limits.

 **Goal:** Use computer technology to improve quality, efficiency and productivity.

Objective: Continue to network with county departments and local units of government to provide county-wide solution to property information on-line.

Objective: Continue to research and implement archival storage solutions.

Objective: Continue to install point-of-sale cash registers and credit card systems in county departments.

Goal: Assure property procedures to protect the interest of property owners and Ottawa County during the property tax foreclosure process.

Objective: Continue to manage the foreclosure process previously handled by the State of Michigan.

Objective: Establish procedures to manage and sell property owned by the county through foreclosure.

Objective: Communicate clearly and accurately with property owners and persons with interest in the property.

Goal: Provide quality and timely service to the public and Ottawa County departments.

Objective: Continue to enhance department web page by offering additional services and information.

Objective: Continue to train and cross train employees in the department.

Objective: Encourage all employees to seek continuing education opportunities on the job and in university settings.

Goal: Provide accurate and timely reports to the Ottawa County Board of Commissioners, State of Michigan and county departments.

Objective: Annual Treasurer's report in February with interim reports quarterly.

Objective: Support schedules for the annual CAFR to Fiscal Services Department by April 1.

Objective: Budget proposals to Fiscal Services Department by June deadline.

Objective: Complete Ottawa County Apportionment Report by July 1 and November 1.

Objective: Submit Department of Education property value reports by requested deadlines.

Accomplishments

- Implemented the GASB Statement No. 40, Deposit and Investment Risk Disclosures requirements.
- Implemented and trained staff in two county departments to use credit card and ACH payment methods.
- Completed the Implementation of BS&A property tax, transitioning local units off the county system.
- Completed the implementation of BS&A property tax applications
- Completed the changeover of systems with the change of BankOne to JPMorgan/Chase Bank.
- Provided public access to delinquent property tax records on-line.
- As part of the county-wide project, updated the County Treasurer's web page with forms and information.
- Participated in the Register of Deeds project to process deed certifications on-line.
- Developed and implemented procedures for Ottawa County becoming the Foreclosing Government Unit in the forfeiture and foreclosure of delinquent property taxes.
- Completed the updating of written department operating procedures.



Denotes Strategic Plan directive

Performance and Activity Measures
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Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Custodian of County Funds Measures</i>							
<u>Receive and Record Revenues:</u>							
# of Department Receipts Written	24,200	23,768	23,829	24,199	17,950	20,000	20,000
# of Bank Statements Reconciled	618	540	468	456	552	504	522
<u>Manage Cash and Investments:</u>							
Interest Dollars Earned	\$7,854,247	\$7,194,144	\$6,874,682	\$2,878,632	2,881,010	\$3,000,000	\$3,000,000
Average Interest Rate Earned	8.55%	6.89%	6.08%	2.42%	1.84%	2.00%	2.25%
Average % Cash in Low/No Interest Bearing Accounts	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
<i>Tax Record Searches Measures</i>							
<u>Certify Tax Histories/Searches:</u>							
# of Tax Histories/Searches Prepared	7,728	7,453	10,987	14,485	27,097	20,000	10,000
<u>Process Property Tax Inquiries:</u>							
# of Telephone/Counter Inquiries	25,400	17,000	15,000	20,800	22,000	23,000	23,000
<i>Dog License Measures</i>							
<u>Prepare and Mail License Applications:</u>							
# of Applications Mailed	17,624	19,228	19,768	20,368	20,800	21,000	20,000
<u>Issue/Record Licenses & Receipts:</u>							
# of Dog Licenses Issued – Total	17,889	19,441	20,061	20,628	21,250	20,167	20,000
<i>Property Tax Collection & Measures</i>							
<u>Process Current Tax Collections:</u>							
Total Dollars Received - (Ottawa County & SET Portion)	\$68,296,903	\$69,938,952	\$72,322,904	\$80,432,414	\$81,699,782	\$83,700,000	\$85,800,000
# Tax receipts issued	8,839	9,117	8,440	7,939	6,901	7,000	7,000
<i>Operations and Employee Development Measures</i>							
<u>In-service Training of Employees:</u>							
# of Employee Hours	24	100	120	120	270	270	135
<u>Professional Conferences/Seminars:</u>							
# of Employee Hours	168	128	181	150	150	150	150
<u>Continuing Education/Employee Development:</u>							
# of Employee Hours	35	120	150	120	80	80	80
# of Performance Reviews	7	7	7	7	7	7	7
<u>Cross-Training:</u>							
# of Employees Receiving Cross-Training	7	7	4	4	4	4	4

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
County Treasurer	0.950	0.950	0.950	\$65,547
Chief Deputy Treasurer	1.000	1.000	1.000	\$52,375
Deputy Treasurer	1.000	1.000	1.000	\$47,780
Cashier Supervisor	1.000	1.000	1.000	\$43,585
Delinquent Property Tax Specialist	0.000	0.000	1.000	\$37,663
Account Technician	2.000	2.000	1.000	\$35,057
Records Processing Clerk II	2.000	2.000	2.000	\$58,718
Records Processing Clerk IV	1.000	1.000	1.000	\$33,647
	8.950	8.950	8.950	\$374,372

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Taxes	\$23,854,174	\$24,874,923	\$26,324,807	\$29,041,908	\$32,998,772
Licenses and Permits	\$164,216	\$165,678	\$156,905	\$160,025	\$160,025
Intergovernmental Revenue	\$6,519,193	\$5,897,126	\$3,470,957	\$1,694,663	\$1,656,211
Charges for Services	\$17,995	\$20,937	\$23,316	\$21,400	\$21,000
Fines and Forfeitures	\$9,973	\$6,668	\$2,711	\$4,000	\$4,000
Interest and Rents	\$1,524,832	\$1,845,866	\$1,558,554	\$1,500,000	\$1,500,000
Other Revenue	\$960,376	(\$698,376)	(\$585,331)	\$130,169	\$130,169
Total Revenues	\$33,050,759	\$32,112,822	\$30,951,919	\$32,552,165	\$36,470,177
Expenditures					
Personnel Services	\$425,199	\$447,195	\$485,604	\$512,076	\$554,236
Supplies	\$80,460	\$80,514	\$63,934	\$67,200	\$65,014
Other Services & Charges	\$163,480	\$147,474	\$175,673	\$185,827	\$179,580
Total Expenditures	\$669,139	\$675,183	\$725,211	\$765,103	\$798,830

Budget Highlights:

The 2006 tax revenue budget represents 3.5000 mills (the approved levy) out of the 4.2689 mills allowable for 2005. This rate is equal to the 2004 levy. However, due to the acceleration of the tax levy (see Revenue Sources), the taxable value basis is moving from the prior year to the current year taxable value. Consequently, tax revenue is increasing at a higher rate than the increase in taxable value.

Function Statement

The basic function of Ottawa County Michigan State University (MSU) Extension is to disseminate and encourage the application of research-generated knowledge and leadership techniques to individuals, families, youth, and communities. Extension responds to local needs through a unique partnership of County, State, and Federal resources. Information is extended to all Ottawa County residents through MSU's non-formal education system, which assists people to make better decisions about issues that affect their lives.

Ottawa County MSU Extension offers educational programs in the following general program areas:

The **Agriculture Program** uses research-based information to help retain competitiveness and profitability for the varied agricultural industries of Ottawa County.

The **Natural Resources Program** 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. Through **Sea Grant**, research is brought to bear on Great Lakes issues.

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 throughout the community.

The **Children, Youth, and Family Program** offers families valuable, timely and practical research-based information to help them manage their resources to meet needs for food, clothing, shelter, money management, energy, parenting, health, and human development. Through our **Family Nutrition Program (FNP)**, nutrition is taught to food stamp recipients. FNP works with low-income families referred to us by local agencies, to become more efficient and effective users of resources in planning and preparing meals.

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 Program**, a collaborative effort between MSU Extension and Ottawa County Family Court/ Juvenile Services, 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. These volunteers then work one-on-one with a youth. The program aims to reduce the frequency and severity of delinquent behavior.

The **Community and Economic Development Program** enhances human and economic well-being and quality of life by providing educational and technical assistance to business, government, and community organizations.

Department Goals and Objectives
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Agriculture and Natural Resources



Goal: Seek solutions to livestock waste issues

Objective: Support the efforts of area agriculture to develop a co-generation facility which utilizes poultry waste as an energy source

Objective: Apply new research and technologies to assist Ottawa County agriculture to meet the challenges of agricultural nutrient management

Objective: Assist the custom manure application industry to develop a certification program in Michigan

Objective: Develop partnerships with area industry, agriculture, and municipal government to promote joint composting and development of value-added products derived from agricultural wastes

Department Goals and Objectives
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- Objective:** Develop and disseminate manure management educational materials to County farmers
- Objective:** Work with the United States Army Corps of Engineers & municipalities on developing beneficial soil amendments derived from harbor dredged material
- Objective:** Collaborate with area legislators to develop State policy that encourages generation of power from agriculturally derived biomass
- Objective:** Utilize information generated from the State-wide compost marketing study to benefit "compost" entrepreneurs in Ottawa County
- Objective:** Provide the informational basis for the development of a regional anaerobic digester to service area livestock producers.

Goal: Enhance agriculture's role as an environmental steward

- Objective:** Continue to promote adoption of Best Management Practices that protect the environment while minimally impacting profitability
- Objective:** Involve agriculture in environmental decision making
- Objective:** Support the efforts of the Macatawa Watershed Project and the Groundwater Stewardship Program to enhance area water quality
- Objective:** Work with Ottawa County farmers to develop manure management system plans and MAEAP compliance
- Objective:** Assist Ottawa County agriculture to comply with the new water use legislation by adopting innovative irrigation technologies that utilize water resources more efficiently

Goal: Retain competitiveness and profitability of Ottawa County agriculture

- Objective:** Contribute to the efforts of the Ottawa County Salt Commission to minimize the impact of road salt on blueberries and other vegetation
- Objective:** Keep agri-business abreast of new regulatory issues impacting their operations
- Objective:** Continue to develop and provide educational and technical assistance to diverse commodity groups
- Objective:** Cooperate with County Economic Development Coordinator and the Michigan Department of Agriculture to maintain agricultural processing infrastructure here in Ottawa County
- Objective:** Support the efforts of Ottawa County agriculture to develop value added mechanisms including producer owned cooperatives and agricultural renaissance zones
- Objective:** Through partnership with area blueberry growers and MSU researchers, seek to understand the impacts associated with road salt usage and implement internal practices that minimize agricultural damage
- Objective:** Continue to develop innovative Spanish language educational materials for area agriculture and workers
- Objective:** Minimize the impact of frost damage through the application of irrigation technologies and real time weather reporting



Goal: Provide homeowners scientific information to better their home environment

- Objective:** Expand, promote, and ensure adequate volunteers for our County Community Gardens Program
- Objective:** Collaborate with Northwest Ottawa County communities and master gardeners to develop educational garden and demonstration area
- Objective:** Maintain the Master Gardener Program and expand its community impact through volunteer services and an Ottawa County Master Gardener Association
- Objective:** Maintain and expand our new Master Composter Program
- Objective:** Support the efforts of the Americorp Home-A-Syst Program to educate homeowners to their environmental stewardship role
- Objective:** Collaborate with and support the efforts of the Ottawa County Conservation District
- Objective:** Provide educational workshops and consultations with County residents on the development and management of pond resources
- Objective:** Implement a "Firewise" model community strategy in Grand Haven Township and extend the information to other local units desiring to protect vulnerable property from wildfires
- Objective:** Support the efforts of the County Community Health Department to control West Nile Virus in Ottawa County. Continue to be a resource on entomological issues relating to the mosquito vector

Department Goals and Objectives
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Objective: Collaborate with MSU researchers and County Departments to implement a comprehensive research effort that identifies sources and fates of coliform bacteria that result in area beach closures.

Children, Youth, & Family

Goal: Through MSUE's Children, Youth and Family Program, offer research-based educational opportunities to Ottawa County residents that meet their needs at all stages of the life cycle

Objective: Support Ottawa County efforts to promote collaborative human services planning by participating in the Human Services Collaborative Council and Strong Families/Safe Children

Objective: Enhance effectiveness and reach of MSUE Children, Youth and Family Programs by working through neighborhood centers, community organizations, and agencies

Objective: Collaborate with County departments and area human services agencies to continue to offer "Getting Connected" to Ottawa County workshop for new employees

Objective: Continue to provide safe, accurate, and scientifically-based nutrition and food safety information to area residents

Objective: Participate in County collaborative efforts to provide nutrition education to area families and youth

Objective: Collaborate and participate in the County Childhood Obesity Taskforce to develop a strategy to deal with health issues

Objective: Support the efforts of agencies working with displaced workers to develop informational and life skill education for these residents

Goal: To assist Ottawa youth to develop self-esteem, become self-directing, productive and contributing members of society with hands-on learning experiences, positive programs, and role models

Objective: Continue the support for the County 4-H Program and its volunteers

Objective: Collaborate with County partners on making available the Agriculture in the Classroom School Program

Objective: Continue to educate area school children about agriculture and its importance through the Agriculture in the Classroom Program

Objective: Collaborate with Farm Bureau, County Parks and Recreation Department, and Commissioners to incorporate agriculture education in the future development of the old County farm

Goal: Harness the resources of MSU Extension to support County efforts to deal with at-risk youth

Objective: Collaborate with the Ottawa County Family Court to maintain a youth mentor program

Objective: Assist, advise, and make available educational resources to partners and other youth-mentoring efforts to enhance program effectiveness

Objective: Support efforts of community agencies to develop and grow an Ottawa County mentoring collaborative

Objective: Orient, supervise, and guide VISTA and Americorp volunteers assigned to the Journey Program and Ottawa County Mentoring Collaborative to expand mentoring opportunities to needed areas

Objective: Work with State government and MSU to promote the Ottawa County "Journey" model as a viable approach to youth mentoring State-wide

Community and Economic Development

Goal: Build and enhance linkages between Ottawa County, MSU Extension, and other County departments

Objective: Continue to collaborate with other departments to bring to bear the resources of MSU Extension to the benefit of Ottawa County programs

Objective: To maintain linkages with County departments by participating in County sanctioned committees and boards

Goal: Assist County Administration and County Commissioners in their efforts to enhance the efficiency and effectiveness of County and township government

Objective: Make available the experience and research of MSU in public policy and local government administration

Objective: Partner with the Planning and Grants department to offer a Second Citizen Planner Series for area township and municipal officials

Department Goals and Objectives
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- Objective:** Support the efforts of County Planning, Ottawa Farm Bureau, and local townships to develop mechanisms to manage growth through land use planning, agricultural preservation, Smart Growth, purchase and/or transfer of development rights
- Objective:** Educate township and municipal officials to the growing Emerald Ash Borer problem. Work with communities to develop proactive mechanism to deal with this exotic.

Accomplishments

- Participated in the second annual Citizen Planner Program which equips citizens and community leaders with technical knowledge, an understanding of the legal framework of planning and zoning, and leadership skills to perform their duties more effectively.
- Facilitated a collaborative partnership between Herman Miller, Inc. and Shady Side Farm to recycle industrial sawdust into compost
- Assisted in the establishment of a five acre community garden in Grand Haven
- Received State-wide recognition for the youth mentoring program
- Initiated an exposure study for the Environmental Protection Agency to assess the risk of pesticide exposure in the blueberry industry
- Coordinated water quality study with the Health Department, Parks and Recreation, MSU Extension, and an MSU consultant to address contaminants at local beaches.
- Initiated water quality study to determine the impact of the Road Salt Management Plan
- Initiated training to local officials on the Emerald Ash Borer to deal with this potential threat to ash trees.
- Coordinated the Master Gardener program which provided 3,410 volunteer hours to public entities
- Established a Risk Avoidance and Mitigation Program to develop and implement reduced-risk insect pest management strategies for blueberries in the wake of new federal legislation banning the use of conventional insecticides
- Held a dairy forage production and management seminar for 60 farmers to help enhance milk production
- Completed “green power” feasibility study to assess the potential energy production from animal wastes. MSU has been asked to prepare a presentation to the State legislature.
- Provided 46 educational programs and participated in 61 radio programs for Children, Youth and Family programs
- Made 120 presentations to school children under the “Ag in the Classroom” program. The program is designed to educate children about how much agriculture is a part of their daily life
- Provided 797 Project FRESH coupons for Michigan grown produce to targeted families
- Implemented a new Shade Production School to provide new and current shade tree growers with the most current research based information and technology for producing high quality landscape trees.

Performance and Activity Measures
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	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
General Measures							
Workshops/ Seminars/ Conferences	235	190	353	387	357	390	390
Participants	5,739	6,183	6,062	12,021	7,025	7,500	7,500
Agriculture/Natural Resources/Public Policy & Community/Economic Development Measures							
# of Farm and Other Technical Assistance	564	547	629	870	782	750	750
# of Soil Tests/Insect/Plant & Insect Diagnostics	872	780	597	469	558	550	550
Youth Mentoring Program Measures							
# of Volunteers Recruited/ Involved	40	50	39	39	42	60	60
# of Mentored Youth	31	41	37	37	292	305	310
Children, Youth, and Family Measures							
Food & Nutrition Program Participants	1,166	1,294	1,119	1,538	595	543	550
4-H and Youth Program Measures							
# of Members	1,390	1,498	1,438	1,474	1,778	1,800	1,800
# of Volunteers	393	323	291	383	480	349	400
# of Contacts – School Programs	2,638	3,169	3,510	4,711	5,664	4,479	5,000
# of Neighborhoods (Clubs) Involved	105	101	95	93	99	99	100
Master Gardner Program Measures							
# of Course Participants	44	47	50	52	38	42	42
# of Participants Certified	27	28	37	40	26	35	36
# of Volunteer Hours Provided	4,105	5,956	5,100	5,068	3,410	4,400	4,500
# of Hotline Contacts	n/a	180	149	475	500	500	500

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Records Processing Clerk II	3.925	3.925	3.300	\$96,179
Records Processing Clerk III	1.000	1.000	1.000	\$31,740
Account Clerk II	0.000	0.000	0.625	\$21,030
	4.925	4.925	4.925	\$148,949

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue					
Charges for Services	\$5,496	\$2,553	\$2,951	\$4,000	\$4,200
Other Revenue	\$38,276	\$37,714	\$43,451	\$46,425	\$48,660
Total Revenues	\$43,772	\$40,267	\$46,402	\$50,425	\$52,860
Expenditures					
Personnel Services	\$150,209	\$165,024	\$188,144	\$203,216	\$227,184
Supplies	\$37,327	\$37,151	\$32,163	\$37,335	\$36,570
Other Services & Charges	\$222,178	\$255,233	\$252,054	\$252,181	\$255,135
Capital Outlay					
Total Expenditures	\$409,714	\$457,408	\$472,361	\$492,732	\$518,889

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, to maximize the ability of the County's GIS staff, while working to educate other 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 results in better service to the public and economic advantages for the County as a whole.

Department Goals and Objectives
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Goal: Establish business function that will streamline current GIS operations and will encompass application development to meet the needs of internal departments and external agencies.

Objective: Completion of enhanced data access to County GIS users.

Objective: Completion of improved custom application functionality to meet specific needs of County GIS users.

Objective: Completion of accurate address ranging for centerline data.

Goal: Implementation of key applications

Objective: Development, training, and support for internal departments.

Objective: Development, training and support for local units and other external agencies.

Objective: Training, implementation and support of data sharing agreements and applications for external agencies.

Goal: Develop business process review exploring future GIS implementation

Objective: Enhance and implement new initiatives based on 2005 Departmental review.

Performance and Activity Measures
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A status comparison against the strategic plan objectives and priority applications is provided in the following tables:

Strategic Plan Objectives

Objective	In Process / Sustainable Maintenance	Future Initiatives
Conduct a business process review with County Departments	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Acquire Countywide contour maps	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Identify functionality necessary to meet defined business needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Improve digital centerline/address data	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Integrate GIS with property database (BS&A)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Conduct a Business Process Review	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Develop a database design to support departmental business needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Establish data update and maintenance procedures	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Establish GIS deployment infrastructure	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Define clear data stewardship responsibilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Maintain map information by updates and continued maintenance	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Create a central GIS data repository for editing and viewing data	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Document the current system infrastructure	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Objective	In Process	Future Initiatives
Create a common “meeting place” where data and applications are shared and exist in a collective environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Provide opportunities to enhance information sharing, streamline digital transfers, and facilitate the use of timely information	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Streamline process flow in areas such as property transfer, permit approval, and development review	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gain access to other public domain data sets	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Educate County staff to effectively use GIS technology in their own environments	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Priority Applications Specifications

Application	Complete	In Process	Future Initiatives
Enhance Free mapping (public access)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Address assignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Viewer application enhancements based on user recommendations	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Enhanced access IMS (Internet Map Server) Enhancements	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Viewer application development and deployment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Viewer improvement inquiry notification	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Viewer application data update enhancements “live data”	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Enhanced Access data update enhancements “live data”	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
County-wide zoning by parcel	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Equalization analysis support	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Drain assessment support	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Resources

Personnel	2004	2005	2006	2006
	# of Positions	# of Positions	# of Positions	Budgeted Salary
GIS Coordinator	1.000	1.000	1.000	\$61,453
GIS Technician	2.000	2.000	2.000	\$80,175
GIS Programmer/Technician	0.000	1.000	1.000	\$41,543
Programmer/Analyst	1.000	1.000	1.000	\$60,343
	4.000	5.000	5.000	\$243,514

Funding	2002	2003	2004	2005 Current	2006
	Actual	Actual	Actual	Year Estimated	Adopted by Board
Revenues					
Charges for Services	\$75,230	\$72,985	\$140,891	\$125,000	\$128,630
Total Revenues	\$75,230	\$72,985	\$140,891	\$125,000	\$128,630

Expenditures					
Personnel Services	\$221,377	\$203,482	\$225,662	\$329,444	\$354,439
Supplies	\$29,282	\$14,612	\$25,892	\$50,025	\$19,575
Other Services & Charges	\$89,553	\$78,341	\$235,334	\$165,406	\$96,506
Capital Outlay			\$14,158		
Total Expenditures	\$340,212	\$296,435	\$501,046	\$544,875	\$470,520

Budget Highlights:

2005 Other Services and Charges includes the completion of the aerial photography project.

Function Statement

The Ottawa County Building Authority was established by the Ottawa County Board of Commissioners in August 1984 pursuant to Public Act 31 of 1948. The three-member Authority, appointed for three-year terms by the Commissioners, are selected from the general public (Ottawa County only) based on their expertise in bonding, construction, and operation of capital improvements.

The Authority functions according to established by-laws and their Articles of Incorporation to complete and manage specific projects as requested by resolution of the Ottawa County Board of Commissioners.

The Authority has been assigned the following projects since inception:

Project	Funding Level	Financing
• Health Department and Human Services Administration	\$2,390,000	Local Funds (1989)
• Coopersville Human Services	\$ 651,000	Local Funds (1989)
• Life Consultation Center for Community Mental Health	\$1,400,000	20-Year Bond Issue (1985) (1)
• Ottawa County Central Dispatch Authority	\$4,420,000	20-Year Bond Issue (1990) (1) (3)
• Probate Court, Juvenile Services/Detention And Adult Barracks Facility	\$6,000,000	19-Year Bond Issue (1992) (2)
• Fillmore Street Sheriff Administration, Jail Expansion, and Administrative Annex	\$15,800,000	20-Year Bond Issue (1997) (3)
• Addition to the Fillmore Street Jail	\$7,500,000	Grant Funding 20-Year Bond Issue (1997) (3)
• Holland District Court	\$8,000,000	20-Year Bond Issue (2005)
•		

(1) In the fall of 1993, these two issues were refunded, saving the County approximately \$344,000.
 (2) In August of 1997, this issue was refunded, saving the County approximately \$260,000.
 (3) In August of 2005, these issue were refunded , saving the County approximately \$553,000.

This budget covers expenditures associated with the administration of the Building Authority such as per diem fees and mileage for Board members.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Expenditures					
Supplies	\$10	\$60		\$185	\$185
Other Services & Charges	\$309	\$1,045	\$2,429	\$2,850	\$2,850
Total Expenditures	\$319	\$1,105	\$2,429	\$3,035	\$3,035

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.

Department Goals and Objectives
--

Goal: Provide safe, comfortable and functional facilities and grounds for County operations.

Objective: Continue to improve building security and safety at all County sites

Objective: Insure zero facility related “Down Time” with proactive preventative maintenance

Objective: Maximize energy usage through use of our enhanced energy management system

Goal: Provide effective and cost effective services

Objective: Monitor work order system to maximize use of resources and staff

Objective: Continue to use no and low-cost labor through the JAWS, SWAP, JTPA programs, also work service inmates and community service labor when available.



Accomplishments

Denotes Strategic Plan directive

Performance and Activity Measures
--

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Facilities Maintenance Measures</i>							
# of Facilities							
Owned/Rented	18/6	18/6	18/7	18/7	18/7	18/6	18/6
Total Square							
Footage	542,173	542,173	542,173	542,173	542,173	520,725	562,500
# of Work Orders							
Processed	21,995	23,844	26,881	30,206	32,547	35,047	37,000
Operating Costs							
Per Square Foot	\$4.43	\$4.61	\$4.65	\$4.75	\$5.23	\$5.25	\$5.25
Square Foot Per							
Maintenance							
Worker	49,288	49,288	49,288	49,288	49,288	50,000	50,000
# of No/Low Cost							
Labor Hours							
Used	11,000	11,500	11,250	11,000	12,500	13,000	14,000
Annual Cost							
Savings from No							
Cost Labor	\$130,000	\$135,000	\$132,200	\$129,250	\$150,000	\$156,000	\$168,000

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Facilities Maintenance Superintendent	1.000	1.000	1.000	\$69,000
Building & Grounds Supervisor	1.000	1.000	1.000	\$52,380
Custodial/Maintenance Supervisor	1.000	1.000	1.000	\$39,320
Administrative Services Director	0.310	0.310	0.310	\$25,709
Custodian II	4.000	5.000	5.000	\$129,007
Maintenance Worker	10.000	10.000	10.000	\$333,493
Housekeeper	4.250	5.250	5.250	\$108,490
Records Processing Clerk III	0.000	0.000	1.000	\$31,729
Records Processing Clerk II	1.000	1.600	0.000	0.000
Records Processing Clerk I	0.000	0.000	0.600	\$13,888
	<u>22.560</u>	<u>25.160</u>	<u>25.160</u>	<u>\$803,016</u>

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Charges for Services					
Rents	\$2,205,856	\$2,156,724	\$2,225,581	\$2,516,278	\$2,723,019
Other Revenue	\$10,565	\$3,757	\$7,021	\$8,150	\$8,600
Total Revenues	<u>\$2,216,421</u>	<u>\$2,160,481</u>	<u>\$2,232,602</u>	<u>\$2,524,428</u>	<u>\$2,731,619</u>
Expenditures					
Personnel Services	\$759,139	\$860,738	\$982,844	\$1,121,265	\$1,229,302
Supplies	\$150,731	\$164,897	\$152,802	\$165,450	\$169,613
Other Services & Charges	\$1,608,629	\$1,654,335	\$1,589,854	\$1,869,620	\$2,072,055
Capital Outlay	\$216,091	\$53,044			
Total Expenditures	<u>\$2,734,590</u>	<u>\$2,733,014</u>	<u>\$2,725,500</u>	<u>\$3,156,335</u>	<u>\$3,470,970</u>

Budget Highlights:

2006 reflects the new, larger Holland District Court facility which will likely have higher utility, etc. costs.

Function Statement

The Drain Commissioner provides direction to private land owners and units of government through organization of drain maintenance or petitioned projects 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 within the County. The Drain Commissioner oversees storm water quality, in particular, as it relates to the Soil Erosion and Sedimentation Control Act, P.A. 451, Part 91 and Phase II of the Federal Clean Water Act.

Department Goals and Objectives
--

Goal: Improve water quality and control flooding

Objective: Update Development Standards & Specifications

Objective: Continue activity in the 6 minimum measures required in the Clean Water Act, Phase II Permit.

Goal: Improve Sand Creek Watershed conditions

Objective: Participate in Sand Creek Watershed Partners

Objective: Implement Best Management Practices funded by recently obtained CMI Grant

Performance and Activity Measures
--

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Drains Measures</i>							
<u>Field Work:</u>							
# of Drains Inspected	900	1,000	1,050	1,100	1,250	1,300	1,350
# of Drain Outfalls Inspected – Phase II Permit				556	750	80	*0
<u>Accounting/Financing:</u>							
# of Drain Accounts	660	675	724	742	771	800	830
# of Loans Taken Out	2	2	2	2	1	5	3
Public Hearings & Meetings	490	525	525	550	552	575	575
<i>Plats and Other Developments Measures</i>							
<u>Field Work:</u>							
# of Sites Inspected	125	140	150	150	185	200	200
<u>Department Reviews/Processing Engineering Reviews:</u>							
# of Plats and Site Condos	38	31	28	45	46	50	50
# of Other Developments	173	82	106	92	92	100	120
<i>Public Act 347 (Soil Erosion & Soil Conservation) Measures</i>							
<u>Field Work:</u>							
# of Sites Inspected	900	975	1,100	1,500	1,714	1,800	1,850
<u>Reviewing Applications & Plans:</u>							
# of Permits Issued	304	309	378	438	438	440	450
*Initial Inspection of Drain Outfalls as required by EPA's Phase II Permit Regulations was completed in 2004. Outfall inspections in 2005 are only of locations required for re-inspection based on the criteria established by our Phase II Permit. It is not anticipated that further inspections will be required in 2006.							

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Drain Commissioner	1.000	1.000	1.000	\$62,940
Deputy Drain Commissioner	1.000	1.000	1.000	\$52,375
Soil Erosion Control Agent	1.000	1.000	1.000	\$39,156
Soil Erosion Control Inspector	1.000	1.000	1.000	\$30,636
Records Processing Clerk II	0.000	0.000	1.000	\$24,684
Records Processing Clerk I	1.000	1.000	0.000	0.000
Platting Coordinator	1.000	1.000	1.000	\$33,647
Construction Inspector	1.000	1.000	1.000	\$40,334
	<u>7.000</u>	<u>7.000</u>	<u>7.000</u>	<u>\$283,772</u>

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Licenses	\$89,660	\$78,516	\$96,679	\$80,000	\$85,000
Intergovernmental Revenue				\$250,000	
Charges for Services		\$9,750	\$12,650	\$16,000	\$15,000
Other Revenue	\$125				
Total Revenues	<u>\$89,785</u>	<u>\$88,266</u>	<u>\$109,329</u>	<u>\$346,000</u>	<u>\$100,000</u>
Expenditures					
Personnel Services	\$308,205	\$324,305	\$357,853	\$394,755	\$426,750
Supplies	\$16,151	\$14,976	\$12,916	\$17,500	\$12,800
Other Services & Charges	\$78,948	\$94,875	\$104,654	\$359,826	\$125,486
Total Expenditures	<u>\$403,304</u>	<u>\$434,156</u>	<u>\$475,423</u>	<u>\$772,081</u>	<u>\$565,036</u>

Budget Highlights:

2005 includes a \$250,000 FEMA to update floodplain elevations for incorporation into the Digital Flood Insurance Rate map.

Function Statement

The Ottawa Soil and Water Conservation District is a locally controlled resource management agency, created by concerned landowners, and administered by a publicly elected Board of Directors. The District provides local coordination for many State and Federal land and water management programs, and works with local governmental units to positively influence private land management decisions. Assistance and education is offered to landowners, educators, businesses, and organized groups in wise management of their natural resources.

Department Goals and Objectives
--

Goal: Expand the effectiveness of the district

Objective: Increase district funding opportunities

Goal: Promote the use of positive land use management practices

Objective: Sponsor land use management and environmental education programs

Goal: Facilitate the protection of ground and surface water quality

Objective: Provide technical assistance to land owners

Action Plan:

- Establish a district marketing plan and an advisory committee to evaluate district funding opportunities
- Partner with local land use groups and governmental agencies to expand public outreach
- Conduct educational seminars for land owners, home owners, and local officials on state legislation, sustainable agriculture and water quality topics
- Provide continuing conservation assistance through ongoing grants and farm bill programs in the areas of forestry, environmental assurance and groundwater stewardship

Performance and Activity Measures
--

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Conservation Assistance Measures</i>							
<u>Technical/Engineering Assistance Provided:</u>							
# of Landowners							
Assisted	759	987	2,602	1,332	5,894	16,343	16,037
# of Acres Protected to Improve Natural							
Resources	13,014	23,098	21,983	22,969	46,178	71,086	71,606
<u>Educational Contacts:</u>							
# of People							
Assisted	4,854	10,256	5,268	1,157	11,522	24,225	23,847

Resources

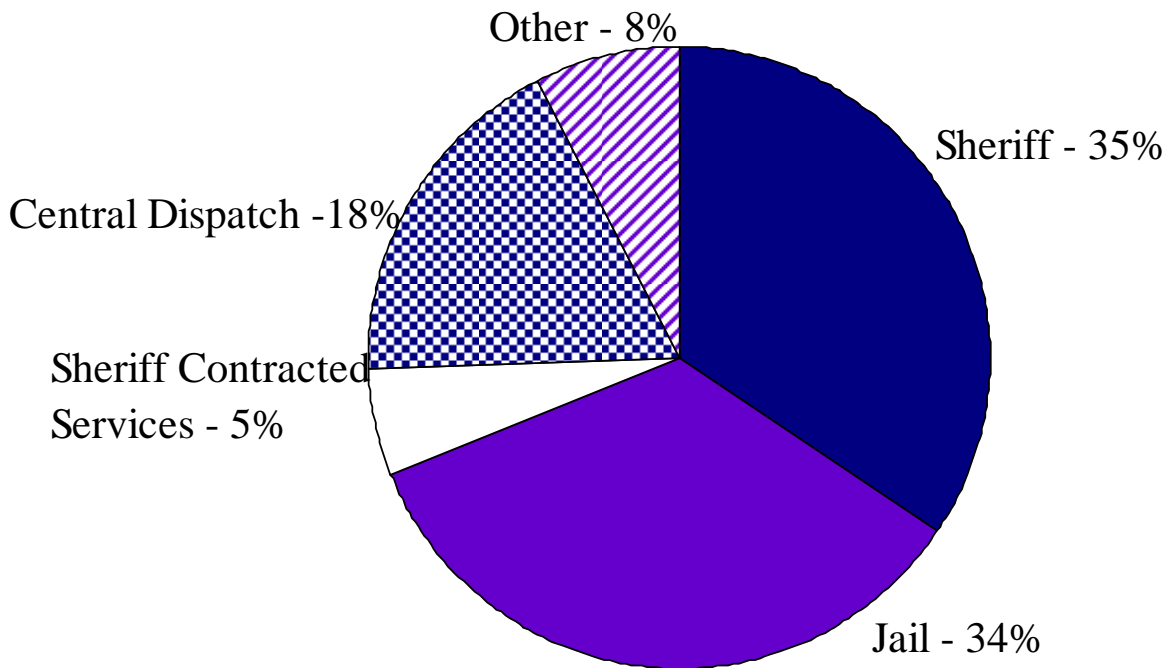
Personnel

No personnel has been allocated to this department.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Expenditures					
Other Services & Charges	\$62,863	\$60,678	\$17,829	\$25,116	\$26,766
Total Expenditures	\$62,863	\$60,678	\$17,829	\$25,116	\$26,766

2006 General Fund
Public Safety Expenditures
\$21,113,743



Function Statement

The primary function 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. This department’s budget includes the Administrative Division and the Law Enforcement Division.

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; equipment and uniforms of 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 to provide adequate training of department personnel.

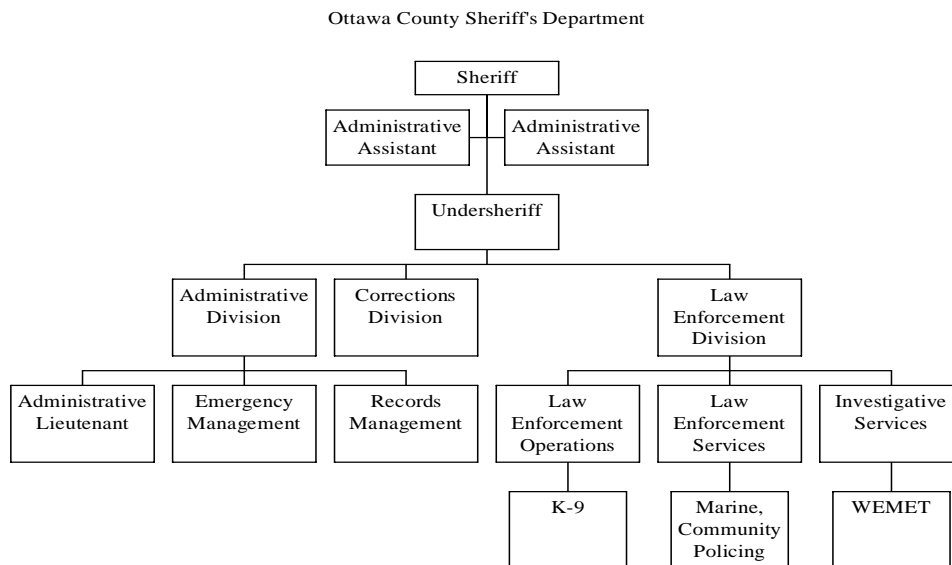
In addition to our main office in West Olive, our Law Enforcement Division Operations and Services operates out of small satellite offices in Grand Haven, Holland, and Marne to more efficiently service those areas of the County.

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.



Department Goals and Objectives
--

Goal: To provide quality law enforcement, correctional, and administrative services for the residents of Ottawa County and for those who visit Ottawa County

Objective: To continue to maintain a working partnership with townships, cities, and schools to provide a safe/secure environment within Ottawa County

Performance and Activity Measures
--

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Patrol Division Measures</i>							
# of Calls for Service	63,537	66,005	67,179	70,293	71,459	78,331	73,000
# of Criminal Arrests	10,081	9,954	11,075	9,615	9,412	9,520	9,500
# of Traffic Tickets	20,394	23,723	22,557	20,657	20,272	21,286	21,500
# of Accident Reports Taken	5,725	5,596	5,782	5,954	6,401	6,529	6,600
# of Complaint Reports Taken	18,906	19,510	19,174	18,792			
# of Training Hours	7,000	7,550	8,300	8,500	8,700	8,900	8,950
<i>Investigative Division Measures</i>							
# of Cases Assigned	1,414	1,492	1,045	1,228	1,378	1,406	1,450
# of Criminal Arrests	446	469	439	207	309	390	410
# of Cases Cleared	1,170	1,117	779	778	951	980	1,110
<i>Records Division Measures</i>							
# of Original and Supplemental Reports	23,632	24,388	23,968	23,490	23,375	23,611	23,700
# of Documents Transcribed	6,056	6,372	6,576	10,803	13,829	14,257	14,300
# of Gun Registrations and Permits	3,895	5,189	4,856	4,626	4,580	4,626	4,649
# of Subpoenas	7,810	5,803	8,034	8,837	9,674	9,971	10,021

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Sheriff	1.000	1.000	1.000	\$90,889
Undersheriff	1.000	1.000	1.000	\$74,475
Administrative Management Director	1.000	1.000	0.000	\$0
Records Management Director	1.000	1.000	1.000	\$57,416
Sergeant	9.950	8.950	8.950	\$548,910
Lieutenant	3.000	3.000	4.000	\$248,555
Evidence Technician	1.000	1.000	1.000	\$52,191
Road Patrol Deputy	28.000	28.000	28.000	\$1,473,925
Detective	11.000	12.000	12.000	\$657,905
Administrative Secretary II	2.000	2.000	2.000	\$87,170
Clerk Typist II/Matron	9.000	9.000	9.000	\$259,430
	<u>67.950</u>	<u>67.950</u>	<u>67.950</u>	<u>\$3,550,866</u>

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$2,086				
Charges for Services	\$167,421	\$158,550	\$176,475	\$148,000	\$153,000
Other Revenue	\$14,876	\$13,195	\$7,919	\$10,180	\$11,180
Total Revenues	<u>\$184,383</u>	<u>\$171,745</u>	<u>\$184,394</u>	<u>\$158,180</u>	<u>\$164,180</u>
Expenditures					
Personnel Services	\$5,046,986	\$4,713,529	\$5,110,841	\$5,253,296	\$5,736,132
Supplies	\$309,736	\$251,070	\$211,293	\$239,795	\$410,480
Other Services & Charges	\$1,064,184	\$1,150,733	\$1,011,896	\$1,021,602	\$1,142,458
Capital Outlay			\$33,922		
Total Expenditures	<u>\$6,420,906</u>	<u>\$6,115,332</u>	<u>\$6,367,952</u>	<u>\$6,514,693</u>	<u>\$7,289,070</u>


Budget Highlights:


The 2006 Supplies budget includes 38 new PCs and printers.

Function Statement

Ottawa County is a large part of the West Michigan Law Enforcement Team that is a multi-jurisdictional drug enforcement team. Ottawa County strives to enhance drug enforcement efforts in the county.

Department Goals and Objectives
--

 **Goal:** County law enforcement will be proactive

 *Denotes Strategic Plan directive*

Performance and Activity Measures
--

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
# of Complaints	106	102	729	265	303	312	325
# of Arrests	98	131	596	238	273	293	295
# of Informants Used	30	35	40	40	43	40	40
# of Search Warrants Conducted	24	56	165	83	69	80	86
# of Narcotic Presentations	32	11	15	28	24	25	30
# of K-9 Narcotic Uses	79	46	44	46	49	55	55
# of Vehicle Seizures	09	7	12	5	16	18	18
\$ of Asset Forfeitures	45,988	56,193	74,350	\$72,702	\$37,616	\$41,100	\$42,000

Resources

Personnel	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Position Name				
Sergeant	1.000	1.000	1.000	\$56,369
Road Patrol Deputy	5.000	5.000	5.000	\$261,476
	6.000	6.000	6.000	\$317,845

Funding	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
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Revenues	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Intergovernmental Revenue			\$10,196	\$5,000	\$10,000
Other Revenue	\$182	\$212	\$650		\$350
Total Revenues	\$182	\$212	\$10,846	\$5,000	\$10,350

Expenditures	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Personnel Services	\$390,474	\$389,584	\$454,823	\$483,387	\$484,337
Supplies	\$5,921	\$5,926	\$6,088	\$6,150	\$7,200
Other Services & Charges	\$68,031	\$59,069	\$59,937	\$54,098	\$54,500
Total Expenditures	\$464,426	\$454,579	\$520,848	\$543,635	\$546,037




Fund: (1010) General Fund

Department: (3110-3113 and 3130-3180) Community Policing Contracts

Function Statement

This schedule reports the activity in six departments in the General Fund: 3110 - COPS -Georgetown/ Jamestown, 3112 - COPS - Allendale/Jenison, 3113 - COPS - Holland/West Ottawa, 3130 - Zoning Enforcement, 3170 - Blendon/Tallmadge/Holland/Zeeland (CITE), and 3180 - COPS - West Ottawa. Each of these departments records a contractual arrangement between the Sheriff's department and a municipality for community policing services.

Department Goals and Objectives

-  **Goal:** Move from a traditional policing philosophy to a community policing philosophy
-  **Goal:** Expanded road patrol services will be offered to local units through contracting
-  *Denotes Strategic Plan directive*

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Road Patrol Deputy	8.000	8.000	8.000	\$418,670



Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$565,465	\$551,296	\$595,614	\$627,500	\$635,216
Other					
Total Revenues	\$565,465	\$551,296	\$595,614	\$627,500	\$635,216
Expenditures					
Personnel Services	\$515,626	\$508,236	\$576,028	\$605,714	\$618,314
Supplies	\$14,838	\$7,809	\$6,341	\$7,213	\$8,370
Other Services & Charges	\$67,655	\$80,218	\$80,243	\$83,143	\$75,729
Capital Outlay					
Total Expenditures	\$598,119	\$596,263	\$662,612	\$696,070	\$702,413

Function Statement

The City of Coopersville contracts with the Sheriff's Department to provide Community Policing Services.

Department Goals and Objectives
--

-  **Goal:** Move from a traditional policing philosophy to a community policing philosophy
-  *Denotes Strategic Plan directive*

Performance and Activity Measures
--

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
Community Policing Measures							
# of Community Activities and Programs	n/a	100	472	177	170	175	180
# Business Contacts	n/a	586	392	165	317	323	330
# of Property Checks Performed	n/a	241	252	107	120	122	130
# of Problems Solved	173	196	213	52	22	30	40
# of Calls for Service	2,178	2,143	2,255	2,270	2,216	2,261	2,307
# of Criminal Arrests	387	373	484	404	367	374	390
# of Complaints	656	711	822	721	739	754	790
# of Accident Reports	92	70	82	104	81	85	90
# of Verbal Warnings	986	627	1,512	920	404	450	500
# of Citations	983	876	923	839	560	605	650

Resources

Personnel	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Sergeant	1.000	1.000	1.000	\$56,369
Road Patrol Deputy	4.000	4.000	4.000	\$206,258
	5.000	5.000	5.000	\$262,627

Funding	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
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Revenues	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
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Intergovernmental Revenue	\$371,964	\$378,232	\$383,985	\$451,958	\$449,706
Total Revenues	<u>\$371,964</u>	<u>\$378,232</u>	<u>\$383,985</u>	<u>\$451,958</u>	<u>\$449,706</u>

Expenditures	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
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Personnel Services	\$324,401	\$335,025	\$330,862	\$399,310	\$396,484
Supplies	\$5,000	\$3,578	\$3,313	\$4,000	\$4,875
Other Services & Charges	\$42,566	\$39,631	\$49,809	\$48,648	\$48,347
Total Expenditures	<u>\$371,967</u>	<u>\$378,234</u>	<u>\$383,984</u>	<u>\$451,958</u>	<u>\$449,706</u>

Function Statement

The Sheriff Curb Auto Theft (SCAT) department accounts for a grant from the State of Michigan Automobile Theft Prevention Authority (ATPA). The ATPA was established in 1986 to reduce auto theft in Michigan and receives its funding from insurance companies.

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Road Patrol Deputy	0.000	1.000	1.000	\$52,452

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue			\$47,049	\$57,196	\$63,285
Total Revenues			\$47,049	\$57,196	\$63,285
Expenditures					
Personnel Services			\$69,995	\$70,702	\$77,592
Supplies			\$997	\$939	\$1,675
Other Services & Charges			\$4,919	\$7,544	\$9,399
Capital Outlay					
Total Expenditures			\$75,911	\$79,185	\$88,666

Function Statement

Public Act 302 of 1982 enables law enforcement agencies to receive 60% of funds generated by certified, full-time, Road Patrol Officers. These funds are specifically to be used for in-service training for certified Officers. They are not meant to take the place of County funds provided for training purposes or for salaries, but rather to enhance and broaden training. This strengthens and provides the opportunity for Certified Law Enforcement Officers to gain more expertise in areas not available without these funds.

Performance and Activity Measures
--

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
Training Measures							
Class Room Attendance	508	529	575	590	111	125	130
Class Hours Offered	2,209	2,265	2,400	2,460	1,171	2,000	2,050
Student Hours Attended	7,257	7,550	8,300	8,500	1,171	2,000	2,050

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$26,906	\$27,058	\$18,714	\$26,000	\$26,000
Total Revenues	\$26,906	\$27,058	\$18,714	\$26,000	\$26,000
Expenditures					
Other Services & Charges	\$26,906	\$27,058	\$18,714	\$26,000	\$26,000
Capital Outlay					
Total Expenditures	\$26,906	\$27,058	\$18,714	\$26,000	\$26,000

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 will be in the year 2009.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Taxes	\$3,056,621	\$3,260,025	\$3,419,770	\$3,590,300	\$3,799,413
Total Revenues	<u>\$3,056,621</u>	<u>\$3,260,025</u>	<u>\$3,419,770</u>	<u>\$3,590,300</u>	<u>\$3,799,413</u>
Expenditures					
Other Services & Charges	\$383,972	\$3,248,901	\$3,436,927	\$3,593,814	\$3,802,094
Total Expenditures	<u>\$383,972</u>	<u>\$3,248,901</u>	<u>\$3,436,927</u>	<u>\$3,593,814</u>	<u>\$3,802,094</u>

Budget Highlights:

The tax levy for the 2006 tax revenue is set at .4411 mills which is less than the prior year levy due to the Headlee Rollback. Beginning in 2003, the transfer to central dispatch for operations is recorded as a public safety expenditure. Previously, this was recorded as a operating transfer out. This change was necessitated by the Governmental Accounting Standards Board statement 34.

Function Statement

The Marine Budget is separated into three function areas: Marine Patrol, School Safety, and Dive Team.

The function of the Marine Patrol is to protect life and property; 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 as determined by the Marine Patrol Supervisor; and prepare and supervise the Marine budget.

The School Safety Program provides instruction in marine laws and operation, snowmobile laws and operation, and other matters relating to public safety.

The function of the Dive Team is to assist 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.

Performance and Activity Measures
--

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Marine Patrol Measures</i>							
# of Contacts	1,619	1,307	1,742	2,294	3,170	3,235	3,300
# of Tickets	296	170	80	123	184	188	200
# of Warnings	1,260	790	855	1,179	1,037	1,058	1,100
# of Complaints	146	179	175	159	173	177	180
# of Hours for Equipment Service	1,206	1,354	841	1,476	1,403	1,400	1,420
<i>School Safety Measures</i>							
# of Persons Certified in Boat Safety	346	660	323	312	633	639	650
# of Hours for Public Meetings	130	123	134	94	336	330	330
# of Hours for Boat Safety	126	155	323	94	71	80	100
<i>Dive Team Measures</i>							
# of Accidents	17	11	12	13	16	20	25
# of Dive Calls	17	14	15	21	23	25	30

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Sergeant	0.750	0.750	0.750	\$41,672

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$102,867	\$63,654	\$67,954	\$67,478	\$67,478
Charges for Services	\$90	\$88	\$32		
Other Revenue					
Total Revenues	\$102,957	\$63,742	\$67,986	\$67,478	\$67,478
Expenditures					
Personnel Services	\$87,507	\$113,040	\$105,925	\$151,059	\$144,436
Supplies	\$17,397	\$6,398	\$7,674	\$9,975	\$7,075
Other Services & Charges	\$47,374	\$37,487	\$42,190	\$63,427	\$57,408
Capital Outlay	\$55,367	\$15,775	\$14,942		
Total Expenditures	\$207,645	\$172,700	\$170,731	\$224,461	\$208,919

Function Statement

The primary function of the Sheriff's Correctional Facilities is to provide safe, secure, and clean housing for all inmates within; to insure 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. This branch of the Sheriff's Department is also responsible to provide identification services such as fingerprinting, photo identification, and inmate records of all persons processed. This division also provides for the collection of court fees and room and board fees. 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. The staff is also responsible to provide meals in accordance with the Michigan Department of Corrections guidelines which entails purchasing, cooking, the coordinating a six-week menu (mandatory), and the maintaining of a sanitary kitchen.


Department Goals and Objectives
--

Goal: Continue to maintain a secure and healthy facility for inmates, staff and the community

Objective: Evaluate personnel needs throughout the year to assess whether staffing levels are sufficient to safely operate the facility

Goal: Continue to provide support to the inmate population


Objective: Provide volunteer services designed to equip inmates with the skills necessary to improve financial organization, job interview techniques, and basic health education

 **Objective:** Provide alcohol and drug rehabilitation programs to assist those with addictions to cope better in the community after release

Objective: Explore the possibility of contracting for a program coordinator who will oversee inmate support service

Objective: Provide religious services to interested inmates

Objective: Continuing to promote and support volunteers who are willing to help those who are incarcerated gain the skills necessary to effectively function in the community


 **Objective:** Continuing to provide educational opportunities to inmates, in the form of general equivalency programs.

Goal: Improve the efficiency and effectiveness of the correctional operation

Objective: Address available technology in the corrections operation

- a. Continue working with the courts to identify additional uses for the video technology currently in place. One possibility is the use of video equipment to conduct involuntary mental commitment hearings.
- b. Continue to research and explore new technology that could be applicable to the correctional environment and enhance current operations.

Objective: Research the possibility of expanding medical services to include psychiatric treatment.

 **Objective:** Continue to work with Community Mental Health and Department of Corrections training programs with respect to identifying those inmates who are good candidates for jail diversion

Objective: Continue to provide training opportunities to reduce liability and increase staff professionalism and skills

- a. Continue refining our monthly in-service training program, which will permit corrections officers to remain current in such areas as First Aid, CPR, and bloodborne pathogens
- b. Continue to utilize the West Michigan Criminal Justice Training Consortium as a source for training opportunities

Goal: Provide building security at county courthouses


Objective: Continue to utilize corrections deputies at Juvenile Court in West Olive, as well as at the courthouses in Grand Haven, Holland, and Hudsonville. These deputies screen members of the public for weapons/contraband at the entrance to all facilities, respond to court panic alarms, escort individuals from the building, assist probation and parole, and respond to medical calls within the facility.

Fund: (1010) General Fund

Department: (3510) Jail, (3540) Local Corrections Academy Grant,
(3550) Excelling in the Correctional Environment

 **Goal:** Maintain and enhance the Sentence Work Abatement Program (SWAP)

Objective: Continue to explore ways to utilize SWAP crews in the community

 *Denotes Strategic Plan directive*

Performance and Activity Measures

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Jail Services Measures</i>							
# of Subjects Lodged	8,154	9,530	9,551	9,287	9,095	9,281	9,375
# of Subjects Released	8,161	9,538	9,542	9,303	9,107	9,293	9,387
Average Daily Jail Population (ADP)	308	299	336	341	357	364	380
<i>Sentence Work Abatement Program Measures</i>							
# of Enrollees in Program (Estimate)	65	65	65	429	414	418	430
# of Jail Days Saved	3,937	4,074	4,100	3,054	3,443	3,478	3,500
Savings to County from Jail Days Saved (@ \$30/Day)	\$118,110	\$122,220	\$123,000	\$91,620	\$103,290	\$105,398	\$106,463
<i>Work Release Measures</i>							
# of Admissions	745	1,097	1,245	69	55	59	75
# of Releases	752	1,089	1,256	69	55	59	75
Room and Board Revenue	\$85,318	\$58,549	\$75,138	\$66,840	\$43,361	\$46,500	\$61,780
<i>Other Measures</i>							
# of Grievances Filed by Inmates	62	38	12	29	14	20	25

Fund: (1010) General Fund

Department: (3510) Jail, (3540) Local Corrections Academy Grant, (3550) Excelling in the Correctional Environment Grant

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Lieutenant/Jail Administrator	1.000	1.000	1.000	\$62,306
Sergeant	6.000	6.000	6.000	\$330,334
Corrections Officer	49.000	51.000	51.000	\$2,031,742
Transportation Officer	13.000	14.000	14.000	\$667,666
Clerk Typist II/Matron	4.000	4.500	5.000	\$143,588
	<u>73.000</u>	<u>76.500</u>	<u>77.000</u>	<u>\$3,235,636</u>

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$164,120	\$53,740	\$73,421	\$7,428	
Charges for Services	\$370,289	\$597,308	\$617,419	\$585,000	\$610,000
Other Revenue	\$13,198	\$15,746	\$11,824	\$12,500	\$14,000
Total Revenues	<u>\$547,607</u>	<u>\$666,794</u>	<u>\$702,664</u>	<u>\$604,928</u>	<u>\$624,000</u>
Expenditures					
Personnel Services	\$3,155,123	\$3,600,854	\$4,115,916	\$4,539,770	\$4,880,661
Supplies	\$806,175	\$826,347	\$757,448	\$769,500	\$938,300
Other Services & Charges	\$1,451,532	\$1,228,850	\$1,280,287	\$1,399,706	\$1,439,880
Capital Outlay					
Total Expenditures	<u>\$5,412,830</u>	<u>\$5,656,051</u>	<u>\$6,153,651</u>	<u>\$6,708,976</u>	<u>\$7,258,841</u>

Budget Highlights

The 2006 budget is higher based on the assumption that the recently completed jail pod will see greater utilization in 2006.

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).

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Director of Emergency Management	1.000	1.000	1.000	\$62,940
L.E.P.L.. Coordinator	0.600	0.600	0.600	\$21,035
Records Processing Clerk II	0.500	0.500	0.500	\$14,007
Solution Area Planner	0.000	0.290	0.000	\$0
	2.100	2.390	2.100	\$97,982

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$114,293	\$146,619	\$174,241	\$36,606	\$38,106
Other Revenue					
Total Revenues	\$114,293	\$146,619	\$174,241	\$36,606	\$38,106
Expenditures					
Personnel Services	\$107,345	\$109,288	\$114,237	\$122,780	\$141,961
Supplies	\$99,056	\$97,809	\$127,480	\$20,232	\$9,200
Other Services & Charges	\$65,660	\$71,732	\$101,064	\$76,938	\$83,516
Capital Outlay		\$21,634			
Total Expenditures	\$272,061	\$300,463	\$342,781	\$219,950	\$234,677

Budget Highlights:

The 2002, 2003 and 2004 figures reflect federal grants received for domestic preparedness. Small equipment items were purchased with the funds.

Function Statement

In the aftermath of the 9/11 tragedy, the President 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	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Solution Area Planner	0.000	0.500	1.000	\$43,340

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue			\$171,089	\$1,327,889	
Other Revenue					
Total Revenues			\$171,089	\$1,327,889	
Expenditures					
Personnel Services			\$51,636	\$178,480	\$60,116
Supplies			\$59,175	\$881,176	\$100
Other Services & Charges			\$62,900	\$87,483	\$527
				\$182,000	
Total Expenditures			\$173,711	\$1,329,139	\$60,743

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

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
LEPL Coordinator	0.000	0.400	0.400	\$14,023
Records Processing Clerk II	0.000	0.500	0.000	\$0
		0.900	0.400	\$14,023

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue			\$14,191	\$44,621	\$36,512
Other Revenue			\$50,563	\$1,295	
Total Revenues			\$64,754	\$45,916	\$36,512
Expenditures					
Personnel Services			\$13,903	\$18,755	\$20,863
Supplies			\$22,153	\$7,600	\$7,600
Other Services & Charges			\$11,279	\$42,106	\$44,560
Total Expenditures			\$47,335	\$68,461	\$73,023

Budget Highlights:

HAZMAT eliminated the Records Processing Clerk II position (the position had never been filled).

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. The Animal Control Program is under the supervision of the Sheriff's Office and works in cooperation with all law enforcement agencies and the Ottawa Shores Humane Society in animal-related issues. The Animal Control Program employs three officers.

Department Goals and Objectives
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Goal: Provide enforcement and educational services in the realm of animal control.

Objective: Look at specifics of proper enforcement efforts to provide the best service possible to the public.



Denotes Strategic Plan directive

Performance and Activity Measures
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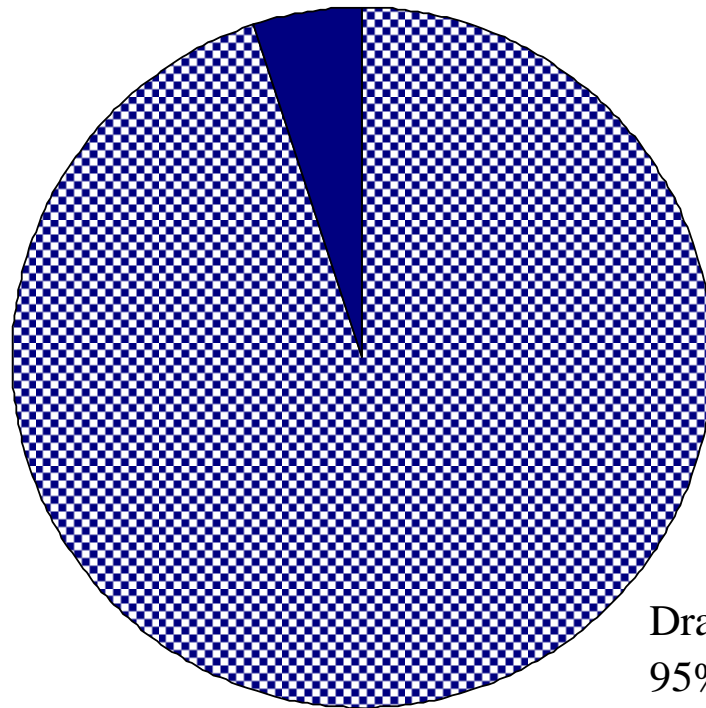
Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Animal Control Services Measures</i>							
# of Animals Retrieved	1,517	1,505	1,442	1,587	1,633	1,700	1,750
# of Calls and Complaints	3,296	3,368	3,221	4,041	4,301	4,041	4,100
# of Dogs Licensed	17,958	19,338	19,441	19,794	20,167	19,421	21,000
Revenue from Dog Licenses	\$146,187	\$157,560	\$160,498	\$163,300	\$156,880	\$160,000	\$160,000

Resources

Personnel	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary	
Position Name					
Animal Control Officer	3.000	3.000	3.000	\$110,508	
Funding					
	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Expenditures					
Personnel Services	\$124,814	\$127,966	\$137,006	\$149,194	\$170,279
Supplies	\$11,404	\$5,699	\$9,821	\$5,000	\$4,251
Other Services & Charges	\$172,903	\$210,099	\$208,068	\$187,569	\$199,024
Total Expenditures	\$309,121	\$343,764	\$354,895	\$341,763	\$373,554

2006 General Fund
Public Works Expenditures
\$240,100

Road Commission - 5%



Drain Assessments -
95%

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

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Expenditures	<hr/>				
Other Services & Charges	\$202,972	\$115,478	\$106,129	\$105,250	\$227,850
Total Expenditures	<u>\$202,972</u>	<u>\$115,478</u>	<u>\$106,129</u>	<u>\$105,250</u>	<u>\$227,850</u>

Budget Highlights:

The County share of drain assessments varies by year depending on the number and scope of projects.

Function Statement

This department records the County's share of the Ottawa County Road Commission's Board of Commissioners salary.

Resources

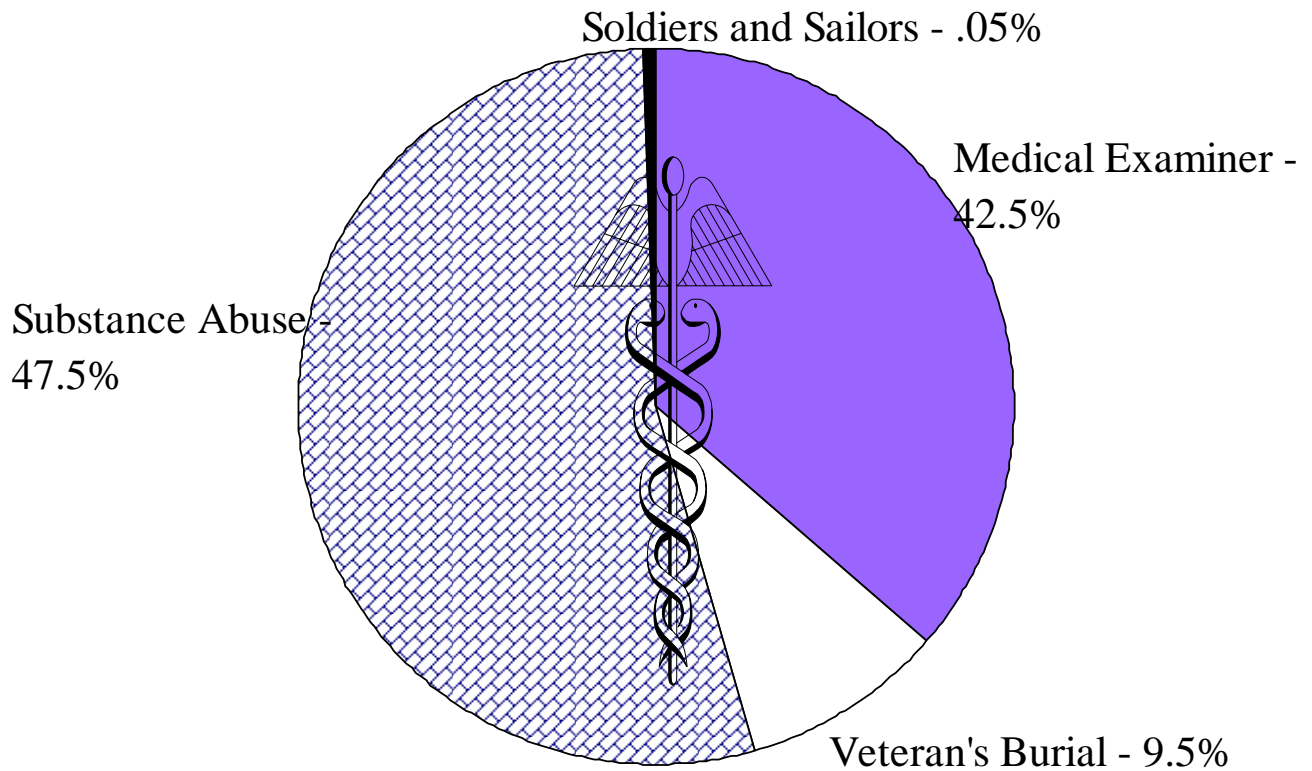
Personnel

No personnel has been allocated to this department.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Expenditures					
Other Services & Charges	\$0	\$12,250	\$48,250	\$12,250	\$12,250
Total Expenditures	\$0	\$12,250	\$48,250	\$12,250	\$12,250

2006 General Fund Health and Welfare Expenditures \$629,554



Function Statement

Public Act 2 of 1986 states that at least 50% of the State Convention Facility Tax revenue shall be used for substance abuse programs within the county from which the proceeds originated. It further states that these funds shall be distributed to the coordinating agency designated for that county pursuant to Section 6226 of Act No. 368 of the Public Health Code of 1978. For Ottawa County, that coordinating agency is Lakeshore Coordinating Council (LCC). Ottawa County holds the funds and dispenses them based on contracts, budgets, and expenditure reports approved by LCC. The Council employs the following organizations to meet the substance abuse needs for Ottawa County:

Ottawa Alcoholic Rehabilitation, Inc. (OAR)	Ottawa County Family Independence Agency
Child and Family Services of West Michigan (CFSM)	Salvation Army
Crossroads Family Center/Catholic Social Services (Juvenile Detention)	

Performance and Activity Measures
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Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>OAR, Inc. – Chester A. Ray Center Measures</i>							
# of In-patient							
Care Days	1,830	1,681	2,117	1,578	1,609	1,478	1,478
# of Clients Served	25	28	29	27	28	26	26
<i>OAR, Inc. – Harbor House (Women) Measures</i>							
# of In-patient							
Care Days	808	779	1,252	903	854	894	909
# of Clients Served	14	14	20	20	16	17	17
<i>CFSM – Hispanic Program Measures</i>							
# of Out-patient							
Care Hours	1,339	1,345	1,635	1,521	902	1,088	1,088
<i>Salvation Army Turning Point Program Measures</i>							
# of In-Patient							
Care Days	n/a	n/a	n/a	42	18	42	91
# of Clients Served	n/a	n/a	n/a	7	4	5	7
<i>OAR Inc. – Intensive Outpatient Measures</i>							
# of Out-Patient							
Care Hours	0	0	0	0	0	180	180
# of Clients Served	0	0	0	0	0	10	10

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$684,644	\$661,155	\$692,488	\$729,581	\$802,726
Total Revenues	<u>\$684,644</u>	<u>\$661,155</u>	<u>\$692,488</u>	<u>\$729,581</u>	<u>\$802,726</u>
Expenditures					
Other Services & Charges	\$246,761	\$243,519	\$253,804	\$305,519	\$340,020
Total Expenditures	<u>\$246,761</u>	<u>\$243,519</u>	<u>\$253,804</u>	<u>\$305,519</u>	<u>\$340,020</u>

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

No permanent personnel has been allocated to this department.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Charges for Services	\$2,614	\$2,420	\$2,028	\$2,200	\$2,200
Total Revenues	\$2,614	\$2,420	\$2,028	\$2,200	\$2,200
Expenditures					
Personnel Services	\$4,471	\$3,483	\$3,567	\$4,061	\$5,449
Supplies	\$8	\$160	\$854	\$700	\$600
Other Services & Charges	\$174,350	\$275,713	\$200,132	\$226,125	\$222,400
Total Expenditures	\$178,829	\$279,356	\$204,553	\$230,886	\$228,449

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

	2002	2003	2004	2005 Current Year	2006 Adopted
	Actual	Actual	Actual	Estimated	by Board
Expenditures					
Other Services & Charges	\$49,188	\$53,440	\$57,162	\$61,000	\$58,000
Total Expenditures	\$49,188	\$53,440	\$57,162	\$61,000	\$58,000

Function Statement

The Soldiers and Sailors Relief Commission consists of three veterans appointed by the Honorable Probate Judge of Ottawa County. This 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

	2002	2003	2004	2005	2006
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Expenditures					
Supplies	\$25	\$111	\$166	\$200	\$200
Other Services & Charges	\$2,488	\$2,780	\$1,301	\$2,885	\$2,885
Total Expenditures	\$2,513	\$2,891	\$1,467	\$3,085	\$3,085



2006 General Fund Budget
Community & Economic Development
Expenditures \$629,270



Resources

No personnel has been allocated to this department.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$17,562	\$51,328			
Other Revenue					
<hr/>					
Total Revenues	<u>\$17,562</u>	<u>\$51,328</u>			
Expenditures					
Personnel Services	\$15,967	\$15,836	\$641		
Supplies	\$38	\$52			
Other Services & Charges	\$2,172	\$57,147			
<hr/>					
Total Expenditures	<u>\$18,177</u>	<u>\$73,035</u>	<u>\$641</u>		

Budget Highlights:

This department accounts for the LinkMichigan technology grant which ended during 2004.

Function Statement

The Department conducts strategic planning for county programs. The strategic planning provides a basis from which to conduct outcome-based performance evaluations. The Department also collects, publishes, and disseminates a variety of facts and data pertaining to Ottawa County. The Department also administers grants, conducts legislative analysis, and provides professional level administrative support for miscellaneous county initiatives.

2006 Department Goals and Objectives

Strategic Planning

- Goal One: Provide strategic planning and evaluation services to ensure county programs are effective.**
- Measure 1: Percentage of all major county programs that should have strategic plans and evaluation components (Target is 100%).
- Measure 2: Percentage of major county programs that have outcome-based evaluations conducted every five years at minimum (Target is 20% per year on a rotating basis).
- Goal Two: Provide data that can be used by departments, agencies, local leaders, and citizens to assess quality-of-life in Ottawa County and to complete applications for grant funding.**
- Measure 1: Completion of the Public Safety and Economic Development Data Books.

Administrative

- Goal One: Maximize grantsmanship efforts to ensure that grant funding is utilized whenever possible and to ensure that grant applications are processed consistently with the County's Administrative Rule for Grants.**
- Measure 1: Number of grant funding resources identified for county projects (Target is 5 new resources identified).
- Measure 3: Number of grant applications administered (Target is 100%).
- Measure 2: Percentage of grants awarded and the number of dollars awarded in relation to the number and amount applied for (Target is 80% and \$1.5 million)
- Goal Two: Provide departments and agencies with assistance in the areas of basic and applied research, legislative analysis, technical report compilation.**
- Measure 1: Percentage of legislative bills having an impact on Ottawa County that were identified by the lobbyist/department as potentially having an impact on Ottawa County (Target is 100%)
- Measure 2: Number of legislative bills dealing with the County Board's budgetary authority for which tracking and active lobbying efforts (where a formal position was taken) occurred and the percentage of bills that had successful and unsuccessful outcomes (Target is 75% successful outcome rate).
- Measure 3: Number of legislative bills dealing with county court systems and the County Board's fiscal position related to courts for which tracking and active lobbying efforts (where a formal position was taken) occurred and the percentage of bills that had successful and unsuccessful outcome (Target is 75% successful outcome rate).
- Measure 4: Number of major projects and initiatives where research or administrative support are provided to departments or agencies (Target is 3).

2004 Accomplishments

- Completed an update to the Health Data Book
- Conducted research and analysis for Urban County Designation, Mental Health Diversion, Credit Presentation, Major County Initiatives, and Audit Transmittal Letter

- Analyzed system changes for county transit agencies
- Arranged a County Legislative Meeting
- Conducted legislative analysis and testified on legislative matters in Lansing
- Served on local, regional, and state committees
- Designed and created data collection forms and databases for several program evaluations
- Developed evaluation component for Drug Courts
- Processed \$2,500,000 in grants

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Planning & Grants Director	0.950	0.950	0.950	\$71,854
Planning & Grants Specialist	2.000	2.000	2.000	\$78,044
Management Planning Analyst	1.000	1.000	1.000	\$51,572
Program & Research Analyst	1.000	1.000	1.000	\$42,197
Transportation Planner	1.000	1.000	1.000	\$44,577
Senior Secretary	0.000	0.000	1.000	\$33,647
Secretary	1.000	1.000	0.000	\$0
	6.950	6.950	6.950	\$321,891

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Expenditures					
Personnel Services	\$304,233	\$343,810	\$375,591	\$379,648	\$450,644
Supplies	\$29,749	\$9,011	\$10,047	\$19,154	\$30,887
Other Services & Charges	\$93,055	\$110,862	\$112,191	\$121,561	\$125,283
Total Expenditures	\$427,037	\$463,683	\$497,829	\$520,363	\$606,814

Budget Highlights:

The 2005 current year estimated expenditures reflect position vacancies. All of the positions are budgeted for 2006. In addition, 2006 Personnel Services reflects wage increases identified by the Rye wage study.

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

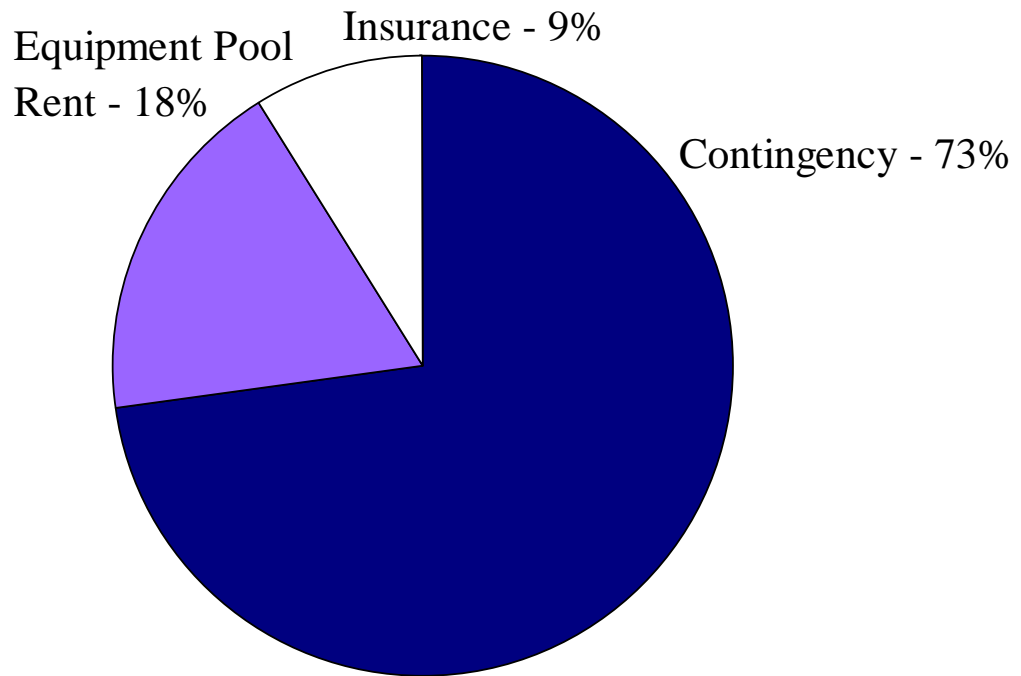
Personnel

No personnel has been allocated to this department.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue				\$20,938	\$14,762
Other Revenue					
Total Revenues				\$20,938	\$14,762
Expenditures					
Personnel Services					
Supplies					
Other Services & Charges			\$6,400	\$27,507	\$22,456
Total Expenditures			\$6,400	\$27,507	\$22,456

2006 General Fund Other Expenditures \$1,417,200



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

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Expenditures					
Personnel Services					
Other Services & Charges	\$60,411	\$99,322	\$107,577	\$119,566	\$127,690
Total Expenditures	\$60,411	\$99,322	\$107,577	\$119,566	\$127,690

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

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Expenditures					
Debt Service				\$100,000	\$1,029,510
Total Expenditures				<u>\$100,000</u>	<u>\$1,029,510</u>

Budget Highlights:

The 2006 budget amount is in compliance with 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

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Expenditures					
Other Services & Charges				\$10,000	\$260,000
Total Expenditures				\$10,000	\$260,000

Budget Highlights:

The 2006 budget includes \$160,000 for court imaging equipment. The 2005 estimate is lower because a portion of the budget has already been used by other departments.

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

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Other Financing Sources	\$776,281	\$1,178,500	\$6,638,481	\$6,323,766	\$4,219,016
Total Revenues	\$776,281	\$1,178,500	\$6,638,481	\$6,323,766	\$4,219,016

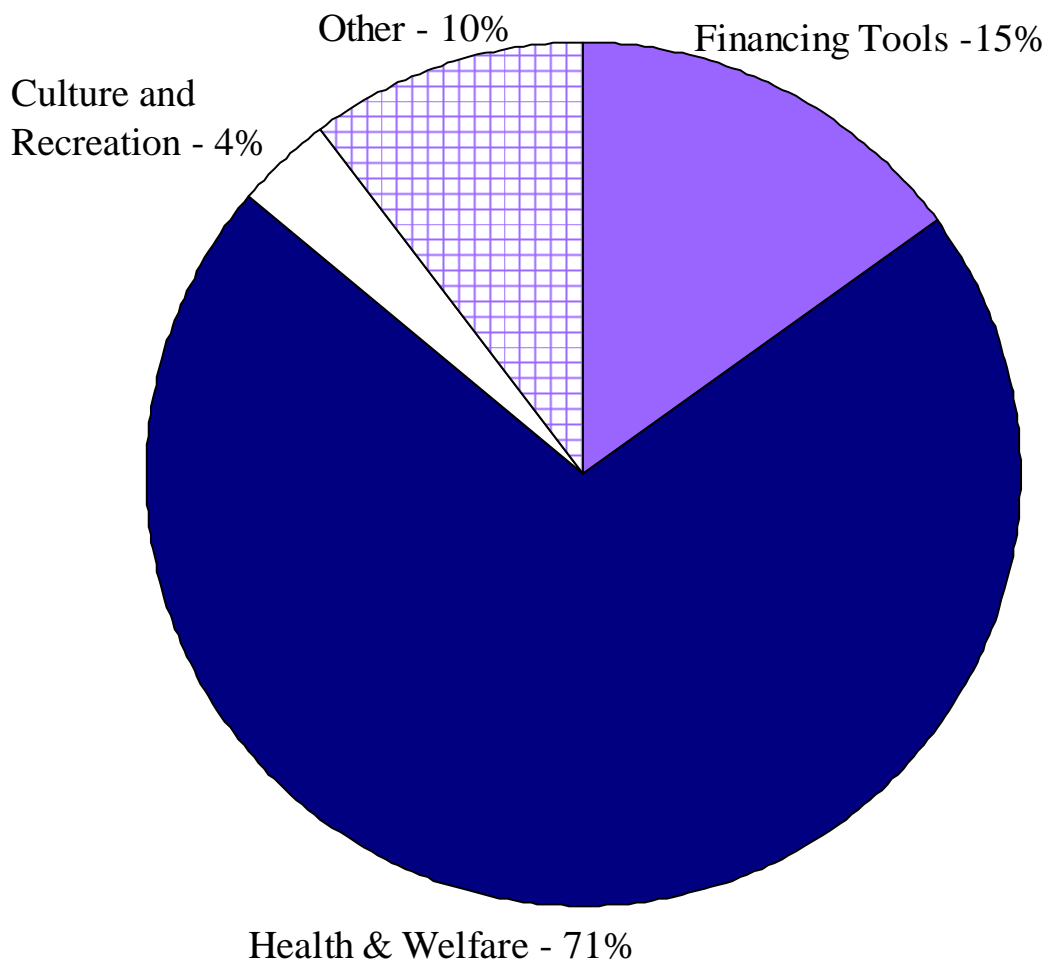
Budget Highlights:

The 2006 budget suspended the transfer from the Insurance Authority and eliminated the transfer from the Delinquent Tax Revolving Fund.

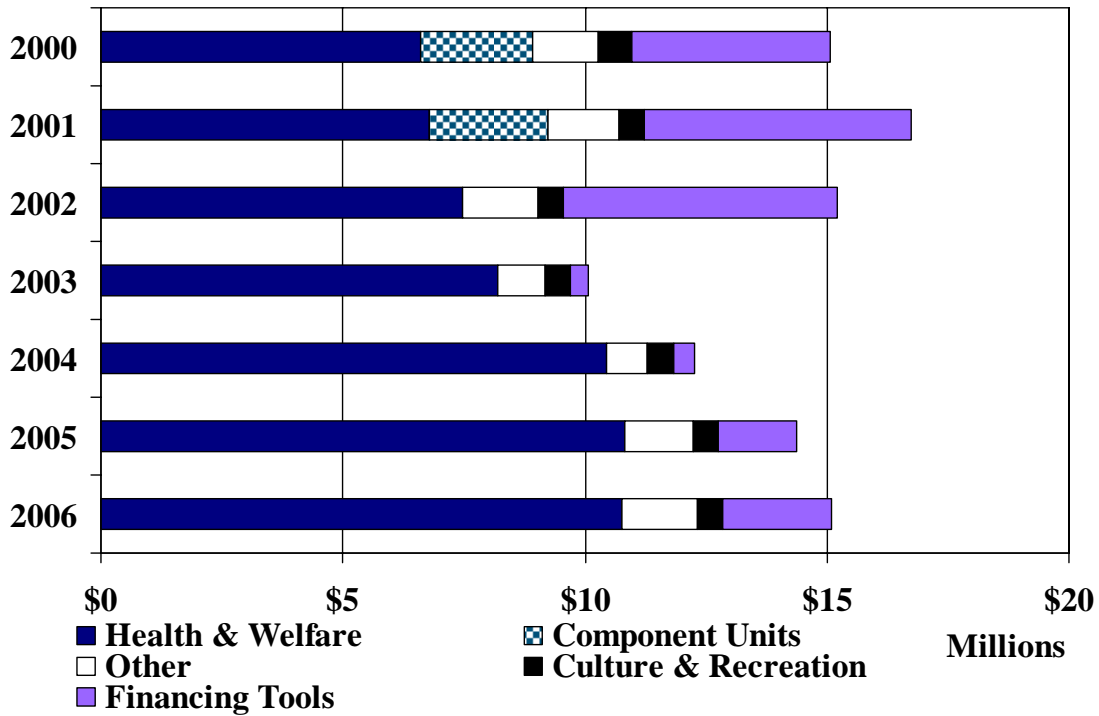
Fund: (1010) General Fund

Department: (9650) Operating Transfers Out - Internal

This budget records the operating transfers out to other funds and component units within 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 2006 budget:



County of Ottawa Operating Transfers Out 2000 - 2006



The above graph illustrates that the majority of the Operating Transfers are for Health & Welfare expenditures. The 2006 budget also includes a \$2.2 million transfer to the Public Improvement Fund (financing tool). Transfers to Component Units dropped to zero in 2002 to reflect the implementation of GASB Statement No. 34

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Expenditures					
County Road Commission	\$12,250				
Parks and Recreation	\$530,000	\$530,000	\$530,000	\$530,000	\$530,000
Friend of the Court	\$572,891	\$375,131	\$110,498	\$645,209	\$714,633
Health	\$3,593,957	\$3,793,146	\$4,991,343	\$5,516,930	\$5,506,398
Cigarette Tax	\$193,572	\$134,891	\$128,992	\$140,232	\$131,690
Mental Health	\$476,500	\$476,500	\$476,500	\$476,500	\$476,500
Solid Waste Cleanup	\$1,650,000				
O.C.C.D.A.	\$2,654,970				
Planning Commission	\$18,411	\$14,314	\$104,726	\$29,267	\$31,782
Infrastructure	\$1,066,934				
Public Improvement	\$2,650,000				\$2,267,706
Stabilization	\$290,809	\$366,828	\$437,297	\$1,616,118	
Prosecuting Attny Grants	\$9,004	\$9,487	\$17,390	\$27,013	\$49,775
Sheriff Grant Programs	\$5,505	\$7,178	\$6,087	\$2,151	\$945
O/T - Cops Universal	\$102,628	\$108,116	\$176,171	\$221,022	\$222,135
Sheriff Road Patrol			\$2,762		
Law Library	\$26,500	\$26,500	\$26,500	\$26,500	\$33,125
WIA- 12/31 Grant Program	\$35,000	(\$7,502)			
WIA 9/30 Grant Funds		\$643			
Grant Pass Thru		\$6,139	\$18,061	\$25,957	\$27,575
Emergency Feeding	\$1,320				
Community Corrections	\$758,949	\$357,494	\$405,241	\$441,308	\$469,618
Community Action Agency	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000
Family Independence Agency	\$635,498	\$656,258	\$683,127	\$702,578	\$731,564
Child Care	\$2,474,410	\$3,085,549	\$4,023,408	\$3,846,024	\$3,767,976
Child Care-FIA	\$22,312	\$22,250	\$23,250	\$20,000	\$26,500
Soldiers & Sailors Relief	\$10,000	\$16,265	\$97,094	\$90,000	\$90,000
Information Technology	\$70,000	\$70,000			
Total Expenditures	\$17,890,420	\$10,078,187	\$12,287,447	\$14,385,809	\$15,106,922

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.

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 approved by the County electorate on November 5, 1996 for ten years beginning with the December 1, 1997 levy.

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.

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.

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.

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.

COUNTY OF OTTAWA

SPECIAL REVENUE FUNDS (CONTINUED)

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.

Stabilization Fund (2570) - This Fund was established to assure the continued solid financial condition of the County in case of an emergency.

Prosecuting Attorney Grants Fund (2601) - This Fund is used to account for monies granted to the County by the State for prosecution against drug offenders.

Community Oriented Policing Services (C.O.P.S.) Funds (2608 and 2610) - These Funds account for Federal monies granted to the townships 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.

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.

COUNTY OF OTTAWA

SPECIAL REVENUE FUNDS (CONTINUED)

Emergency Medical Technician ("EMT") Holland-Park Township Fund (2640) - This Fund is used to account for monies received under contractual agreements with Holland and Park Townships. Ottawa County agrees to provide police protection and emergency medical services to the Townships on a cost-reimbursement basis.

Emergency Medical Technician ("EMT") Georgetown Township Fund (2650) - This Fund is used to account for monies received under contractual agreement with Georgetown Township. The County agrees to provide police protection and emergency medical services to the Township on a cost-reimbursement basis.

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.

COUNTY OF OTTAWA

SPECIAL REVENUE FUNDS (CONTINUED)

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.

Family Independence Agency Fund (2900) - 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 (2940) - 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
2006 BUDGET SUMMARY
SPECIAL REVENUE FUNDS

FUND NUMBER	FUND NAME	2005 PROJECTED FUND BALANCE	2006 REVENUE/ OPERATING TRANSFERS	2006 EXPENDITURES/ OPERATING TRANSFERS	2006 PROJECTED FUND BALANCE
2081	Parks and Recreation	\$4,464,871	\$4,278,543	\$4,153,458	\$4,589,956
2160	Friend of the Court		2,696,051	2,696,051	
2210	Health	1,145,922	9,845,927	10,113,230	878,619
2220	Mental Health	1,463,939	29,678,240	29,853,432	1,288,747
2271	Solid Waste Clean-Up	7,049,839	59,479	2,061,500	5,047,818
2272	Landfill Tipping Fees	889,374	365,345	523,734	730,985
2320	Transportation System	25,787	145,857	145,857	25,787
2420	Planning Commission	74,210	31,802	31,802	74,210
2444	Infrastructure	2,908,036	95,052		3,003,088
2450	Public Improvement	4,810,793	3,194,789	8,005,582	
2550	Homestead Property Tax	82,197	35,250	500	116,947
2560	Register of Deeds Technology	36,349	325,231	325,626	35,954
2570	Stabilization	7,603,560			7,603,560
2601	Prosecuting Attorney Grants	25,092	189,200	189,200	25,092
2608	COPS FAST - Allendale		95,070	95,070	
2609	Sheriff Grant Programs	1,857	71,614	71,614	1,857
2610	COPS Universal	516	1,616,464	1,616,464	516
2640	EMT Holland - Park		812,539	812,539	
2650	EMT Georgetown Township		654,214	654,214	
2661	Sheriff Road Patrol		278,351	278,351	
2690	Law Library	33,940	39,625	39,625	33,940
2740	Workforce Investment Act (WIA)- Administration	502	213,348	213,348	502
2741	WIA - Youth		631,259	631,259	
2742	WIA - Adult	511	418,764	418,764	511
2743	WIA - 6/30 Grant Programs	24,567	1,490,636	1,490,636	24,567
2744	WIA - 12/31 Grant Programs	1,359	347,500	347,500	1,359
2748	WIA - 9/30 Grant Programs	7,701	788,833	788,833	7,701
2749	WIA - 3/31 Grant Programs	807	41,700	41,700	807
2750	Grant Programs - Pass Thru		83,562	83,562	
2800	Emergency Feeding		46,000	46,000	
2850	Community Corrections Program	197,999	973,203	1,142,204	28,998
2855	Revenue Sharing Reserve Fund	12,011,032	9,354,173	4,219,016	17,146,189
2870	Community Action Agency	103,663	389,894	389,894	103,663
2890	Weatherization	168	321,219	321,219	168
2900	Family Independence Agency	547,618	1,036,044	1,036,044	547,618
2920	Child Care - Circuit Court	1,087,819	7,634,704	7,634,704	1,087,819
2921	Child Care-Social Services	61,413	47,500	47,500	61,413
2930	Soldiers & Sailors Relief		90,000	90,000	
2940	Veterans Trust	886	12,347	12,347	886
2980	Compensated Absences	3,588,381	136,000	134,425	3,589,956
TOTAL SPECIAL REVENUE FUNDS		<u>\$48,250,708</u>	<u>\$78,565,329</u>	<u>\$80,756,804</u>	<u>\$46,059,233</u>

Fund: (2081) Parks and Recreation

Function Statement



The mission of the Ottawa County Parks and Recreation Commission is to provide residents and visitors to Ottawa County with the highest quality leisure opportunities and promote high standards for environmental quality and land use planning through a resource-based system of parks, open space lands, programs, and other services.

The Parks and Recreation Commission operates ten parks with a wide variety of recreational activities and manages open space lands and undeveloped park land totaling over 4,000 acres. The Commission acquires lands and develops new facilities in response to identified parks, recreation, and open space needs.

Additional services provided by the Parks and Recreation Commission include facility reservations for group outings, the sponsorship of recreation/nature interpretation programs, and special events.

Department Goals and Objectives

To carry-out its mission, the Parks and Recreation Commission has identified three basic goals to accomplish. For each goal, a series of objectives is outlined. A detailed list of actions pertaining to each objective is available from the Parks Office.


-  **Goal:** Expand County resource-based park lands, facilities, and services to meet identified needs and improve the overall delivery of park and recreation services through coordination among recreation providers
- Objective:** Identify areas within Ottawa County not adequately served by County park lands and facilities and expand recreation opportunities in these areas when natural resource features suitable for park development are available
 - Objective:** Identify high quality natural resource features in Ottawa County and seek key lands through establishment of new parks and protected open spaces
 - Objective:** Identify resource-based recreation activities and facilities which are currently deficient within Ottawa County and develop additional facilities to meet the expressed needs
 - Objective:** To provide leadership and coordination among all public and private sector recreation providers within Ottawa County and to explore opportunities for enhancing the recreational and economic level of the County including public/private joint ventures, expansion of the local tourist trade, and related economic development potentials
 - Objective:** Participate in the development of plans for a system of non-motorized paths in Ottawa County and define Ottawa County Park's role in the provision of these services
 - Objective:** Maintain a current County-wide parks, recreation, and open space plan outlining action plans for existing parks and open space, new land acquisition and future development priorities, including specific site plans for development of facilities
- Goal:** Develop and maintain solid financial base and operating procedures to assure efficiency, long-term stability, and awareness of Commission facilities and services
- Objective:** To develop and promote a stable financial program for both short and long-term development, expansion, operation, and maintenance of the park system
 - Objective:** To promote the visibility, image, identity, and potential of the County Park system and Commission through the development of an on-going public relations program designed to create greater awareness of Commission operated facilities, programs, and services
 - Objective:** To provide a high level of park maintenance and operations for maximum visitor enjoyment and safety
-  **Goal:** Undertake specific actions aimed at high priority considerations
- Objective:** To aggressively pursue protection of open space in Ottawa County with particular emphasis upon the Lake Michigan shoreline and other public waterways
 - Objective:** To offer facilities, programs, and services accessible to all
 - Objective:** To advocate for improved water quality levels for all regional waterways

Accomplishments

- Completed department reorganization and hired two additional staff
- With the help of a \$823,000 grant from the Michigan Natural Resources Trust Fund, completed acquisition of Connor Bayou (95 acres) along the Grand River Greenway

Fund: (2081) Parks and Recreation

- Planted 57 acres of native grasses and wildflowers in the upper portion of the Macatawa River Greenway
- Secured a \$3.9 million grant from the Michigan Department of Natural Resources for the North Ottawa Dunes Acquisition project
- Solicited pledges totaling \$1.5 million for the North Ottawa Dunes Acquisition project
- Updated the long range Parks and Open Space plan
- Developed a concept plan for the 230 acre Community Haven property

 Denotes Strategic Plan directive

Performance and Activity Measures

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Park Operations and General Administration Measures</i>							
<u>Utilize Special Labor Resources (Free or Low Cost):</u>							
# of Man Hours							
Worked	13,429	12,708	12,780	12,968	13,263	13,300	16,200
<u>Visitation:</u>							
# of Visitors							
(Memorial Day – Labor Day)	140,404	171,509	187,325	215,850	133,104	200,000	200,000
\$ Amount of Entrance Fees Collected	\$147,949	\$178,445	\$190,325	\$172,274	\$133,318	\$200,000	\$200,000
<u>Permits Sold:</u>							
# of Annual Permits Sold	4,580	5,379	5,470	5,101	4,218	5,500	5,500
# of Daily Permits Sold	25,723	31,507	32,925	29,744	23,068	34,000	34,000
<i>Facility Reservations Measures</i>							
# of Park Reservations	585	627	681	644	704	730	750
# of People Served	39,114	40,933	45,183	42,891	48,242	49,000	50,000
<i>Park Acquisition & Development Measures</i>							
<u>Pursue All Relevant Sources of Grant Support:</u>							
# of Grant Applications Submitted	2	5	3	2	3	1	3
<u>Major Grant Acquisitions or Developments Completed:</u>							
Total Grant Funds	\$800,243	\$573,025	\$410,494	\$962,099	\$731,794	\$4,723,000	\$600,000
Total Grant Expenditures	\$1,043,526	\$501,862	\$388,491	\$1,914,789	\$1,484,075	\$8,726,066	\$821,000
<u>Improve/Maintain Park Accessibility:</u>							
\$ Spent for ADA Improvements	\$210,550	\$50,000	\$35,000	\$196,000	\$41,000	\$175,000	\$90,000
<i>Recreation Programs/Events Measures</i>							
# of Programs/ Events	68	71	73	66	105	100	110
# of Participants (Estimated)	850	1,400	1,450	958	1,468	1,500	1,600

Fund: 2081 Parks and Recreation

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Director of Parks & Recreation	1.000	1.000	1.000	\$75,635
Lead Park Planner	0.000	1.000	1.000	\$51,788
Parks Planner	1.000	1.000	1.000	\$46,476
Parks Manager	0.000	1.000	1.000	\$43,097
Naturalist	1.000	1.000	1.000	\$46,476
Park Operations Superintendent	1.000	1.000	1.000	\$57,416
Park Supervisor	5.000	5.000	5.000	\$210,740
Senior Secretary	1.000	1.000	1.000	\$33,647
	10.000	12.000	12.000	\$565,275

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Taxes	\$2,197,421	\$2,342,755	\$2,463,466	\$2,581,926	\$2,729,373
Intergovernmental Revenue	\$412,699	\$962,099	\$464,436	\$4,758,000	\$534,370
Charges for Services	\$242,192	\$216,500	\$190,330	\$245,700	\$250,700
Interest	\$474,749	\$172,965	\$143,424	\$29,000	\$100,000
Rents	\$33,693	\$35,291	\$42,796	\$37,600	\$34,100
Other Revenue	\$646	\$103,356	\$177,966	\$1,350,000	\$100,000
Other Financing Sources	\$530,000	\$1,495,000	\$530,000	\$530,000	\$530,000
Total Revenues	\$3,891,400	\$5,327,966	\$4,012,418	\$9,532,226	\$4,278,543
Expenditures					
Personnel Services	\$692,807	\$726,525	\$803,114	\$985,089	\$1,075,464
Supplies	\$101,185	\$102,576	\$128,539	\$161,680	\$136,140
Other Services & Charges	\$242,435	\$255,969	\$297,483	\$364,854	\$384,344
Capital Outlay	\$756,157	\$6,076,916	\$1,928,372	\$10,704,100	\$2,476,000
Debt Service	\$90,256	\$81,508	\$81,508	\$81,510	\$81,510
Total Expenditures	\$1,882,840	\$7,243,494	\$3,239,016	\$12,297,233	\$4,153,458

Budget Highlights:

Intergovernmental Revenue includes anticipated State of Michigan grants for land acquisition and development and varies from year to year. 2005 intergovernmental revenue includes \$3.9 million for the North Ottawa Dunes project. Other revenue in 2005 represents donations anticipated for the North Ottawa Dunes Project. Capital Outlay varies depending on land acquisitions. 2005 capital outlay includes \$7.7 million for the North Ottawa Dunes acquisition.

Fund: (2160) Friend of the Court

Function Statement

The Friend of the Court 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 MiSDU; and, 3) To enforce child custody, parenting time, and support orders entered by the 20th Judicial Circuit Court.

Department Goals and Objectives

Goal: Comply with all federal and state regulations regarding the centralization of functions through the State Disbursement Unit (MiSDU).

Objective: Respond to all MiSDU and client inquiries regarding case specific issues.

Objective: Continue to train staff to comply with new automated functions and accomplish state required system clean up.

Goal: Continue to utilize bench warrant office to improve office's effectiveness in collecting support.

Objective: Effectively utilize locate tools to identify sources of income available and appropriate for child support withholding order.

Objective: Reduce the rate of increase of total arrears, including cases qualifying for felony warrants through cooperation with the Prosecutor's Office.

Goal: Effectively enforce support/parenting time court orders.

Objective: Maintain historical percentage of enforcement actions relative to caseload.

Objective: Maintain or increase historical percentage of current support collected.

Goal: Improve items measured as performance criteria to earn federal incentive dollars.

Objective: Decrease outstanding arrears through effective use of bench warrant officer as well as through closing appropriate cases.

Objective: Achieve full compliance with statutory requirements regarding reviews of child support orders.

Goal: Distribute all court notices, orders, and recommendations within statutory time frames.

Objective: Ensure that statutory notice provisions are met for all FOC hearings.

Objective: Ensure that all FOC and referee orders are distributed to clients on a timely basis.

Goal: Comply with all federal and state regulations regarding medical support enforcement

Objection: Ensure that employers comply with orders requiring health insurance coverage for children of employee.

Objection: Maintain or increase historical percentage of current medical support collected.

Accomplishments



- Worked with the State to resolve issues surrounding the centralized disbursement of child support payments
- Reduced the wait time for domestic relations referee hearings from 6 – 8 weeks to 2 weeks
- Reduced turn around time for custody assessments from several months to 56 days
- Assisted in the new State service that allows clients to make support payments on the web



Denotes Strategic Plan directive

Fund: (2160) Friend of the Court

Performance and Activity Measures							
Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Investigate Custody Disputes Measures</i>							
Recommendations Made	80	92	130	132	164	175	180
Petitions for Modifications Filed	2	2	0	0	0	0	1
Settled Custody Investigations	8	12	14	25	34	40	42
# of Coordination Conferences	702	720	740	738	668	725	730
# of Diversion Conferences	211	277	293	225	224	240	243
# of Disputes Settled Through Diversion Conferences	131	125	150	109	106	100	105
Cases Per Investigator	1,039	999	975	1,588	1,530	1,535	1,540
<i>Administer & Enforce Parenting Time Orders Measures</i>							
Recommendations Made	9	10	15	12	10	10	10
Referee Recommendations	330	400	467	563	564	565	565
Show Cause Hearings	107	79	97	91	105	106	110
<i>Administer & Enforce Child Support Measures</i>							
Petitions for Modifications Filed	324	488	467	282	626	600	610
Referee Recommendations	1,300	1,785	1,935	1,927	1,865	1,900	1,925
Show Cause Hearings	4,982	6,073	6,877	4,673	7,440	7,400	7,450
Bench Warrants Issued	1,439	2,099	2,008	1,430	1,868	1,875	1,890
Total Arrests Collections (In Millions)	768	949	1,044	1,000	472	800	1,000
	\$29	\$30	\$32	\$32	\$34.8	\$35	\$35
<i>Other Measures</i>							
Cases/Employee % of Reporting Deadlines Met	368	352	344	373	340	342	345
Hours of Service Provided Per Week Beyond 8:00 a.m. to 5:00 p.m.	100%	100%	100%	100%	100%	100%	100%
	8	8	8	8	8	8	8

Fund: 2160 Friend of the Court

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Friend of the Court	1.000	1.000	1.000	\$85,840
Assistant FOC - Operations	1.000	1.000	1.000	\$62,012
Accounting Manager	1.000	1.000	1.000	\$62,012
Investigators	10.000	11.000	11.000	\$470,005
Family Services Coordinator	1.000	1.000	1.000	\$49,387
Data Processing Specialist	4.000	4.000	4.000	\$124,028
Senior Data Processing Specialist	1.000	1.000	1.000	\$42,703
Location Specialist	1.000	1.000	1.000	\$33,993
Custody Field Investigators	2.000	2.000	2.000	\$97,048
Judicial Clerk II	2.000	3.000	3.000	\$94,992
FOC Accountant	3.000	3.000	3.000	\$101,979
Referee	1.000	1.000	1.000	\$72,535
Judicial Clerk I	4.000	4.000	4.000	\$106,991
Deputy/Road Patrol	1.000	1.000	1.000	\$52,008
Third Party Liability Specialist	1.000	1.000	1.000	\$43,162
	34.000	36.000	36.000	\$1,498,695

Funding

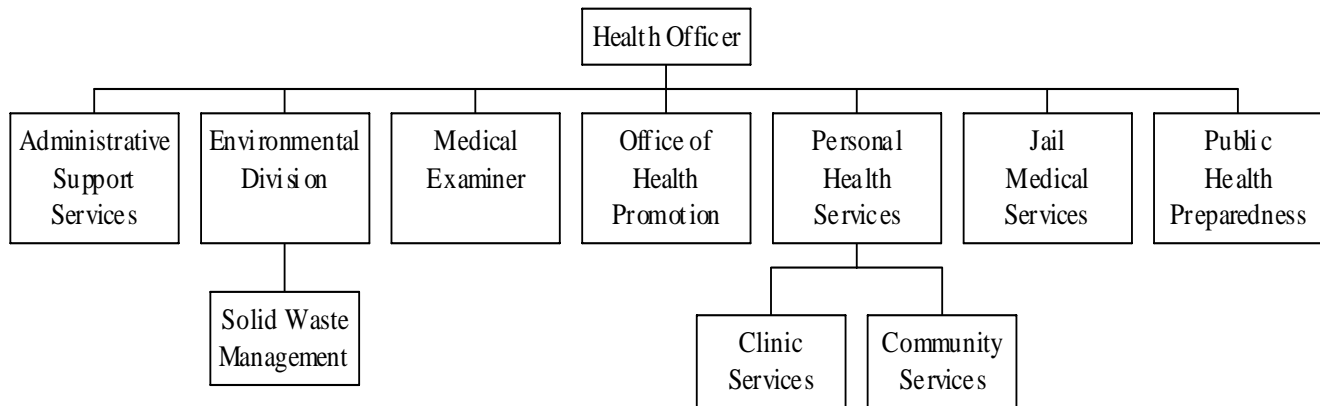
Budget Summary	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,585,760	\$1,348,827	\$1,945,555	\$1,640,264	\$1,773,658
Charges for Services	\$150,646	\$172,979	\$143,379	\$213,897	\$207,760
Interest					
Other Financing Sources	\$369,797	\$578,235	\$110,498	\$645,209	\$714,633
Total Revenues	\$2,106,203	\$2,100,041	\$2,199,432	\$2,499,370	\$2,696,051
Expenditures					
Personnel Services	\$1,611,915	\$1,700,515	\$1,866,577	\$2,067,894	\$2,163,358
Supplies	\$168,014	\$118,075	\$74,331	\$75,823	\$101,665
Other Services & Charges	\$326,272	\$281,448	\$258,522	\$355,653	\$431,028
Capital Outlay					
Total Expenditures	\$2,106,201	\$2,100,038	\$2,199,430	\$2,499,370	\$2,696,051

Budget Highlights:

The increase in intergovernmental and operating transfer revenue in 2006 reflects increasing expenditures due to the rye study wage increases, increasing allocated administrative charges, and several new computer monitors.

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

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Licenses & Permits	\$240,514	\$368,796	\$392,928	\$434,420	\$453,445
Intergovernmental Revenue	\$2,902,021	\$2,731,560	\$2,870,451	\$2,767,095	\$2,690,642
Charges for Services	\$705,539	\$776,873	\$765,729	\$801,246	\$895,278
Interest & Rents	\$3,850	\$4,050	\$4,150	\$750	
Other Revenue	\$87,913	\$88,598	\$109,340	\$173,766	\$168,474
Other Financing Sources	\$3,793,131	\$3,986,718	\$5,126,235	\$5,645,922	\$5,638,088
Total Revenues	\$7,732,968	\$7,956,595	\$9,268,833	\$9,823,199	\$9,845,927
Expenditures					
Personnel Services	\$5,334,570	\$5,395,949	\$5,792,421	\$6,187,399	\$6,494,909
Supplies	\$660,380	\$706,782	\$736,240	\$827,282	\$880,354
Other Services & Charges	\$2,299,353	\$2,197,634	\$2,184,129	\$2,695,648	\$2,737,967
Capital Outlay			\$79,293	\$10,789	
Other Financing Uses	\$304,747	\$17,560			
Total Expenditures	\$8,599,050	\$8,317,925	\$8,792,083	\$9,721,118	\$10,113,230

Budget Highlights

State of Michigan revenue continues to decrease while the County continues their commitment to providing quality service to their residents, this coupled with the increase cost of vaccines requires the County, in some cases, to increase or institute charges for services. The Health department has once again decreased their full time equivalents.

Resources					
Personnel					
Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary	
Health Officer/ Administrator	1.000	1.000	1.000	\$97,250	
Epidemiologist	1.000	1.000	1.000	\$62,587	
Health Educator	0.000	1.000	0.000	\$0	
Health Promotions Manager	0.000	0.080	0.000	\$0	
Administrative Secretary II	1.000	1.000	1.000	\$32,451	
Senior Accountant	0.500	0.500	0.500	\$28,547	
Accountant I	1.000	1.000	1.000	\$42,613	
Programmer/ Analyst	0.500	0.500	0.500	\$30,002	
Programmer	0.500	0.500	0.500	\$24,587	
PC Support Specialist	1.000	1.000	1.000	\$43,340	
Marketing Specialist	0.000	0.000	1.000	\$52,324	
Records Processing Clerk II	3.000	2.000	2.000	\$57,682	
Medical Director	1.000	1.000	1.000	\$130,513	
Jail Nurse Supervisor	1.000	0.000	0.000	\$0	
Jail RN	3.000	0.000	0.000	\$0	
Deputy Health Officer	0.900	0.900	0.900	\$66,555	
PH Preparedness Coordinator	1.000	0.000	0.000	\$0	
Account Clerk I	1.000	1.000	1.000	\$29,434	
	17.400	12.480	12.400	\$697,885	
Funding					
	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,228,384	\$1,160,782	\$1,123,626	\$1,109,073	\$1,127,801
Charges for Services			\$3,250	\$3,500	\$3,500
Interest & Rents			\$4,150	\$750	
Other Revenue	\$7,908	\$309	\$106		
Other Financing Sources	\$3,730,889	\$3,926,232	\$5,084,081	\$5,605,612	\$5,596,935
Total Revenues	\$4,967,181	\$5,087,323	\$6,215,213	\$6,718,935	\$6,728,236
Expenditures					
Personnel Services	\$825,957	\$860,004	\$812,427	\$921,622	\$980,442
Supplies	\$57,839	\$44,599	\$30,129	\$33,852	\$29,105
Other Services & Charges	\$778,022	\$720,955	\$832,917	\$895,488	\$892,273
Capital Outlay					
Other Financing Uses	\$304,747	\$17,560			
Total Expenditures	\$1,966,565	\$1,643,118	\$1,675,473	\$1,850,962	\$1,901,820

Function Statement

The Ottawa County Health Department Public Health Preparedness program is a state mandated program which serves as the central point of contact for communication with the state and local officials regarding public health emergency planning and response. The public health preparedness program develops essential protocols and provides critical training to be abided by in the event of an emergency situation. This program ensures that local health department employees and community stakeholders are knowledgeable and appropriately trained about biological, chemical, radiological and nuclear agents and/or infectious diseases resulting in public health emergencies thus assuring rapid and effective public health response to such events.

Department Goals and Objectives
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Goal: Ensure that the Ottawa County Health Department is prepared to respond to emergency situations through the developing and maintaining an all-hazards emergency response plan for public health emergencies.

- Objective:** Provide a basic framework for coordinated response on a quarterly basis by incorporating policies and protocols into the all hazards emergency response plan in order to protect the public's health and prevent disease and injuries.
- Objective:** Identify and up date the jurisdiction vulnerabilities report in coordination with the county's Emergency Management Division on a bi-annual basis.
- Objective:** Prioritize resources and exercise design in collaboration with EOC Annex Heads on an annual basis.
- Objective:** Assess the OCHD's capacity to respond to bioterrorism, outbreaks of infectious diseases, or other public health threats and emergencies through tabletops, exercises, and drill on at least an annual basis.
- Objective:** Update and complete the state mandated protocols in the emergency response plan by February 28, 2006 to be evaluates by MDCH-OPHP.
- Objective:** On a quarterly basis, provide updated PH guidelines to the EOC staff to refer to when responding to an emergency situation.
- Objective:** Coordinate community-wide planning at monthly local LEPC and HRSA meetings in order to combine emergency and medical treatment services.
- Objective:** Maintain and strengthen communication with local, regional, and state emergency response partners by designing and participating in exercises and tabletops on at least a semi-annual basis.
- Objective:** Evaluate emergency response tabletops, exercises, and drills or actual events by completing after action reports following every incident (exercise or actual) for the MDCH-OPHP and the OCHD to indicate areas of improvement.
- Objective:** Maintain in constant communication with state partners through quarterly reports, and assessments of emergency response plans and through monthly EPC conference calls with the state.
- Objective:** Develop and strengthen communication links between local, regional and state emergency response partners, law enforcement, corporate counsel, emergency management, PIO's, and the media by maintaining updated contact lists, participating in county-wide drills, and attending meetings at least semi-annually.

Goal: Develop and maintain surveillance and epidemiological information to monitor potential emerging disease or illness affecting the health of Ottawa County residents.

- Objective:** Monitor Ottawa County on a daily basis by working with the CD employees and the MDSS system to identify unusual disease patterns and potential outbreaks.
- Objective:** Investigate suspicious diseases or outbreaks through the MDSS system and state contacts on a regular basis.
- Objective:** Evaluate and updated laboratory contacts on a quarterly basis to ensure rapid response in the event of public health emergencies.
- Objective:** Disseminate MDSS promotional materials to local health care providers through mailings, health alert fax, presentations, and personal contacts with Ottawa County physicians by the Medical Director and the Epidemiologist.
- Objective:** Develop a protocol manage and update OCHD users on accessing, managing, and reporting communicable diseases through the MDSS system.
- Objective:** Update and train OCHD users on the MDSS system for disease reporting and tracking on a quarterly basis.

- Objective:** Monitor the MI-HAN System for unusual occurrences that are occurring throughout Michigan, the Nation, and World by confirming and responding to alerts on an as needed basis.
- Objective:** Recruit 25% of Ottawa County Physicians to begin reporting communicable diseases through the MDSS Surveillance system by September 2006.
- Goal:** Develop departmental protocols and communication information on chemical and radiological agents that are both prominent in Ottawa County or that could be use as an act of bioterrorism.
- Objectives:** Develop chemical and radiological annexes by February 28, 2006 for the emergency response plan to be evaluated by MDCH-OPHP and the OCHD.
- Objectives:** Compose fact sheets on prominent chemicals at a fifth grade reading level to communicate the dangers, effects, symptoms, and treatment in case of an exposure or outbreak of Ottawa County on an annual basis.
- Objectives:** Provide translations of critical public information (fact sheets, message/signs) for distribution to residents during an emergency in the five priority languages of Ottawa County an annual basis.
- Goal:** Ensure that the Ottawa County Health Department is communicating accurate and vital information with staff, stakeholders, and all Ottawa County residents in the event of an emergency, as well as networking and communicating about the importance of preparedness on a more frequent basis.
- Objectives:** Send health alerts to area providers and partners on an emergency and/or informational basis by enacting the Mass Fax policy.
- Objectives:** Test and evaluate the OCHD Mass Fax policy through a test alert sent to all Ottawa County stakeholders on a semi-annual basis.
- Objectives:** Compose fact sheets on a variety of agents/diseases at a fifth grade reading level to communicate the dangers, effects, symptoms, and treatment in case of an exposure or outbreak of Ottawa County on an annual basis.
- Objectives:** Provide translations of critical public information (fact sheets, message/signs) for distribution to residents during an emergency in the five priority languages of Ottawa County an annual basis.
- Objectives:** Develop and implement an OCHD hotline policy/contract with 211 by creating and updating informational messages and templates to be used in the event of an emergency on a semi-annual basis.
- Objectives:** Ensure messages are in place to assist the public during public health emergencies.
- Objectives:** Test the text messaging protocol with key Health Department employees on a quarterly basis to ensure rapid response and notification in the event of an emergency.
- Objectives:** Update and maintain all contact lists (external, internal, special need populations and media) on a quarterly basis.
- Objectives:** Work with the EPC to administer unannounced quarterly communication alerts (HAN, cell phones, 800 MHz radios) in order to ensure rapid response.
- Objectives:** Develop and strengthen communication links between local, regional and state emergency response partners, law enforcement, corporate counsel, emergency management, PIO's, and the media by maintaining updated contact lists, participating in county-wide drills, and attending meetings at least semi-annually.
- Objectives:** Test the 800MHz radios, Text Messaging, and HAN on a quarterly basis by sending alerts and holding test days to the OCHD to ensure all key employees are capable of using the critical devices in the event of an emergency.
- Goal:** Develop and maintain an ongoing plan to educate and train Ottawa County Health Department employees, stakeholders, and the residents on the core elements of emergency preparedness.
- Objectives:** Promote the value of the PHP program by creating trainings to be given to stakeholders and the community on the importance of preparedness.
- Objectives:** Participate in all required training in PHP and Emergency Response on an as needed and state mandated basis.
- Objectives:** To train 100% of OCHD employees on the importance of PHP and the core competencies by September 2006.
- Objectives:** Monitoring MI-TRAIN on a monthly basis to identify potential training and information for OCHD employees to attend.
- Objectives:** Develop and maintain staff and stakeholder trainings which are mandated by the state on an annual basis.
- Objectives:** Develop outcome based testing for each training to test the knowledge of participants -75% of all participants will pass outcome based testing with a 75%.
- Objectives:** Develop an online Emergency Preparedness training on lotus notes (similar to the BBP Training) for 100% of OCHD employees to complete on an annual basis.

Performance and Activity Measures
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Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Response Coordination Measures</i>							
# of Local Emergency Planning Committee (LEPC) Meetings Attended	n/a	n/a	n/a	6	n/a	7	4
# of LEM Exercises to Test Effectiveness of Public Health Annex	n/a	n/a	n/a	2	2	3	2
# of Coordinating Exercises Attended						2	3
<i>Protocol Measures</i>							
# of Protocols Developed for Public Health Emergencies	n/a	n/a	n/a	7	n/a	15	15
<i>Point of Contact Measures</i>							
# of State and Regional Quarterly Emergency Preparedness Meetings Attended	n/a	n/a	n/a	13	n/a	-	22
# of State and/or Federal Exercises Participation for Public Health Emergencies	n/a	n/a	n/a	2	-	-	6
<i>Emergency Training Measures</i>							
# of Trainings Coordinated	n/a	n/a	n/a	9	n/a	4	5

Function Statement

The epidemiology division of the Ottawa County Health Department is charged with assessing, describing, quantifying and postulating causal mechanisms for diseases and health phenomena in Ottawa County. This division's activities are geared towards utilization and strengthening of public health surveillance practices that enhance disease identification, prevention and control and also evaluation/assessment of the health needs of Ottawa County residents.

Department Goals and Objectives
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- Goal:** The epidemiology program will monitor the health status of Ottawa County residents to identify health problems.
- Objective:** The epidemiology program will develop and update the county wide health profile annually.
- Objective:** The epidemiology program will assist in determining barriers to service.
- Objective:** At the end of each year the epidemiology program will compile data collected from HD programs on health outcomes measured.
- Objective:** Every two years the epidemiology program will implement a Behavioral Risk Factor Survey.
- Objective:** Every two years the epidemiology program will implement a Youth Risk Factor Survey.
- Objective:** The epidemiology program will compile data from all assessment to create a comprehensive community health profile.
- Objective:** At the end of each calendar year the epidemiology program will update the community health profile.
- Objective:** Every year the epidemiology program will provide a presentation on new data from BRFS, YRBS and CHP and HHS.
- Objective:** Every year the epidemiology program will provide a presentation on new data from BRFS, YRBS and CHP to the community.
- Objective:** Every year the epidemiology program will provide a presentation on new data from BRFS, YRBS and CHP to the Ottawa County Health Department.
- Objective:** The epidemiology program will utilize SAS, Excel, MDSS and Access software to analyze and manage all compiled data.
- Objective:** The epidemiology program will utilize tables, graphs and geo coding where applicable to present and communicate health data.
- Objective:** The epidemiology program will provide consultation and assistance in analysis of program data within the Ottawa County Health Department.
- Goal:** The epidemiology program will provide surveillance of reportable communicable disease for unusual events.
- Objective:** Daily the epidemiology program will monitor the MDSS system for unusual events.
- Objective:** The epidemiology program will provide trend data and other epidemiological profile for any unusual event in MDSS.
- Objective:** The epidemiology program will coordinate investigation efforts with the local, region and state agencies for any unusual events in MDSS.
- Objective:** The epidemiology program will collect timely reportable disease information from community health professionals who submit information on possible disease outbreaks.
- Objective:** The epidemiology program will promote the use of MDSS disease reporting system amongst physicians in Ottawa County.
- Objective:** The epidemiology program will use state-of-the-art information technology and communication systems to support surveillance and investigation activities.
- Objective:** The epidemiology program will present county data to stakeholders within the county.
- Goal:** The epidemiology program will assist in the investigation and response to public health emergencies.
- Objective:** During a public health emergency the epidemiology program will provide epidemiological expertise relating to the health problem.
- Objective:** Develop protocols for responding to public health emergencies.
- Objective:** Coordinate foodborne outbreak investigation efforts.
- Objective:** Carry out table top exercise to ensure that protocols put in place for disease prevention is effective.
- Objective:** Educate the public on various health issues (via data watch).
- Goal:** The epidemiology program will assist in measuring program goals attainment.
- Objective:** The epidemiology program will assist in analyzing data collected from programs to assess goal attainment.
- Goal:** The epidemiology program will assist in assurance of quality population based services.
- Objective:** The epidemiology program will assist in data collection and analysis process for assessing quality services.

Resources					
Personnel					
Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary	
PH Preparedness Coordinator	0.000	1.000	1.000	\$52,081	
Prog. Coord-Crisis Communication	0.000	1.000	1.000	\$41,085	
	0.000	2.000	2.000	\$93,166	
Funding					
	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$23,850	\$107,422	\$314,871	\$249,381	\$249,358
Charges for Services					
Interest & Rents					
Other Revenue					
Total Revenues	\$23,850	\$107,422	\$314,871	\$249,381	\$249,358
Expenditures					
Personnel Services	\$6,463	\$52,795	\$83,584	\$131,064	\$133,856
Supplies	\$14,814	\$7,060	\$87,365	\$48,033	\$45,049
Other Services & Charges	\$647	\$8,658	\$35,590	\$39,809	\$50,391
Capital Outlay			\$79,293	\$10,789	
Total Expenditures	\$21,924	\$68,513	\$285,832	\$229,695	\$229,296

Function Statement

Environmental Health Services protects the public's health by assuring risks from exposure to environmental health hazards are minimized and controlled through response, identification, prevention and/or elimination. Environmental hazards may be biological, physical, chemical and radiological agents or substances. They may be human made or naturally occurring. The general public, regulated entities plus federal, state and local agencies benefit from the service performed by Environmental Health Services.

The Department has a competent, well trained workforce that meet and maintain required specified educational and practice standards. Staff enforce local, state and federal laws in the course of their duties. Best practice models drive the Department's activities to assure efficient customer defined focused services. Multi-agency collaboration with local, county, state and public enterprises and cross-agency team work strengthen program competencies and outcomes.

Department Goals and Objectives
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Food Service Sanitation

Goal: To reduce the risk factors that can cause food borne illnesses from food served at licensed food service establishments by 5%.

- Objective:** Conduct required compliance inspections of all fixed food service establishments operating 12 months out of the year - once every six months or a minimum of two times per year and 1/3 of the total of all vending machine locations per year over a three year period.
- Objective:** Conduct required inspections of all seasonal fixed food service establishments operating 9 months or less a year once every 12 months.
- Objective:** Conduct required inspections and issue licenses to approximately 160 temporary food service operations.
- Objective:** Provide training to at least 200 owners, managers, and staff on proper food storage, handling, preparation, serving and cleaning techniques through "You Hold the Key to Sanitation" classes.
- Objective:** Train 100% of all school food service concession people in charge in basic food service sanitation.
- Objective:** Partner with the food industry by meeting with the Food Advisory Committee at least 3 times a year.
- Objective:** Investigate all reports of suspected food borne illness in compliance with policy.
- Objective:** Complete review of 100% of all food service operation plans prior to construction/remodeling.
- Objective:** 100% of all food service establishments will receive an assessment inspection prior to change of ownership.
- Objective:** 100% of all consumer complaints pertaining to food service sanitation will be investigated and documented.
- Objective:** Conduct compliance conferences and hearings as necessary to comply with the Michigan Department of Agriculture Enforcement Policy adopted by Ottawa County.
- Objective:** Conduct a self-assessment to ensure compliance with the Minimum Program Requirements for Accreditation.
- Objective:** Pass accreditation.

On-Site

Goal: To minimize the risk of diseases associated with exposure to adverse environmental factors.

- Objective:** Well sites will be evaluated and well construction permits issued for all applications requesting new/replacement wells.
- Objective:** Well construction inspections and water quality sampling will be conducted in full accordance with state requirements and minimum program requirements.
- Objective:** Information on the potential hazards associated with abandoned wells and proper abandonment procedures will be provided to well owners resulting in approximately 200 proper well closures.
- Objective:** Create partnerships with other organizations and groups that have an interest in environmental health issues in Ottawa County.
- Objective:** Investigate and abate all complaints related to well construction and groundwater pollution.
- Objective:** Evaluate sewage disposal system locations/soils and, if acceptable, issue construction permits in accordance with specifications of the Environmental Health Regulations for all new/repair applications.
- Objective:** 100% of all new and repaired sewage disposal systems will be inspected for proper construction and sizing.
- Objective:** Conduct sanitary surveys for 20% of the 227 Type II public water supplies within the County.

- Objective:** Collect water samples of drinking water wells at sites of ground water contamination identified by the Department of Environmental Quality of Environmental Health staff.
- Objective:** Real Estate Evaluations will be conducted for sales of all homes that have a well and/or septic system.
- Objective:** Public beaches will be sampled/ tested on a weekly basis for three (3) months to determine bacteriological quality for safe recreational activities.
- Objective:** When water samples from beaches exceed the partial body contact standards, those respective beach owners/operators will be notified in compliance with state law within 36 hours. Re-samples shall be collected in a timely manner and beaches will be reopened when acceptable water results are obtained.
- Objective:** 100% of all land division and subdivision applications will receive the necessary evaluations to determine site suitability for building.
- Objective:** Inspect all 21 campgrounds and 36 mobile home parks annually or as requested for safety and health risks.
- Objective:** Inspect and test all 121 swimming/spa pools annually for safety and water quality.
- Objective:** Distribute educational material and test kits to all county residents concerned about radon in their homes, as requested.
- Objective:** Investigate and abate all reported nuisance complaints regarding garbage storage/removal, offensive odors, failing sewage disposal systems, insect/ rodent infestation, etc.
- Objective:** Evaluate soils and ground water quality on 100% of applications of vacant land parcels proposed for development utilizing on-site sewage disposal and wells.
- Objective:** Inspect all septage disposal sites annually for compliance with state regulations.
- Objective:** Inspect all septage hauling trucks, according to schedule, for compliance with state regulations.
- Objective:** Continue to monitor the quality of the Grand River and take appropriate action on issuing advisories resulting from CSO releases from Grand Rapids when volumes exceed one million gallons.
- Objective:** Monitor all reported animal bites, provide information on animal/insect borne communicable diseases and submit all suspected animals involved with bites to the State Virology Laboratory for rabies testing.
- Objective:** Provide lead based paint assessments/ follow-up on all child EBL/s referred by Nursing Division as well as abatement activities associated with CMI or HUD.
- Objective:** Provide counseling, education, and referrals to 100% of calls regarding indoor air quality issues.
- Objective:** Process requests for appeals of department decisions within 21 days of the receipt of those requests.

Performance and Activity Measures

Service Area	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
Food Service Sanitation Measures						
# of Food Service Establishments	792	795	815	800	810	768
# of Fixed Food Service Establishments	508	500	526	530	525	452
# of Fixed Food Service Inspections	1,004	1,007	1,132	1,150	1,150	904
# of Vending Machine Locations	142	158	160	160	160	116
# of Vending Machine Locations Inspections	71	224	73	73	195	167
# of Plans Received	36	47	50	50	75	50
# of Plans Received/Approved	34	21	50	50	75	50
# of Temporary Est. Inspected/Licensed	142	160	180	200	200	200
# of Suspected Food-Borne Illnesses Reported	17	19	20	20	20	20
# of Food Service Complaints Received	42	22	40	40	37	40
# of Food Service Complaints Investigations	42	40	40	40	37	40
# of Change of Ownership Notifications	29	30	30	30	30	30
# of Change of Ownership Assessments	29	30	30	30	30	30
# of Food Service Managers/Staff Trained	367	229	230	230	225	175

Service Area	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
Private Groundwater Supplies Measures						
# of Water Well Construction Applications Received	583	576	580	599	574	550
# of Well Permits Issued	583	568	580	599	574	550
# of Water Quality/Well Construction Complaints Received	8	14	7	1	8	10
# of Water Quality/Well Construction Complaints Investigations	8	14	7	1	8	10
# of Well Abandonment Logs Received	206	199	220	220	210	198
# of Pre-Drilling and Well Construction Evaluations	1,621	1,356	1,400	1,387	1,407	1,400
Public Water Supplies Measures						
# of Type II Well Permits Issued	8	14	8	7	8	8
# of Regulated Type II Water Supplies	212	227	215	227	218	232
# of Field Inspections	150	62	120	58	153	58
# of Water Related Complaint Investigations	1	2	1	1	1	1
Public Swimming/Spa Pools Measures						
# of Pools (All Types)	114	121	116	118	116	124
# of Field Inspections	226	219	190	144	197	205
Mobile Home Park Surveillance Measures						
# of Mobile Home Parks	32	28	33	33	31	33
# of Field Inspections	39	60	38	42	39	41
Land Development/Plat Approval Measures						
# of Subdivision Evaluations	22	16	15	27	17	17
Real Estate Evaluations Measures						
# of Evaluations	1,128	1,107	1,110	1,078	1,108	1,030
Ground Water Contamination Measures						
# of Sites Investigated	44	48	44	48	48	51
Sewage Disposal Measures						
# of New Permits Issued (private & public)	542	475	535	542	475	527
# of Repair Permits Issued (private & public)	306	274	320	282	279	237
# of Sewage Disposal Related Complaint Investigations	39	23	40	84	40	40
Campground Sanitation Measures						
# of Permanent and Temporary Campgrounds	19	27	24	21	23	24
# of Field Inspections	23	20	23	8	20	24
Premise Sanitation & Nuisance Control Measures						
# of Investigations	111	85	120	40	100	100
Septic Tank (Pumpers) & Septage Disposal Measures						
# of Licensed Septic Plumbers	8	1	7	7	7	7
# of Field Inspections	6	3	6	4	5	5

Service Area	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
Public Bathing Beach Safety & Surface Water						
Sampling Measures						
# of Evaluations/Samples Collected	420	600	732	870	700	778
# of Advisories Issued on the Grand River	3	4	3	5	6	5
Children's Camps, Day Care, and Foster Homes						
Measures						
# of Inspections	139	117	125	121	115	110
Control of Pests Measures						
# of Investigations	16	17	12	9	14	15
# of Animal Heads Submitted for Rabies Testing	15	28	25	9	25	25
Lead-based Paint Poisoning Control Measures						
# of Investigations	25	4	20	2	10	20

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Senior Environmental Specialist	0.000	0.000	1.000	\$33,035
Records Processing Clerk II	2.300	3.300	2.800	\$71,534
Records Processing Clerk III	0.000	0.000	0.500	\$15,781
Environmental Director	1.000	1.000	1.000	\$57,298
Team Supervisor	1.000	1.000	1.000	\$57,093
On Site Program Supervisor	0.000	1.000	1.000	\$54,701
Sanitarian II	8.000	6.000	8.000	\$366,652
Sanitarian I	2.000	3.000	0.000	\$0
	14.300	15.300	15.300	\$656,094

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Licenses and Permits	\$240,514	\$368,796	\$392,928	\$434,420	\$453,445
Intergovernmental Revenue	\$98,277	\$83,349	\$81,254	\$90,319	\$81,749
Charges for Services	\$119,295	\$148,708	\$148,608	\$149,640	\$154,960
Other Revenue	\$6,593	\$12,654	\$11,385	\$14,900	\$16,332
Total Revenues	\$464,679	\$613,507	\$634,175	\$689,279	\$706,486

Expenditures

Personnel Services	\$684,333	\$696,272	\$759,500	\$875,750	\$946,490
Supplies	\$52,231	\$35,248	\$36,273	\$45,954	\$43,237
Other Services & Charges	\$193,141	\$155,618	\$188,650	\$195,223	\$204,963
Capital Outlay					
Total Expenditures	\$929,705	\$887,138	\$984,423	\$1,116,927	\$1,194,690

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 four satellite office locations, in clinic settings, in homes, in schools and in community locations. Services within this department include; Early-On, Hearing and Vision Screenings, Scoliosis Screenings, PNC and Enrollment, Children's Special Health Care Services, and Maternal and Infant Support Services.

Department Goals and Objectives
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Goal: To reduce the incidence of infant mortality amongst MSS program participants by 5% each year.

- Objective:** 100% of participants in the MSS program will receive regularly scheduled prenatal care one month from enrollment through the duration of the pregnancy.
- Objective:** 50% of participants in the program identified as high risk for inappropriate nutrition defined as not eating regularly, not eating a balance diet, having an eating disorder, while pregnant, will report better, as defined as elimination of at least one of the listed indicators, nutritious eating habits within one month of receiving nutrition education.
- Objective:** 50% of all participants in the program identified as high risk for low birth weight will exhibit a birth outcome of normal birth weight.
- Objective:** 100% of participants in the MSS program with transportation needs to prenatal care visits will be provided transportation within the first month of enrollment.
- Objective:** 50% of all participants in the MSS program with alcohol/drug abuse issues will abstain from substance use by the term of their pregnancy.
- Objective:** 50% of all participants in the MSS program with alcohol/drug abuse issues will be referred to a substance abuse program within the first month of enrollment.
- Objective:** 50% of all participants in the MSS program with smoking issues will abstain by the term of their pregnancy.
- Objective:** 100% of all participants in the MSS program with domestic abuse issues will receive counseling or be referred to a program within the first month of enrollment.
- Objective:** 50% of all participants in the MSS program will initiate breastfeeding with their babies after delivery.
- Objective:** 50% of all MSS participants will exhibit interaction and communication with their baby during the duration of the program.
- Objective:** MSS will provide 1700 visits by October 1, 2006.

Goal: To reduce the cases of infant mortality and morbidity among ISS program participants by 5% each year.

- Objective:** 100% of participants in the ISS program will receive regularly scheduled infant medical care one month from enrollment through the duration of the program.
- Objective:** 50% of participating infants in the program identified as having low birth weight will exhibit (a 100% change in nutritional habits and) progressive expected weight change.
- Objective:** 50% of all participants in the ISS program who smoke will abstain from smoking around the infant.
- Objective:** 50% of all participants in the ISS program with domestic violence issues will receive counseling or be referred to a program within the first month of enrollment.
- Objective:** 50% of all ISS participants will exhibit interaction and communication with their baby during the duration of the program.
- Objective:** ISS will provide 2500 visits by October 1, 2006.
- Objective:** FS will provide 2500 visits by October 1, 2006.

Goal: Increase the proportion of children with special health care needs who have access to a medical provider.

- Objective:** Provide program presentation and advocacy to potential enrollees such that 150 new enrollments occur by October 1, 2006.
- Objective:** Provide program presentation and advocacy to enrollees such 100% of eligible clients who re-enrolled by October 1, 2006.
- Objective:** Refer 100% of eligible children with possible CSHCS qualifying condition for diagnostic evaluation by October 1, 2006.
- Objective:** Provide case management and/or care coordination to 2% of enrollees by October 1, 2006.

Goal: Provide early identification of children at risk for developmental disabilities.

- Objective:** Enroll 2.2% of birthrate in EO services by October 1, 2006.
- Objective:** Refer children found to have growth and development delays to appropriate services.

Goal: Increase early identification of visual impairment in children 17 years and younger.

- Objective:** OCHD will screen 90% of all eligible school aged children for visual impairments by October 1, 2006.

- Objective:** OCHD will screen 90% of all eligible preschoolers (3-5 yrs) for visual impairments by October 1, 2006.
Objective: OCHD will screen 90% of all eligible special education children for visual impairments by October 1, 2006.
Objective: OCHD will screen 90% of all eligible early childhood (under 3 yrs) children for visual impairments by October 1, 2006.

Goal: OCHD will refer those children identified as having possible visual impairments on for further assessment.

- Objective:** OCHD will refer 100% of those children identified as having possible visual impairments on for further medical treatment by October 1, 2006.

Goal: Children who are referred will receive medical follow-up.

- Objective:** 80% of referred children will receive medical follow-up by October 1, 2006.
Objective: 100% of children identified as not having a physician will be assisted in finding one by October 1, 2006.

Goal: Increase identification of hearing loss or impairment in children and adolescents under age 17 years.

- Objective:** OCHD will screen 90% of all eligible school aged children for hearing deficits by October 1, 2006.
Objective: OCHD will screen 90% of all eligible preschoolers (3-5 yrs) for hearing deficits by October 1, 2006.
Objective: OCHD will screen 90% of all eligible special education children for hearing deficits by October 1, 2006.
Objective: OCHD will screen 90% of all eligible early childhood (under 3 yrs) children for hearing deficits by October 1, 2006.

Goal: OCHD will refer those children identified as having possible hearing deficits on for further assessment.

- Objective:** OCHD will refer 100% of those children identified as having possible hearing deficits on for further medical treatment by October 1, 2006.

Goal: Children who are referred will receive medical follow-up.

- Objective:** 80% of referred children will receive medical follow-up by October 1, 2006.
Objective: 100% of children identified as not having a physician will be assisted in finding one by October 1, 2006.

Goal: Increase the proportion of pregnant women who receive early and adequate prenatal care.

- Objective:** Make enrollment appointments/referrals for low income women into Medicaid/MOMS programs.
Objective: Assist 350 families in applying for health insurance coverage by October 1, 2006.
Objective: Assist 15 families in finding prenatal care medical providers by October 1, 2006.

Goal: To identify and refer children aged 17 and under with spinal curvatures in their earliest stages so that progression can be prevented.

- Objective:** Provide 6500 scoliosis screenings in schools for selected age groups by October 1, 2006.
Objective: Refer 100% of screening failures on to further medical evaluation by October 1, 2006.
Objective: Insure 90 % of all referrals made receive medical follow up by October 1, 2006.

Performance and Activity Measures

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
COMMUNITY SERVICES - Vision Services Measures							
# of Patients Screened	20,366	23,633	20,891	23,536	17,891	17,900	17,900
# of Patients Referred	897	1,020	1,071	1,055	1,011	1,015	1,015
Color Vision:							
# of Patients Screened	3,371	3,364	3,523	2,772	Service discontinued		
# of Patients Referred	30	25	26	22	Service discontinued		

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Hearing Services Measures</i>							
# of Patients Screened	18,629	18,270	19,106	17,190	12,499	12,500	12,500
# of Patients Referred	555	426	464	332	395	400	400
<i>Pregnancy Services Measures</i>							
<u>Home Visits:</u>							
# of Maternal Support Services Visits	3,361	3,293	2,292	1,948	907*	1,068	1,068
# of Infant Support Services Visits	2,805	3,430	2,614	2,252	1,614*	1,908	1,908
# of Other Maternal /Infant/Child Visits	6,320	4,504	5,394	3,329	1,737*	2,000	2,000
<u>School Visits:</u>							
# of Children Seen	2,897	2,400	2,042	1,866		Service discontinued	
# of Scoliosis Screens	6,376	6,542	6,332	6,958	6,950	6,926	6,930
<u>Pregnancy Services Enrollments:</u>							
# of Enrollments in Program	1,044	1,008	900	966	501*	600	600
* Method of tallying numbers changed							
<i>Children's Special Health Care Services Measures:</i>							
# of assisted enrollments	n/a	n/a	n/a	n/a	n/a	150	150
# of Developmental Screens (Early On)	464	479	528	569	425	450	450
<i>Pre-Natal Care – Enrollment & Coordination Measures</i>							
<u>Pre-natal Enrollment:</u>							
# of Completed Applications for Medicaid	211	175	354	150	322	350	350
<u>Coordination:</u>							
# of Pre-natal Clients Who Have No Doctor	13	16	7	12	13	15	15

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Records Processing Clerk III	3.000	3.000	3.250	\$103,817
Records Processing Clerk II	0.250	0.500	0.500	\$14,902
Scoliosis Screening & Hearing	0.000	0.000	1.000	\$33,458
Health Technician	0.000	4.200	3.200	\$107,068
Community Health Nurse II	2.440	0.000	4.400	\$214,992
Community Health Nurse I	7.800	8.900	4.500	\$217,864
Child Health Supervisor	0.000	1.000	0.630	\$35,970
Community Health Manager	0.000	1.000	1.000	\$68,612
Nutritionist	1.000	1.000	1.000	\$46,215
Team Supervisor MSS/ISS	0.790	1.000	1.000	\$57,093
Team Supervisor	0.000	0.000	0.370	\$21,125
Public Health Social Worker	4.200	4.200	4.200	\$194,103
Jail RN	0.000	0.000	0.600	\$30,957
	19.480	24.800	25.650	\$1,146,176

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$430,438	\$421,429	\$491,406	\$497,611	\$473,057
Charges for Services	\$112,255	\$111,718	\$108,188	\$123,993	\$189,102
Other Revenue	\$4,268	\$2,170	\$69		
Total Revenues	\$546,961	\$535,317	\$599,663	\$621,604	\$662,159

Expenditures

Personnel Services	\$1,287,362	\$1,328,520	\$1,441,098	\$1,541,705	\$1,672,951
Supplies	\$29,880	\$28,811	\$28,184	\$50,893	\$25,319
Other Services & Charges	\$198,268	\$228,479	\$206,438	\$215,994	\$199,105
Capital Outlay					
Total Expenditures	\$1,515,510	\$1,585,810	\$1,675,720	\$1,808,592	\$1,897,375

Budget Highlights:

Charges for Services (revenue) is increasing due to how we are reporting ISS and new charges for services. The Personnel Services (expenditures) have also increased slightly due to the addition of increased allocation of FTE's and rising health costs.

Function Statement

Clinic Services are provided out of homes, schools, clinics and community locations. Programs included are: Communicable Disease, investigation and follow-up; Tuberculosis Program, evaluation, treatment, and education; Sexually Transmitted Disease (STD) Clinics, confidential testing, treatment and education of STD's and anonymous counseling and testing for HIV/AIDS; Immunization Services, vaccine administration, monitoring, and distribution; Travel Clinic, information for travel and immunization; Vision and Hearing Program, screening for preschool and school age children; Family Planning Program, medical exams, pregnancy testing/counseling, prescription birth control, and education.

Department Goals and Objectives
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- Goal:** Prevent communicable disease in Ottawa County through early intervention and prevention efforts.
- Objective:** Administer 10,000 doses of vaccine to residents of Ottawa County.
 - Objective:** Provide counseling and testing for STD's to 2,000 people.
 - Objective:** Provide anonymous counseling and testing for HIV to 1,200.
 - Objective:** Follow up on positive tuberculin sin tests for 170 people.
 - Objective:** Assess health needs for 1,450 who are traveling.
 - Objective:** Provide investigation, follow up, and education for 150 reportable communicable diseases.
- Goal:** Improve the health status of individuals, families, and the community through programs that focus on prevention.
- Objective:** Provide family planning services to 6,000 individuals.
- Goal:** To reduce unintended pregnancy among minority women in Ottawa County Family Planning Program.
- Objective:** A 5% increase in contraceptive use among sexually active teenage minority women in Ottawa County within 1 year of program inception.
 - Objective:** A 5% increase in contraceptive use among married minority women in Ottawa County by December 2006.
 - Objective:** Increase awareness on family planning services among minority women in Ottawa County within 1 year of program inception.
- Goal:** To reduce unintended pregnancy among low income women in Ottawa County Family Planning Program.
- Objective:** A 5% increase in contraceptive use among sexually active teenage low income women in Ottawa County within 1 year of program inception.
 - Objective:** A 5% increase in contraceptive use among married low income women in Ottawa County by December 2006.
 - Objective:** Increase awareness on family planning services among low income women in Ottawa County within 1 year of program inception.

Performance and Activity Measures
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Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>CLINIC SERVICES</i>							
<i>Walk-in Clinic Measures</i>							
<u>Immunization:</u>							
# of Antigens Given	48,652	41,101	32,353	15,997	15,323	14,000	10,000
<u>Tuberculosis:</u>							
# of TB Skin Tests	2,826	2,851	2,812	2,524	2,232	1,900	1,700
<u>Communicable Disease:</u>							
# of Travel Clinic Assessments	1,452	1,569	1,144	1,007	1,362	1,400	1,450
<i>Family Planning Measures</i>							
Clients Served	4,481	4,626	4,823	5,067	4,980	5,981	6,000
<u>Pregnancy Tests:</u>							
# of Tests	1,695	1,766	1,794	1,869	1,926	1,920	1,900
<i>Human Immunodeficiency Virus Counseling & Testing/AIDS/STD* Measures</i>							
<u>Sexually Transmitted Disease Prevention:</u>							
# of Clinic Visits	3,050	3,497	3,294	3,967	2,260	2,000	2,000
# of HIV Tests	982	1,264	1,118	1,113	1,189	800	1,200

Resources				
Personnel				
	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Position Name				
Nurse Practitioner	0.500	0.500	0.800	\$35,825
Nursing Supervisor	1.000	0.000	0.000	\$0
Team Supervisor MSS/ISS	0.210	0.000	0.000	\$0
CD/STD Supervisor	0.000	1.000	1.000	\$57,094
Team Supervisor Clinical Immunization	1.000	1.000	1.000	\$57,093
Clinic Services Manager	0.000	1.000	1.000	\$55,121
Team Supervisor Family Planning	1.000	1.000	1.000	\$57,093
Records Processing Clerk II	14.650	14.400	13.250	\$399,619
Community Health Nurse II	1.560	1.700	2.300	\$111,352
Community Health Nurse I	14.400	12.200	10.200	\$493,206
Health Technician	5.800	1.800	1.500	\$48,550
Licensed Practical Nurse	0.600	0.600	0.600	\$20,561
Jail RN	0.000	0.000	0.400	\$20,638
	40.720	35.200	33.050	\$1,356,152

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$928,534	\$814,276	\$719,864	\$628,547	\$617,796
Charges for Services	\$397,984	\$430,649	\$412,765	\$471,827	\$506,256
Interest & Rents	\$3,850	\$4,050			
Other Revenue	\$40,069	\$46,663	\$73,834	\$72,732	\$75,550
Total Revenues	\$1,370,437	\$1,295,638	\$1,206,463	\$1,173,106	\$1,199,602

Expenditures

Personnel Services	\$1,707,758	\$1,620,469	\$1,764,423	\$1,694,865	\$1,950,032
Supplies	\$279,557	\$382,526	\$352,869	\$415,044	\$527,320
Other Services & Charges	\$661,173	\$536,072	\$490,780	\$490,318	\$485,484
Capital Outlay					
Total Expenditures	\$2,648,488	\$2,539,067	\$2,608,072	\$2,600,227	\$2,962,836

Budget Highlights:

The increase in Personnel Services (expenditures) represents increased costs in health benefits as well as Salary increases based on the Rye study, vacancies during the year also affect the current year estimate. The increase in supplies is due to the increased cost of drug vaccinations.

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, substance abuse prevention, pregnancy prevention, chronic disease prevention programs, and oral health services.

Department Goals and Objectives
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Chronic Disease Prevention:

Goal: To facilitate the process of a healthy school environment initiative in schools in Ottawa County.

Objective: By September 30, 2006, Health Promotion Services will facilitate implementation of the HSAT in 9 schools.

Objective: By September 30, 2006, Health Promotion Services will facilitate the process of developing an action plan in 9 schools in Ottawa County who meet the needs identified by HSAT.

Objective: By September 30, 2006, Health Promotion Services will facilitate the process of implementing a work plan to address one health need identified by HSAT.

Goal: To increase physical activity, healthy eating, and/or tobacco free lifestyle in schools in Ottawa County.

Objective: By September 30, 2006, Health Promotion Services will provide 4 \$1,000 RFPs to schools in Ottawa County to provide activities that increase physical activity, healthy eating, and/or tobacco free lifestyle.

Goal: Act as a resource to the community of Ottawa County regarding programs that increase physical activity, healthy eating and/or tobacco free lifestyle.

Objective: By September 30, 2006, Health Promotion Services will coach one 10 week "Total Trek Quest" program to 4th and 5th grade boys in Ottawa County.

Objective: By September 30, 2006, Health Promotion Services will provide 12 Intuitive Eating support group sessions to Ottawa County residents.

Objective: By September 30, 2006, Health Promotion Services will attend 12 Girls On The Run program planning meetings.

Objective: By September 30, 2006, Health Promotion Services will attend 12 Michigan Action For Healthy Kids coalition meetings.

Objective: By September 30, 2006, Health Promotion Services will act as a resource to all school districts in Ottawa County in developing their wellness policy.

Goal: To implement and maintain a county-wide coalition focused on healthy eating, physical activity, and tobacco free lifestyle.

Objective: By October 21, 2005, Health Promotion Services will analyze and prioritize data from the Healthy Community Checklist (HCC).

Objective: By December 2005, Health Promotion Services will develop the Ottawa County Wellness Coalition.

Objective: By June 2006, Health Promotion Services will develop 5 task forces to address the identified needs from the HCC data.

Objective: By September 30, 2006, Health Promotion Services will facilitate the process of developing action plans for the 5 task forces.

Objective: By September 30, 2006, Health Promotion Services will facilitate the process of soliciting funds for planning and implementation of the action plans.

Reproductive Health:

Goal: To reduce teen pregnancies in Ottawa County teens ages 14-19.

Objective: In comparison with the control group, at least 10% of sexually active teens ages 14-19 participating in the program who did initiate intercourse after the pre-test will use contraceptive methods 18 months after completion of the program.

Objective: In comparison with the control group, at least 11% of Ottawa County teens ages 14-19 participating in the program, who were abstinent at the beginning of the program, will have remained abstinent 18 months after completion of the program.

Goal: Increase the awareness of Ottawa County residents about the Ottawa County Health Department Family Planning/Sexually Transmitted Infection Services.

Objective: 100% of Ottawa County teens ages 14-19 participating in presentations and attending events will be aware of the OCHD Family Planning and Sexually Transmitted Infection Services.

Objective: 100% of Ottawa County Hispanic females participating in programs and events will be aware of the OCHD Family Planning and Sexually Transmitted Infection Services.

Goal: Increase the awareness of Ottawa County residents about the issue of teen pregnancy in the county.

Objective: By May 2005, 2 teen discussion panels will be held in Ottawa County targeting adults and parents.

Objective: By May 2005, 100% of participants attending the program will receive packets on teen pregnancy prevention.

Goal: To develop an Ottawa County teen pregnancy coalition.

Objective: By December 2005, implement a needs assessment.

Objective: By March 2006, the teen pregnancy work group will prioritize need and identify coalition members.

Objective: By April 2006, identified coalition members will attend the first planning meeting.

Objective: By September 2006, a coalition will be formed with a mission statement, goals, and objective developed.

Goal: Increase awareness for preventing blood borne pathogens and tuberculosis exposure among County employees.

Objective: 50% of the new Ottawa County employees participating in the blood borne and tuberculosis training will be able to identify the prevention practices that protect them from possible occupational exposure.

Objective: 100% of current Ottawa County employees participating in the blood borne and tuberculosis training will be able to identify the prevention practices that protect them from possible occupational exposures.

Substance Abuse:

Goal: To facilitate the process of forming the Drinking and Driving task force.

Objective: By November 2005, analyze data to develop the generic intervention for the "Drinking and Driving" task force.

Objective: By November 2005, develop the "Drinking and Driving" task force.

Objective: Facilitate the process of the coalition in endorsing, supporting and helping implement the action plan set forth by the "Drinking and Driving" task force by 2009.

Goal: To facilitate the process of forming the "Responsible Beverage Service (RBS) task force.

Objective: By November 2005, analyze data to develop the generic intervention for the RBS task force.

Objective: By November 2005, develop the "Responsible Beverage Service" task force.

Objective: Facilitate the process of the coalition in endorsing, supporting and helping implement the action plan set forth by the "Responsible Beverage Service" task force.

Goal: To facilitate the process of forming the "Underage Drinking" task force.

Objective: By November 2005, analyze data to develop the generic intervention for the "Underage Drinking" task force.

Objective: By November 2005, develop the "Underage Drinking" task force.

Objective: Facilitate the process of the coalition in endorsing, supporting and helping implement the action plan set forth by the "Underage Drinking" task force.

Goal: To facilitate the process of forming the "Alcohol Retail Access" task force.

Objective: By November 2005, analyze data to develop the generic intervention for the "Alcohol Retail Access" task force.

Objective: By November 2005, develop the "Alcohol Retail Access" task force.

Objective: Facilitate the process of the coalition in endorsing, supporting and helping implement the action plan set forth by the "Alcohol Retail Access" task force by 2009.

Dental Program:

Goal: Provision of dental disease preventative and remedial programs for dentally at-risk Ottawa County Residents.

Objective: By November 2005, the Fluoride status, socioeconomic and ethnicity needs assessment of Ottawa County's elementary schools will be conducted to identify schools that have a large student population (>20%) that is at high risk of developing dental caries.

Objective: By February 2006, the Fluoride Program will have been implemented for 5,100 children in 21 Ottawa County elementary schools.

Objective: By October 2006, the Children's Oral Health Initiative Miles of Smiles Mobile Dental Unit will have facilitated 2,300 client appointments for preventative and restorative services.

Objective: By October 2006 -- 1,000 MOD needs assessments will have been provided on Miles of Smiles.

Objective: By October 2006 -- 2,725 Diagnostic Dental Service units will have been provided on Miles of Smiles.

Objective: By October 2006 -- 2,600 Preventative Dental Service Units will have been provided on Miles of Smiles.

Objective: By October 2006 -- 2,000 Restorative Dental Services Units will have been provided on Miles of Smiles.

Objective: By October 2006 -- 950 Oral Health Education Units will have been provided on Miles of Smiles.

Objective: By October 2006 -- 175 Oral surgery service units will have been provided on Miles of Smiles.

Goal: The dissemination of Oral Health Education Information to Ottawa County teachers, parents, students, etc., to promote positive oral health practices and behavior.

Objective: In March 2006, Oral Health Education Teacher Resources and Student Oral Health Kit information will be sent to 170 kindergarten teachers in 72 schools.

Objective: In April 2006, Oral Health Education Program information will be sent to 170 kindergarten teachers in 72 schools, 190 first grade teachers in 72 schools and 190 third grade teachers in 72 schools.

Objective: In May 2006, the requisition of Curriculum resources and student toothbrush kits for 80 (Early) Head Start children and 435 head start children in 25 classrooms will be coordinated with the Head Start Health Coordinator.

Objective: By October 2006, -- 2,300 Oral Health Education Resources and Oral Health materials, will have been distributed to pre-schoolers (Vision and Hearing Program).

Objective: By June 2006 -- 17 Oral Health Education presentations will have been provided to 500 Ottawa County residents.

Objective: By October 2006 -- 2,000 infant oral health care packets will have been provided to the Early on Program.

Objective: By October 2006 -- 5,000 Oral Health Education resources will have been distributed to Ottawa County residents' agency health fairs, community events, etc.

Performance and Activity Measures							
Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Dental Services Measures</i>							
<u>Reduce Incidence of Chronic Oral Disease and Improve Overall Dental Health:</u>							
# of Children in Fluoride Mouth Rinse Program	8,550	8,549	5,225	4,988	4,669	4,700	5,100
# of Children in Head Start Initiative	n/a	n/a	450	421	426	430	435
# of Children in Kindergarten Dental Health Curriculum	5,319	5,369	5,401	3,100	n/a*	n/a*	n/a*
# of Children in First Grade Dental Health Curriculum	5,004	5,041	5,048	n/a*	n/a*	n/a*	n/a*

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
# of Children in Third Grade Dental Health Curriculum	5,432	2,477	4,610	n/a*	n/a*	n/a*	n/a*
# of Presentations Made/# Participants	17/502	15/410	14/451	51/462	16/470	16/500	17/500
# of Educational Materials Distributed	38,009	38,251	39,002	21,057	22,056	22,200	22,500
*The kindergarten, 1 st & 3 rd grade Oral Health Curriculums were previously requisitioned by the Ottawa County Health Department Dental Health Services and sent to schools. As of 2002/2003, these curriculums are available on the internet or can only be requisitioned by the individual school (see new measures below).							
# of schools/teachers receiving Kindergarten Oral Health Education resource information					72/165	72/167	72/170
# of schools/teachers receiving 1 st grade Oral Health Ed. Program resource information	n/a	n/a	n/a	81/177	72/186	72/188	72/190
# of schools/teachers receiving 3 rd grade Oral Health Ed. Program resource information	n/a	n/a	n/a	81/149	72/186	72/188	72/190
Oral Health Education Resource Provision (toothbrush kits, etc.)							
# of infant Oral Health Care packets distributed to Early On Program	n/a	n/a	n/a	n/a	367	1,900	2,000
# of Vision/Hearing Screening Children	n/a	n/a	n/a	2,100	2,205	2,250	2,300
<i>Health Education/Reproductive Health Measures</i>							
<u>Decrease the Rate of Teen Pregnancy, and Communicable Disease by Promotion of Attitudinal Change and Education:</u>							
# of Presentations Made	257	244	251	358	491	420	319
# of Participants Receiving Education	5,750	4,904	5,234	7,076	8,972	7,700	8,665
# of Educational Materials Distributed	11,500	10,000	10,800	10,741	10,860	10,700	10,200
*Combined 6310 & 6046 budget							
*Numbers lower due to discontinuation of Mother's Know Best Program							

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Records Processing Clerk II	1.500	1.500	1.150	\$28,953
Records Processing Clerk III	0.000	0.000	1.000	\$31,563
Health Educator	7.600	6.300	5.700	\$233,591
Oral Health Supervisor	1.000	1.000	1.000	\$57,094
Nutritionist	0.000	0.000	0.600	\$27,729
Health Promotion Manager	0.830	0.920	1.000	\$60,074
Health Promotion Supervisor	0.170	1.000	1.000	\$52,181
Dental Clinic Manager	0.800	0.800	0.800	\$34,530
Dental Hygienist	0.800	0.800	0.800	\$41,860
	12.700	12.320	13.050	\$567,575

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$192,538	\$144,302	\$139,430	\$192,164	\$140,881
Charges for Services	\$41,755	\$45,959	\$37,784	\$18,940	\$20,460
Interest & Rents					
Other Revenue	\$26,453	\$24,769	\$20,957	\$82,203	\$72,592
Total Revenues	\$260,746	\$215,030	\$198,171	\$293,307	\$233,933

Expenditures

Personnel Services	\$548,586	\$543,085	\$602,096	\$686,625	\$811,138
Supplies	\$115,618	\$102,396	\$97,200	\$125,825	\$95,864
Other Services & Charges	\$180,607	\$223,612	\$202,919	\$285,497	\$208,671
Capital Outlay					
Total Expenditures	\$844,811	\$869,093	\$902,215	\$1,097,947	\$1,115,673

Budget Highlights:

Intergovernmental Revenue Current Year Estimate (2005) includes a one-time Dental grant in the amount of \$44,000 which we will not receive in 2006. Full-time equivalents have increased within the fund thereby increasing costs for Personnel Services. Substance Abuse Prevention conducted an Alcohol Consumption survey in 2005 that will not be done in 2006, that coupled with the decrease in costs associated with the Dental Grant decreased the costs in Other Services and Charges.

Resources					
Personnel					
Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary	
Jail Registered Nurse	0.000	3.000	0.000	\$0	
Records Processing Clerk II	0.000	1.000	0.000	\$0	
Jail Nurse Supervisor	0.000	1.000	0.000	\$0	
	0.000	5.000	0.000	\$0	
Funding					
	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue					
Charges for Services	\$34,250	\$39,839	\$55,134	\$33,346	\$21,000
Interest & Rents					
Other Revenue	\$2,622	\$2,033	\$2,989	\$3,931	\$4,000
Other Financing Sources	\$62,242	\$60,486	\$42,154	\$40,310	\$41,153
Total Revenues	\$99,114	\$102,358	\$100,277	\$77,587	\$66,153
Expenditures					
Personnel Services	\$274,111	\$294,804	\$329,293	\$335,768	
Supplies	\$110,441	\$106,142	\$104,220	\$107,681	\$114,460
Other Services & Charges	\$287,495	\$324,240	\$226,835	\$573,319	\$697,080
Capital Outlay					
Total Expenditures	\$672,047	\$725,186	\$660,348	\$1,016,768	\$811,540

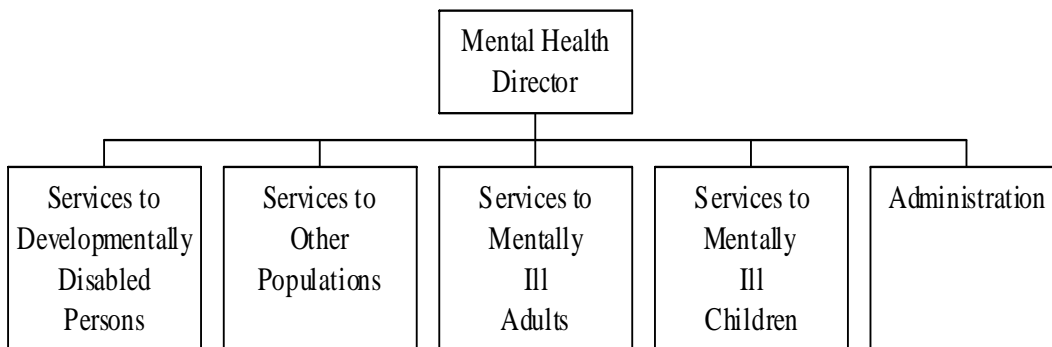
Budget Highlights:

Full-Time Equivalents have been redistributed within the fund.

Fund: (2220) Mental Health

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.



Goals and Objectives

The following goals and performance indicators are included with the budget for the first time this year. These 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.

Goal: 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.

Objective: The state standard is that screening is complete within 3 hours of the crisis request.

Goal: 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.

Objective: The state standard is that 95% of consumers requesting service should receive their first service within 14 days of the request.

Goal: 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.

Objective: The standard is that 95% of consumers assessed will receive their next ongoing service within 14 days.

Goal: 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.

Objective: The standard is that no more than 15% of persons discharged be readmitted within 30 days.

Goal: The indicator on continuity of care measures CMH response to consumers who are discharged from inpatient care.

Objective: The standard is that 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.

Goal: Medicaid penetration rate compares the number of Medicaid covered consumers against the total Medicaid eligible population in the county. Ottawa’s percentage is compared against other counties in the state.

Goal: In the employment area, CMH measures the percentage of consumers in supported employment who are working 10 or more hours per week. Ottawa’s percentage is compared against other counties in the state.

Fund: (2220) Mental Health

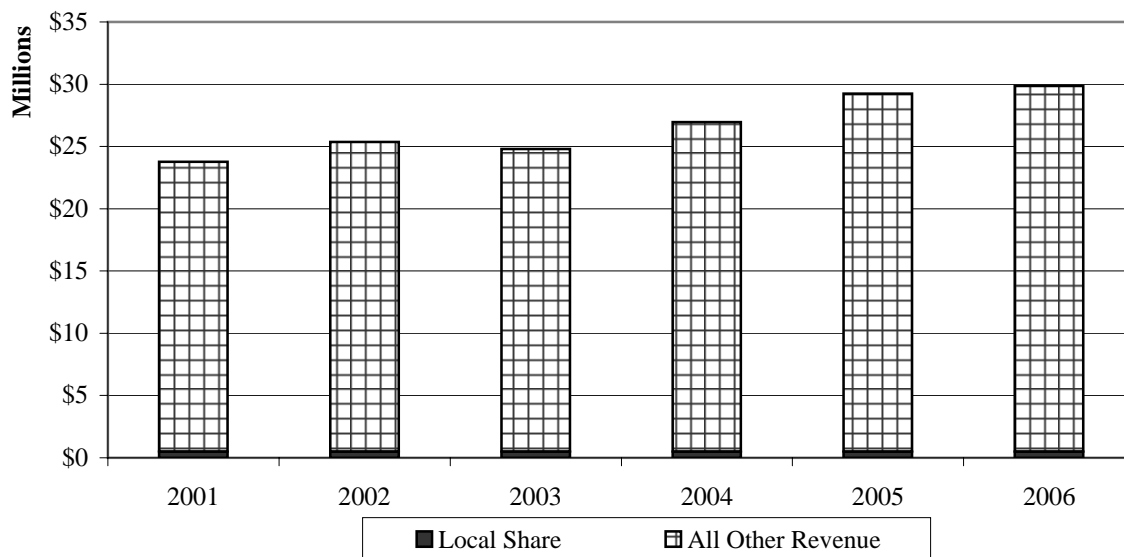
Performance and Activity Measures							
Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
Access and Crisis Measures							
Persons in Crisis will be screened within 3 hours of request (Standard: 95%)							
Children	N/A	N/A	N/A	96.5%	99%	100%	95%
Adult	99-100%	98-99	99.5%	98.7%	99.2%	99.6%	95%
Access – Timeliness Measure							
Persons will receive their first face to face assessment within 14 days of the request for service. (Standard: 95%)							
	95 – 99%	98-100%	98.6%	99.9%	99.6%	98.5%	95%
Access – Timeliness Measure							
Persons will receive their first ongoing service within 14 days of the initial assessment (Standard: 95%)							
	N/A	N/A	95.2%	98.5%	97.9%	90.7%	95%
Recidivism – Inpatient Care							
The percentage of persons readmitted to inpatient psychiatric units within 30 days of discharge will not be greater than 15%. (Standard 15%)							
Children				5.56%	9.68%	12.5%	15%
Adults	4.2-12.8%	1.7-13%	11.6%	12.9%	9.7%	6.6%	15%
Continuity of Care – Follow Up to Inpatient							
Persons discharged from inpatient care will be seen for follow up care within 7 days.							
Children	N/A	N/A	N/A	94.7%	100%	100%	100%
Adults	95-100%	94.6%	96.9%	97.7%	99.5%	99.6%	100%
Medicaid Population Served							
Number of Medicaid consumers served by CMH as a percentage of the total Medicaid eligible population in Ottawa County. (Compared to state rates)							
	CMH 10.5-10.9%	CMH 9.5 -11.5%	CMH 9.1- 9.6%	CMH 6.9 -8.3%	CMH 5.5 – 6.3%	CMH 6.3%	CMH 6.5%
	State 7.1 - 7.8%	State 7.5 – 8.5%	State 7.3 - 7.5%	State 4.9 – 7%	State 6.2 – 6.6%	State 6.5%	N/A
Employment							
Persons in Supported Employment programs who are earning at least minimum wage (MI populations) (Compared to State rates)							
	CMH 80 – 89%	CMH 83 – 93%	CMH 92.6%	CMH 87.8%	CMH 87.7%	CMH 95%	CMH 95%
	State 89 – 94%	State 93 – 95%	State 94 – 96%	State 88 – 95%	State 88 – 95%	N/A	N/A

Mental Health (2220) Fund Summary

Below is a budget summary for the entire fund. Subsequent pages provide information for each of the populations served and CMH administration.

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$23,195,027	\$22,885,112	\$25,378,817	\$27,921,433	\$28,501,858
Charges for Services	\$756,038	\$832,815	\$834,652	\$453,561	\$373,366
Interest and Rents	\$11,466	\$1,800		\$209,694	\$243,801
Other Revenue	\$104,823	\$120,391	\$43,930	\$78,337	\$82,715
Other Financing Sources	\$476,500	\$476,500	\$476,500	\$476,500	\$476,500
Total Revenues	\$24,543,854	\$24,316,618	\$26,733,899	\$29,139,525	\$29,678,240
Expenditures					
Personnel Services	\$8,961,155	\$9,403,019	\$10,183,301	\$10,928,341	\$11,644,654
Supplies	\$619,004	\$420,277	\$417,698	\$444,975	\$368,179
Other Services & Charges	\$15,532,164	\$14,877,269	\$16,105,798	\$17,867,817	\$17,840,599
Capital Outlay	\$249,063	\$109,863	\$259,401	\$7,500	
Other Financing Uses					
Total Expenditures	\$25,361,386	\$24,810,428	\$26,966,198	\$29,248,633	\$29,853,432

Mental Health Revenues



Although Mental Health revenues and expenditures continue to increase, the local share of the expenditures remains the same.

Resources				
Personnel	2004	2005	2006	2006
	# of Positions	# of Positions	# of Positions	Budgeted Salary
<u>Position Name</u>				
Program Supervisor	1.000	1.000	1.000	\$65,204
Program Coordinator-County	1.270	0.660	0.860	\$51,154
Mental Health Clinician	2.000	2.500	2.500	\$101,816
Occupational Therapist	2.000	1.000	1.000	\$49,725
Speech Therapist	0.500	0.500	0.500	\$24,863
Mental Health Nurse	2.500	2.500	1.750	\$76,038
Team Supervisor - M Health	3.700	4.000	4.000	\$208,420
Mental Health Clinician III	1.390	1.000	1.000	\$59,483
Mental Health Specialist	23.100	23.100	22.700	\$904,679
Assistant Teacher	43.000	50.000	51.000	\$1,307,445
Recipient Right & Info Officer	0.500	0.500	0.500	\$27,129
Mental Health Trainer	2.000	2.000	2.000	\$82,036
Account Clerk I	0.000	0.060	0.060	\$1,737
Account Clerk II	0.060	0.000	0.000	\$0
Records Processing Clerk III	0.750	0.700	0.700	\$20,996
	<u>83.770</u>	<u>89.520</u>	<u>89.570</u>	<u>\$2,980,725</u>

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$14,804,536	\$14,860,144	\$15,875,201	\$17,658,971	\$18,175,012
Charges for Services	\$601,863	\$676,320	\$649,387	\$261,278	\$184,724
Rents	\$11,466	\$1,800		\$209,694	\$243,801
Other Revenue	\$68,512	\$71,967	\$23,118	\$66,222	\$68,200
Total Revenues	<u>\$15,486,377</u>	<u>\$15,610,231</u>	<u>\$16,547,706</u>	<u>\$18,196,165</u>	<u>\$18,671,737</u>

Expenditures

Personnel Services	\$3,409,022	\$3,310,488	\$3,634,130	\$4,018,529	\$4,452,418
Supplies	\$174,459	\$100,288	\$92,851	\$118,398	\$45,230
Other Services & Charges	\$9,583,773	\$9,925,390	\$10,542,361	\$11,569,384	\$11,708,124
Capital Outlay	\$6,395	\$65,197			
Total Expenditures	<u>\$13,173,649</u>	<u>\$13,401,363</u>	<u>\$14,269,342</u>	<u>\$15,706,311</u>	<u>\$16,205,772</u>

Budget Highlights:

Personnel services increased due to Rye study wage increases. Supplies decreased in 2006 because there were several laptops and printers purchased in 2005.

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Program Coordinator	0.100	0.100	0.020	\$1,189
Mental Health Specialist	0.000	0.000	0.250	\$9,250
	0.100	0.100	0.270	\$10,439

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$22,884	\$132,557	\$157,374	\$329,625	\$311,587
Total Revenues	\$22,884	\$132,557	\$157,374	\$329,625	\$311,587
Expenditures					
Personnel Services	\$3,965	\$8,199	\$6,302	\$14,456	\$15,027
Other Services & Charges	\$14,276	\$96,540	\$110,679	\$295,828	\$278,842
Total Expenditures	\$18,241	\$104,739	\$116,981	\$310,284	\$293,869

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Program Supervisor	0.000	0.000	0.000	\$0
Program Coordinator-County	3.140	3.140	2.940	\$174,868
Psychiatrist	2.000	2.000	2.000	\$358,168
Mental Health Clinician III	0.000	0.000	0.000	\$0
Mental Health Clinician	18.000	17.450	17.500	\$794,954
Mental Health Nurse	4.500	4.500	5.500	\$241,560
Team Supervisor	4.300	5.550	5.000	\$261,823
Mental Health Specialist	16.000	17.000	20.150	\$738,545
Residential Worker	15.000	15.500	15.000	\$422,872
Medical Assistant	1.000	1.000	1.000	\$29,995
Nursing Supervisor	0.800	0.800	0.800	\$27,473
Account Clerk II	0.880	0.880	0.000	\$0
Account Clerk I	1.000	1.000	1.880	\$54,877
Assistant Teacher	1.000	1.000	0.000	\$0
	<u>67.620</u>	<u>67.620</u>	<u>71.770</u>	<u>\$3,105,135</u>

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$7,516,487	\$7,026,011	\$8,933,297	\$9,300,185	\$9,481,935
Charges for Services	\$123,360	\$126,852	\$126,107	\$104,710	\$96,700
Rents					
Other Revenue	\$5,169	\$6,902	\$10,638	\$10,715	\$13,335
Total Revenues	<u>\$7,645,016</u>	<u>\$7,159,765</u>	<u>\$9,070,042</u>	<u>\$9,415,610</u>	<u>\$9,591,970</u>

Expenditures

Personnel Services	\$3,067,347	\$3,457,225	\$4,049,199	\$4,302,534	\$4,559,867
Supplies	\$143,103	\$107,520	\$110,837	\$194,984	\$226,160
Other Services & Charges	\$3,325,088	\$2,693,704	\$3,291,387	\$3,497,896	\$3,317,892
Total Expenditures	<u>\$6,616,384</u>	<u>\$6,285,924</u>	<u>\$7,451,423</u>	<u>\$7,995,414</u>	<u>\$8,103,919</u>

Budget Highlights:

The personnel services increased due to rye study wage increases.

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Program Coordinator	0.100	0.100	0.400	\$23,792
Team Supervisor	0.000	0.000	0.000	\$0
Mental Health Clinician III	0.300	0.300	0.000	\$0
Account Clerk II	0.060	0.060	0.000	\$0
Account Clerk I	0.060	0.060	0.060	\$1,737
Mental Health Clinician	1.000	1.000	2.000	\$87,064
	1.460	1.460	2.460	\$112,593

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
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Revenues

Intergovernmental Revenue	\$901,456	\$803,800	\$394,023	\$624,350	\$525,022
Charges for Services	\$27,970	\$25,952	\$1,604	\$3,600	\$3,500
Rents					
Other Revenue	\$811				
Total Revenues	\$930,237	\$829,752	\$395,627	\$627,950	\$528,522

Expenditures

Personnel Services	\$335,761	\$336,155	\$84,190	\$148,814	\$156,974
Supplies	\$9,443	\$2,698	\$267	\$443	\$625
Other Services & Charges	\$448,564	\$393,665	\$259,603	\$394,288	\$297,899
Capital Outlay		\$1,518			
Total Expenditures	\$793,768	\$734,036	\$344,060	\$543,545	\$455,498

Budget Highlights:

The Other Services decreased in 2006 due to no contract with North Ottawa Hospital and a one time contractual expenditure for the HUD grant in 2005. The revenue decreased with expenditures.

Personnel	2004 # of	2005 # of	2006 # of	2006 Budgeted
Position Name	Positions	Positions	Positions	Salary
Account Clerk I	3.000	3.250	4.500	\$135,761
Account Clerk II	2.000	1.250	1.000	\$26,559
Accountant I	1.000	1.000	1.000	\$33,372
Accountant - M.H. Billing	1.000	1.000	1.000	\$43,168
Administrative Assistant	1.000	1.000	2.000	\$73,384
Administrative Sec I	1.000	1.000	0.000	\$0
Administrative Sec II	1.000	0.000	0.000	\$0
CMH Business Manager	1.000	1.000	1.000	\$59,480
Community. Dev. & Relations Coordinator	1.000	1.000	1.000	\$43,920
Compliance Manager	1.000	1.000	1.000	\$49,496
Contract Manager	1.000	1.000	1.000	\$45,552
Contract Service Assistant	1.000	0.000	0.000	\$0
Cost Analyst	1.000	1.000	1.000	\$42,469
Director of QI & Planning	1.000	1.000	1.000	\$59,480
Licensed Psychologist	0.500	0.500	0.500	\$32,601
Medical Records Assistant	1.000	1.000	1.000	\$35,591
Mental Health Director	0.500	0.000	1.000	\$85,410
Mental Health Specialist	1.000	1.000	0.000	\$0
Nursing Supervisor	0.200	0.200	0.200	\$6,869
Personnel Specialist	0.500	0.500	0.500	\$29,739
Program Coordinator- County	0.700	1.700	1.780	\$100,111
Program Director	1.000	1.000	1.000	\$74,102
Program Evaluator	1.000	1.000	1.000	\$41,018
Programmer	0.500	0.500	0.500	\$23,366
Programmer/ Analyst	0.500	0.500	0.500	\$28,512
Quality Improvement/ Managed Care Asst	1.000	1.000	1.000	\$43,920
Recipient Rights	1.500	0.500	0.500	\$27,129
Recipient Rights & Info Officer	1.500	1.000	1.000	\$45,151
Records Processing Clerk III	7.000	6.000	6.000	\$168,512
Records Processing Clerk II	10.250	11.250	9.250	\$251,661
Senior Accountant	0.500	0.500	0.500	\$27,130
Team Supervisor - M.H.	1.000	1.000	0.000	\$0
Volunteer Specialist	1.000	1.000	0.000	\$0
	46.150	44.650	41.730	\$1,633,463

Funding


	2002	2003	2004	2005	2006
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	-\$50,336	\$62,600	\$18,922	\$8,302	\$8,302
Charges for Services	\$2,845	\$3,691	\$57,554	\$83,973	\$88,442
Interest and Rents					
Other Revenue	\$30,331	\$41,522	\$10,174	\$1,400	\$1,180
Other Financing Sources	\$476,500	\$476,500	\$476,500	\$476,500	\$476,500
Total Revenues	\$459,340	\$584,313	\$563,150	\$570,175	\$574,424
Expenditures					
Personnel Services	\$2,145,060	\$2,290,952	\$2,409,480	\$2,444,008	\$2,460,368
Supplies	\$291,999	\$209,771	\$213,743	\$131,150	\$96,164
Other Services & Charges	\$2,160,463	\$1,767,970	\$1,901,768	\$2,110,421	\$2,237,842
Capital Outlay	\$161,822	\$15,673	\$259,401	\$7,500	
Total Expenditures	\$4,759,344	\$4,284,366	\$4,784,392	\$4,693,079	\$4,794,374


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.

Department Goals and Objectives

 Goal: To improve financial stability and integrity by providing funds for future environmental clean-up.

 Denotes Strategic Plan Directive

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$78,301				
Interest	\$403,545	\$187,187	\$139,632	\$36,981	\$59,479
Other Revenue					
Other Financing Sources	\$1,650,000				
Total Revenues	\$2,131,846	\$187,187	\$139,632	\$36,981	\$59,479
Expenditures					
Other Services & Charges	\$186,436	\$171,791	\$172,543	\$182,650	\$163,500
Capital Outlay		\$233,577	\$60,450	\$397,000	\$1,898,000
Total Expenditures	\$186,436	\$405,368	\$232,993	\$579,650	\$2,061,500

Budget Highlights:

2006 includes capital expenditures for recapping the landfill and reconstructing the purge well system.

Fund: (2272) Landfill Tipping Fees

Function Statement

This fund serves to perform solid waste planning functions pursuant to ACT 451 of 1994 and to oversee implementation of the Solid Waste Management Plan as approved by the Board of Commissioners, local units, and the Michigan Department of Environmental Quality.

Department Goals and Objectives

Goal: Design and oversee an effective and environmentally sound, waste management system that ensures that the waste generated within the County is properly managed and that the long term disposal capacity for industry, residential and municipal needs are met.

Objective: The Waste Management Section will verify that county disposal capacity is not exceeded, and that the waste accepted by the local landfills meets the origin requirements specified in the Solid Waste Management Plan.



Objective: Operate four (4) permanent Resource Recovery Service Centers (RRSCs) for household hazardous waste collection and residential recycling.

Objective: Expand the services offered at the RRSCs based on future need, trends, and desire of the center's patrons and local communities.

Objective: Provide a fee-based service to the public allowing them to recycle residential waste materials.

Objective: Operate the Clean Sweep program to assist end users of pesticides in the safe disposal of unwanted pesticides.

Objective: Provide a confidential, non-regulatory referral and hazardous waste disposal assistance to non-EPA regulated businesses in Ottawa County (CESQG).

Objective: Provide and dispose of medical sharps containers for Ottawa County residents (at no charge) who are administering medications or insulin at home to safely collect, store and properly dispose of used syringes.

Objective: Provide a disposal outlet for residents or organizations within Ottawa County for their elemental mercury, mercury containing devices, or mercury contaminated materials at no charge.



Objective: Reduce the volume of consumer electronics (e-waste) in the municipal waste stream.

Objective: Create an educational program that targets school age children regarding the importance of resource conservation, and the role of proper waste disposal in local, regional and global health.

Objective: Pursue grant opportunities to help fund resource recovery and waste disposal program objectives.

Objective: Provide grants/scholarships to organizations or individuals to promote scientific, environmental, and waste management programs or science based study to enhance the scientific capabilities of the community.

Objective: Advocate for resource reduction, re-use and recycling, as well as the proper disposal of hazardous materials.



Objective: Foster community partnerships that address resource recovery and waste disposal issues, such as e-waste.

Denotes Strategic Plan directive

Performance and Activity Measures

Service Area	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Budgeted 2005	Budgeted 2006
Waste Management Measures						
# Visits at Resource Recovery Centers	N/A	N/A	2,853	5,265	7,000	8,500
# Pounds of pesticides collected	N/A	N/A	13,715	14,699	14,500	14,500
#Pounds household hazardous waste collected	N/A	N/A	97,233	74,726	80,000	99,000
#Gallons used oil collected	N/A	N/A	N/A	5,450	6,000	6,500
#Mercury responses	N/A	N/A	6	5	7	6
#pounds e-waste collected	N/A	N/A	N/A	38,501	60,000	60,000
#Sharps containers distributed	N/A	N/A	384	388	390	390
#Partnership programs initiated	N/A	N/A	N/A	2	3	6
Waste Mgmt. Customer Service Measures (% agree or better)						
Resource Recovery Centers (RRSCs) are clean	N/A	N/A	N/A	98.5	95	95
RRSCs are conveniently located	N/A	N/A	N/A	98.5	95	95
Customer likes appearance	N/A	N/A	N/A	95.5	95	95
Attendant friendly and helpful	N/A	N/A	N/A	97	95	95
Overall program excellence	N/A	N/A	N/A	55.2	75	75

Fund: 2272 Landfill Tipping Fees

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Solid Waste Mgt Coordinator	1.000	1.000	1.000	\$51,789
Deputy Health Officer	0.100	0.100	0.100	\$7,532
Resource Recovery Specialist	1.000	1.000	1.000	\$36,741
Environmental Director	0.000	0.000	0.000	\$0
Recycle Center Attendant	0.000	2.000	2.000	\$47,017
Records Processing Clerk II	0.500	0.500	0.500	\$15,870
	2.600	4.600	4.600	\$158,949

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Charges for Services	\$445,492	\$417,582	\$411,318	\$350,000	\$350,000
Interest and Rents					
Other Revenue		\$4,588	\$10,724	\$17,570	\$15,345
Other Financing Sources					
Total Revenues	\$445,492	\$422,170	\$422,042	\$367,570	\$365,345
Expenditures					
Personnel Services	\$101,690	\$128,543	\$148,886	\$219,844	\$236,098
Supplies	\$9,049	\$10,864	\$21,339	\$10,877	\$19,434
Other Services & Charges	\$189,997	\$193,969	\$155,046	\$228,576	\$268,202
Capital Outlay		\$438,205	\$143,210		
Total Expenditures	\$300,736	\$771,581	\$468,481	\$459,297	\$523,734

Budget Highlights:

Charges for services have decreased due to: decreased waste volume indicative of a slower economy; higher fuel prices encourage use of more local landfills; and reduction in waste due to recycling and conservation projects.

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.

Department Goals and Objectives

Goal: Ensure that Georgetown Seniors receives all available transportation service dollars available to them for senior citizens and people with disabilities in the Georgetown area.

Measure 1: Percentage of available MDOT dollars passed-through to Georgetown Seniors for transportation services (Target is 100%).

Goal: Ensure that Pioneer Resources receives all available transportation service dollars available to them for senior citizens, people with disabilities, and Work First clients in the remaining rural areas of Ottawa County not served by Macatawa Area Express (MAX), Harbor Transit, or Georgetown Seniors.

Measure 1: Percentage of available MDOT dollars passed-through to Pioneer Resources for transportation services (Target is 100%).

Measure 2: Number of state grant dollars obtained to determine if transit services are adequate for rural areas of Ottawa County (Target is \$120,000).

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$44,537	\$44,537	\$44,537	\$44,537	\$145,857
Other Financing Sources					
Total Revenues	\$44,537	\$44,537	\$44,537	\$44,537	\$145,857
Expenditures					
Supplies					
Other Services & Charges	\$44,537	\$44,537	\$44,537	\$44,537	\$145,857
Total Expenditures	\$44,537	\$44,537	\$44,537	\$44,537	\$145,857

Budget Highlights:

Additional dollars have been awarded by the State to fund rural transit in other areas of the County.

Function Statement

The Department develops innovative solutions to resolve land use planning issues and other countywide problems. The following services are also provided by the Department: educational seminars; statutory ordinance reviews; facilitation assistance; and the implementation of local and multi-jurisdictional initiatives, programs, and demonstration projects.

Department Goals and Objectives

Goal: Provide countywide vision and planning tools that can be utilized by local officials to maintain and improve quality of life as it relates to land-use, transportation, and environmental issues.

Measure 1: Completion of the County Development Plan.

Measure 2: Number of land use plans, studies, or projects completed (Target is 2 plans, studies, or projects completed)

Measure 3: Percentage of Ottawa County communities which reference the County Development Plan in their local Comprehensive Plans (Target is 100%).

Measure 4: Percentage of Ottawa County communities which adopt recommendations from the County Development Plan or other county plans and studies (Target is 20%).

Measure 5: Number of Excellence-In-Training seminars conducted (Target is 6).

Measure 6: Number of multi-jurisdictional planning initiatives facilitated by the Planning Department and the number of communities involved (Target is one initiative and four communities).

Measure 7: Percentage of statutory land-use related reviews (PA 116, Master Plans, Re-zonings) conducted (Target is 100%).

Accomplishments

- Initiated the Urban Smart Growth Demonstration Project
- Completed the M-104 Corridor Study
- Completed the Road Salt Commission Recommendations for Road Salt Management
- Initiated an Evaluation Plan for Road Salt Management
- Completed the Wireless Task Force Deployment Model for Countywide Wireless Broadband
- Completed Bull's Eye Planning Awards, Excellence Through Training Programs, and Citizen Planner
- Complete the Tree Inventory on Lakeshore Drive
- Facilitated and raised necessary funds to extend paved shoulders along Lakeshore Drive (Project One)
- Initiated fundraising drive to extend paved shoulders along Lakeshore Drive (Project Two)
- Completed recommendations for Standardized Mapping Colors and Terminology
- Conducted all statutory responsibilities related to planning
- Met with all local planning commissions
- Conducted several community presentations on county planning activities
- Developed numerous GIS layers

Denotes Strategic Plan directive

Fund: 2420 Planning Commission

Resources

Personnel

No permanent personnel has been allocated to this department.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$8,737			\$25,000	
Charges for Services					
Other Revenue	\$72	\$876	\$75	\$20	\$20
Other Financing Sources	\$18,411	\$14,314	\$104,726	\$29,267	\$31,782
Total Revenues	\$27,220	\$15,190	\$104,801	\$54,287	\$31,802
Expenditures					
Personnel Services	\$669	\$732	\$547	\$1,124	\$1,129
Supplies	\$3,586	\$9,188	\$4,207	\$9,161	\$9,161
Other Services & Charges	\$62,921	\$9,220	\$2,078	\$120,902	\$21,512
Total Expenditures	\$67,176	\$19,140	\$6,832	\$131,187	\$31,802

Budget Highlights:

2005 Other Services & Charges included the Urban Smart Growth Study.

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

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Charges for Services	\$36,322	\$75,025	\$33,727	\$32,431	\$31,133
Interest	\$181,850	\$65,956	\$54,295	\$28,693	\$63,919
Other Financing Sources	\$1,066,934				
Total Revenues	\$1,285,106	\$140,981	\$88,022	\$61,124	\$95,052
Expenditures					
Other Services & Charges	\$238,880				
Capital Outlay					
Operating Transfers		\$965,000			
Total Expenditures	\$238,880	\$965,000			

Budget Highlights:


The increase in interest revenue in 2006 reflects an additional loan made to Tallmadge Township in 2005.


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.

Department Goals and Objectives

 Goal: To improve county financial stability and integrity by providing funds for future facilities and capital improvements as directed by long- range planning.

 Denotes Strategic Plan directive

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Charges for Services			\$112,139		
Interest	\$810,538	\$372,226	\$165,294	\$43,038	\$13,852
Rents	\$892,472	\$694,747	\$737,356	\$771,193	\$913,231
Other	\$25,353			\$97,705	
Other Financing Sources	\$3,045,227	(\$72,920)		\$2,542,001	\$2,267,706
Total Revenues	\$4,773,590	\$994,053	\$1,014,789	\$3,453,937	\$3,194,789
Expenditures					
Supplies			\$229,924	\$425,000	
Other Services & Charge	\$104,956	\$3,124	\$4,319	\$4,448	\$5,582
Capital Outlay	\$770,086	\$5,683,306	\$6,676,115	\$3,918,569	\$8,000,000
Operating Transfers					
Total Expenditures	\$875,042	\$5,686,430	\$6,910,358	\$4,348,017	\$8,005,582

Budget Highlights:

The 2006 increase in rent revenue and decrease in operating transfer reflect the completion of the Hudsonville project. The 2005 other revenue is an insurance reimbursement. 2005 supplies include furniture for the Hudsonville project. The bulk of the Grand Haven project will be constructed in 2006.

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 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	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Taxes			\$44,529	\$40,000	\$35,000
Interest			\$368	\$300	\$250
Total Revenues			\$44,897	\$40,300	\$35,250
Expenditures					
Other Services & Charges			\$2,500	\$500	\$500
Total Expenditures			\$2,500	\$500	\$500

Budget Highlights:

The 2006 increase in rent revenue and decrease in operating transfer reflects the completion

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

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Interest			\$11,565	\$1,593	\$231
Charges for Services		\$418,287	\$364,233	\$300,000	\$325,000
Total Revenues		\$418,287	\$375,798	\$301,593	\$325,231
Personnel Services			\$4,240		
Supplies			\$799	\$1,500	\$1,000
Other Services & Charges		\$63,215	\$460,871	\$528,704	\$324,626
Total Expenditures		\$63,215	\$465,910	\$530,204	\$325,626

Budget Highlights:


During 2006, the backfiling will be finished.


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.

Department Goals and Objectives

 Goal: To improve county financial stability and integrity by providing funds for emergencies as directed by long-range planning.

 Denotes Strategic Plan directive

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Other Financing Sources	\$290,809	\$366,828	\$437,297	\$1,616,118	
Total Revenues	\$290,809	\$366,828	\$437,297	\$1,616,118	
Other Financing Uses				\$1,047,782	
Total Expenditures				\$1,047,782	

Budget Highlights:

The 2004 general fund revenues over expenditures allowed us to restore this fund to the maximum allowed by State law.

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.

Department Goals and Objectives
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Goal: Enhance program efficiency through meeting the wide range of needs of crime victims and improved caseload management.

Objective: Obtain funding for additional staff. (grant application 2005-2006).

Objective: Establish electronic policy and procedure manual for Victim Assistance Unit.

Goal: Improve the required notification process to crime victims of juvenile offenses.

Objective: Dedicate a full-time staff member to the juvenile division.

Objective: Assure all notification letters to victims become accessible through the County's computer system.

Goal: Increase victim satisfaction with the criminal justice process as it relates to restitution orders and collection.

Objective: Work closely with law enforcement and crime victims to obtain timely, complete and accurate restitution information.

Objective: Provide information regarding requested restitution amounts to attorney and court staff early in the prosecution process.

Objective: Formalize policy and procedure and victim notifications relating to the civil judgment process.

Goal: Increase the response quality to crime victim needs by the members of the criminal justice system through interdepartmental cooperation and communication.

Objective: Dedicate Crime Victim's Rights Coordinator time for program management and interdepartmental and outside agency service coordination and enhancement.

Objective: Make victim assistance information available through the Prosecuting Attorney's website.

Goal: Implement the Michigan Crime Victim Notification Network (formerly called VINE).

Objective: Activate connection between the County's computer system and McVNN for case status notification.

Objective: Activate court communication interface between the County's justice system and the Prosecuting Attorney's Association of Michigan Adult Case Tracking System.

Performance and Activity Measures							
Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Victim's Rights in Felony and Misdemeanor Cases Measures</i>							
<u>Adults:</u>							
# of Felony Cases Where Assistance is Provided	928	1,022	1,099	1,056	1,093	1,148	1,205
# of Misdemeanor Cases Where Assistance is Provided	1,134	1,189	936	1,267	979	1,028	1,080
<u>Juveniles:</u>							
# of Cases Where Assistance is Provided (Felony & Misdemeanor)	673	727	734	804	711	747	785
Total Caseload	2,735	3,611	2,769	3,127	2,783	2,923	3,070

Resources				
Personnel	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Position Name				
Victims Rights Coordinator	1.000	1.000	1.000	\$47,511
Victims Advocate	2.000	2.000	2.000	\$69,720
	3.000	3.000	3.000	\$117,231

Funding


Budget Summary	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$109,800	\$132,300	\$139,000	\$142,600	\$139,000
Other	\$644	\$404	\$440	\$425	\$425
Other Financing Sources	\$9,004	\$9,487	\$17,390	\$27,028	\$49,775
Total Revenues	\$119,448	\$142,191	\$156,830	\$170,053	\$189,200
Expenditures					
Personnel Services	\$101,846	\$125,835	\$140,342	\$150,368	\$169,806
Supplies	\$11,813	\$11,491	\$14,130	\$14,037	\$14,281
Other Services & Charges	\$5,790	\$4,863	\$5,172	\$5,648	\$5,113
Total Expenditures	\$119,449	\$142,189	\$159,644	\$170,053	\$189,200

Fund: (2608) COPS FAST- Allendale

Function Statement

This fund represents activity associated with Community Oriented Policing Service (COPS) FAST Grant and was made possible by "The Violent Crime Control Law Enforcement Act of 1994." Allendale Township contracts with the Ottawa County Sheriff's Department for all services connected to this grant.

Department Goals and Objectives

 **Goal:** Continue to change from a traditional policing philosophy to a community policing philosophy

 Denotes Strategic Plan directive

Performance and Activity Measures

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
Community Policing Measures							
# of Community Activities and Programs		432	277	229	36	50	60
# Business Contacts		62	39	255	49	60	65
# of Property Checks		17	14	0	1	65	70
# of Problems Solved	56	102	35	77	52	60	60
# of Calls for Service	3,062	3,180	3,348	3,544	3,553	3,736	3,774
# of Criminal Arrests	118	122	39	446	106	108	110
# of Complaints	1,249	1,637	1,377	1,172	1,196	1,220	1,253
# of Accident Reports	55	110	54	370	89	98	100
# of Verbal Warnings	83	82	38	402	227	232	250
# of Citations	113	130	26	337	243	248	250

Resources

Personnel	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary	
Sergeant	1.000	1.000	1.000	\$56,052	
Funding					
	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$75,705	\$84,339	\$86,740	\$100,003	\$95,070
Total Revenues	\$75,705	\$84,339	\$86,740	\$100,003	\$95,070
Expenditures					
Personnel Services	\$64,942	\$68,373	\$72,571	\$90,464	\$84,607
Supplies	\$2,026	\$3,702	\$431	\$694	\$1,875
Other Services & Charges	\$8,737	\$12,265	\$13,738	\$8,845	\$8,588
Total Expenditures	\$75,705	\$84,340	\$86,740	\$100,003	\$95,070

Fund: 2609 Sheriff Grant Programs

Function Statement

This fund records miscellaneous grants obtained by the Sheriff's department.

Resources

Personnel

No permanent personnel has been allocated to this department; the personnel services budget reflects overtime wages only.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$190,637	\$156,248	\$63,799	\$53,656	\$70,669
Interest		\$2,050	\$422		
Other Financing Sources	\$5,505	\$7,178	\$6,087	\$2,151	\$945
Total Revenues	\$196,142	\$165,476	\$70,308	\$55,807	\$71,614
Expenditures					
Personnel Services	\$16,569	\$24,773	\$21,145	\$30,283	\$30,036
Supplies	\$74,136	\$72,919	\$49,164	\$23,667	\$32,133
Other Services & Charges	\$23,821	\$20,382			
Capital Outlay	\$81,615	\$47,403			\$9,445
Total Expenditures	\$196,141	\$165,477	\$70,309	\$53,950	\$71,614

Budget Highlights:

Total expenditures and type of expenditures will vary depending on grants received.

Fund: 2610 COPS Universal

Function Statement

This fund records U.S. Department of Justice COPS Universal grant. The County has several contractual arrangements with local municipalities to provide community policing services in their communities.

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Road Patrol Deputy	18.000	18.000	18.000	\$920,958

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,199,371	\$1,190,118	\$1,164,507	\$1,399,278	\$1,394,329
Other	\$20	\$44	\$70	\$200	
Other Financing Sources	\$102,629	\$108,116	\$176,170	\$221,022	\$222,135
Total Revenues	\$1,302,020	\$1,298,278	\$1,340,747	\$1,620,500	\$1,616,464

Expenditures


Personnel Services	\$1,069,625	\$1,081,525	\$1,130,551	\$1,394,018	\$1,374,560
Supplies	\$40,189	\$23,601	\$18,021	\$26,824	\$43,605
Other Services & Charges	\$198,981	\$197,632	\$192,801	\$199,658	\$198,299
Capital Outlay					
Total Expenditures	\$1,308,795	\$1,302,758	\$1,341,373	\$1,620,500	\$1,616,464


Fund: (2640) EMT Holland - Park

Function Statement

This fund is used to account for monies received under contractual agreements with Holland and Park Townships. Ottawa County agrees to provide police protection and emergency medical services to the townships on a cost-reimbursement basis.

Department Goals and Objectives

 **Goal:** Expanded road patrol services will be offered to local units through contracting.

 Denotes Strategic Plan directive

Performance and Activity Measures

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
Public Safety Measures							
# of Calls for Service	10,040	10,412	10,751	11,044	11,269	11,499	11,600
# of Criminal Arrests	1,148	1,113	791	757	746	761	777
# of Papers Served	1,526	965	855	925	1,000	1,200	1,250
# of Complaints	9,144	9,446	9,622	7,150	8,038	8,202	8,369
# of Accidents Investigated	1,274	1,077	1,021	1,229	1,207	1,232	1,244
# of O.U.I.L.'s	70	90	70	49	59	61	65
# of Emergency Medical Calls		1,133	1,419	1,725	1,707	1,742	1,778
# of Verbal Warnings	473	558	853	672	497	507	517
# of Citations Issued	908	1,169	2,160	1,644	1,236	1,390	1,400

Resources

Personnel	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Sergeant	2.000	2.000	2.000	\$112,738
Road Patrol Deputy	7.000	7.000	7.000	\$364,599
	9.000	9.000	9.000	\$477,337

Funding	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
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Revenues	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Intergovernmental Revenue	\$739,787	\$704,295	\$754,806	\$760,685	\$812,539
Total Revenues	\$739,787	\$704,295	\$754,806	\$760,685	\$812,539


Expenditures	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Personnel Services	\$660,283	\$628,153	\$674,849	\$703,409	\$738,809
Supplies	\$12,804	\$7,936	\$14,066	\$4,307	\$12,875
Other Services & Charges	\$66,701	\$68,208	\$65,890	\$52,969	\$60,855
Total Expenditures	\$739,788	\$704,297	\$754,805	\$760,685	\$812,539


Fund (2650) EMT Georgetown Township

Function Statement

This fund is used to account for monies received under contractual agreements with Georgetown Township. Ottawa County agrees to provide police protection and emergency medical services to the townships on a cost-reimbursement basis.

Department Goals and Objectives

 **Goal:** Expanded road patrol services will be offered to local units through contracting.

 Denotes Strategic Plan directive

Performance and Activity Measures

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
Public Safety Measures							
# of Calls for Service	6,113	6,021	6,811	6,935	7,077	7,221	7,368
# of Criminal Arrests	424	475	382	388	377	385	393
# of Papers Served	170	105	161	54	86	88	90
# of Complaints	5,171	4,991	4,727	3,355	3,262	3,329	3,397
# of Accidents Investigated	626	551	516	685			
# of O.U.I.L.'s	45	53	56	98	65	69	75
# of Emergency Medical Calls		707	1,431	1,100	1,211	1,236	1,261
# of Verbal Warnings	1,027	916	1,440	1,574	1,591	1,623	1,656
# of Citations Issued	1,160	1,176	1,958	1,689	2,000	2,041	2,083

Resources

Personnel	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Position Name				
Sergeant	1.000	1.000	1.000	\$56,311
Road Patrol Deputy	6.000	6.000	6.000	\$306,844
	7.000	7.000	7.000	\$363,155

Funding	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$574,291	\$553,846	\$608,817	\$616,960	\$654,214
Total Revenues	\$574,291	\$553,846	\$608,817	\$616,960	\$654,214


Expenditures	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Personnel Services	\$503,480	\$476,951	\$518,575	\$535,723	\$560,148
Supplies	\$20,291	\$12,730	\$11,818	\$14,175	\$29,294
Other Services & Charges	\$50,522	\$64,167	\$78,424	\$67,062	\$64,772
Total Expenditures	\$574,293	\$553,848	\$608,817	\$616,960	\$654,214


Fund: (2661) Sheriff Road Patrol

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.

Department Goals and Objectives

 **Goal:** Seek funding through grants; state and federal resources; and lobby to secure other revenue sources.

 Denotes Strategic Plan directive

Performance and Activity Measures

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
Public Safety Services Measures							
# of Tickets Issued	3,833	4,271	4,447	4,124	4,280	4,367	4,400
# of Accidents							
Investigated	312	258	279	164	161	165	170
# of Criminal							
Reports	228	128	295	350	317	323	350
# of Others Assisted	23	23	86	94	102	106	110
# of Verbal							
Warnings Issued	571	595	843	870	774	879	900

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Sergeant	1.000	1.000	1.000	\$56,052
Road Patrol Deputy	2.000	2.000	2.000	\$104,016
	3.000	3.000	3.000	\$160,068

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$236,193	\$233,987	\$264,444	\$293,476	\$278,351
Other Financing Sources			\$2,762		
Total Revenues	\$236,193	\$233,987	\$267,206	\$293,476	\$278,351

Expenditures

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Personnel Services	\$198,800	\$204,146	\$203,960	\$242,804	\$239,691
Supplies	\$5,032	\$1,737	\$10,137	\$4,277	\$3,450
Other Services & Charges	\$32,362	\$28,105	\$33,516	\$46,395	\$35,210
Capital Outlay			\$19,592		
Total Expenditures	\$236,194	\$233,988	\$267,205	\$293,476	\$278,351

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

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Fines and Forfeits	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500
Other Financing Sources	\$26,500	\$26,500	\$26,500	\$26,500	\$33,125
Total Revenues	\$33,000	\$33,000	\$33,000	\$33,000	\$39,625
Expenditures					
Supplies	\$21,174	\$30,109	\$22,174	\$33,000	\$39,625
Total Expenditures	\$21,174	\$30,109	\$22,174	\$33,000	\$39,625

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

Personnel	2003	2004	2006	2006
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary
Director - E & T	1.000	1.000	1.000	\$75,217
E & T Program Coordinator	3.000	3.000	3.000	\$142,554
Fiscal Supervisor	1.000	1.000	1.000	\$47,518
Senior Secretary	1.000	1.000	1.000	\$32,742
Contract Monitor	0.000	1.000	1.000	\$35,492
Assessment & Eligibility Specialist	4.000	4.000	4.000	\$120,383
Housing Specialist	1.000	1.000	2.000	\$64,488
Case Manager	1.000	1.000	1.000	\$37,165
Career Counselor	0.000	0.000	1.000	\$32,800
Account Clerk II	0.500	0.000	1.000	\$26,400
Records Processing Clerk IV	1.000	1.000	1.000	\$32,810
Records Processing Clerk II	0.200	0.200	0.200	\$4,812
	13.700	14.200	17.200	\$652,381

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

Funding	2002	2003	2004	2005	2006
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$60,704	\$69,107	\$71,704	\$182,867	\$212,898
Other Revenue	\$300	\$300	\$200	\$450	\$450
Other Financing Sources					
Total Revenues	\$61,004	\$69,407	\$71,904	\$183,317	\$213,348
Expenditures					
Personnel Services	\$36,324	\$49,430	\$50,199	\$124,011	\$153,809
Supplies	\$3,198	\$3,685	\$3,029	\$10,179	\$9,839
Other Services & Charges	\$21,183	\$16,291	\$18,474	\$49,127	\$49,700
Capital Outlay					
Total Expenditures	\$60,705	\$69,406	\$71,702	\$183,317	\$213,348

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.

Department Goals and Objectives

Goal: To increase the employment, retention and earnings of youth participants by improving the occupational skills attained by youth participants, and, as a result, improve the quality of the work force, reduce welfare dependency, and enhance the productivity and competitiveness of the nation.

Objective: To serve 60 older youth, and achieve an entered employment rate of 43 percent for older youth, and to serve 180 younger youth with a skill attainment of 85 percent.

Performance and Activity Measures

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
# of People Served							
In School Youth		42	62	52	102	112	112
Out of School Youth		11	69	62	32	76	76
Youth Age 14-18		42	100	82	100	180	180
Youth Age 19-21		11	31	32	34	60	60
% Youth Placed in							
Employment		n/a	68%	46%	39%	43%	43%
Total Participants		53	131	114	134	240	240
% Youth Skill							
Attainment		n/a	32%	19%	73%	85%	85%

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$148,610	\$191,440	\$311,243	\$598,367	\$631,259
Total Revenues	\$148,610	\$191,440	\$311,243	\$598,367	\$631,259
Expenditures					
Personnel Services	\$10,465	\$21,817	\$41,644	\$73,349	\$91,484
Supplies	\$206	\$269	\$3,609	\$1,932	\$5,903
Other Services & Charges	\$137,941	\$169,357	\$265,989	\$523,086	\$533,872
Total Expenditures	\$148,612	\$191,443	\$311,242	\$598,367	\$631,259

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.

Department Goals and Objectives

Goal: To increase the employment, retention, and earnings of adult participants by improving the occupational skills attained by adult participants, and, as a result, improve the quality of the work force, reduce welfare dependency, and enhance the productivity and competitiveness of the nation.

Objective: To serve 200 adults and achieve an entered employment rate of 88%.

Performance and Activity Measures

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Core Services Measures</i>							
<i># of People Served</i>	n/a	90	44	94	87	200	200
<i>Intensive Services Measures</i>							
<i># of People Served</i>	n/a	94	93	111	135	200	200
<i>Training Services Measures</i>							
<i># of People Served</i>	n/a	19	36	30	39	62	62
<i>% Entered Employed</i>	n/a	n/a	72%	100%	80%	88%	88%

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$123,579	\$131,149	\$253,503	\$493,167	\$418,764
Total Revenues	\$123,579	\$131,149	\$253,503	\$493,167	\$418,764
Expenditures					
Personnel Services	\$10,658	\$15,913	\$51,306	\$48,849	\$60,919
Supplies	\$719	\$184	\$4,547	\$11,612	\$3,935
Other Services & Charges	\$112,756	\$115,072	\$197,650	\$432,706	\$353,910
Total Expenditures	\$124,133	\$131,169	\$253,503	\$493,167	\$418,764

Fund: (2743) Workforce Investment Act – 6/30 Grant Programs

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.

Department Goals and Objectives

Goal: To increase the employment, retention, and earnings of dislocated workers by improving the occupational skills attained by dislocated worker participants, and as a result, improve the quality of the work force, reduce welfare dependency, and enhance the productivity and competitiveness of the nation.

Objective: To serve 340 dislocated workers and achieve an entered employment rate of 80%.

Performance and Activity Measures

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
Core Services Measures							
# of People Served	n/a	122	180	109	101	340	340
Intensive Services Measures							
# of People Served	n/a	121	232	174	149	340	340
Training Services Measures							
# of People Served	n/a	27	81	79	59	154	154
% Entered Employed	n/a	n/a	79%	100%	93%	80%	80%

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$889,317	\$1,032,199	\$1,344,348	\$2,469,160	\$1,490,636
Total Revenues	\$889,317	\$1,032,199	\$1,344,348	\$2,469,160	\$1,490,636
Expenditures					
Personnel Services	\$54,017	\$92,791	\$162,352	\$260,213	\$197,890
Supplies	\$7,931	\$14,262	\$39,619	\$103,307	\$46,678
Other Services & Charges	\$810,570	\$916,358	\$1,143,407	\$2,105,640	\$1,246,068
Total Expenditures	\$872,518	\$1,023,411	\$1,345,378	\$2,469,160	\$1,490,636

Budget Highlights:

The 2006 budget is lower because some of the grant award amounts were not available at budget time.

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.

Department Goals and Objectives

Goal: To provide home rehabilitation and emergency repair assistance to as many eligible clients as funds will permit.

Objective: To assist approximately 10 units of eligible households with rehabilitation funds and 5 units of eligible households with home emergency repair. An estimated 45 individuals will be served with these dollars.

Performance and Activity Measures

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>CDBG Measures</i>							
# of People							
Served	28	64	68	62	47	45	45
Units Rehabilitated	n/a	n/a	8	16	11	10	10
Emergency Repairs	n/a	n/a	7	7	4	5	5

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$274,819	\$400,050	\$169,818	\$370,827	\$282,000
Charges for Services	\$16,229	\$15,727	\$2,230	\$30,000	\$15,000
Other Revenue	\$21,820	\$92,995	\$24,641	\$61,000	\$50,500
Other Financing Sources	\$35,000	(\$7,502)			
Total Revenues	\$347,868	\$501,270	\$196,689	\$461,827	\$347,500
Expenditures					
Personnel Services	\$42,342	\$67,230	\$41,555	\$49,818	\$29,629
Supplies	\$4,493	\$9,910	\$1,899	\$1,412	\$1,967
Other Services & Charges	\$301,034	\$423,232	\$152,777	\$410,597	\$315,904
Total Expenditures	\$347,869	\$500,372	\$196,231	\$461,827	\$347,500

F und: (2748) Workforce Investment Act – 9/30 Grant Programs

Function Statement

The Work First grant from the State of Michigan provides counseling, job referral, and job placement services.

Department Goals and Objectives

Goal: To provide job placement opportunities for those individuals receiving Family Independence Agency assistance. To employ these individuals and have them retain their employment for 90 days or more and eventually eliminate their need for Family Independence Agency welfare assistance.

Objective: To enroll 630 participants, 410 which will enter employment and 315 who will retain their jobs for 90 days or longer.

Performance and Activity Measures

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
Work First Placement Measures							
# of Clients	341	428	800	756	712	630	630
# of Clients retaining their job after 90 days	n/a	n/a	232	159	152	315	315
# Entered employment	n/a	n/a	478	387	314	410	410

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,044,782	\$1,318,758	\$1,470,598	\$1,192,298	\$788,833
Other Revenue			\$632		
Other Financing Sources		\$643			
Total Revenues	\$1,044,782	\$1,319,401	\$1,471,230	\$1,192,298	\$788,833
Expenditures					
Personnel Services	\$102,956	\$148,705	\$99,178	\$170,805	\$164,104
Supplies	\$33,167	\$70,011	\$137,257	\$102,687	\$85,165
Other Services & Charges	\$908,658	\$1,100,689	\$1,227,097	\$918,806	\$539,564
Total Expenditures	\$1,044,781	\$1,319,405	\$1,463,532	\$1,192,298	\$788,833

Budget Highlights:

The 2006 Budget does not reflect all Grant awards because we were 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 recorded in Fund 2740.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$350,525	\$28,505	\$43,700	\$23,683	\$41,700
Other Revenue	\$10,985				
Total Revenues	\$361,510	\$28,505	\$43,700	\$23,683	\$41,700
Expenditures					
Personnel Services	\$35,990		\$10,950	\$3,712	\$6,401
Supplies	\$2,177	\$97	\$247	\$500	\$4,834
Other Services & Charges	\$344,228	\$28,408	\$32,502	\$18,664	\$30,465
Total Expenditures	\$382,395	\$28,505	\$43,699	\$22,876	\$41,700

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

Receptionist	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Deputy/Road Patrol	1.000	1.000	1.000	\$49,308

Funding

Revenues	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Intergovernmental Revenue	\$496,524	\$404,402	\$443,019	\$212,410	\$55,987
Other Revenue					
Other Financing Sources		\$6,139	\$18,061	\$21,263	\$27,575
Total Revenues	\$496,524	\$410,541	\$461,080	\$233,673	\$83,562

Expenditures

Personnel Services	\$58,570	\$61,916	\$45,805	\$56,768	\$72,784
Supplies	\$1,529	\$1,711	\$2,302	\$1,061	\$3,250
Other Services & Charges	\$448,924	\$346,913	\$412,974	\$175,844	\$7,528
Capital Outlay					
Total Expenditures	\$509,023	\$410,540	\$461,081	\$233,673	\$83,562

Budget Highlights:

2004 Intergovernmental Revenue and Other Services and Charges reflect a \$331,000 economic development grant.

Fund: (2800) Emergency Feeding

Function Statement

The mission of the Community Action Agency (CAA) is to reduce the effects of poverty in Ottawa County by promoting self-sufficiency and economic independence. Long-term objectives include image and awareness of the Community Action Agency, systems integration with other service providers, case management services for clients, counseling applicants regarding money management, and to develop a network of volunteers to assist with CAA programs and tasks.

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.

Department Goals and Objectives

Goal: To serve eligible clients with USDA food assistance.

Objective: To serve 5,706 families (duplicated count between Emergency Feeding and Commodity Supplemental Food Programs) with food items.

Performance and Activity Measures

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
Emergency Feeding Services Measures							
# of Pounds of Commodities							
Distributed	23,784	44,027	32,697	54,140	78574	93820	93820
# of Families Served	1,224	1,496	1,891	2,593	3552	3552	3552
Commodity Supplemental Food Program Measures							
# of Pounds of Commodities							
Distributed	156,390	141,750	151,470	151,377	187435	232106	232106
# of Families Served*	5,213	4,725	5,049	5,608	5905	5706	5706
*Duplicated Count							

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$22,187	\$34,436	\$44,164	\$43,000	\$46,000
Other Financing Sources	\$1,320				
Total Revenues	\$23,507	\$34,436	\$44,164	\$43,000	\$46,000
Expenditures					
Personnel Services	\$2,400	\$14,741	\$8,521	\$16,593	\$22,498
Supplies	\$7,063	\$2,765	\$9,564	\$520	\$1,310
Other Services & Charges	\$14,045	\$16,932	\$26,078	\$25,887	\$22,192
Total Expenditures	\$23,508	\$34,438	\$44,163	\$43,000	\$46,000

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	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$6,500		\$4,400	\$5,000	
Total Revenues	\$6,500		\$4,400	\$5,000	
Expenditures					
Other Services & Charges	\$6,500		\$4,400	\$5,000	
Total Expenditures	\$6,500		\$4,400	\$5,000	

Budget Highlights:

No grant confirmation was received at budget time. Consequently, nothing is budgeted for 2006.

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 system; and to gain support of the criminal justice community and general public in the management of the alternative programs. Alternative programs managed and supervised are the Intensive Supervision Programs, Community Service Program, Cognitive Behavioral Therapy, Jail Programs Coordinator and the OWI-3rd Community Treatment Program.

Department Goals and Objectives
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Goal: Maintain/Reduce Overall Prison Commitment Rate

Objective: Reduce/maintain overall prison commitment rate less than or equal to 12%

Objective: Reduce/maintain OUIL III prison commitment rate less than or equal to 10%

Objective: Reduce/maintain straddle cell prison commitment rate less than or equal to 28%

Objective: Reduce probation violation prison commitment rate less than or equal to 5%

Goal: Optimize program utilization/completion rates.

Objective: Maintain program utilization rate to 80%+ and completion rates to 70%+.

Goal: Evaluate effectiveness and efficiency of all Community Corrections and District Court Probation in conjunction with the Planning and Grants Department.

Objective: Complete data collection on programs and conclude evaluations on Court Services, probation (including ISP).

Goal: Improve effectiveness and efficiency of programs.

Objective: Using program evaluation information, implement changes to programs that improve effectiveness and efficiency.

Accomplishments

- Reduced the overall prison commitment rate from 14.3% (2003) to 10.8%. (State average = 22%)
- Reduced OUIL III prison commitment rate from 10.3% to 7.9%. (State average = 21%)
- Reduced straddle cell commitment rate to 24.5%. (State average = 34.6%)
- Reduced probation violation commitment rate to 6% to 3.9%. (State average = 28%)
- Community Service/JAWS program utilization rate was 147%, with a completion rate of 70%. ISP utilization rate was 81%, with a completion rate of 68%.
- Implemented three Cognitive Behavioral Therapy program sessions, two in jail, one out of jail.
- Jail programs available to inmates have increased to include life skills, anger management, substance abuse and emotional/mental well being programs for men and women.
- 249 substance abuse and risk/needs assessments conducted on inmates.

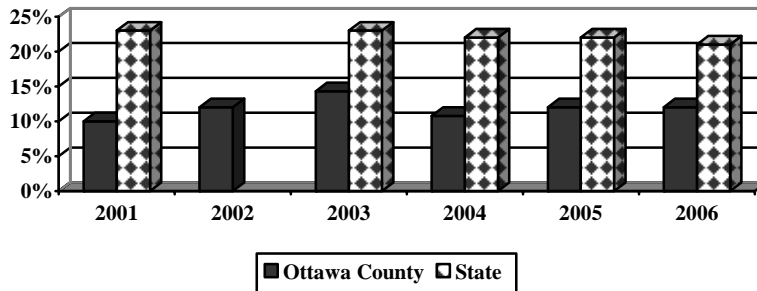
Performance and Activity Measures
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Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Community Corrections Program Measures</i>							
Total Prison Commitment							
Rate (%)	13%	10%	12%	14.3%	10.8%	12%	12%
State Total Prison Commitment							
Rate (%)	23%	23%	*	23%	22%	22%	21%
OUIL Prison Commitment							
Rate (%)	10%	3%	7%	10.3%	7.9%	10%	8%
State OUIL Prison Commitment							
Rate (%)	22%	21%	*	22.6%	*	20%	21%
<i>Intensive Supervision Program Measures**</i>							
# of Enrollees in							
Program	382	414	438	332	291	300	300
# of Jail Days							
Saved	25,207	24,702	18,000	21,786	19,557	19,000	19,000
Savings to County from Jail Days Saved							
(@ \$30/Day)	\$756,210	\$741,060	\$540,000	\$653,580	\$733,388***	\$712,500***	\$712,500
<i>Community Service Program Measures</i>							
# of Enrollees in							
Program	361	466	455	679	880	800	900
# of Jail Days							
Saved	3,715	5,495	6,361	4,746	11,457	10,000	11,000
Savings to County from Jail Days Saved							
(@ \$30/Day)	\$111,450	\$164,850	\$190,830	\$142,380	\$429,638***	\$375,000	\$412,500
* State unable to produce these statistics							
** All Intensive Supervision Program figures have been restated to reflect a combing of the Intensive Supervision Program, Domestic Assault Intervention Program and the Youthful Offender Intervention Program.							
***Reflects a \$37.50 per day rate. (Based on what other jurisdictions charge to house inmates in their facilities.)							

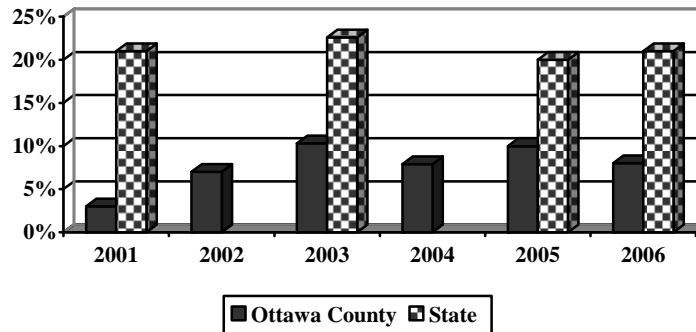
The County Board of Commissioners includes the provision of multiple corrective sentencing options to maximize an offender's ability to successfully conform to societal rules as on of their Law Enforcement Goals. Incarceration in prison, jail and alternatives to incarceration are the basis for multiple corrective sentencing options. Community Corrections has a continuing commitment to create and implement programs that provide alternatives to incarceration and a commitment to expand corrective sentencing options.

The graphs that follow show that Ottawa County is outperforming the State average in terms of prison commitment rates.

Total Prison Commitment Rates

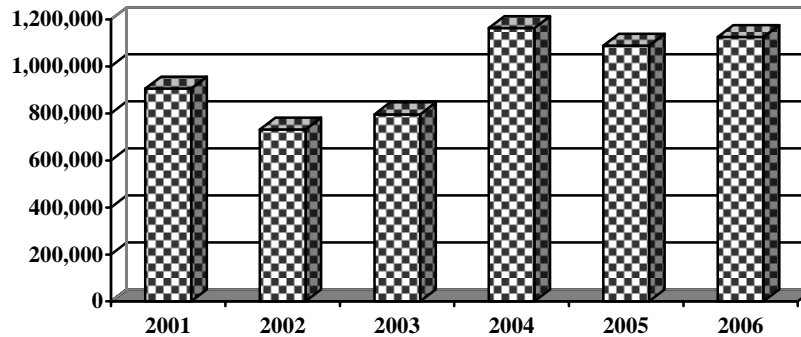


OUIL Prison Commitment Rates



In addition, the use of alternative programs reduces jail utilization. Since jail incarceration costs the County more than alternative programs, substantial money is saved. The graph below highlights these savings to the County. Total dollars for jail days saved is calculated at \$30.00 per day for 2001 through 2003. 2004 through 2006 savings is based on \$37.50 per day, reflecting the cost to incarcerate inmates in other jurisdictions' jails.

Savings to County from Alternative Programs



The County's Planning and Grants Department, with the Community Corrections Department, has formulated strategic plans with evaluation components for all Community Corrections related programs. This includes strategic plans for Community Service/JAWS, probation (including ISP), Cognitive Behavioral Therapy, Jail Programs/Gatekeeper program and the District Court Sobriety/Drug Treatment Court. It is anticipated that enough data will have been collected on most of these programs through 2005/2006 to have evaluations completed. The evaluations will include detailed output and outcome based measurements.

Fund: 2850 Community Corrections Program

Resources

Personnel

Position Name	2004 # of Positions	2005 # of Positions	2006 # of Positions	2006 Budgeted Salary
Director of Probation Services	0.900	0.900	0.900	\$61,748
Assistant Director of Probation Services	0.300	0.300	0.300	\$16,805
Court Services Coordinator	1.000	1.000	1.000	\$42,136
Court Community Services Officer	1.500	1.625	1.625	\$48,497
Probation - Treatment Specialist	6.000	6.000	5.000	\$235,478
Community Corrections Secretary	0.750	0.750	0.750	\$23,207
	10.450	10.575	9.575	\$427,871

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$289,223	\$260,155	\$290,264	\$305,000	\$314,170
Charges for Services	\$489,403	\$246,630	\$208,059	\$151,500	\$179,415
Other Revenue	\$8,156	\$13,016	\$7,129	\$8,900	\$10,000
Other Financing Sources	\$758,949	\$357,494	\$405,241	\$441,308	\$469,618
Total Revenues	\$1,545,731	\$877,295	\$910,693	\$906,708	\$973,203
Expenditures					
Personnel Services	\$980,423	\$561,182	\$636,250	\$668,447	\$675,999
Supplies	\$19,432	\$29,193	\$39,256	\$28,350	\$37,900
Other Services & Charges	\$399,092	\$245,074	\$326,133	\$333,511	\$428,305
Capital Outlay					
Total Expenditures	\$1,398,947	\$835,449	\$1,001,639	\$1,030,308	\$1,142,204

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. Projections indicate the fund will be depleted in 2011.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Taxes			\$9,354,173	\$9,354,173	\$9,354,173
Interest					
Total Revenues			\$9,354,173	\$9,354,173	\$9,354,173
Expenditures					
Other Financing Uses			\$2,593,213	\$4,104,101	\$4,219,016
Total Expenditures			\$2,593,213	\$4,104,101	\$4,219,016

Fund: (2870) Community Action Agency

Function Statement

The Community Action Agency fund is used to account for monies received from the State of Michigan to be applied to various community programs for the impoverished residents of Ottawa County. In the past few years, Ottawa County has been the recipient of numerous short-term grants focused on the homeless. Some of the areas addressed include: 1) Employment activities assist low income participants to secure and retain meaningful employment, 2) Income Management provides counseling and assistance to low income individuals who need financial help with budgets, etc., 3) Housing assists low income participants obtain and maintain adequate housing, 4) Emergency Services provides emergency assistance to meet the immediate individual and family needs, 5) Nutrition provides emergency nutritious food stuffs and related services to counteract conditions of starvation and malnutrition among the poor, and 6) Linkages provide coordination and the effective use of other programs.

Department Goals and Objectives

Goal: To provide emergency assistance, case management and housing repair for low-income residents of Ottawa County.
Objective: To serve as many families under areas of employment, income management, housing, emergency services, nutrition, and program linkages that funds will allow.

Performance and Activity Measures

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Employment Measures</i>							
# of People Served	90	115	84	54	48	50	50
<i>Income Management Measures</i>							
# of People Served	879	1,149	722	462	458	470	470
<i>Housing Measures</i>							
# of People Served	123	101	145	287	204	138	138
<i>Self-sufficiency Measures</i>							
# of People Served	42	38	289	263	270	344	344
<i>Emergency Services Measures</i>							
# of People Served	823	1,391	1,799	1,303	1,231	1,323	1,323
<i>Nutrition Measures</i>							
# of People Served	889	6,637	7,180	5,608	5,905	5,706	5,706
<i>Linkages Measures</i>							
# of People Served	1,426	1,482	1,517	1,099	951	775	775
<i>MSHDA Homeless Prevention Measures</i>							
# of People Served	406	486	295	75	145	40	40

Fund: 2870 Community Action Agency

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$343,091	\$279,524	\$313,696	\$357,494	\$349,494
Rents					
Other Revenue	\$50,703	\$11,299	\$26,459	\$11,139	\$11,400
Other Financing Sources	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000
Total Revenues	\$422,794	\$319,823	\$369,155	\$397,633	\$389,894
Expenditures					
Personnel Services	\$207,773	\$136,369	\$168,753	\$170,739	\$238,756
Supplies	\$20,582	\$16,042	\$14,771	\$30,288	\$18,774
Other Services & Charges	\$190,384	\$153,849	\$189,064	\$197,720	\$132,364
Other Financing Uses			\$939		
Total Expenditures	\$418,739	\$306,260	\$373,527	\$398,747	\$389,894

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: (2890) Weatherization

Function Statement

The Weatherization Program supplies funds for weatherizing homes of the disadvantaged, elderly, and impoverished persons. The Weatherization Program also provides energy education.

Department Goals and Objectives

Goal: To make homes more energy efficient.

Objective: To weatherize approximately 72 houses during the program year.

Performance and Activity Measures

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
Weatherization Measures							
# of Households Served	30	65	42	109	67	61	72
# of Persons Served	90	190	148	335	204	158	216

Resources

Personnel

Personnel information is recorded in Fund 2740.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$213,481	\$269,228	\$246,372	\$189,635	\$321,219
Other Revenue		\$455			
Other Financing Sources			\$939		
Total Revenues	\$213,481	\$269,683	\$247,311	\$189,635	\$321,219
Expenditures					
Personnel Services	\$56,164	\$63,021	\$41,759	\$35,768	\$77,674
Supplies	\$84,411	\$104,766	\$69,029	\$66,064	\$178,010
Other Services & Charges	\$72,908	\$101,899	\$136,527	\$87,803	\$65,535
Total Expenditures	\$213,483	\$269,686	\$247,315	\$189,635	\$321,219

Budget Highlights:

Grant awards can fluctuate based on need.

Function Statement

Ottawa County Parenting Plus is a County-wide home-based early intervention program working with children one to five years of age and their parents who are challenged by issues which may lead to, or have led to, abuse and neglect. Parenting education, developmental assessment with corresponding parent-child activities, support, and comprehensive case management are included services. Executing the orders of the Child Welfare Unit of the Department of Human Services (DHS) and the Family Court (FC) are also responsibilities of the program. Working with families with children up to age 12 when Child Welfare is involved has expanded the population receiving services. Special relationships with the County Health Department and Friend of the Court have been developed to offer parenting and family support services. Additionally, Management has included Parenting Plus as part of the Early On Intervention Services and the Family Support Network (FSN). These services are offered to preserve and maximize the family unit through encouragement of positive relationships, increasing productive support systems, enhancing parenting capabilities and child care practices, and providing access to community services to support a growing and productive lifestyle. Services in Spanish are available in the greater Holland area.

Parenting Plus operates from the Department of Human Services office in Holland and utilizes the Coopersville and Hudsonville Human Services Buildings on occasion.

Department Goals and Objectives
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Goal: Reduce the Overall Impact of Risk Factors on Family Functioning (Scoring of Case Screening and Family Assessment)

Objective: Establish baseline data for future comparison by administering the Case Screening and Family Assessment to all families

Objective: Establish baseline data for future comparison by administering a follow-up assessment at termination of service or at one year of service whichever comes first

Goal: To improve family functioning and create a safe living environment for families

Objective: 75% of Parenting Plus cases that close will close with the Case Screening and Family Assessment Guide showing improved family functioning

Objective: 70% of Child Protective Services (CPS) cases/families served by Parenting Plus will be maintained with the children remaining in their own home, and if closed to Parenting Plus services, will close with the Case Screening and Family Assessment Guide showing improved family functioning

Objective: 70% of Foster Care (FC) cases/families served by Parenting Plus will have the children reunited with their family or will be maintained with the children remaining in their own home. If closed to Parenting Plus services, will close with the Case Screening and Family Assessment Guide showing improved family functioning

Goal: Improve Parent's Understanding of Basic Parenting Skills (Scoring of Case Screening and Family Assessment, Parent Report, Quarterly Goal Review and Staff Observation)

Objective: 75% of Parenting Plus parents will increase their knowledge of child development and the importance of a positive parent/child relationship

Objective: 75% of Parenting Plus parents will demonstrate positive, age appropriate child management skills

Objective: 75% of Parenting Plus parents will attend to the health and nutritional needs of their family

Objective: 75% of Parenting Plus parents will provide a safe and secure environment for their children

Goal: Improve Parent's Understanding of Life Skills and Supports for Growth (Scoring of Case Screening and Family Assessment, Parent Report and Goal Review)

Objective: 75% of Parenting Plus parents will maintain/improve their positive support system

Objective: 75% of Parenting Plus parents will utilize community resources

Objective: 60% of Parenting Plus parents will maintain adequate financial resources

NOTE: Base line data derived from the Case Screening and Family Assessment Guide has not been established for Parenting Plus. Therefore, the percentages used in the objectives listed above are conservative estimates of outcome results.

Goal: Continue to Refine Enhancement to Internal and External Customers (Report of contacts, change, service, training)

Objective: Maintain contact with the County Administration regarding the status of Information Technology work as it relates to linking programs and services currently not linked into the county system (ie. "The Front Page")

Objective: With the Department of Human Services Director, work with the county to update the Parenting Plus web site

Objective: Refine the growing relationship with the Friend of the Court and the Court Guardianship Program to continue service to families entering county service through these avenues.

Objective: Continue the relationship with the Health Department: making referrals on pregnant women and families with children up to one year. Accept referrals from the Health Department on families with children turning one year or older.

Objective: Continue search for staff training to enhance skills with the newer populations Parenting Plus is now serving as well as training newer staff in needed areas.

Accomplishments

- Enhanced Communication with Internal Customers through greater use of e-mail and the courier services that runs between County facilities
- Enhanced Services to Customers by making evening home visits
- Worked with Friend of the Court, Health Department, and Probate Court to address underserved populations. Referrals made to clients who could benefit from parenting education
- Expanded services to the Hispanic population by providing parenting workshops on Sunday facilitated by a bilingual staff member and collaborating with the Hispanic Teen Pregnancy and Parenting Taskforce and Latin Americans for Upward Progress.
- Increased the number of Family Support Network Assessments
- Updated brochures and delivered copies to referral agencies
- Increased staff involvement on various committees/initiatives addressing the Parenting Plus populations.



Denotes Strategic Plan directive

Performance and Activity Measures

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<i>Client Services Measures</i>							
<i>Home-based Parenting Education and Case Management Services:</i>							
# of Families Served	251	263	276	272	285	275	275
# of Home Visits	2,886	2,828	2,685	3,055	2,937	2,950	2,950
# of Formal Referrals Made on Client's Behalf	793	894	887	818	957	890	900
# of FSN Assessments Information and Referral Services	419	600	703	674	765	775	780
FOC Referrals	n/a	n/a	n/a	4	13	8	10
Court Guardian. Ref.	n/a	n/a	n/a	n/a	2	2	3
OCHD Referrals	n/a	n/a	n/a	n/a	21	20	22
<i>Training:</i>							
# Staff Attending Trng.	10	10	11	11	11	11	11
# Trng. Options Avail.	n/a	n/a	n/a	n/a	13	13	13
<i>Presentations by Program</i>	n/a	8	12	21	13	5	n/a
<i>Collaboratives/Community Involvement</i>							
	n/a	n/a	n/a	13	13	13	n/a
<i>Reduce Impact of Risk</i>							
Admin. Pre-assessments	n/a	n/a	n/a	n/a	n/a	125	135
Admin. Follow-up- assessment	n/a	n/a	n/a	n/a	n/a	125	140

Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
<u>Improve Family Functioning</u>							
P+ cases close: score 10 or less	n/a	n/a	n/a	n/a	n/a	n/a	75%
CPS children remain in home & score 10 or less	n/a	n/a	n/a	n/a	n/a	n/a	70%
FC children reunited/remain in home & score 10 or less	n/a	n/a	n/a	n/a	n/a	n/a	70%
<u>Improve Parenting Skills</u>							
Child Development	n/a	n/a	n/a	n/a	n/a	n/a	75%
Child Management	n/a	n/a	n/a	n/a	n/a	n/a	75%
Health & Nutrition	n/a	n/a	n/a	n/a	n/a	n/a	75%
<u>Improve Life Skills/Supports</u>							
Positive Support System	n/a	n/a	n/a	n/a	n/a	n/a	75%
Utilize Comm. Rsrces.	n/a	n/a	n/a	n/a	n/a	n/a	75%
Maintain Adequate Financial Resources	n/a	n/a	n/a	n/a	n/a	n/a	60%

Resources




Personnel Position Name	2004	2005	2006	2006
	# of Positions	# of Positions	# of Positions	Budgeted Salary
Director	1.000	1.000	1.000	\$57,417
Family Resource Technician	1.000	1.000	1.000	\$39,459
Family Resource Specialist	7.750	7.750	7.750	\$356,447
	9.750	9.750	9.750	\$453,323

Funding	2002	2003	2004	2005	2006
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$487,330	\$430,172	\$300,341	\$221,000	\$270,000
Charges for Services	\$33,108	\$30,426	\$36,420	\$33,604	\$34,020
Other Revenue	\$755	\$822	\$726	\$400	\$460
Other Financing Sources	\$635,498	\$656,258	\$683,127	\$694,245	\$731,564
Total Revenues	\$1,156,691	\$1,117,678	\$1,020,614	\$949,249	\$1,036,044
Expenditures					
Personnel Services	\$523,928	\$559,560	\$579,905	\$630,160	\$654,464
Supplies	\$474,153	\$413,879	\$310,312	\$212,634	\$262,506
Other Services & Charges	\$106,929	\$96,369	\$99,930	\$112,795	\$119,074
Total Expenditures	\$1,105,010	\$1,069,808	\$990,147	\$955,589	\$1,036,044

Function Statement

To administer justice, provide restorative services and apply the law with equality, integrity and timeliness through trained courteous staff in a manner that inspires public trust.

Department Goals and Objectives
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-  **Goal :** To provide greater access to services for the public.
Objective: Assist County and other entities in improving County-wide transportation to facilities
Objective: Improve understanding of transportation challenges through conducting and/or assisting in a needs assessment of the issue
-  **Objective:** Increase knowledge and understanding of the non-English speaking public through exploring/developing/installing bi/tri-lingual signage for Court forms, programs and buildings, hiring bi-tri-lingual, multi-cultural staff
Objective: Increase accessibility through the development of an effective website/web portal, computer access to Court services in public facilities such as the library, establish satellite offices, operational hour expansion/non-traditional Court hours and the creation of an Information Center at all Court locations
-  **Goal:** To provide efficient and effective operations and services
Objective: Standardize/streamline internal work processes - e. g. data entry, case processing
Objective: Evaluate program outcomes
Objective: Expanding/utilize technology – e.g. imaging, video conferencing, intranet, wireless connections
Objective: Develop consistent bench practices by judges and referees
Objective: Improve the quality of programming through conducting a Female-Responsive Needs Assessment and evaluation of substance abuse treatment
- Goal :** To effectively communicate/collaborate with Justice System and community partners
Objective: Increase communication through identifying/expanding new partnerships, developing a tracking system for staff serving on committees/boards and educating the County/partners of strategic priorities
Objective: Expand communication opportunities through establishing regular communication and joint training(s) with the County Bar Association, Prosecutor’s Office, Mental Health, professional minority groups and Judges
- Goal:** To create an effective, organizational structure that fosters a positive work environment, information sharing and collaboration
Objective: Increase staff training on various topics including teamwork, resources, etc., through the development of a Training Task Force (Ottawa County Judicial Institute) and by offering staff “stretch assignments” to expand their knowledge of the Courts’ operations
Objective: Increase internal communication, information sharing by implementing consistent email technology within the Department
Objective: Develop formal staff orientation and schedule/organize informal, staff gatherings

 Denotes Strategic Plan directive

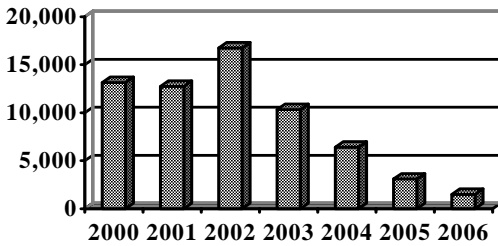
Performance and Activity Measures							
Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
Referee and Intake Functions / Processing Measures							
# of Electronic Monitoring Devices	30	30	32	32	32	32	32
# of Days Electronic Monitoring Devices in Use on Delinquents	6,231	5,349	5,281	5,572	5,399	5,500	5,500

Fund: (2920) Child Care – Circuit Court

Performance and Activity Measures							
Service Area	Actual 2000	Actual 2001	Actual 2002	Actual 2003	Actual 2004	Estimated 2005	Budgeted 2006
Probation Services Measures							
Intensive Supervision clients	0	0	60	64	53	60	60
First Offender Programs Measures							
Anger Management Program	40	21	43	36	10	36	40
CASA Assignments - # of Children	16	25	42	52	54	55	55
Sexual Perpetrator Participants	28	27	23	37	41	45	45
Substance Abuse Series	66	35	84	56	37	40	40
Juvenile Alternatives to Detention (# of youth)	n/a	109	114	69	69	75	75
Supervised Community Service (# of youth)	n/a	340	393	342	452	475	530
Foster Care Support Measures							
Days of Court Supervised Foster Care	14,014	12,010	9,253	10,000	9,940	11,000	11,000
Intensive Family Interventions Measures							
# of Client Families	130	166	186	189	274	300	300
Family Assessment, Crisis Intervention, Referrals Measures							
# of Client Families	1,016	1,477	1,398	1,309	1,415	1,400	1,400
Treatment Services Measures							
# of Participants	80	50	67	58	62	65	65
Program Capacity	85	58	70	70	70	70	70
Secure Detention of Delinquent Youth Measures							
# of Youth	1,289	1,051	1,098	951	963	975	975
# of Child Care Days	13,221	11,936	12,396	12,580	10,392	10,500	10,500
Foster Care Placements & Support Costs Measures							
# of Child Care Days of Foster Care (Includes neglected, abused & delinquent youth)	33,801	33,987	33,435	36,854	41,475	41,000	41,000
Private Institutional Costs for Youth Measures							
# of Days of Child Care – Court Wards	365	18	0	340	3,000	4,000	4,000
Purchased Services from State Institutions Measures							
# of Days of Child Care	13,147	12,741	16,753	10,335	6,404	3,100	1,500
Wrap-a-round Services Measures							
# of Cases	24	24	27	32	31	30	30

Fund: (2920) Child Care – Circuit Court

Days of State Institution Care



Recent initiatives in counseling youth emphasize keeping them in their communities as much as possible. Accordingly, the graph to the left shows that the number of days spent in state institutions by youth in Ottawa County is falling rapidly.

Resources

Personnel	2004	2005	2006	2006
Position Name	# of Positions	# of Positions	# of Positions	Budgeted Salary
Detention Superintendent	1.000	1.000	1.000	\$68,609
Assistant Superintendent	1.000	1.000	1.000	\$54,300
Assistant Director of Juvenile Services	0.000	0.750	0.750	\$51,660
Training Coordinator	1.000	1.000	1.000	\$41,069
Administrative Aide	3.000	4.000	4.000	\$121,522
Group Leader - Juvenile	5.000	6.000	6.000	\$214,932
Youth Specialist	21.150	20.150	20.150	\$602,322
Shift Supervisor	3.000	4.000	4.000	\$185,439
Casework Services Manager	0.000	0.750	0.750	\$41,664
Senior Caseworker	0.000	0.750	1.750	\$86,741
Treatment Specialist	7.000	7.000	6.000	\$296,999
Programs Supervisor	1.000	1.000	1.000	\$52,583
Treatment Services Manager	1.000	1.000	1.000	\$56,017
Caseworker	1.000	6.000	6.000	\$269,913
Sergeant	0.300	0.300	0.300	\$15,689
Assessment Unit Coordinator	0.000	1.000	1.000	\$51,068
Deputy	3.000	3.000	3.000	\$153,061
	48.450	58.700	58.700	\$2,363,588

Funding	2002	2003	2004	2005	2006
	Actual	Actual	Actual	Current Year Estimated	Adopted by Board
Revenues					
Intergovernmental Revenue	\$1,037,028	\$1,321,803	\$2,268,490	\$2,810,569	\$3,309,953
Other Revenue	\$318,817	\$271,300	\$230,582	\$481,219	\$556,775
Other Financing Sources	\$2,474,410	\$3,085,549	\$4,023,408	\$3,846,024	\$3,767,976
Total Revenues	\$3,830,255	\$4,678,652	\$6,522,480	\$7,137,812	\$7,634,704
Expenditures					
Personnel Services	\$1,344,022	\$1,786,290	\$2,557,878	\$3,321,342	\$3,554,343
Supplies	\$142,941	\$181,551	\$184,264	\$184,319	\$214,216
Other Services & Charges	\$2,605,988	\$2,564,406	\$2,912,924	\$3,558,161	\$3,866,145
Total Expenditures	\$4,092,951	\$4,532,247	\$5,655,066	\$7,063,822	\$7,634,704

Budget Highlights:

2006 Intergovernmental Revenue reflects lower usage of State Institutions and higher usage of in-home care and local residential facilities for which we receive 50% reimbursement. 2006 Other Services & Charges reflects further implementation of the Juvenile Community Justice program.

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 Ottawa County Family Independence Agency.

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$16,771	\$16,802	\$16,870	\$21,000	\$21,000
Other Revenue					
Other Financing Sources	\$22,312	\$22,250	\$23,250	\$20,000	\$26,500
Total Revenues	\$39,083	\$39,052	\$40,120	\$41,000	\$47,500
Expenditures					
Other Services & Charges	\$36,604	\$34,358	\$33,741	\$47,500	\$47,500
Total Expenditures	\$36,604	\$34,358	\$33,741	\$47,500	\$47,500

Fund: 2930 Soldiers & Sailors Relief

Function Statement

The Soldiers & Sailors Relief Commission receives burial claims from funeral directors and determines eligibility for the \$300.00 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. Last, the Commission also determines the eligibility of claims from indigent veterans and authorizes the requested payments.

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Other Financing Sources	\$10,000	\$16,265	\$97,094	\$90,000	\$90,000
Total Revenues	<u>\$10,000</u>	<u>\$16,265</u>	<u>\$97,094</u>	<u>\$90,000</u>	<u>\$90,000</u>
Expenditures					
Other Services & Charges	\$18,510	\$47,312	\$97,093	\$90,000	\$90,000
Total Expenditures	<u>\$18,510</u>	<u>\$47,312</u>	<u>\$97,093</u>	<u>\$90,000</u>	<u>\$90,000</u>

Budget Highlights:

The worsening economy has made the demand for government services increase significantly beginning in 2003.

Fund: 2940 Veterans Trust

Function Statement

The Veteran's 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 needy veterans.

Resources

Personnel

No personnel has been allocated to this department.

Funding

Budget Summary	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue	\$32,670	\$17,024	\$18,230	\$19,000	\$12,347
Other Financing Sources					
Total Revenues	\$32,670	\$17,024	\$18,230	\$19,000	\$12,347
Expenditures					
Other Services & Charges	\$31,969	\$16,974	\$18,152	\$19,000	\$12,347
Total Expenditures	\$31,969	\$16,974	\$18,152	\$19,000	\$12,347

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

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Charges for Services			\$189,079	\$100,000	\$100,000
Interest	\$201,877	\$81,876	\$63,292	\$18,750	\$36,000
Other Revenue					
Other Financing Sources					
Total Revenues	\$201,877	\$81,876	\$252,371	\$118,750	\$136,000
Expenditures					
Personnel Services	\$63,555	\$35,874	\$254,204	\$130,992	\$134,425
Supplies					
Total Expenditures	\$63,555	\$35,874	\$254,204	\$130,992	\$134,425

**COUNTY OF OTTAWA
DEBT SERVICE FUND (5690-5694)**

Building Authority Fund (5690-5694) - 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: 1990-Ottawa County Central Dispatch Authority; 1992-Probate Court/Jail Complex; 1997-Jail addition and Sheriff Administrative Annex; 2005 - Holland District Court Building. The 1990 bonds were refunded during 2003 and 2005, and a portion of the 1992 bonds were refinanced during 2006. A portion of the 1997 bonds were refunded during 2005. Financing is provided by cash rental payments pursuant to lease agreements with the County of Ottawa.

Resources

Personnel

No personnel has been allocated to this department.

Funding

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Charges for Services					
Interest and Rents	\$3,391	\$2,900	\$4,573	\$6,688	\$188
Rents	\$2,357,518	\$2,351,754	\$2,243,461	\$2,048,960	\$2,459,796
Other Revenue					
Other Financing Sources				\$10,431,815	
Total Revenues	\$2,360,909	\$2,354,654	\$2,248,034	\$12,487,463	\$2,459,984
Expenditures					
Debt Service	\$2,315,975	\$2,305,822	\$2,299,902	\$2,203,204	\$2,459,796
Other Financing Uses				\$10,424,650	
Total Expenditures	\$2,315,975	\$2,305,822	\$2,299,902	\$12,627,854	\$2,459,796

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 2005 assessed value of \$10,345,422,434 is limited to no more than \$1,034,542,243 of debt. The County’s total debt at the statement date is \$99,044,636, or less than 1% of the assessed value, well below the legal limit. The graph below illustrates that Ottawa County’s outstanding debt as a percentage of the limit is actually decreasing.

**County of Ottawa Legal Debt Limit and Debt
Outstanding**



Ottawa County has obtained a AAA rating from Fitch on General Obligation Limited Tax Bonds. Moody’s Bond Rating is Aa1 for General Obligation Unlimited and Limited Tax Bonds. Standard and Poor’s Bond Rating is AA for General Obligation Unlimited and Limited Tax Bonds.

Bonds:

The County principally uses general obligation bonds to provide funds for these projects. The majority of the general obligation bonds, \$72,527,533, 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 9.5% percent.

In addition, \$320,000 is estimated for inter-county drainage projects. This amount represents a significant decrease from the prior year. Since many of the property owners in the Vincent Drain district paid off their assessments early, an additional \$230,000 was available to payoff some of the individual bonds. Principal and interest is paid from drain assessments levied. The interest rate on these issues ranges from 4.5% to 7.0% percent.

Last, \$23,230,000 is estimated debt outstanding at 12/31/05 for four Ottawa County Building Authority projects. These four projects include the E-911 Central Dispatch operation, the Probate Court/Jail facility, and the Sheriff and Administrative Annex and additional Jail pod, and the Holland District Court facility. The activities facility and the E-911 issues were refunded during 1993. 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 E-911 bonds and 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 4.0% to 5.875% percent.

The County has pledged its full faith and credit for payment on the above obligations.

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 12/31/05 is \$2,700,000. 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 the above notes.

Notes Payable:

The Drain Commissioner has issued two small notes to provide funding for drainage projects in Ottawa County. The notes total \$99,400, and the County did not pledge its full faith and credit for the above notes.

Land Contracts:

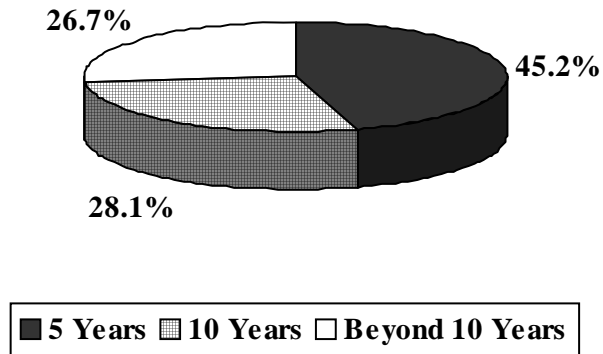
Ottawa County has an estimated \$167,703 in land contracts. The land contracts were made to secure three land purchases for the Ottawa County Parks system. The principal and interest payments will be made from the voted parks millage and recorded in the Parks and Recreation Special Revenue fund. The interest rate on these land contracts ranges from 8.0% to 9.25% percent.

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 73.3% of its debt within ten years, is retiring debt significantly faster than the standard.

County of Ottawa Debt Retirements



Debt per Capita

Ottawa County has experienced high growth in the last several years. Consequently, debt has been issued to fund the required infrastructure. Listed below is the debt per capita information for the last ten years.

Year	Population	Net Bonded Debt per Capita County Debt
1995	210,389	\$49
1996	212,163	46
1997	220,403	114
1998	224,357	107
1999	230,261	99
2000	238,314	91
2001	243,571	84
2002	245,913	78
2003	249,391	71
2004	252,351	65

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:				
2006	\$23,230,000	\$1,720,000	\$732,253	\$2,452,253	\$75,547,533	\$7,862,000	\$3,131,119	\$10,993,119	\$13,445,372
2007	21,510,000	1,830,000	938,597	2,768,597	67,685,533	7,177,000	2,799,123	9,976,123	12,744,720
2008	19,680,000	1,910,000	863,722	2,773,722	60,508,533	7,662,000	2,529,757	10,191,757	12,965,479
2009	17,770,000	1,995,000	784,372	2,779,372	52,846,533	6,318,000	2,226,096	8,544,096	11,323,468
2010	15,775,000	1,680,000	707,758	2,387,758	46,528,533	6,216,000	1,967,508	8,183,508	10,571,266
2011	14,095,000	1,740,000	641,494	2,381,494	40,312,533	4,606,000	1,735,149	6,341,149	8,722,643
2012	12,355,000	1,250,000	572,220	1,822,220	35,706,533	4,108,000	1,545,573	5,653,573	7,475,793
2013	11,105,000	1,290,000	525,344	1,815,344	31,598,533	4,235,000	1,363,551	5,598,551	7,413,895
2014	9,815,000	1,360,000	460,844	1,820,844	27,363,533	4,391,000	1,172,928	5,563,928	7,384,772
2015	8,455,000	1,425,000	392,844	1,817,844	22,972,533	3,358,000	997,157	4,355,157	6,173,001
2016-2020	7,030,000	4,400,000	1,020,052	5,420,052	19,614,533	14,414,533	2,869,318	17,283,851	22,703,903
2021-2025	2,630,000	2,630,000	350,298	2,980,298	5,200,000	4,875,000	514,904	5,389,904	8,370,202
2026-2030					325,000	150,000	64,062	214,062	214,062
2031-2035					175,000	175,000	22,424	197,424	197,424
Parks and Recreation Land Contracts (Major Fund):					Notes Payable:				
2006	167,703	66,471	15,037	81,508	99,400	38,600	4,012	42,612	124,120
2007	101,232	72,392	9,116	81,508	60,800	7,600	2,779	10,379	91,887
2008	28,840	28,840	2,668	31,508	53,200	7,600	2,438	10,038	41,546
2009					45,600	7,600	2,084	9,684	9,684
2010					38,000	7,600	1,737	9,337	9,337
2011					30,400	7,600	1,389	8,989	8,989
2012					22,800	7,600	1,045	8,645	8,645
2013					15,200	7,600	695	8,295	8,295
2014					7,600	7,600	347	7,947	7,947
		<u>\$23,397,703</u>	<u>\$8,016,619</u>	<u>\$31,414,322</u>		<u>\$75,646,933</u>	<u>\$22,955,194</u>	<u>\$98,602,127</u>	<u>\$130,016,449</u>

All figures are as of 10/26/05.

**COUNTY OF OTTAWA
CAPITAL PROJECTS FUND**

Building Authority Fund (5690-5694) - This Fund was established to account for construction projects of the building authority. 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

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue					
Interest				\$60,188	\$33,844
Other Revenue					
Other Financing Sources				\$7,865,000	
Total Revenues				\$7,925,188	\$33,844
Expenditures					
Capital Outlay				\$3,441,249	\$2,348,525
Other Financing Uses				\$2,169,258	
Total Expenditures				\$5,610,507	\$2,348,525

Budget Highlights:

In August of 2005, the County issued bonds for the construction of a new Holland District Court facility. Completion is anticipated in 2006.

2006 Capital Construction Projects

New Holland District Court

Budget: \$8 million

This new facility is located next to and replaces the 35-year old Holland District Court facility on East 8th Street in Holland. The facility attaches to and shares a monumental lobby, secure ingress/egress and a heated parking lot with the new recently completed Holland Police building. The Court Building will total 39,000 square feet on two floors



along with a partially finished basement. The building includes space for two District Courts, Court staff, Magistrate and the Holland offices for District Court Probation and the County

Prosecutor. The project has been staged to allow the District Court to continue to occupy their existing building while the new Building is under construction. Erhardt Construction serves as Construction Manager for both the County and City under separate contract. The County is using Landmark Design as its architect; the City is used GMB architects. Project completion is expected by August 2006.

Projected annual operating costs resulting from the project include expenditures for both debt service and maintenance. These costs are specified on the schedule that follows. The building was partially funded with County funds, with the remainder of the cost covered by a bond issue. Consequently, a significant amount will be due for debt service payments. In addition, although the building is replacing a currently existing facility, this new facility is significantly larger, resulting in additional maintenance expenditures such as utilities, grounds maintenance, equipment repairs, etc. No new personnel are anticipated as a result of the project. However, buildings and grounds staff may be shifted from other locations as needed.

Grand Haven County Building

Concept plan (pending Board approval): The concept plan shown below depicts a 120,000 square foot, \$22-24 million County Building recommended to replace the existing County Building on Washington Street in Grand Haven. This concept plan was presented the Board of Commissioners in June 2004. The plan was recommended by staff to address the growing demand for services in the Grand Haven area. Based on input received at the June 2004 Board work session, staff has been looking at additional



options for the Grand Haven site. An internal task force has been working with the Landmark Design (Architect) on various building concepts, project size/scope and budget estimates. We expect to present these options to the County Board by the end of 2005.

Significant annual operation costs are anticipated as a result of this project. Specifically, debt service payments are anticipated in the neighborhood of \$900,000 per year. As with the District Court facility, this new facility is significantly larger, resulting in additional maintenance expenditures such as utilities, grounds maintenance, equipment repairs, etc. No new personnel are anticipated as a result of the project. However, buildings and grounds staff may be shifted from other locations as needed. As plans solidify, additional personnel needs may be identified some time in the future. This possibility is not reflected in the annual operating costs detailed on the schedule that follows.

SouthWest Ottawa Landfill Upgrades

The 43-acre SouthWest Ottawa landfill is located a little over one mile east of the shore of Lake Michigan in Park Township between James Street and Riley and 160th avenue and 168th avenue. The landfill opened in 1968 by Ottawa County for the disposal of municipal and industrial waste, it operated until it was closed in 1981. The County, through the Ottawa County Road Commission, operated the landfill for a few years in the late 1960's and early 1970's then transferred the operation to Waste Management under contract. In the early 1980's, Waste Management closed the operation and constructed a cap over the landfill consisting of bentonite clay, power plant fly ash and sand.

In 1987, seven purge wells were constructed along with the associated piping and electrical work to supply contaminated groundwater to a treatment plant which was constructed northwest of the intersection of James and 168th avenue on County owned property. The treatment was designed to remove iron and volatile organic compounds from the groundwater leachate per the terms of a water restoration agreement agreed to between the County and the Michigan Department of Environmental Quality in 1984.

The County is planning improvements to the extraction/treatment system at the landfill because of the degradation of the existing groundwater extraction system and in order to reduce the necessary treatment time and long-term costs. In addition, the County is planning to construct a clay cap over the landfill that would prevent the contamination located in the landfill from leaching to the groundwater via percolating rain water. The cost is expected to be approximately \$4.5 million with the work taking place throughout 2006. The Ottawa County Insurance Authority (an Internal Service Fund) will be paying \$2.1 million of the costs (claims expense). The remainder will be paid by the Landfill Surcharge fund (Special Revenue fund 2271). After completion of the improvements to the landfill and treatment plant, the entire 230-acre parcel (which includes the 43-acre landfill) is being considered as an addition to the County Parks system.

Since the project is being funded by the County, no debt service payments will result from the project. However, significant operational costs will be incurred primarily for the engineering firm the County contracts with to manage the purge/extraction process and monitor results as well as utility costs.

Parks and Recreation Projects

The Parks and Recreation department plans two major improvement projects totaling over \$1 million for the Upper Macatawa land involving river relocation, installation of diversion structures, the creation of wetlands, native grasslands, and other habitat types along the Macatawa River. The goal of this project is to restore previously farmed land to enhance the land for park and open space purposes while also improving water quality, reduce flooding, and expanding wildlife habitat.

Another major park project involves \$75,000 for the Park 12 property. The Park 12 property is the name given to 12 park parcels consisting of a total of 58 acres located near Holland State Park. The overall plan for this property focuses on expanding public use of selected park parcels that have high value for public recreation. Those parcels feature 700 feet of Lake Michigan beach front, extensive Lake Macatawa waterfront and Mt. Pisgah, a large dune which towers over the harbor. The project focuses on Lake Macatawa waterfront improvements at Black Lake Avenue and has a project completion date scheduled for early summer, 2006.

Also planned for 2006 is the \$200,000 North Beach Phase II project which will include dune stabilization measures and the extension of stair access to the top of the dune with an overlooking deck. This project relates to the \$7.7 million land acquisition of the North Beach Dunes acreage purchased in 2005. This project will link three additional municipalities to the County owned North Beach Park.

Last, approximately \$85,000 will be spent on the Hager Park visitor center's second wing. The wing will be renovated into rental space which will require the addition of doors, windows, lighting and a kitchenette. For all of the Parks projects, annual operation costs for supplies and utilities will be minimal.

County of Ottawa
 Capital Construction Projects
 Budget Year Ending December 31, 2006

PROJECT DESCRIPTION	CAPITAL CONSTRUCTION COSTS						ESTIMATED ANNUAL OPERATION COSTS (includes debt repayment)							
	PROPOSED METHOD OF FINANCING	ESTIMATED COSTS		EXPENDED TO DATE (INC. CURRENT YR)	BUDGET YEAR 2006	FUTURE YEARS	PROPOSED METHOD OF FINANCING	EXPENDITURE TYPE	ACTUAL PRIOR YEAR 2004	ESTIMATED CURRENT YEAR 2005	BUDGET YEAR 2006	FUTURE YEARS		
		ORIGINAL	AMENDED									2007	2008	2009
Ottawa County (primary government)														
District Court Building in Holland (1)	Bond Issue	\$6,000,000	\$8,000,000	\$3,805,596	\$2,348,525	\$0	General Fund/ Delinquent Tax Revolving Fund	Maintenance Debt	\$0 \$0	\$0 \$0	\$170,000 \$313,358	\$353,600 \$596,331	\$367,744 \$598,081	\$382,450 \$594,531
Grand Haven Building Renovation (2)	Bond Issue/ Public Improvement Fund	\$10,500,000	\$22,000,000	\$17,854	\$8,000,000	\$13,900,000	General Fund/ Delinquent Tax Revolving Fund	Maintenance Debt	\$0 \$0	\$0 \$0	\$0 \$882,981	\$0 \$882,981	\$350,000 \$882,981	\$728,000 \$882,981
SouthWest Ottawa Landfill (3)	Insurance Authority/ Landfill Surcharge	\$4,500,000	\$4,500,000	\$130,000	\$3,998,000	\$0	Solid Waste Clean-up Fund	Maintenance	\$0	\$0	\$163,500	\$127,000	\$127,000	\$127,000
North Beach Phase II (3)	Parks & Recreation Fund	\$200,000	\$200,000	\$0	\$200,000	\$0	Property Tax Levy	Maintenance	\$0	\$0	\$1,500	\$1,500	\$2,000	\$2,000
Park 12 - Phase II Improvements (3)	Parks & Recreation Fund	\$75,000	\$75,000	\$0	\$75,000	\$2,600,000	Property Tax Levy/ Park Twp.	Maintenance	\$0	\$0	\$2,000	\$3,000	\$5,000	\$7,000
Upper Macatawa Improvements (3)	Parks & Recreation Fund	\$300,000	\$300,000	\$0	\$450,000	\$800,000	Property Tax Levy	Maintenance	\$0	\$0	\$3,000	\$5,000	\$6,000	\$6,000
Upper Macatawa Phase II Restoration (3)	Parks & Recreation Fund	\$785,000	\$785,000	\$0	\$785,000	\$200,000	Property Tax Levy/ State Funding	Maintenance	\$0	\$0	\$5,000	\$5,000	\$3,000	\$1,000
Hager Park Visitor Center (3)	Parks & Recreation Fund	\$85,000	\$85,000	\$0	\$60,000	\$0	Property Tax Levy/ Fees	Maintenance	\$0	\$0	\$1,000	\$1,000	\$1,000	\$1,000
Grand Total		\$22,445,000	\$35,945,000	\$3,953,450	\$15,916,525	\$17,500,000			\$0	\$0	\$659,358	\$1,975,412	\$2,342,806	\$2,731,962

1. In 2005, the County issued \$7,865,000 in debt for this project. The remaining costs have been paid by the Public Improvement Fund. No new personnel are projected to be added.
2. The County anticipates issuing \$12 million in bonds for this facility with the rest of the cost paid from the Public Improvement Fund.. No new personnel are projected to be added.
3. 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.

**COUNTY OF OTTAWA
PERMANENT FUND**

Cemetary Trust Fund (1500) - This fund was established under State statute to care for cemetary 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

	2002 Actual	2003 Actual	2004 Actual	2005 Current Year Estimated	2006 Adopted by Board
Revenues					
Intergovernmental Revenue					
Interest	\$98	\$58	\$52	\$55	\$60
Other Revenue					
Other Financing Sources					
Total Revenues	\$98	\$58	\$52	\$55	\$60
Expenditures					
Supplies					
Other Services and Charges	\$1,804				
Total Expenditures	\$1,804				

The Ottawa County Board of Commissioners

of the County of Ottawa

Grand Haven, Michigan

RESOLUTION TO APPROVE 2005 MILLAGE RATE FOR COUNTY OPERATIONS

At a meeting of the Board of Commissioners of the County of Ottawa, Ottawa County, Michigan, held at the Ottawa County Administrative Annex, Olive Township, Michigan in said County on September 27, 2005, at 1:30 p.m. local time.

PRESENT: Mrs. Kortman, Messrs. Kuyers, Swartout, Mrs. Ruiter, Messrs. Rycenga, Schrotenboer, Disselkoen, Berghorst, Holtrop, Vander Kam (10)

ABSENT: Mr. Rinck (1)

The following preamble and resolution were offered by Mr. Swartout and supported by Mrs. Ruiter:

WHEREAS, the Ottawa County Board of Commissioners, by resolution of September 13, 2005, proposed a total authorized levy of 4.2689 mills on 2005 valuation within Ottawa County, which included an additional rate of .9679 mills over the maximum rate allowed without a public hearing; and

WHEREAS, the Ottawa County Board of Commissioners has carefully examined the financial circumstances of Ottawa County, including estimated expenditures, estimated revenues, and the state taxable valuation of property located within Ottawa County and, determined that the levy of an additional millage rate will be necessary for the sound management and operation of Ottawa County; and

WHEREAS, the Ottawa County Board of Commissioners has complete authority to establish that a maximum of 4.2689 mills be levied for operating purposes from within its authorized millage rate; and

WHEREAS, not more than ten (10) days after the public hearing on September 27, 2005, the Ottawa County Board of Commissioners may, under Act 75, Public Acts of Michigan, 1991, authorize a maximum total levy of 4.2689 mills for operating purposes, within its present authorized millage rate which includes an additional millage rate of .9679 mills; and

NOW THEREFORE, BE IT RESOLVED THAT:

1. For 2005 the total millage rate of 3.500 mills, which includes an additional rate of .1990 mills, shall be levied upon property located within Ottawa County for operating purposes.

2. 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. Rycenga, Schrottenboer, Disselkoen, Berghorst, Holtrop, Vander Kam

NAYS: Members

ABSTAIN: Members

ABSENT AT TIME OF VOTING: Members

RESOLUTION DECLARED ADOPTED.


Chairperson, Roger Rycenga


County Clerk, Daniel Krueger

Certification

I, the undersigned, duly qualified Clerk of the County of Ottawa, Michigan, do hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Board of Commissioners of the County of Ottawa, Michigan, at a meeting held on September 27, 2005, 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 27th day of September, A.D., 2005.


County Clerk, Daniel Krueger

The Ottawa County Board of Commissioners

of the County of Ottawa

Grand Haven, Michigan

RESOLUTION TO APPROVE 2005 MILLAGE RATE FOR E-911

At a meeting of the Board of Commissioners of the County of Ottawa, Ottawa County, Michigan, held at the Ottawa County Administrative Annex, Olive Township, Michigan in said County on September 27, 2005, at 1:30 p.m. local time.

PRESENT: Mrs. Kortman, Messrs. Kuyers, Swartout, Mrs. Ruiter, Messrs. Rycenga, Schrotenboer, Disselkoen, Berghorst, Holtrop, Vander Kam (10)

ABSENT: Mr. Rinck (1)

The following preamble and resolution were offered by Mr. Swartout and supported by Mr. Schrotenboer:

WHEREAS, the Ottawa County Board of Commissioners, by resolution of September 13, 2005, proposed a total authorized levy of .4411 mills on 2005 valuation within Ottawa County, which included an additional rate of .0099 mills over the maximum rate allowed without a public hearing, for the operation of the Ottawa County Central Dispatch Authority; and

WHEREAS, the Ottawa County Central Dispatch Authority Policy Board has carefully examined the financial circumstances of the Ottawa County Central Dispatch Authority for the 2006 fiscal year, including estimated expenditures, estimated revenues, and the state taxable valuation of property located within Ottawa County and, determined that a levy of .4411 mills will be necessary for the sound management and operation of the Ottawa County Central Dispatch Authority; and

WHEREAS, the Ottawa County Board of Commissioners has complete authority to establish that a maximum of .4411 mills be levied for the operation of the Ottawa County Central Dispatch Authority in 2006 from within its authorized millage rate; and

WHEREAS, not more than ten (10) days after the public hearing on September 27, 2005, the Ottawa County Board of Commissioners may, under Act 75, Public Acts of Michigan, 1991, authorize a maximum total levy of .4411 mills for operating purposes for 2006 within its present authorized millage rate which includes an additional millage rate of .0099 mills; and

NOW THEREFORE, BE IT RESOLVED THAT:

1. For 2005 the total millage rate of .4411 mills, which includes an additional rate of .0099 mills, shall be levied upon property located within Ottawa County for the operation of the Ottawa County Central Dispatch Authority.

2. 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. Ruitter, Messrs. Rycenga, Schrottenboer, Disselkoen, Berghorst, Holtrop, Vander Kam

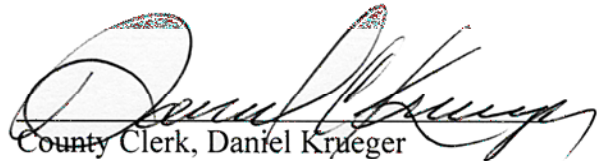
NAYS: Members --

ABSTAIN: Members --

ABSENT AT TIME OF VOTING: Members --

RESOLUTION DECLARED ADOPTED.


Chairperson, Roger Rycenga


County Clerk, Daniel Krueger

Certification

I, the undersigned, duly qualified Clerk of the County of Ottawa, Michigan, do hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Board of Commissioners of the County of Ottawa, Michigan, at a meeting held on September 27, 2005, 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 27th day of September, A.D., 2005.


County Clerk, Daniel Krueger

The Ottawa County Board of Commissioners

of the County of Ottawa

Grand Haven, Michigan

RESOLUTION TO APPROVE 2005 MILLAGE RATE FOR PARKS

At a meeting of the Board of Commissioners of the County of Ottawa, Ottawa County, Michigan, held at the Ottawa County Administrative Annex, Olive Township, Michigan in said County on September 27, 2005 at 1:30 p.m. local time.

PRESENT: Mrs. Kortman, Messrs. Kuyers, Swartout, Mrs. Ruiter, Messrs. Rycenga, Schrotenboer, Disselkoen, Berghorst, Holtrop, Vander Kam (10)

ABSENT: Mr. Rinck (1)

The following preamble and resolution were offered by Mr. Swartout and supported by Mrs. Kortman:

WHEREAS, the Ottawa County Board of Commissioners, by resolution of September 13, 2005, proposed a total authorized levy of .3168 mills on 2005 valuation within Ottawa County, which included an additional rate of .0071 mills over the maximum rate allowed without a public hearing; and

WHEREAS, the Ottawa County Board of Commissioners has carefully examined the financial circumstances of Ottawa County Parks and Recreation for the 2006 fiscal year, including estimated expenditures, estimated revenues, and the state taxable valuation of property located within Ottawa County and, determined that a levy of an additional millage rate will be necessary for the sound management and operation of the Ottawa County Parks and Recreation; and

WHEREAS, the Ottawa County Board of Commissioners has complete authority to establish that a maximum of .3168 mills be levied for park expansion, development and maintenance purposes in 2006 from within its authorized millage rate; and

WHEREAS, not more than ten (10) days after the public hearing on September 27, 2005, the Ottawa County Board of Commissioners may, under Act 75, Public Acts of Michigan, 1991, authorize a maximum total levy of .3168 mills for Park expansion, development and maintenance purposes for 2006 within its present authorized millage rate which includes an additional millage rate of .0071 mills; and

NOW THEREFORE, BE IT RESOLVED THAT:

1. For 2005 the total millage rate of .3168 mills, which includes an additional rate of .0071 mills, shall be levied upon property located within Ottawa County for Park expansion, development and maintenance purposes.

2. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution be and the same are hereby rescinded.

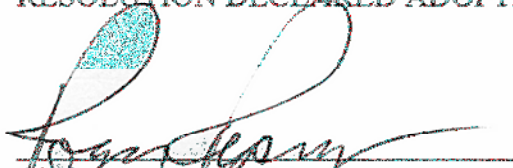
YEAS: Members – Mrs. Kortman, Messrs. Kuyers, Swartout, Mrs. Ruiter, Messrs. Rycenga, Schrottenboer, Disselkoen, Berghorst, Holtrop, Vander Kam

NAYS: Members –

ABSTAIN: Members –

~~RESOLUTIONS PASSED BY THE BOARD OF COMMISSIONERS~~

RESOLUTION DECLARED ADOPTED.


Chairperson, Roger Rycenga


County Clerk, Daniel Krueger

Certification

I, the undersigned, duly qualified Clerk of the County of Ottawa, Michigan, do hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Board of Commissioners of the County of Ottawa, Michigan, at a meeting held on September 27, 2005, 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 27th day of September, A.D., 2005.


County Clerk, Daniel Krueger

The Ottawa County Board of Commissioners
of the County of Ottawa
Grand Haven, Michigan

RESOLUTION TO APPROVE 2006 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 25, 2005, at 1:30 p.m. local time.

PRESENT: Members - Messrs. Kuyers, Swartout, Mrs. Ruiter, Messrs. Rycenga, Schrotenboer, Disselkoen, Rinck, Holtrop, Vander Kam (9)

ABSENT: Members - Mrs. Kortman, Mr. Berghorst (2)

The following preamble and resolution were offered by Mr. Swartout and supported by Mr. Vander Kam:

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 2006; 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 Committee, has duly deliberated, held public hearings according to law and reviewed the proposed 2006 Budgeted Revenue and Expenditures totaling \$196,308,281 and \$203,618,568 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 2006 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 "2006 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 3.5000 mills for general operations and .4411 mills for the operation of the Ottawa County Central Dispatch Authority; and .3168 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 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.

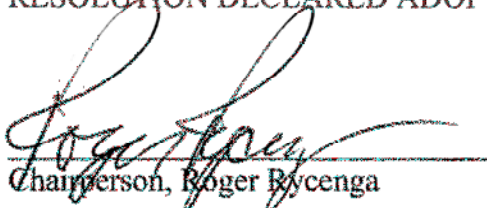
YEAS: Members - Messrs. Kuyers, Swartout, Mrs. Ruiten, Messrs. Rycenga, Schrottenboer, Disselkoen, Rinck, Holtrop, Vander Kam

NAYS: Members -

ABSTAIN: Members -

ABSENT AT TIME OF VOTING: Members -

RESOLUTION DECLARED ADOPTED.


Chairperson, Roger Rycenga


County Clerk, Daniel Krueger

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 25, 2005, 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 25th day of October, A.D., 2005.


County Clerk, Daniel Krueger

COUNTY OF OTTAWA
2006 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2006 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	Health 2210	Mental Health 2220	Solid Waste Clean - Up 2271	Landfill Tipping Fees 2272
	1010	2081	2160	2210	2220	2271	2272
Fund Balance	(\$3,358,781)	\$125,085		(\$267,303)	(\$175,192)	(\$2,002,021)	(\$158,389)
SOURCES:							
Revenue							
Taxes	\$36,798,185	\$2,729,373					
Intergovernmental Revenue	\$4,269,882	\$534,370	\$1,773,658	\$2,690,642	\$28,501,858		
Charges for Services	\$8,850,297	\$250,700	\$207,760	\$895,278	\$373,366		\$350,000
Fines & Forfeits	\$1,069,100						
Interest on Investments	\$1,500,000	\$100,000				\$59,479	
Rental Income	\$2,723,019	\$34,100			\$243,801		
Licenses & Permits	\$302,025			\$453,445			
Other	\$303,505	\$100,000		\$168,474	\$82,715		\$15,345
Operating Transfers In	\$4,219,016	\$530,000	\$714,633	\$5,638,088	\$476,500		
Bond Proceeds							
Proceeds from Refunding Bonds							
Total Revenue	<u>\$60,035,029</u>	<u>\$4,278,543</u>	<u>\$2,696,051</u>	<u>\$9,845,927</u>	<u>\$29,678,240</u>	<u>\$59,479</u>	<u>\$365,345</u>

COUNTY OF OTTAWA
2006 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2006 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	Health 2210	Mental Health 2220	Solid Waste Clean - Up 2271	Landfill Tipping Fees 2272
ACTIVITIES:							
Expenditures							
Legislative	\$564,656						
Judicial	\$8,783,856		\$2,696,051				
General Government	\$14,908,509						
Public Safety	\$21,113,743						
Public Works	\$240,100					\$2,061,500	\$523,734
Health & Welfare	\$629,554			\$10,113,230	\$29,853,432		
Culture & Recreation		\$4,153,458					
Community & Economic Development	\$629,270						
Other Government Functions	\$1,417,200						
Capital Projects							
Debt Service							
Operating Transfers Out	\$15,106,922						
Payment to Bond Escrow Agent							
Total Expenditures	<u>\$63,393,810</u>	<u>\$4,153,458</u>	<u>\$2,696,051</u>	<u>\$10,113,230</u>	<u>\$29,853,432</u>	<u>\$2,061,500</u>	<u>\$523,734</u>
Revenue Over (Under)							
Expenditures	<u>(\$3,358,781)</u>	<u>\$125,085</u>		<u>(\$267,303)</u>	<u>(\$175,192)</u>	<u>(\$2,002,021)</u>	<u>(\$158,389)</u>

COUNTY OF OTTAWA
2006 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2006 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Transportation System 2320	Planning Commission 2420	Infra- structure 2444	Public Improvement 2450	Homestead Property Tax 2550	Register Deeds Automation Fund 2560	Stabil- ization 2570
Fund Balance			\$95,052	(\$4,810,793)	\$34,750	(\$395)	
SOURCES:							
Revenue							
Taxes					\$35,000		
Intergovernmental Revenue	\$145,857						
Charges for Services			\$31,133			\$325,000	
Fines & Forfeits							
Interest on Investments			\$63,919	\$13,852	\$250	\$231	
Rental Income				\$913,231			
Licenses & Permits							
Other		\$20					
Operating Transfers In		\$31,782		\$2,267,706			
Bond Proceeds							
Proceeds from Refunding Bonds							
Total Revenue	<u>\$145,857</u>	<u>\$31,802</u>	<u>\$95,052</u>	<u>\$3,194,789</u>	<u>\$35,250</u>	<u>\$325,231</u>	

COUNTY OF OTTAWA
2006 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2006 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Transportation System 2320	Planning Commission 2420	Infra- structure 2444	Public Improvement 2450	Homestead Property Tax 2550	Register Deeds Automation Fund 2560	Stabil- ization 2570
ACTIVITIES:							
Expenditures							
Legislative							
Judicial							
General Government					\$500	\$325,626	
Public Safety							
Public Works	\$145,857						
Health & Welfare							
Culture & Recreation							
Community & Economic Development		\$31,802					
Other Government Functions							
Capital Projects				\$8,005,582			
Debt Service							
Operating Transfers Out							
Payment to Bond Escrow Agent							
Total Expenditures	<u>\$145,857</u>	<u>\$31,802</u>		<u>\$8,005,582</u>	<u>\$500</u>	<u>\$325,626</u>	
Revenue Over (Under)							
Expenditures			<u>\$95,052</u>	<u>(\$4,810,793)</u>	<u>\$34,750</u>	<u>(\$395)</u>	

COUNTY OF OTTAWA
2006 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2006 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Prosecuting Attorney Grants 2601	COPS FAST - Allendale 2608	Sheriff Grant Programs 2609	COPS Universal 2610	EMT Holland-Park 2640	EMT Georgetown 2650	Road Patrol 2661	Law Library 2690
Fund Balance								
SOURCES:								
Revenue								
Taxes								
Intergovernmental Revenue	\$139,000	\$95,070	\$70,669	\$1,394,329	\$812,539	\$654,214	\$278,351	
Charges for Services								
Fines & Forfeits								\$6,500
Interest on Investments								
Rental Income								
Licenses & Permits								
Other	\$425							
Operating Transfers In	\$49,775		\$945	\$222,135				\$33,125
Bond Proceeds								
Proceeds from Refunding Bonds								
Total Revenue	<u>\$189,200</u>	<u>\$95,070</u>	<u>\$71,614</u>	<u>\$1,616,464</u>	<u>\$812,539</u>	<u>\$654,214</u>	<u>\$278,351</u>	<u>\$39,625</u>

COUNTY OF OTTAWA
2006 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2006 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Prosecuting Attorney Grants 2601	COPS FAST - Allendale 2608	Sheriff Grant Programs 2609	COPS Universal 2610	EMT Holland-Park 2640	EMT Georgetown 2650	Road Patrol 2661	Law Library 2690
ACTIVITIES:								
Expenditures								
Legislative								
Judicial								\$39,625
General Government	\$189,200							
Public Safety		\$95,070	\$71,614	\$1,616,464	\$812,539	\$654,214	\$278,351	
Public Works								
Health & Welfare								
Culture & Recreation								
Community & Economic Development								
Other Government Functions								
Capital Projects								
Debt Service								
Operating Transfers Out								
Payment to Bond Escrow Agent								
Total Expenditures	<u>\$189,200</u>	<u>\$95,070</u>	<u>\$71,614</u>	<u>\$1,616,464</u>	<u>\$812,539</u>	<u>\$654,214</u>	<u>\$278,351</u>	<u>\$39,625</u>
Revenue Over (Under)								
Expenditures								

COUNTY OF OTTAWA
2006 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2006 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Workforce Investment Act - ACP 2740	Workforce Investment Act - Youth 2741	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
Fund Balance							
SOURCES:							
Revenue							
Taxes							
Intergovernmental Revenue	\$212,898	\$631,259	\$418,764	\$1,490,636	\$282,000	\$788,833	\$41,700
Charges for Services					\$15,000		
Fines & Forfeits							
Interest on Investments							
Rental Income							
Licenses & Permits							
Other	\$450				\$50,500		
Operating Transfers In							
Bond Proceeds							
Proceeds from Refunding Bonds							
Total Revenue	<u>\$213,348</u>	<u>\$631,259</u>	<u>\$418,764</u>	<u>\$1,490,636</u>	<u>\$347,500</u>	<u>\$788,833</u>	<u>\$41,700</u>

COUNTY OF OTTAWA
2006 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2006 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Workforce Investment Act - ACP 2740	Workforce Investment Act - Youth 2741	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
ACTIVITIES:							
Expenditures							
Legislative							
Judicial							
General Government							
Public Safety							
Public Works							
Health & Welfare	\$213,348	\$631,259	\$418,764	\$1,490,636	\$347,500	\$788,833	\$41,700
Culture & Recreation							
Community & Economic Development							
Other Government Functions							
Capital Projects							
Debt Service							
Operating Transfers Out							
Payment to Bond Escrow Agent							
Total Expenditures	<u>\$213,348</u>	<u>\$631,259</u>	<u>\$418,764</u>	<u>\$1,490,636</u>	<u>\$347,500</u>	<u>\$788,833</u>	<u>\$41,700</u>
Revenue Over (Under)							
Expenditures							

COUNTY OF OTTAWA
2006 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2006 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Grant Programs Pass Thru 2750	Emergency Feeding 2800	Federal Emergency Mgt Agency 2810	Community Corrections 2850	State Revenue Sharing Reserve 2855	Community Action Agency 2870	Weather- ization 2890	Family Independence Agency 2900
Fund Balance				(\$169,001)	\$5,135,157			
SOURCES:								
Revenue								
Taxes					\$9,354,173			
Intergovernmental Revenue	\$55,987	\$46,000		\$314,170		\$349,494	\$321,219	\$270,000
Charges for Services				\$179,415				\$34,020
Fines & Forfeits								
Interest on Investments								
Rental Income								
Licenses & Permits								
Other				\$10,000		\$11,400		\$460
Operating Transfers In	\$27,575			\$469,618		\$29,000		\$731,564
Bond Proceeds								
Proceeds from Refunding Bonds								
Total Revenue	<u>\$83,562</u>	<u>\$46,000</u>		<u>\$973,203</u>	<u>\$9,354,173</u>	<u>\$389,894</u>	<u>\$321,219</u>	<u>\$1,036,044</u>

COUNTY OF OTTAWA
2006 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

SPECIAL REVENUE FUNDS

2006 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Grant Programs Pass Thru 2750	Emergency Feeding 2800	Federal Emergency Mgt Agency 2810	Community Corrections 2850	State Revenue Sharing Reserve 2855	Community Action Agency 2870	Weather- ization 2890	Family Independence Agency 2900
ACTIVITIES:								
Expenditures								
Legislative								
Judicial				\$1,142,204				
General Government								
Public Safety	\$83,562							
Public Works								
Health & Welfare		\$46,000				\$389,894	\$321,219	\$1,036,044
Culture & Recreation								
Community & Economic Development								
Other Government Functions								
Capital Projects								
Debt Service								
Operating Transfers Out					\$4,219,016			
Payment to Bond Escrow Agent								
Total Expenditures	<u>\$83,562</u>	<u>\$46,000</u>		<u>\$1,142,204</u>	<u>\$4,219,016</u>	<u>\$389,894</u>	<u>\$321,219</u>	<u>\$1,036,044</u>
Revenue Over (Under)								
Expenditures				<u>(\$169,001)</u>	<u>\$5,135,157</u>			

COUNTY OF OTTAWA
2006 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2006 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	<i>SPECIAL REVENUE FUNDS</i>					<i>DEBT SERVICE FUND</i>	<i>CAPITAL PROJECTS FUND</i>	
	Child Care Circuit Court 2920	Child Care Social Services 2921	Soldier & Sailors 2930	Veterans Trust 2940	Compensated Absences 2980	Total Special Revenue	Total Debt Service	Total Capital Projects
Fund Balance					\$1,575	(\$2,191,475)	\$188	(\$2,314,681)
SOURCES:								
Revenue								
Taxes						\$12,118,546		
Intergovernmental Revenue	\$3,309,953	\$21,000		\$12,347		\$45,656,817		
Charges for Services					\$100,000	\$2,761,672		
Fines & Forfeits						\$6,500		
Interest on Investments					\$36,000	\$273,731	\$188	\$33,844
Rental Income						\$1,191,132	\$2,459,796	
Licenses & Permits						\$453,445		
Other	\$556,775					\$996,564		
Operating Transfers In	\$3,767,976	\$26,500	\$90,000			\$15,106,922		
Bond Proceeds								
Proceeds from Refunding Bonds								
Total Revenue	<u>\$7,634,704</u>	<u>\$47,500</u>	<u>\$90,000</u>	<u>\$12,347</u>	<u>\$136,000</u>	<u>\$78,565,329</u>	<u>\$2,459,984</u>	<u>\$33,844</u>

COUNTY OF OTTAWA
2006 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

2006 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	<i>SPECIAL REVENUE FUNDS</i>					Total Special Revenue	<i>DEBT SERVICE FUND</i>	<i>CAPITAL PROJECTS FUND</i>
	Child Care Circuit Court 2920	Child Care Social Services 2921	Child Care Soldier & Sailors 2930	Veterans Trust 2940	Compensated Absences 2980		Total Debt Service	Total Capital Projects
ACTIVITIES:								
Expenditures								
Legislative								
Judicial						\$3,877,880		
General Government					\$134,425	\$649,751		
Public Safety						\$3,611,814		
Public Works						\$2,731,091		
Health & Welfare	\$7,634,704	\$47,500	\$90,000	\$12,347		\$53,476,410		
Culture & Recreation						\$4,153,458		
Community & Economic Development						\$31,802		
Other Government Functions								
Capital Projects						\$8,005,582		\$2,348,525
Debt Service							\$2,459,796	
Operating Transfers Out						\$4,219,016		
Payment to Bond Escrow Agent								
Total Expenditures	<u>\$7,634,704</u>	<u>\$47,500</u>	<u>\$90,000</u>	<u>\$12,347</u>	<u>\$134,425</u>	<u>\$80,756,804</u>	<u>\$2,459,796</u>	<u>\$2,348,525</u>
Revenue Over (Under)								
Expenditures					\$1,575	(\$2,191,475)	\$188	(\$2,314,681)

COUNTY OF OTTAWA
2006 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

***PERMANENT
FUND***



2006 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Total Permanent Fund	Total All Funds
Fund Balance	\$60	(\$7,864,689)
SOURCES:		
Revenue		
Taxes		\$48,916,731
Intergovernmental Revenue		\$49,926,699
Charges for Services		\$11,611,969
Fines & Forfeits		\$1,075,600
Interest on Investments	\$60	\$1,807,823
Rental Income		\$6,373,947
Licenses & Permits		\$755,470
Other		\$1,300,069
Operating Transfers In		\$19,325,938
Bond Proceeds		
Proceeds from Refunding Bonds		
Total Revenue	\$60	\$141,094,246

COUNTY OF OTTAWA
2006 PROPOSED BUDGET -DETAIL BY FUND OF SOURCE AND ACTIVITY

***PERMANENT
FUND***

2006 PROPOSED BUDGET DETAIL BY FUND OF SOURCE AND ACTIVITY	Total Permanent Fund	Total All Funds
ACTIVITIES:		
Expenditures		
Legislative		\$564,656
Judicial		\$12,661,736
General Government		\$15,558,260
Public Safety		\$24,725,557
Public Works		\$2,971,191
Health & Welfare		\$54,105,964
Culture & Recreation		\$4,153,458
Community & Economic Development		\$661,072
Other Government Functions		\$1,417,200
Capital Projects		\$10,354,107
Debt Service		\$2,459,796
Operating Transfers Out		\$19,325,938
Payment to Bond Escrow Agent		
Total Expenditures		\$148,958,935
Revenue Over (Under)		
Expenditures	\$60	(\$7,864,689)

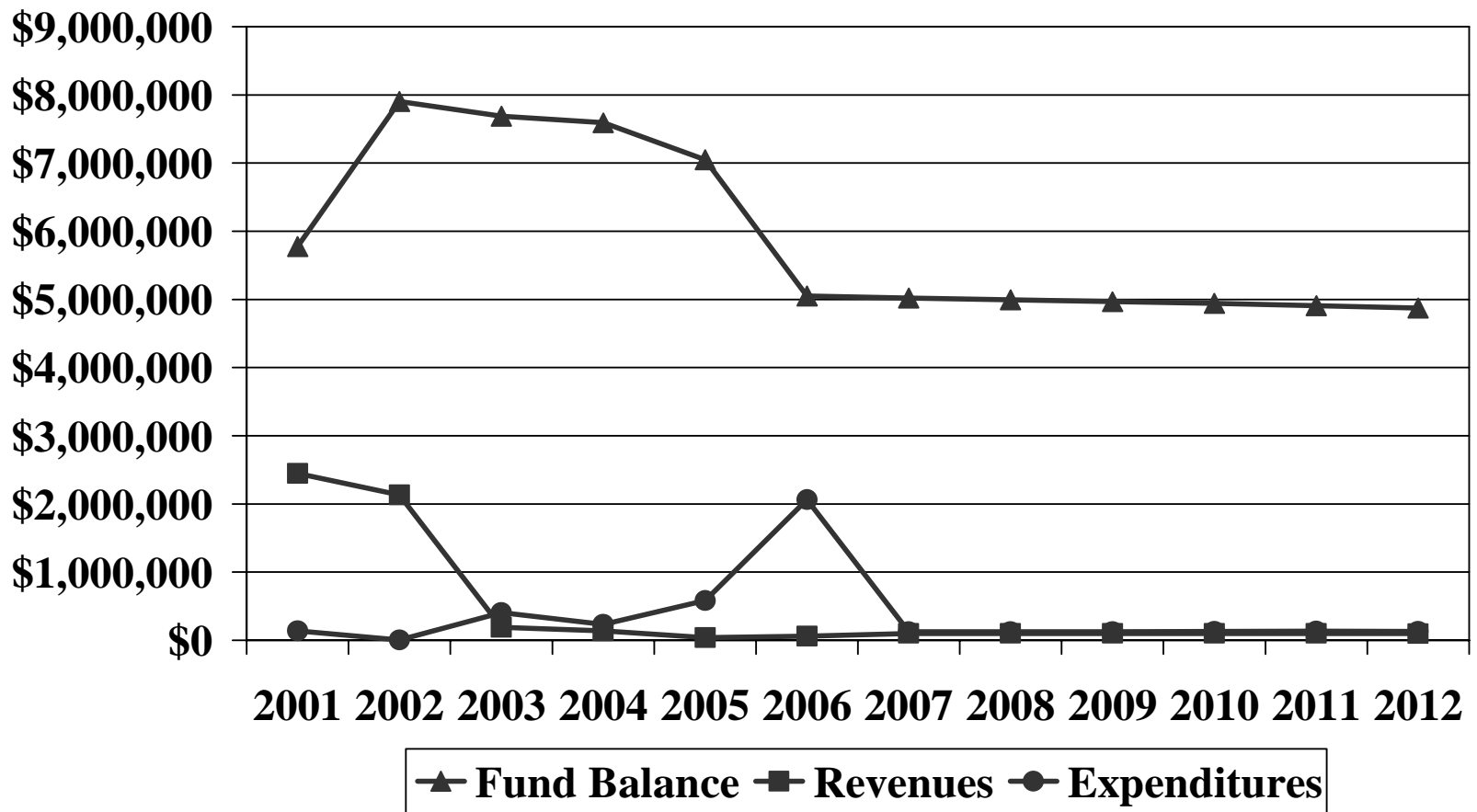
**County of Ottawa
Financing Tools
Solid Waste Clean-up Fund (2271)
History/Projections**

					ESTIMATED	BUDGET	PROJECTIONS				
	2001	2002 ¹	2003	2004	2005	2006	2007	2008	2009	2010	2011
Beginning Fund Balance	\$3,468,836	\$5,777,491	\$7,904,051	\$7,685,870	\$7,592,508	\$7,049,839	\$5,047,818	\$5,021,774	\$4,995,210	\$4,968,114	\$4,939,476
Revenues:											
Interest on Investments	\$275,745	\$403,545	\$187,187	\$139,632	\$36,981	\$59,479	\$100,956	\$100,435	\$99,904	\$99,362	\$98,790
Other Revenue	\$2,168,804	\$1,728,301		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$2,444,549	\$2,131,846	\$187,187	\$139,632	\$36,981	\$59,479	\$100,956	\$100,435	\$99,904	\$99,362	\$98,790
Expenditures:											
Landfill Clean-up	\$135,894	\$5,286	\$171,791	\$172,543	\$182,650	\$163,500	\$127,000	\$127,000	\$127,000	\$128,000	\$132,500
Capital Expenditures		\$0	\$233,577	\$60,451	\$397,000	\$1,898,000					
Total Expenditures	\$135,894	\$5,286	\$405,368	\$232,994	\$579,650	\$2,061,500	\$127,000	\$127,000	\$127,000	\$128,000	\$132,500
Projected Ending Fund Balance	\$5,777,491	\$7,904,051	\$7,685,870	\$7,592,508	\$7,049,839	\$5,047,818	\$5,021,774	\$4,995,210	\$4,968,114	\$4,939,476	\$4,905,766
PROJECTIONS 											
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Beginning Fund Balance	\$4,905,766	\$4,873,881	\$4,840,359	\$4,806,166	\$4,769,979	\$4,731,746	\$4,691,411	\$4,648,920	\$4,604,217	\$4,557,242	\$4,507,937
Revenues:											
Interest on Investments	\$98,115	\$97,478	\$96,807	\$96,123	\$95,400	\$94,635	\$93,828	\$92,978	\$92,084	\$91,145	\$90,159
Other Revenue				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$98,115	\$97,478	\$96,807	\$96,123	\$95,400	\$94,635	\$93,828	\$92,978	\$92,084	\$91,145	\$90,159
Expenditures:											
Landfill Clean-up	\$130,000	\$131,000	\$131,000	\$132,310	\$133,633	\$134,969	\$136,319	\$137,682	\$139,059	\$140,450	\$141,854
Capital Expenditures											
Total Expenditures	\$130,000	\$131,000	\$131,000	\$132,310	\$133,633	\$134,969	\$136,319	\$137,682	\$139,059	\$140,450	\$141,854
Projected Ending Fund Balance	\$4,873,881	\$4,840,359	\$4,806,166	\$4,769,979	\$4,731,746	\$4,691,411	\$4,648,920	\$4,604,217	\$4,557,242	\$4,507,937	\$4,456,241

Assumes an interest rate of 2% beginning in 2007, and expenditures increasing 1% after 2014.


¹ 2002 expenditures were restated as a result of the implementation of Governmental Accounting Standard's Board Statement No. 34.

Solid Waste Clean-Up Fund Projections



County of Ottawa
Financing Tools
Infrastructure Fund (2444)
History/Projections

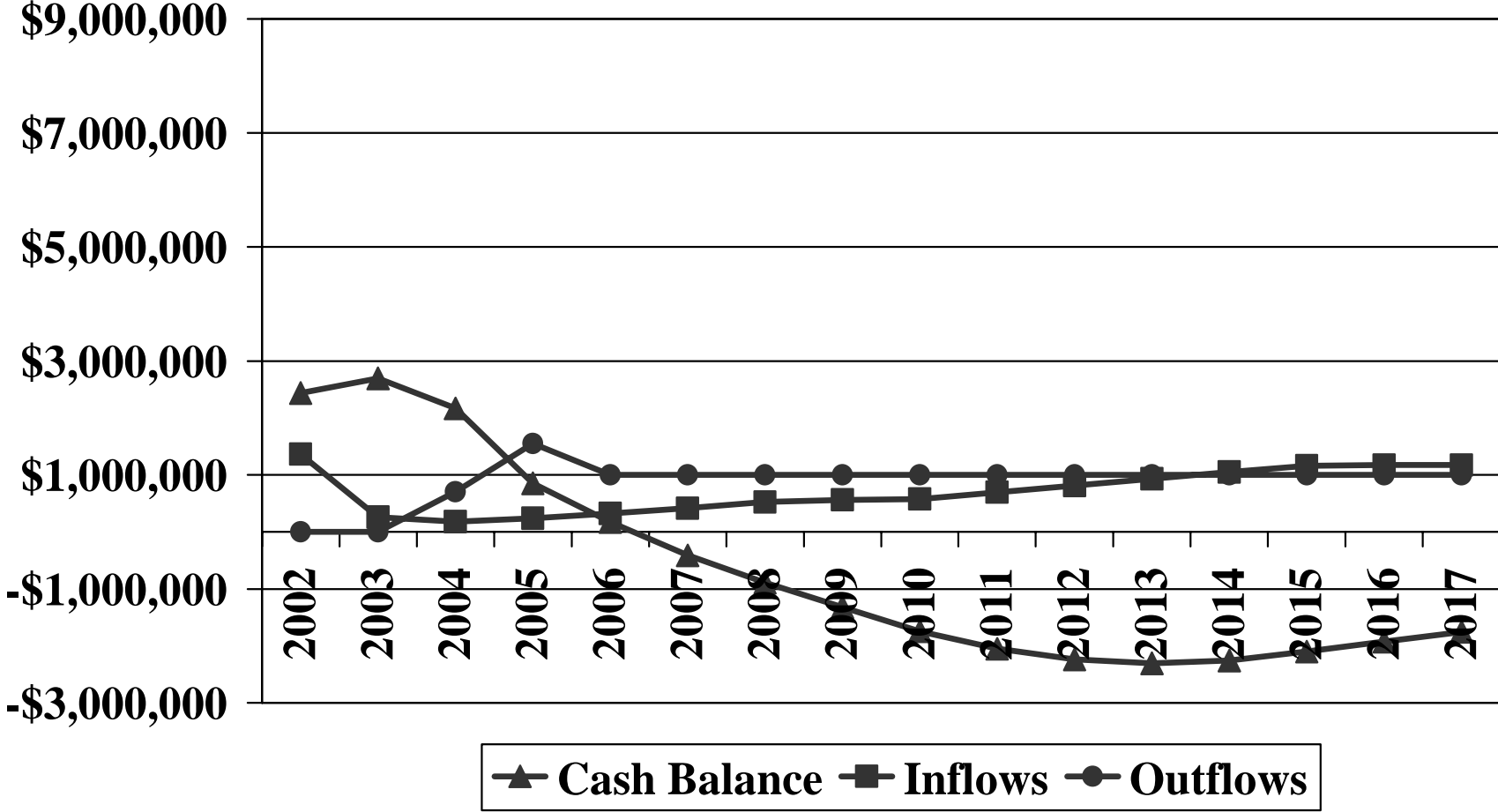
Note: This schedule is now a cash balance analysis rather than a fund balance analysis in order to track revolving loans to municipalities.

	2001	2002	2003	2004	Estimated 2005	PROJECTIONS 2006	2007	2008	2009	2010
Beginning Cash Balance	\$1,000,000	\$1,072,495	\$2,436,059	\$2,692,933	\$2,164,073	\$851,778	\$174,041	(\$413,317)	(\$888,222)	(\$1,323,651)
Inflows:										
Loan Repayments ¹	\$72,495	\$36,322	\$75,024	\$110,184	\$193,618	\$293,227	\$409,161	\$525,095	\$564,571	\$579,003
Interest on Investments ²		\$68,900	\$181,850	\$65,956	\$44,087	\$29,036	\$3,481	\$0	\$0	\$0
Transfer from the Project Portion		\$191,408								
Operating Transfers - General Fund		\$1,066,934	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Inflows	\$72,495	\$1,363,564	\$256,874	\$176,140	\$237,705	\$322,263	\$412,642	\$525,095	\$564,571	\$579,003
Outflows										
Land & Land Improvements ¹	\$0	\$0	\$0	\$705,000	\$1,550,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Building & Improvement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other / Consultants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Outflows	\$0	\$0	\$0	\$705,000	\$1,550,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Projected Ending Cash Balance	\$1,072,495	\$2,436,059	\$2,692,933	\$2,164,073	\$851,778	\$174,041	(\$413,317)	(\$888,222)	(\$1,323,651)	(\$1,744,648)
	PROJECTIONS 									
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Beginning Cash Balance	(\$1,744,648)	(\$2,048,414)	(\$2,234,949)	(\$2,304,253)	(\$2,256,326)	(\$2,100,341)	(\$1,928,031)	(\$1,755,721)	(\$1,583,411)	(\$1,411,101)
Inflows:										
Loan Repayments ¹	\$696,234	\$813,465	\$930,696	\$1,047,927	\$1,155,985	\$1,172,310	\$1,172,310	\$1,172,310	\$1,172,310	\$1,172,310
Interest on Investments ²	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operating Transfers - General Fund										
Total Inflows	\$696,234	\$813,465	\$930,696	\$1,047,927	\$1,155,985	\$1,172,310	\$1,172,310	\$1,172,310	\$1,172,310	\$1,172,310
Outflows										
Land & Land Improvements ¹	\$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
Building & Improvement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other / Consultants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Outflows	\$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
Projected Ending Cash Balance	(\$2,048,414)	(\$2,234,949)	(\$2,304,253)	(\$2,256,326)	(\$2,100,341)	(\$1,928,031)	(\$1,755,721)	(\$1,583,411)	(\$1,411,101)	(\$1,238,791)

¹ Assumes \$1 million in expenditures every year beginning in 2006 with a 10 year payback at 3% interest commencing in the year after construction.

² Assumes an interest rate of 2% beginning in 2007.

Infrastructure Cash Projections



County of Ottawa
Financing Tools
Public Improvement Fund (2450) History/Projections

	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Beginning Fund Balance	\$1,156,515	\$1,719,485	\$2,053,009	\$3,214,191	\$3,848,939	\$5,018,401	\$5,626,100	\$6,332,337	\$6,213,080	\$4,162,514
Revenues:										
Interest on Investments	\$76,860	\$66,538	\$79,847	\$143,081	\$287,002	\$307,375	\$348,293	\$480,701	\$138,704	\$789,076
12251 James Street Building	\$205,667	\$205,742	\$206,196	\$207,418	\$209,076	\$209,074	\$209,074	\$209,074	\$206,132	\$201,204
Coopersville Building	\$53,258	\$53,258	\$53,258	\$53,258	\$53,258	\$53,258	\$53,258	\$53,258	\$55,296	\$55,296
Park Operations Center	\$17,011	\$17,035	\$17,035	\$23,139	\$23,139	\$23,139	\$23,139	\$23,139	\$23,139	
FIA Building									\$0	\$344,213
WEMET										\$10,940
Other Revenue	\$225,425	\$100,000	\$850,000	\$611,500	\$1,253,055	\$533,078	\$89,581		\$1,500,000	\$3,040,853
Total Revenues	\$578,221	\$442,573	\$1,206,336	\$1,038,396	\$1,825,530	\$1,125,924	\$723,345	\$766,172	\$1,923,271	\$4,441,582
Expenditures										
Land & Land Improvements	\$3,837	\$6,322	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Building & Improvement	\$8,766	\$102,722	\$44,637	\$397,217	\$616,033	\$457,334	\$17,108	\$885,429	\$3,973,837	\$615,540
Other / Consultants	\$2,648	\$5	\$517	\$6,431	\$40,035	\$60,891				\$0
Total Expenditures	\$15,251	\$109,049	\$45,154	\$403,648	\$656,068	\$518,225	\$17,108	\$885,429	\$3,973,837	\$615,540
Projected Ending Fund Balance	\$1,719,485	\$2,053,009	\$3,214,191	\$3,848,939	\$5,018,401	\$5,626,100	\$6,332,337	\$6,213,080	\$4,162,514	\$7,988,556

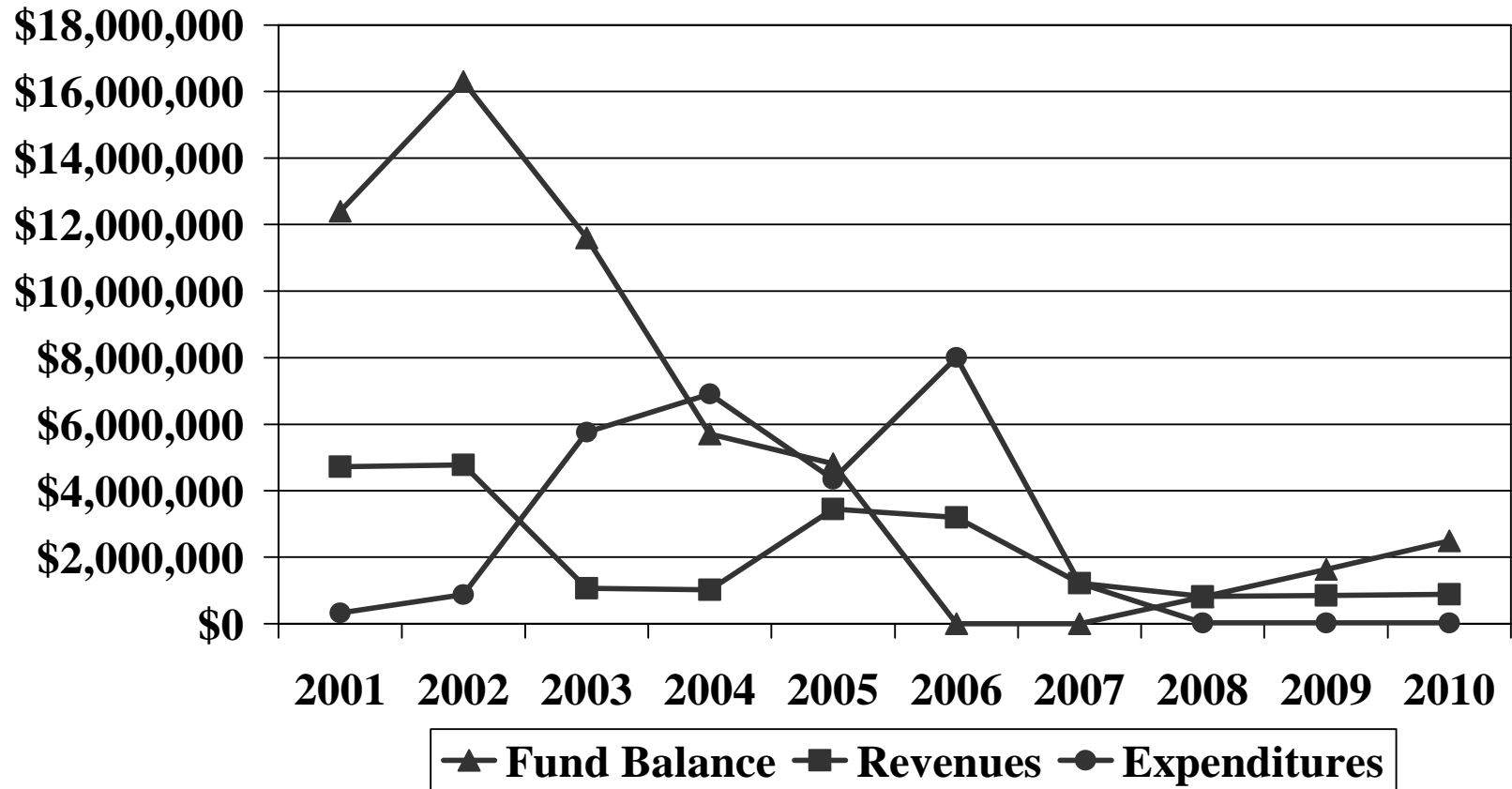
PROJECTIONS 

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Beginning Fund Balance	\$7,988,556	\$12,394,271	\$16,292,819	\$11,600,442	\$5,704,872	\$4,810,793	\$0	\$0	\$804,712	\$1,632,408
Revenues:										
Interest on Investments	\$649,541	\$810,538	\$372,226	\$165,294	\$43,038	\$13,852	\$0	\$0	\$32,188	\$65,296
12251 James Street Building	\$196,740	\$196,007	\$196,860	\$196,860	\$197,508	\$197,508	\$197,000	\$197,000	\$197,000	\$197,000
Coopersville Building	\$55,296	\$217,282	\$27,756	\$27,756	\$26,736	\$26,736	\$27,756	\$27,756	\$27,756	\$27,756
FIA Building	\$630,797	\$429,219	\$414,014	\$421,763	\$438,876	\$442,775	\$415,000	\$415,000	\$415,000	\$415,000
WEMET	\$26,256	\$26,256	\$26,256	\$26,256	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
12251 James Renovation		\$395,227	\$9,204	\$19,056	\$18,408	\$18,408	\$18,408	\$9,204	\$0	\$0
FIA Lower Level				\$2,479	\$20,184	\$20,184	\$5,950	\$5,950	\$5,950	\$5,950
Hudsonville Human Services						\$50,855	\$50,855	\$50,855	\$50,855	\$50,855
Grand Haven Human Services					\$0	\$75,947	\$75,947	\$75,947	\$75,947	\$75,947
Other Revenue ¹	\$3,167,915	\$2,699,061	\$20,657	\$155,324	\$2,684,187	\$2,323,524	\$404,334	\$23,000	\$23,000	\$23,000
Total Revenues	\$4,726,545	\$4,773,590	\$1,066,973	\$1,014,788	\$3,453,937	\$3,194,789	\$1,220,250	\$829,712	\$852,696	\$885,804
Expenditures										
Building & Improvement	\$318,481	\$770,086	\$5,683,306	\$6,675,873	\$4,343,568	\$8,000,000	\$1,195,250	\$0	\$0	\$0
Other / Consultants	\$2,349	\$104,956	\$76,044	\$234,485	\$4,448	\$5,582	\$25,000	\$25,000	\$25,000	\$25,000
Total Expenditures	\$320,830	\$875,042	\$5,759,350	\$6,910,358	\$4,348,016	\$8,005,582	\$1,220,250	\$25,000	\$25,000	\$25,000
Projected Ending Fund Balance ²	\$12,394,271	\$16,292,819	\$11,600,442	\$5,704,872	\$4,810,793	\$0	\$0	\$804,712	\$1,632,408	\$2,493,212


¹ With this scenario, \$2.65 million of the \$3.98 million General Fund reserve will be used.

² This schedule assumes \$10 million of the Grand Haven project will be paid in this fund.

Public Improvement Fund Projections

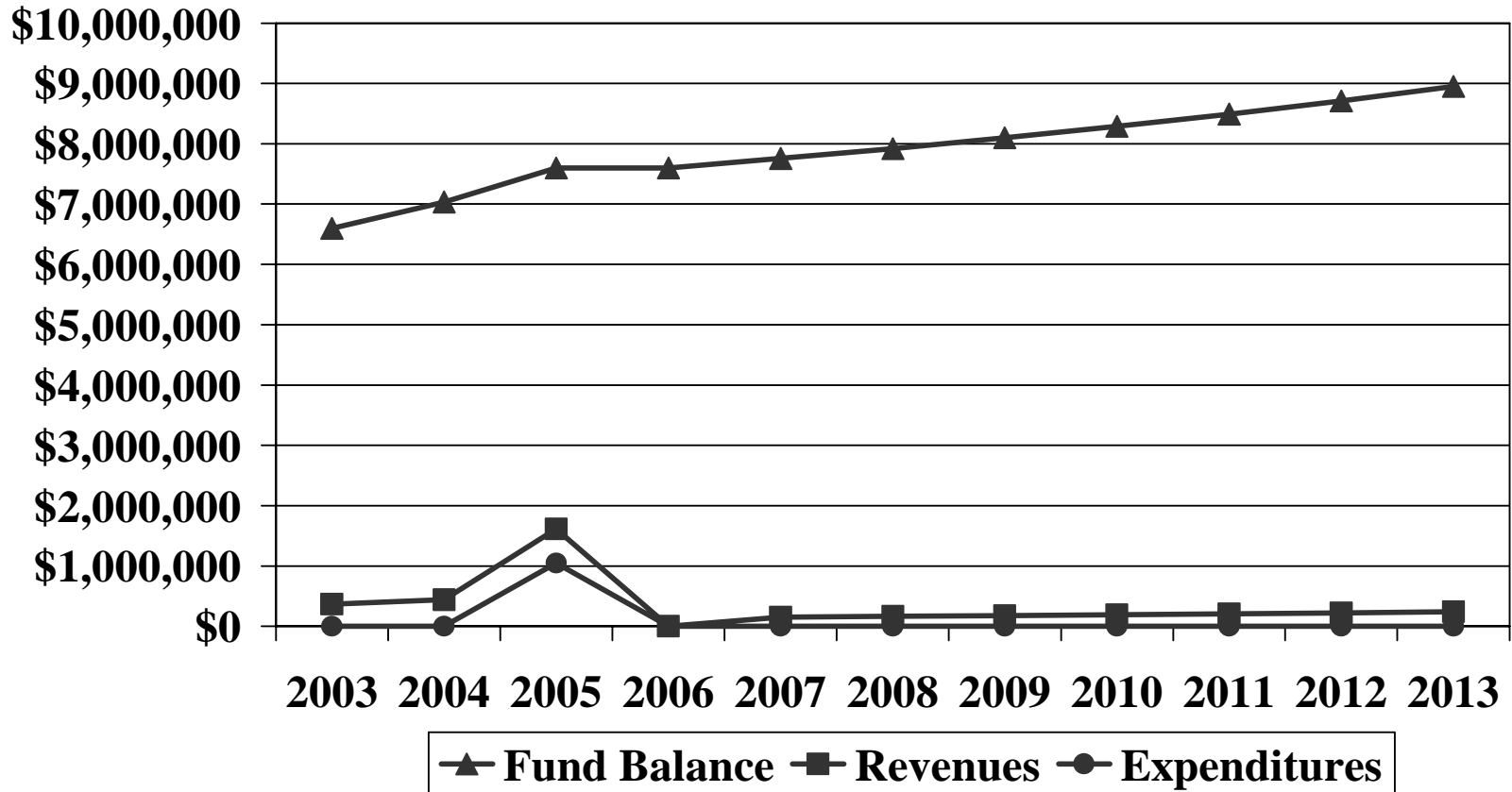


County of Ottawa Financing Tools Stabilization Fund (2570) History/Projections

	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>
Beginning Fund Balance	\$1,529,600	\$2,079,305	\$2,269,305	\$2,469,305	\$4,591,599	\$4,861,227	\$5,209,134	\$5,564,323	\$5,940,290	\$6,231,099
Revenues:										
Transfer from General Fund	\$549,705	\$190,000	\$200,000	\$2,122,294	\$269,628	\$347,907	\$355,189	\$375,967	\$290,809	\$366,828
Total Revenue	\$549,705	\$190,000	\$200,000	\$2,122,294	\$269,628	\$347,907	\$355,189	\$375,967	\$290,809	\$366,828
Expenditures:										
Transfer to General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$2,079,305	\$2,269,305	\$2,469,305	\$4,591,599	\$4,861,227	\$5,209,134	\$5,564,323	\$5,940,290	\$6,231,099	\$6,597,927
Interest Income										
to General Fund	\$103,965	\$113,465	\$123,465	\$229,580	\$243,061	\$260,457	\$278,216	\$297,015	\$311,555	\$329,896
	Estimated	Budgeted	PROJECTIONS							
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Beginning Fund Balance	\$7,035,224	\$7,603,560	\$7,603,560	\$7,755,632	\$7,919,566	\$8,096,287	\$8,286,792	\$8,492,156	\$8,713,538	\$8,952,188
Revenues:										
Transfer from General Fund	\$1,616,118	\$0	\$152,072	\$163,934	\$176,721	\$190,505	\$205,364	\$221,382	\$238,650	\$257,265
Total Revenue	\$1,616,118	\$0	\$152,072	\$163,934	\$176,721	\$190,505	\$205,364	\$221,382	\$238,650	\$257,265
Expenditures:										
Transfer to General Fund	\$1,047,782	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$1,047,782	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$7,603,560	\$7,603,560	\$7,755,632	\$7,919,566	\$8,096,287	\$8,286,792	\$8,492,156	\$8,713,538	\$8,952,188	\$9,209,453
Interest Income										
to General Fund	\$380,178	\$380,178	\$387,782	\$395,978	\$404,814	\$414,340	\$424,608	\$435,677	\$447,609	\$460,473

Notes: Estimated interest income to the General Fund is calculated at 8% per year for 1981 - 1991, 5% for 1992 - 2015.

Stabilization Fund Projections



County of Ottawa
Financing Tools
Delinquent Tax Revolving Fund (5160)
History/Projections Including Proposed Grand Haven Issue

	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>Actual</u> <u>2004</u>	<u>Budgeted</u> <u>2005</u>	<u>PROJECTIONS</u> <u>2006</u>	<u>2007</u>	<u>2008</u>
Beginning Fund Balance	\$26,708,072	\$27,182,446	\$27,429,409	\$27,493,776	\$26,578,000	\$25,227,436	\$23,968,144	\$23,146,021	\$21,043,351
Revenues:									
Operating Revenue	\$1,157,093	\$1,234,332	\$1,175,605	\$968,954	\$904,367	\$942,050	\$900,000	\$835,000	\$835,000
Forfeiture Revenue				\$35,535	\$32,114	\$124,400	\$118,000	\$118,000	\$118,000
Nonoperating Revenue	\$1,699,367	\$1,421,743	\$1,332,432	\$547,099	\$401,166	\$490,000	\$400,000	\$398,112	\$361,946
Total Revenue	<u>\$2,856,460</u>	<u>\$2,656,075</u>	<u>\$2,508,037</u>	<u>\$1,551,588</u>	<u>\$1,337,647</u>	<u>\$1,556,450</u>	<u>\$1,418,000</u>	<u>\$1,351,112</u>	<u>\$1,314,946</u>
Expenses:									
Operating Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Forfeiture Expenses						\$67,950	\$68,138	\$68,138	\$68,138
Operating Transfers Out	\$500,000	\$525,000	\$550,000	\$575,000	\$800,000	\$997,742	\$0	\$0	\$0
Proj Prin & Int - GH Renv							\$922,514	\$922,514	\$922,514
Prin & Int Pmts	\$1,882,086	\$1,884,112	\$1,893,670	\$1,892,364	\$1,888,211	\$1,750,050	\$2,171,986	\$2,463,130	\$2,455,894
Total Expenses	<u>\$2,382,086</u>	<u>\$2,409,112</u>	<u>\$2,443,670</u>	<u>\$2,467,364</u>	<u>\$2,688,211</u>	<u>\$2,815,742</u>	<u>\$2,240,124</u>	<u>\$3,453,782</u>	<u>\$3,446,546</u>
Ending Fund Balance	<u>\$27,182,446</u>	<u>\$27,429,409</u>	<u>\$27,493,776</u>	<u>\$26,578,000</u>	<u>\$25,227,436</u>	<u>\$23,968,144</u>	<u>\$23,146,021</u>	<u>\$21,043,351</u>	<u>\$18,911,751</u>
	PROJECTIONS								
	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Beginning Fund Balance	\$18,911,751	\$16,739,624	\$14,881,357	\$12,960,885	\$11,523,842	\$10,036,806	\$8,565,734	\$7,040,732	\$5,457,962
Revenues:									
Operating Revenue	\$835,000	\$835,000	\$835,000	\$835,000	\$835,000	\$835,000	\$835,000	\$835,000	\$835,000
Forfeiture Revenue	\$118,000	\$118,000	\$118,000	\$118,000	\$118,000	\$118,000	\$118,000	\$118,000	\$118,000
Nonoperating Revenue	\$325,282	\$647,823	\$575,909	\$501,586	\$445,973	\$388,424	\$331,494	\$272,476	\$211,223
Total Revenue	<u>\$1,278,282</u>	<u>\$1,600,823</u>	<u>\$1,528,909</u>	<u>\$1,454,586</u>	<u>\$1,398,973</u>	<u>\$1,341,424</u>	<u>\$1,284,494</u>	<u>\$1,225,476</u>	<u>\$1,164,223</u>
Expenses:									
Forfeiture Expenses	\$68,138	\$68,138	\$68,138	\$68,138	\$68,138	\$68,138	\$68,138	\$68,138	\$68,138
Operating Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proj Prin & Int - GH Renv	\$922,514	\$922,514	\$922,514	\$922,514	\$922,514	\$922,514	\$922,514	\$922,514	\$922,514
Prin & Int Pmts	\$2,459,757	\$2,468,438	\$2,458,729	\$1,900,978	\$1,895,357	\$1,821,844	\$1,818,844	\$1,817,594	\$1,817,844
Total Expenses	<u>\$3,450,409</u>	<u>\$3,459,090</u>	<u>\$3,449,381</u>	<u>\$2,891,630</u>	<u>\$2,886,009</u>	<u>\$2,812,496</u>	<u>\$2,809,496</u>	<u>\$2,808,246</u>	<u>\$2,808,496</u>
Ending Fund Balance	<u>\$16,739,624</u>	<u>\$14,881,357</u>	<u>\$12,960,885</u>	<u>\$11,523,842</u>	<u>\$10,036,806</u>	<u>\$8,565,734</u>	<u>\$7,040,732</u>	<u>\$5,457,962</u>	<u>\$3,813,689</u>

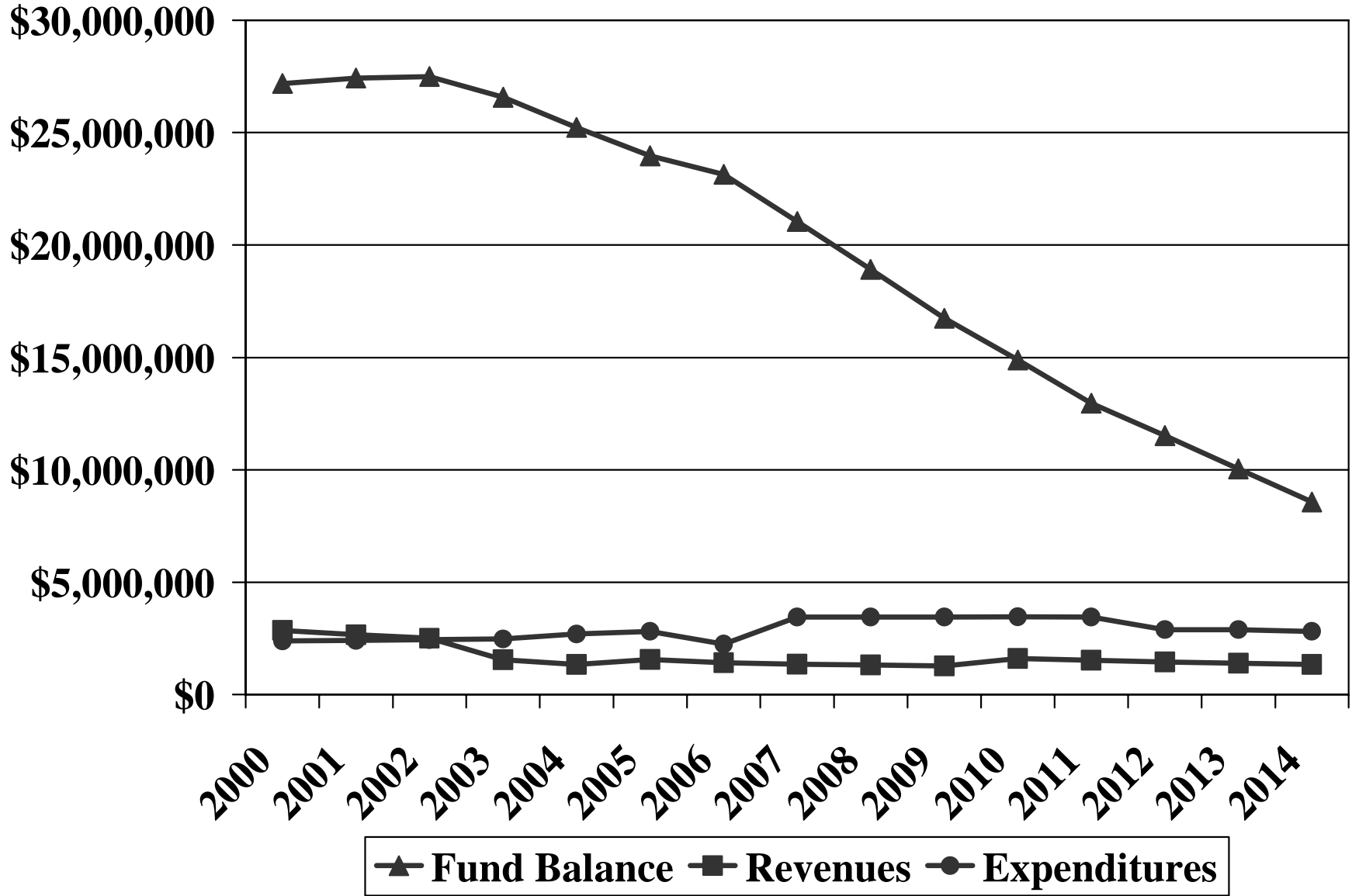
Assumes operating revenue, forfeiture revenue and expense will remain steady

Interest at 2% thru 2009; 4.5% 2010 on

Cash assumed to be 86% of assets


Grand Haven bond issue = \$12,000,000 issued 7/06

Delinquent Tax Revolving Fund Projections



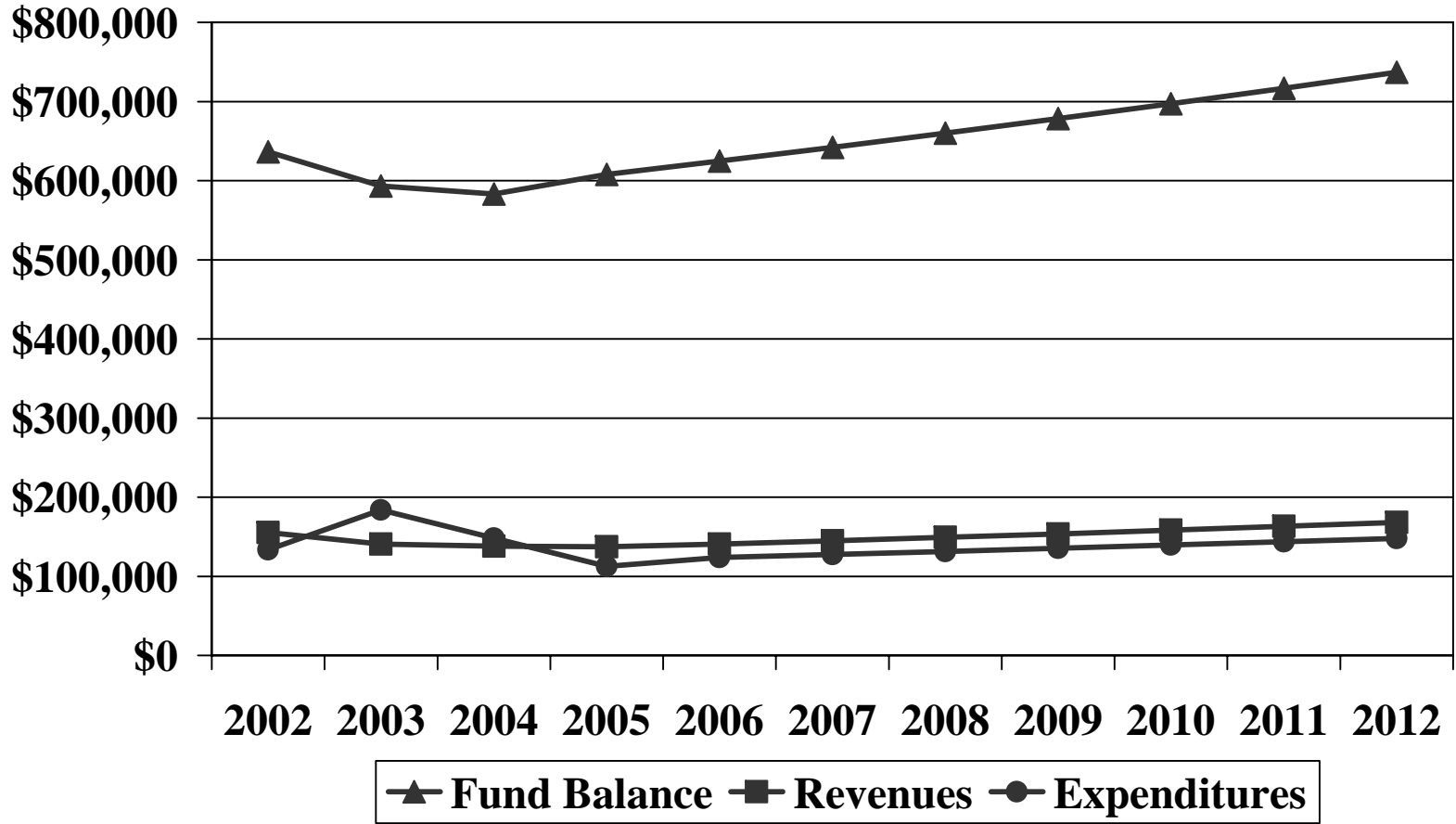
**County of Ottawa
Financing Tools
Duplicating Fund (6450)
History/Projections**

	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
Beginning Fund Equity	\$160,179	\$212,832	\$263,896	\$316,548	\$371,336	\$453,047	\$504,149	\$554,308	\$526,136	\$550,252	\$597,629
Revenues:											
Operating Revenue	\$129,179	\$131,481	\$134,126	\$150,751	\$161,576	\$145,315	\$125,684	\$127,575	\$141,376	\$141,274	\$123,929
Nonoperating Revenue	\$8,285	\$7,066	\$9,017	\$12,430	\$17,511	\$15,846	\$22,896	\$13,319	\$10,342	\$38,557	\$25,860
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$137,464	\$138,547	\$143,143	\$163,181	\$179,087	\$161,161	\$148,580	\$140,894	\$151,718	\$179,831	\$149,789
Expenses:											
Operating Expenses	\$84,811	\$87,483	\$90,491	\$108,393	\$97,376	\$110,059	\$98,421	\$169,066	\$127,602	\$132,454	\$132,892
Operating Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$84,811	\$87,483	\$90,491	\$108,393	\$97,376	\$110,059	\$98,421	\$169,066	\$127,602	\$132,454	\$132,892
Ending Fund Equity	\$212,832	\$263,896	\$316,548	\$371,336	\$453,047	\$504,149	\$554,308	\$526,136	\$550,252	\$597,629	\$614,526



	2002	2003	2004	Estimated 2005	Budgeted 2006	PROJECTIONS 			2010	2011	2012
Beginning Fund Equity	\$614,526	\$636,481	\$593,246	\$583,022	\$607,972	\$624,808	\$642,149	\$660,010	\$678,408	\$697,357	\$716,874
Revenues:											
Operating Revenue	\$124,640	\$128,084	\$128,905	\$134,700	\$135,566	\$139,633	\$143,822	\$148,137	\$152,581	\$157,158	\$161,873
Nonoperating Revenue	\$30,821	\$12,703	\$9,086	\$2,636	\$5,191	\$5,347	\$5,507	\$5,672	\$5,843	\$6,018	\$6,198
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$155,461	\$140,787	\$137,991	\$137,336	\$140,757	\$144,980	\$149,329	\$153,809	\$158,423	\$163,176	\$168,071
Expenses:											
Operating Expenses	\$133,506	\$184,022	\$148,215	\$112,386	\$123,921	\$127,639	\$131,468	\$135,412	\$139,474	\$143,658	\$147,968
Operating Transfers Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$133,506	\$184,022	\$148,215	\$112,386	\$123,921	\$127,639	\$131,468	\$135,412	\$139,474	\$143,658	\$147,968
Ending Fund Equity	\$636,481	\$593,246	\$583,022	\$607,972	\$624,808	\$642,149	\$660,010	\$678,408	\$697,357	\$716,874	\$736,977

Note: Revenues and Expenses assume a 3% increase over prior year for 2006 - 2012.

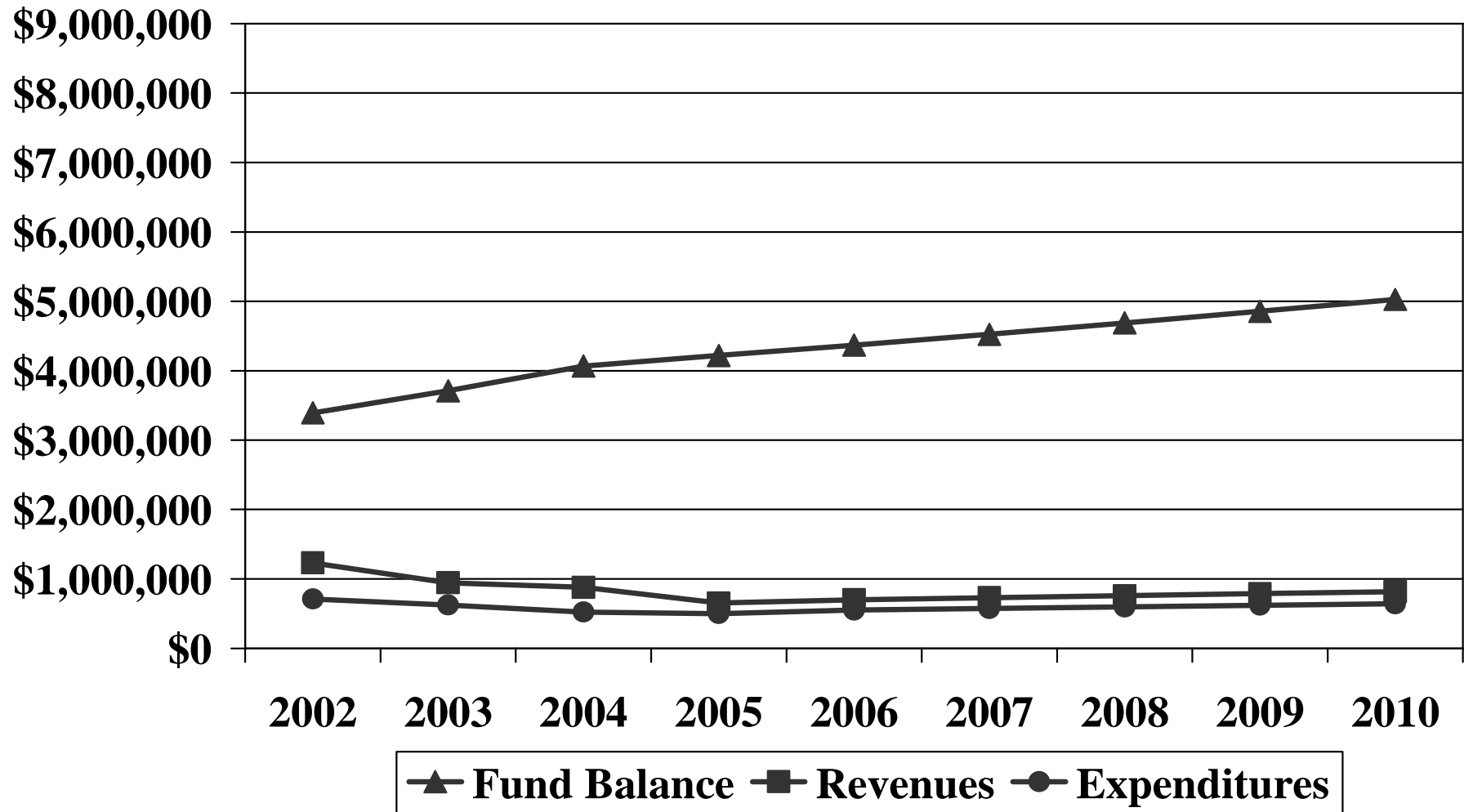
Duplicating Fund Projections




**County of Ottawa
Financing Tools
Telecommunications (6550)
History/Projections**

			Estimated	Budgeted	PROJECTIONS 			
	2003	2004	2005	2006	2007	2008	2009	2010
Beginning Fund Equity	\$3,392,262	\$3,711,800	\$4,066,082	\$4,218,648	\$4,370,229	\$4,526,758	\$4,688,421	\$4,855,413
Revenues:								
Operating Revenue	\$864,643	\$810,662	\$635,000	\$665,200	\$691,808	\$719,480	\$748,260	\$778,190
Nonoperating Revenue	\$78,085	\$66,843	\$18,559	\$37,180	\$37,552	\$37,927	\$38,307	\$38,690
Total Revenue	\$942,728	\$877,505	\$653,559	\$702,380	\$729,360	\$757,408	\$786,566	\$816,880
Expenses:								
Operating Expenses	\$623,190	\$523,223	\$500,993	\$550,799	\$572,831	\$595,744	\$619,574	\$644,357
Total Expenses	\$623,190	\$523,223	\$500,993	\$550,799	\$572,831	\$595,744	\$619,574	\$644,357
Ending Fund Equity	\$3,711,800	\$4,066,082	\$4,218,648	\$4,370,229	\$4,526,758	\$4,688,421	\$4,855,413	\$5,027,936
	PROJECTIONS							
	2011	2012	2013	2014	2015	2016	2017	2018
Beginning Fund Equity	\$5,027,936	\$5,206,199	\$5,390,420	\$5,580,826	\$5,777,652	\$5,981,144	\$6,191,555	\$6,409,151
Revenues:								
Operating Revenue	\$809,318	\$841,690	\$875,358	\$910,372	\$946,787	\$984,658	\$1,024,045	\$1,065,007
Nonoperating Revenue	\$39,077	\$39,467	\$39,862	\$40,261	\$40,663	\$41,070	\$41,481	\$41,895
Total Revenue	\$848,394	\$881,158	\$915,220	\$950,633	\$987,450	\$1,025,728	\$1,065,525	\$1,106,902
Expenses:								
Operating Expenses	\$670,131	\$696,936	\$724,814	\$753,806	\$783,959	\$815,317	\$847,930	\$881,847
Total Expenses	\$670,131	\$696,936	\$724,814	\$753,806	\$783,959	\$815,317	\$847,930	\$881,847
Ending Fund Equity	\$5,206,199	\$5,390,420	\$5,580,826	\$5,777,652	\$5,981,144	\$6,191,555	\$6,409,151	\$6,634,206

Telecommunications Fund Projections

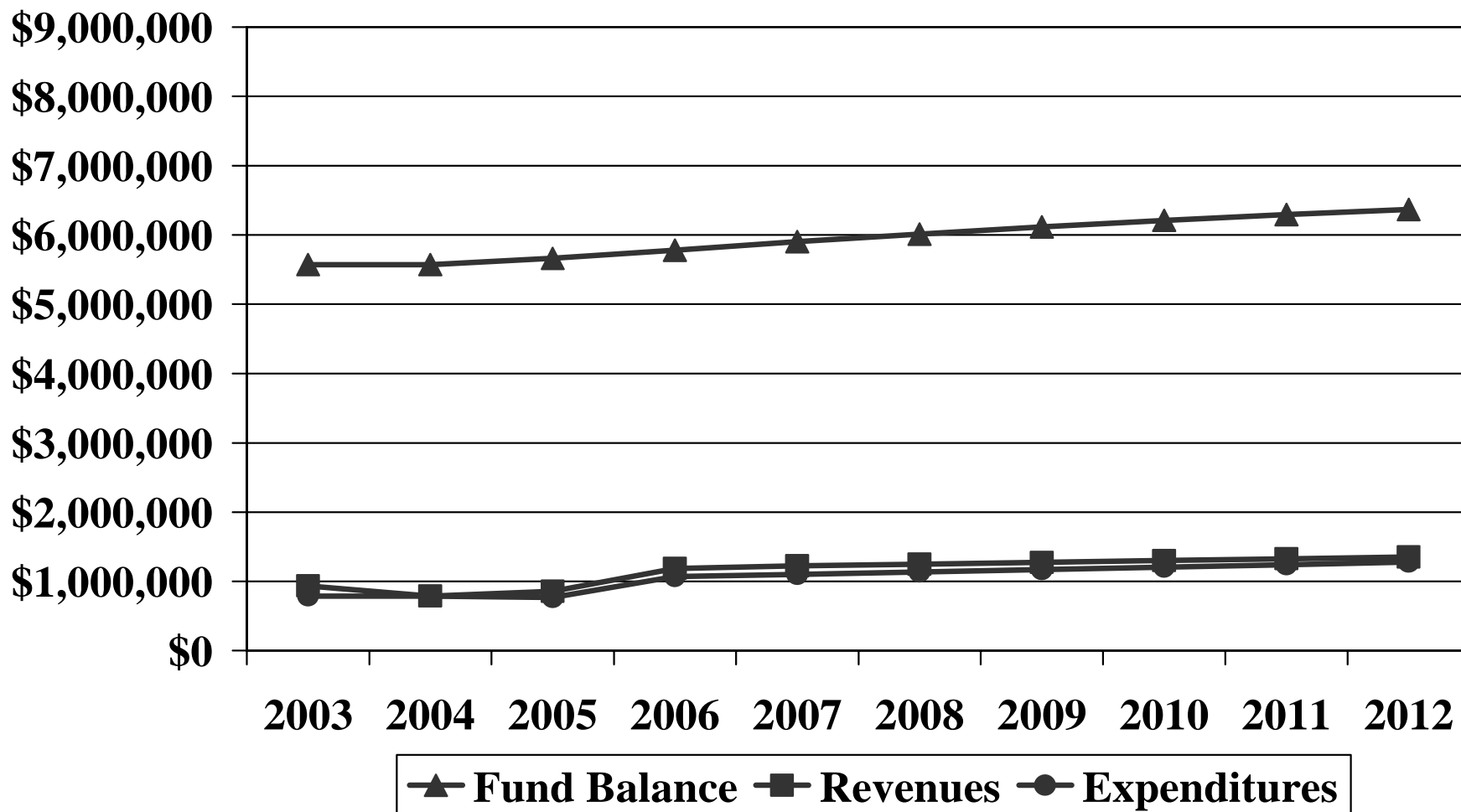


**County of Ottawa
Financing Tools
Equipment Pool Fund (6641)
History/Projections**

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>Estimated 2005</u>	<u>Budgeted 2006</u>	<u>PROJECTIONS 2007</u>	<u>2008</u>
Beginning Fund Equity	\$4,910,944	\$5,150,209	\$5,427,343	\$5,573,760	\$5,573,336	\$5,663,611	\$5,780,910	\$5,901,728
Revenues:								
Operating Revenue	\$757,225	\$870,040	\$789,087	\$718,875	\$842,000	\$1,165,000	\$1,199,950	\$1,223,949
Nonoperating Revenue	\$223,528	\$195,952	\$147,892	\$69,444	\$16,463	\$22,747	\$23,429	\$24,132
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	<u>\$980,753</u>	<u>\$1,065,992</u>	<u>\$936,979</u>	<u>\$788,319</u>	<u>\$858,463</u>	<u>\$1,187,747</u>	<u>\$1,223,379</u>	<u>\$1,248,081</u>
Expenses:								
Total Expenses	<u>\$741,488</u>	<u>\$788,858</u>	<u>\$790,562</u>	<u>\$788,743</u>	<u>\$768,188</u>	<u>\$1,070,448</u>	<u>\$1,102,561</u>	<u>\$1,135,638</u>
Ending Fund Equity	<u>\$5,150,209</u>	<u>\$5,427,343</u>	<u>\$5,573,760</u>	<u>\$5,573,336</u>	<u>\$5,663,611</u>	<u>\$5,780,910</u>	<u>\$5,901,728</u>	<u>\$6,014,171</u>
	PROJECTIONS							
	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Beginning Fund Equity	\$6,014,171	\$6,117,748	\$6,211,948	\$6,296,239	\$6,370,071	\$6,432,870	\$6,484,039	\$6,522,960
Revenues:								
Operating Revenue	\$1,248,428	\$1,273,397	\$1,298,864	\$1,324,842	\$1,351,339	\$1,378,365	\$1,405,933	\$1,434,051
Nonoperating Revenue	\$24,856	\$25,602	\$26,370	\$27,161	\$27,976	\$28,815	\$29,680	\$30,570
Operating Transfers in	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	<u>\$1,273,284</u>	<u>\$1,298,998</u>	<u>\$1,325,234</u>	<u>\$1,352,003</u>	<u>\$1,379,315</u>	<u>\$1,407,181</u>	<u>\$1,435,612</u>	<u>\$1,464,621</u>
Expenses:								
Operating Expenses	<u>\$1,169,707</u>	<u>\$1,204,799</u>	<u>\$1,240,943</u>	<u>\$1,278,171</u>	<u>\$1,316,516</u>	<u>\$1,356,012</u>	<u>\$1,396,692</u>	<u>\$1,438,593</u>
Total Expenses	<u>\$1,169,707</u>	<u>\$1,204,799</u>	<u>\$1,240,943</u>	<u>\$1,278,171</u>	<u>\$1,316,516</u>	<u>\$1,356,012</u>	<u>\$1,396,692</u>	<u>\$1,438,593</u>
Ending Fund Equity	<u>\$6,117,748</u>	<u>\$6,211,948</u>	<u>\$6,296,239</u>	<u>\$6,370,071</u>	<u>\$6,432,870</u>	<u>\$6,484,039</u>	<u>\$6,522,960</u>	<u>\$6,548,988</u>

Assumes revenue and expenditure increases of 3% per year starting in 2007.

Equipment Pool Fund Projections



**County of Ottawa
History of Positions By Fund
For the Years 2004 - 2006**

Fund #	Dept #	Sub-Dept #	Department Name	2004 Full-Time Equivalents	2005 Full-Time Equivalents	2006 Full-Time Equivalents	Change in Full-Time Equivalents 2005 to 2006	
GENERAL FUND								
1010	1010		Commissioners	11.000	11.000	11.000		
1010	1310		Circuit Court	12.752	14.750	14.750		
1010	1360		District Court	48.525	49.225	50.825	1.600	1,2
1010	1480		Probate Court	6.000	6.000	6.000		
1010	1490		Family Court - Juvenile Services	18.000	10.750	10.750		
1010	1910		Elections	1.000	2.000	3.000	1.000	1
1010	2010		Accounting	8.200	8.700	11.800	3.100	1
1010	2020		Auditing	1.550	1.300	0.000	-1.300	1
1010	2100		Corporate Counsel	1.575	1.575	1.575		
1010	2120		Budget	1.550	1.300	0.000	-1.300	1
1010	2150		County Clerk	21.600	22.600	21.600	-1.000	1
1010	2230		Administrator	1.840	2.340	2.840	0.500	2
1010	2250		Equalization	8.900	8.900	8.900		
1010	2260		Administrator/Human Resources	5.250	5.250	5.250		
1010	2290		Prosecuting Attorney	25.900	26.700	27.100	0.400	2
1010	2330		Administrativ Services	2.290	2.290	2.290		
1010	2360		Register of Deeds	12.000	11.000	11.000		
1010	2430		Property Description & Mapping	5.100	5.600	5.600		
1010	2450		Survey & Remonumentation	0.050	0.050	0.050		
1010	2530		County Treasurer	8.950	8.950	8.950		
1010	2570		Co-Operative Extension	4.925	4.925	4.925		
1010	2590		Geographic Information System	4.000	5.000	5.000		
1010	2651		Bldg. & Grnds - Hudsonville	0.690	0.690	0.690		
1010	2652		Bldg. & Grnds - Holland Human Serv.	0.999	0.999	0.999		
1010	2653		Bldg. & Grnds - Fulton Street	0.416	0.416	0.416		
1010	2654		Bldg. & Grnds - Grand Haven	5.652	5.652	6.452	0.800	1
1010	2655		Bldg. & Grnds - Holland Health Facility	1.020	1.020	1.020		
1010	2656		Bldg. & Grnds - Holland District Court	0.397	0.397	0.397		
1010	2657		Bldg. & Grnds - Jail	1.072	1.072	0.272	-0.800	1
1010	2658		Bldg. & Grnds - Grand Haven Health	0.386	0.386	0.386		
1010	2659		Bldg. & Grnds - CMH Facility	1.073	1.073	1.073		
1010	2660		Bldg. & Grnds - Coopersville	0.356	0.356	0.356		
1010	2664		Bldg. & Grnds - 4th & Clinton	0.289	0.289	0.289		
1010	2665		Bldg. & Grnds-Probate/Juvenile Complex	3.464	4.964	4.964		
1010	2667		Bldg. & Grnds-Administrative Annex	5.156	6.256	6.256		
1010	2668		Bldg. & Grnds-FIA	1.590	1.590	1.590		
1010	2750		Drain Commission	7.000	7.000	7.000		
1010	3020		Sheriff	67.950	67.950	67.950		
1010	3100		West Michigan Enforcement Team	6.000	6.000	6.000		
1010	3112		COPS - Allendale/Jenison	4.000	4.000	4.000		
1010	3113		COPS - Holland/West Ottawa	1.000	1.000	1.000		
1010	3119		City of Coopersville	5.000	5.000	5.000		
1010	3130		Zoning Enforcement Commission	2.000	2.000	2.000		
1010	3160		Sheriff Curb Auto Theft (SCAT)	0.000	1.000	1.000		
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	73.000	76.500	77.000	0.500	2
1010	4260		Emergency Services	2.100	2.100	2.100		
1010	4262		Solution Area Planner	0.000	0.290	1.000	0.710	4

**County of Ottawa
History of Positions By Fund
For the Years 2004 - 2006**

Fund #	Dept #	Sub-Dept #	Department Name	2004 Full-Time Equivalents	2005 Full-Time Equivalents	2006 Full-Time Equivalents	Change in Full-Time Equivalents 2005 to 2006
1010	4263		HAZMAT Response Team	0.000	0.900	0.400	-0.500 2
1010	4300		Animal Control	3.000	3.000	3.000	
1010	7211		Planner/Grants	6.950	6.950	6.950	
TOTAL GENERAL FUND				<u>413.267</u>	<u>420.805</u>	<u>424.515</u>	<u>3.710</u>
PARKS & RECREATION							
2081	7510		Parks Department	10	12	12	
FRIEND OF THE COURT							
2160	1410		Friend of the Court	32.000	34.000	34.000	
2160	1420		FOC Medical Support Enforcement	1.000	1.000	1.000	
2160	1440		FOC Warrant Officer	1.000	1.000	1.000	
TOTAL FRIEND OF THE COURT				<u>34.000</u>	<u>36.000</u>	<u>36.000</u>	
HEALTH FUND							
2210	6010		Agency Support	5.900	6.980	6.980	
2210	6011		Public Health Preparedness	1.000	1.000	1.000	
2210	6012		Accounting/MIS	4.500	4.500	4.500	
2210	6015		PHP Risk Communication	0.000	1.000	1.000	
2210	6020		Environmental - On Site	8.300	9.230	9.230	
2210	6021		Environmental - Food Services	6.000	6.070	6.070	
2210	6030		Dental	0.980	1.060	1.270	0.210 1
2210	6031		Hearing/Vision	5.220	3.890	3.890	
2210	6035		Epidemiology	1.000	1.000	1.000	
2210	6039		Jail Health Services	5.000	5.000	0.000	-5.000 3
2210	6040		Scoliosis	0.000	0.535	0.465	-0.070 1
2210	6041		Nursing Supervision	0.000	0.000	0.000	
2210	6042		Family Planning	11.630	12.560	11.760	-0.800 1
2210	6044		Walk-In Clinic	13.990	12.950	11.800	-1.150 1
2210	6045		Healthy Children's Contract	2.390	2.290	2.320	0.030 1
2210	6046		Reproductive Health	0.000	0.700	0.000	-0.700 1
2210	6049		Substance Abuse Prevention	4.240	3.200	3.050	-0.150 1
2210	6050		Children's Special Health Care Services	1.410	2.800	3.400	0.600 4
2210	6052		Early On	2.650	1.710	1.710	
2210	6053		Maternal/Infant Support Services	15.090	15.585	16.085	0.500 1
2210	6055		AIDS/Sexually Transmitted Diseases (STD)	4.020	4.430	4.230	-0.200 1
2210	6058		Prenatal Care - Enrollment & Coordination	0.330	0.280	0.280	
2210	6059		Communicable Disease	5.860	5.260	5.260	
2210	6310		Health Education	2.140	2.110	3.420	1.310 1
2210	6311		Nutrition/Wellness	2.950	2.960	2.990	0.030 1
TOTAL HEALTH FUND				<u>104.600</u>	<u>107.100</u>	<u>101.710</u>	<u>-5.390</u>
MENTAL HEALTH FUND							
2220	6491	1240	D.D. Clinical Support	9.750	8.250	7.500	-0.750 2
2220	6491	1349	D.D. Supported Employment	10.250	16.250	10.250	-6.000 1
2220	6491	1357	D.D. Community Based Experience	29.250	30.250	36.250	6.000 1
2220	6491	1440	D.D. Respite Care	0.210	0.210	0.210	
2220	6491	1442	D.D. Respite Foster Care - Adult Children's Waiver	0.280	0.280	0.280	
2220	6491	1443	D.D. Residential Serv. - S.I.L.	19.250	19.250	19.250	
2220	6491	5400	D.D. Training	1.535	1.510	1.510	

**County of Ottawa
History of Positions By Fund
For the Years 2004 - 2006**

Fund #	Dept #	Sub-Dept #	Department Name	2004 Full-Time Equivalents	2005 Full-Time Equivalents	2006 Full-Time Equivalents	Change in Full-Time Equivalents 2005 to 2006
2220	6491	5401	D.D. Group Home Training	1.715	1.690	1.690	
2220	6491	5510	D.D. Client Service Mgt.	9.410	9.710	10.510	0.800 1
2220	6491	5522	D.D. Child Case Management	2.120	2.120	2.120	
2220	6492	5511	Other Pop. HUD Leasing Assistance Grant III	0.100	0.000	0.087	0.087 1
2220	6492	5540	Other Pop. HUD Leasing Assistance Grant II	0.100	0.000	0.092	0.092 1
2220	6492	5541	Other Pop. HUD Leasing Assistance Grant	0.100	0.000	0.092	0.092 1
2220	6493	3240	M.I. Adult Emergency Services	6.000	6.000	5.750	-0.250 1
2220	6493	3241	M.I. Adult Access Center	4.100	3.550	5.200	1.650 1
2220	6493	3242	M.I. Adult Medication Clinic	6.330	6.330	6.330	
2220	6493	3243	M.I. Consumer Services	0.880	0.880	0.880	
2220	6493	3245	M.I. Adult Outpatient	14.700	15.750	12.950	-2.800 1
2220	6493	3246	M.I. Adult Outpatient & OBRA	0.000	0.000	0.400	0.400 1
2220	6493	3247	M.I. Vocational Rehabilitation	0.500	0.500	0.500	
2220	6493	3249	M.I. Adult Assertive Community Treatment	7.195	7.195	10.195	3.000 2
2220	6493	3343	M.I. Adult Grand Haven Clubhouse	2.338	2.338	2.838	0.500 1
2220	6493	3344	M.I. Adult Lakeshore Clubhouse	2.838	2.338	2.338	
2220	6493	3347	M.I. Adult Support Employment	2.200	2.700	0.000	-2.700 1,2
2220	6493	3450	M.I. Adult Riverview RTC	8.100	7.600	8.600	1.000 1
2220	6493	3452	M.I. Adult Robert Brown Center	8.100	8.600	7.600	-1.000 1
2220	6493	5515	M.I. Adult Community Support Case Management	4.340	6.040	8.190	2.150 1
2220	6494	4243	M.I. Child Outpatient	0.000	0.000	0.000	
2220	6494	4244	M.I. Child Home Based Services	1.100	1.100	2.100	1.000 1
2220	6494	4451	M.I. Respite Services	0.060	0.060	0.060	
2220	6494	5800	Prevention - Indirect	0.300	0.300	0.300	
2220	6495	5020	Board Administration	2.540	2.540	2.370	-0.170 1
2220	6495	5021	Inmate Services	0.000	1.000	1.000	
2220	6495	5022	Quality Improvement	3.500	3.500	2.600	-0.900 1
2220	6495	5023	Recipient Rights	1.500	1.500	1.500	
2220	6495	5024	Community Relations & Public Education	1.000	1.000	1.000	
2220	6495	5025	Receivables/Billing	3.000	3.000	5.000	2.000 1
2220	6495	5026	Finance	2.250	2.000	3.000	1.000 2
2220	6495	5027	Allocated Costs	1.760	1.760	1.760	
2220	6495	5028	Division Directors	16.850	16.950	12.450	-4.500 1,2
2220	6495	5029	Managed Care Organization Administration	13.750	12.500	11.050	-1.450 1,2
TOTAL MENTAL HEALTH				<u>199.100</u>	<u>206.550</u>	<u>205.800</u>	<u>-0.750</u>
LANDFILL TIPPING FEES							
2272	5250		Laidlaw Surcharge	1.300	2.300	2.300	
2272	5251		Waste Management	1.300	2.300	2.300	
				<u>2.600</u>	<u>4.600</u>	<u>4.600</u>	
PROSECUTING ATTORNEY GRANTS							
2601	2320		Crime Victim's Rights	3.000	3.000	3.000	
COPS FAST - ALLENDALE							
2608	3114		Community Policing	1.000	1.000	1.000	
COPS UNIVERSAL							
2610	3114		Community Policing	2.000	2.000	2.000	
2610	3131		Community Policing-Holland Township	1.000	1.000	1.000	

**County of Ottawa
History of Positions By Fund
For the Years 2004 - 2006**

Fund #	Dept #	Sub-Dept #	Department Name	2004 Full-Time Equivalents	2005 Full-Time Equivalents	2006 Full-Time Equivalents	Change in Full-Time Equivalents 2005 to 2006
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 Schoo	1.000	1.000	1.000	
2610	3136		Community Policing- Grand Haven Twp/Grand Have	1.000	1.000	1.000	
2610	3137		Community Policing- Georgetown Twp/Jenison Ssho	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/	1.000	1.000	1.000	
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/Pkt	1.000	1.000	1.000	
2610	3145		Community Policing- Holland Twp/MI Police Corps	1.000	1.000	1.000	
2610	3146		Community Policing- Georgetown Township	1.000	1.000	1.000	
2610	3147		Community Policing- Allendale Twp/MI Police Corp	1.000	1.000	1.000	
TOTAL COPS UNIVERSAL				18.000	18.000	18.000	0.000
EMT - HOLLAND PARK							
2640	3150		Traffic & Safety Program	8.000	8.000	8.000	
2640	3151		Traffic & Safety Program	1.000	1.000	1.000	
				9.000	9.000	9.000	0.000
EMT - GEORGETOWN TOWNSHIP							
2650	3150		Traffic & Safety Program	7.000	7.000	7.000	
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				14.200	15.700	17.200	1.500 2
GRANT PROGRAMS PASS THRU							
2750	3114		Community Policing	1.000	1.000	1.000	
COMMUNITY CORRECTIONS PROGRAM							
2850	1520		Adult Probation	10.450	10.450	9.575	-0.875 1
FAMILY INDEPENDENCE AGENCY							
2900	6730		Parenting Plus	9.750	9.750	9.750	
CHILD CARE							
2920	6620		Family Court - Detention Services	30.150	30.150	30.150	
2920	6622		Juvenile Intensive Supervision	3.300	3.300	3.300	
2920	6623		Juvenile Treatment/Div Services	12.000	13.430	13.430	
2920	6624		Juvenile In-Home Services	3.000	11.820	11.820	
TOTAL CHILD CARE				48.450	58.700	58.700	

**County of Ottawa
History of Positions By Fund
For the Years 2004 - 2006**

Fund #	Dept #	Sub-Dept #	Department Name	2004 Full-Time Equivalents	2005 Full-Time Equivalents	2006 Full-Time Equivalents	Change in Full-Time Equivalents 2005 to 2006
MANAGEMENT INFORMATION SERVICES							
6360	2580		Data Processing	21.000	21.000	19.000	-2.000 2
DUPLICATING							
6450	2890		General Services Administration	0.075	0.075	0.075	
TELECOMMUNICATIONS							
6550	2890		Telephones	2.225	2.225	2.225	
EQUIPMENT POOL FUND							
6641	9010		Equipment Pool	0.350	0.350	0.350	
PROTECTED SELF FUND PROGRAMS							
6770	8680		P.S.F. Vehicle Insurance	0.000	0.000	0.000	
6770	8690		P.S.F. Liability Insurance	1.530	1.530	1.530	
6770	8710		P.S.F. Worker's Compensation Insurance	0.500	0.500	0.500	
6770	8720		P.S.F. Property & Fire Insurance	0.000	0.000	0.000	
6771	8520		P.S.F. Health Insurance	1.670	1.670	1.670	
6772	8700		P.S.F. Unemployment Insurance	0.290	0.290	0.290	
6775	8580		P.S.F. Long-Term Disability	0.050	0.050	0.050	
6776	8540		P.S.F. Dental Insurance	0.210	0.210	0.210	
6777	8550		P.S.F. Vision Insurance	0.210	0.210	0.210	
TOTAL PROTECTED SELF FUNDED INSURANCES				<u>4.460</u>	<u>4.460</u>	<u>4.460</u>	<u>0.000</u>
GRAND TOTAL OF ALL FUNDS				<u>916.527</u>	<u>951.765</u>	<u>947.960</u>	<u>-3.805</u>

The total change in full time equivalents of (3.805) 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 Net positions approved/eliminated during 2005.
- 3 Positions are now contracted out.
- 4 New funding available.

<p>County of Ottawa 2006 Budget Equipment Approvals</p>

Department Name	2006 Requested # of Items/ Quantity	Item Description	2006 Estimated Purchase Price	\$ Amount Added to Budget
Circuit Court	1	PC System Unit	\$900	\$900
Circuit Court	1	Laser Printer	\$400	\$400
Circuit Court	1	PC Monitor	\$150	\$150
Circuit Court	1	Advanced Function Printer	\$2,100	\$2,100
Circuit Court	1	Palm Pilot & Sync Software	\$400	\$400
Circuit Court	1	PC System Unit	\$900	\$900
Circuit Court	1	PC System Unit	\$900	\$900
Circuit Court	1	PC Monitor	\$150	\$150
Circuit Court	1	PC Monitor	\$150	\$150
Circuit Court	1	PC Monitor	\$150	\$150
Circuit Court	1	PC System Unit	\$900	\$900
Circuit Court	1	PC System Unit	\$900	\$900
Circuit Court	1	PC System Unit	\$900	\$900
Circuit Court	1	PC System Unit	\$900	\$900
Circuit Court	1	PC System Unit	\$900	\$900
Circuit Court	1	PC System Unit	\$900	\$900
Circuit Court	1	PC System Unit	\$900	\$900
Circuit Court	1	Laser Printer	\$400	\$400
Circuit Court	1	PC Monitor	\$150	\$150
Circuit Court	1	PC Monitor	\$150	\$150
Circuit Court	1	PC Monitor	\$150	\$150
Circuit Court	1	PC Monitor	\$150	\$150
Circuit Court	1	PC Monitor	\$150	\$150
Circuit Court	1	PC Monitor	\$150	\$150
Circuit Court	1	Laser Printer	\$400	\$400
Circuit Court	1	Laser Printer	\$400	\$400
Circuit Court	1	PC System Unit	\$900	\$900
Circuit Court	1	PC System Unit	\$900	\$900
District Court	2	Palm Pilots And Sync Software	\$800	\$800
District Court	1	PC with Standard Monitor	\$1,050	\$1,050
District Court	5	Dymo Labelwriters	\$650	\$650
District Court	2	Color Inkjet Printers	\$500	\$500
District Court	6	4 PC and Monitors, 2 PC and Flat Screen Monitors	\$5,275	\$5,275
District Court	1	Motorola HT750 Portable Radio, Battery, & Charger	\$665	\$665
District Court	9,000	4 panel drug test kits	\$27,000	\$27,000
District Court	1	Dymo Label Printer	\$130	\$130
District Court	1	PC with Monitor and Speakers	\$1,050	\$1,050
District Court	2	Typewriters	\$1,800	\$1,800
District Court	1	High Volume Fax Machine	\$1,200	\$1,200
District Court	2	Average Volume Fax Machine	\$1,600	\$1,600
District Court	1	Large White Board/chalk board on wheels	\$800	\$800

Department Name	2006 Requested # of Items/ Quantity	Item Description	2006 Estimated Purchase Price	\$ Amount Added to Budget
District Court	2	Eron 3 Chairs	\$850	\$850
District Court	1	Laptop	\$2,100	\$2,100
District Court	1	Average Volume Fax Machine	\$800	\$800
District Court	3	Credit Card Machines	\$1,650	\$1,650
District Court	1	Copy Machine	\$1,200	\$240
District Court	1	Copy Machine	\$4,800	\$960
District Court	3	PC based Cash Registers	\$3,600	\$3,600
District Court	1	Dot Matrix pin feed printer	\$700	\$700
District Court	2	AFP printers	\$4,200	\$4,200
District Court	1	AFP printers	\$2,100	\$2,100
District Court	4	Copies of Software FTR Log Notes	\$1,000	\$1,000
District Court	1	AFP printers	\$2,100	\$2,100
District Court	3	Pkg. FTR Gold Digital Recording Software	\$15,000	\$15,000
District Court	1	PC with Monitor and Speakers	\$1,050	\$1,050
District Court	1	PC with Flat Screen Monitor & Speakers	\$1,200	\$1,200
District Court	1	PC with Flat Screen Monitor & Speakers	\$1,200	\$1,200
District Court	2	PC with Flat Screen Monitor & Speakers	\$2,400	\$2,400
District Court	5	Core Tech software	\$1,750	\$1,750
District Court	1	PC with Flat Screen Monitor & Speakers	\$1,200	\$1,200
District Court SCAO Grant		Incentives & Rewards for Drug Court participants	\$2,200	\$2,200
District Court SCAO Grant	4,985	4 Panel Drug Tests	\$14,955	\$14,955
Probate Court	1	High Volume Fax Machine	\$1,200	\$1,200
Probate Court	1	PC, 17" FST Monitor, Cash Drawer, & Receipt Printer	\$2,225	\$2,225
Probate Court	9	Desktop PC (3), Desktop Monitor (3), & Laser Printer (3)	\$5,580	\$5,580
Juvenile Court	1	Baby Changing Station for Restroom/Family Court	\$251	\$251
Juvenile Court	1	Seating Furniture for Main Lobby - 12 seats - <i>Pending</i>	\$3,046	\$3,046
Juvenile Court	1	Interactive WhiteBoard	\$1,828	\$1,828
Juvenile Court	1	Small Laser Printer	\$400	\$400
Juvenile Court	1	PC, Monitor, Warranty	\$1,050	\$1,050
Juvenile Court	2	Color Inkjet Printers	\$500	\$500
Juvenile Court	1	Laptop, MS Office License	\$2,408	\$2,408
Juvenile Court	3	5-High Lateral Files - <i>Pending</i>	\$1,785	\$1,785
Juvenile Court	1	Digital Assistan (PDA) and Sync Software	\$400	\$400
Juvenile Court	1	2 Person Work Station - <i>Pending</i>	\$3,800	\$3,800
Juvenile Court	4	Ergon Work Chairs - <i>Pending</i>	\$1,700	\$1,700
Adult Probation	6	Lanier Dictaphones - <i>Pending</i>	\$2,100	\$2,100
Elections	1	Blackberry/Nextel	\$950	\$950
Fiscal Services	1	PDA	\$400	\$400

Department Name	2006		2006 Estimated Purchase Price	\$ Amount Added to Budget
	Requested # of Items/ Quantity	Item Description		
Fiscal Services	1	Large Laser Printer - large volume with additional 500 sheet tra	\$1,180	\$1,180
Fiscal Services	1	Small Laser Printer	\$400	\$400
Fiscal Services	1	Small Laser Printer	\$400	\$400
Fiscal Services	1	Small Laser Printer	\$400	\$400
Fiscal Services	1	Laptop	\$2,100	\$2,100
Fiscal Services	1	Desktop PC, Monitor, & MS Office 2003 License	\$1,649	\$1,649
Fiscal Services	1	Time and Date Stamp	\$600	\$600
Fiscal Services	1	Small Laser Printer	\$400	\$400
Corporate Counsel	1	PC/Monitor/Printer/Software	\$1,758	\$1,758
Clerk	10	17 " flat screen monitors	\$1,500	\$1,500
Clerk	5	PC Systems	\$4,500	\$4,500
Clerk	3	Aeron Work chairs	\$1,725	\$1,725
Clerk	2	Laptops	\$4,200	\$4,200
Clerk	8	Laser Printers	\$3,200	\$3,200
Clerk	3	Large laser printers	\$2,700	\$2,700
Clerk	1	Blackberry	\$300	\$300
Clerk	4	Cash Registers	\$8,900	\$8,900
Clerk	2	Color injet printers	\$500	\$500
Corporate Counsel	1	PC/Monitor/Printer/Software	\$1,758	\$1,758
Administrator	1	SPSS software, Adobe Acrobat, MS300 Publisher license	\$890	\$890
Administrator	1	Sony Notebook and Carrying Case	\$1,793	\$1,793
Equalization	1	Desktop PC	\$900	\$900
Equalization	1	GIS Editing 21" Desktop Monitor	\$560	\$560
Equalization	1	GIS Viewing, 19" Desktop Monitor	\$300	\$300
Equalization	1	GIS Editing 21" Desktop Monitor	\$560	\$560
Equalization	1	Palm Pilot & Sync Software	\$400	\$400
Human Resources	1	Monitor, 17" with speakers	\$300	\$300
Human Resources	1	Desktop PC	\$900	\$900
Human Resources	1	Monitor, 17" with speakers	\$300	\$300
Human Resources	1	Desktop PC	\$900	\$900
Human Resources	1	Desktop PC	\$900	\$900
Human Resources	1	Monitor, 17" with speakers	\$300	\$300
Human Resources	1	Palm Pilot & Sync software	\$400	\$400
Human Resources	1	MS Office License	\$249	\$249
Human Resources	1	Monitor & speakers	\$150	\$150
Human Resources	1	PC	\$900	\$900
Human Resources	1	MS Office License	\$249	\$249
Human Resources	1	Monitor & speakers	\$150	\$150
Human Resources	1	PC	\$900	\$900
Human Resources	1	Color Printer/Duplexer & Envelope Feed	\$2,500	\$2,500

Department Name	2006		2006 Estimated Purchase Price	\$ Amount Added to Budget
	Requested # of Items/ Quantity	Item Description		
Prosecuting Attorney	13	13 Desktop PC./flat screen monitors	\$18,658	\$18,658
Prosecuting Attorney	4	2 HP6127 printers, 2 small laser printers	\$1,300	\$1,300
Prosecuting Attorney	1	Laptop	\$2,100	\$2,100
Prosecuting Attorney	2	Laptops	\$4,200	\$4,200
Prosecuting Attorney	5	Smeadlink software licenses	\$2,500	\$2,500
Prosecuting Attorney	3	LEIN software licenses	\$1,050	\$1,050
Register of Deeds	1	Set of Maps	\$3,600	\$3,600
Property Desc. & Mapping	1	Desktop PC (\$900) & 17" Monitor (\$150)	\$1,050	\$1,050
Property Desc. & Mapping	1	Deskto PC	\$900	\$900
Property Desc. & Mapping	1	GIS Editing 21" Desktop Monitor	\$560	\$560
Property Desc. & Mapping	1	GIS Editing 24" Wide Aspect Flat Panel LCD Monitor	\$1,200	\$1,200
Property Desc. & Mapping	1	GIS Editing 24" Wide Aspect Flat Panel LCD Monitor	\$1,200	\$1,200
Property Desc. & Mapping	1	GIS Editing 24" Wide Aspect Flat Panel LCD Monitor	\$1,200	\$1,200
Property Desc. & Mapping	1	Desktop PC	\$900	\$900
Property Desc. & Mapping	1	Large Format Printer 24, 36, or 42 inch rolls	\$5,000	\$1,000
Property Desc. & Mapping	1	Desktop PC (\$900) + Added Memory (\$100)	\$1,000	\$1,000
County Treasurer	2	Jump Drive Portable Storage Units	\$200	\$200
County Treasurer	1	Digital Camera with CD Storage	\$300	\$300
County Treasurer	2	Olympia 10 key Calculators	\$390	\$390
County Treasurer	1	Palm Pilot and Sync Software	\$400	\$400
County Treasurer	1	Color Inkjet Printer	\$250	\$250
County Treasurer	1	Color Inkjet Printer	\$250	\$250
County Treasurer	1	Large Laser Printer	\$900	\$900
County Treasurer	1	Large Laser Printer	\$900	\$900
County Treasurer	1	MS Office 2003 License	\$249	\$249
County Treasurer	1	Laptop: Hard Drive & Modem, Windows XP, Lotus Notes, Cas	\$2,100	\$2,100
County Treasurer	1	Low Volume Fax Machine	\$800	\$800
County Treasurer	1	Low Volume Fax Machine	\$800	\$800
County Treasurer	3	Cash Registers	\$6,675	\$6,675
County Treasurer	1	High Volume Fax Machine	\$1,200	\$1,200
Co-operative Extension	7	6 PC Laser Printers (HP1320) & 1 Color Inkjet Printer	\$2,650	\$2,650
Geographic Information Systems	1	New Backup Software for weekly/nightly backup server	\$800	\$800
Geographic Information Systems	1	HP Color Laser Printer	\$2,600	\$2,600
Geographic Information Systems	1	Dell Inspiron 6000 Laptop with additional memory & processor	\$2,600	\$2,600
Geographic Information Systems	1	GPS Receiver Trimble Recon Handheld	\$1,600	\$1,600
Geographic Information Systems	4	Additional storage drives for Dell Powr Edge Servers	\$2,000	\$2,000
Geographic Information Systems	3	Palm Pilots	\$675	\$675
Geographic Information Systems	1	Wall divider between new employee workstations and technicia	\$1,200	\$1,200
Bldg. / Grds. - All Locations	1	2006 GMC 3/4 T 4wd Pickup Truck	\$22,500	\$1,125

Department Name	2006		2006 Estimated Purchase Price	\$ Amount Added to Budget
	Requested # of Items/ Quantity	Item Description		
Bldg. / Grds. - All Locations	1	Windsor Clipper 12 Carpet Extractor	\$3,800	\$3,800
Bldg. / Grds. - All Locations	1	2006 GMC 3/4 T 4wd Pickup Truck		\$1,125
Bldg. / Grds. - Holland	1	2006 GMC 3/4 T 4wd Pickup Truck		\$1,125
Bldg. / Grds. - Fillmore Admin	1	Desktop PC, Monitor, Laser Printer, & MS Office 2003 License	\$1,699	\$1,699
Bldg. / Grds. - Fillmore Admin	1	Desktop PC, Monitor, Laser Printer, & MS Word 2003 License	\$1,592	\$1,592
Bldg. / Grds. - Fillmore Admin	1	Laptop	\$2,100	\$2,100
Bldg. / Grds. - Fillmore Admin	3	Desktop PC, Monitor, MS Word 2003 License	\$1,192	\$1,192
Bldg. / Grds. - Fillmore Admin	1	Small Laser Printer	\$400	\$400
Bldg. / Grds. - Fillmore Admin	1	PC & Monitor	\$1,050	\$1,050
Bldg. / Grds. - Fillmore Admin	1	Western Ice Breaker , salt spreader, pickup bed type	\$6,500	\$1,300
Bldg. / Grds. - All Locations	1	2006 GMC 3/4 T 4wd Pickup Truck		\$1,125
Drain Commission	1	Palm Pilot & Sync Software	\$400	\$400
Drain Commission	1	2006 GMC Envoy	\$24,039	\$4,808
Drain Commission	1	BS&A Drain Ledger Software	\$14,495	\$2,899
Drain Commission	1	BS&A Drain Assessment Software	\$14,495	\$2,899
Drain Commission	1	Small Laser Printer	\$400	\$400
Sheriff	1	Adobe CS2 Operating Program for digital images	\$700	\$700
Sheriff	74	38 PC Systems, printers/Misc	\$54,172	\$54,172
Sheriff	1	Equipment for 1 CRT member - <i>Pending</i>	\$2,425	\$2,425
Sheriff	6	Motorola Portable Radios	\$7,200	\$7,200
Sheriff	6	Kustom Eagle Radars for Patrol Vehicles	\$5,500	\$5,500
Sheriff	35	Day/nite Safety Vests	\$2,100	\$2,100
Sheriff	12	Code Three Light Bars	\$20,000	\$20,000
Sheriff	1	Upgrade to Video Investigator 4.0/Video Active 4.5	\$6,400	\$1,280
Sheriff	2	Taser X26E Units with holsters and spare cartridges	\$2,000	\$2,000
Sheriff	2	New Optics for Remington .308 Rifles	\$1,500	\$1,500
Sheriff	30	Magnum Spike Tire Deflation Devices	\$11,500	\$11,500
Sheriff	4	Streamlight M3 lifts to attach to Glock 22	\$560	\$560
Sheriff	4	Safariland Nylon Holsters for Glock 22	\$450	\$450
Sheriff	60	Trijicon Night Sights for Glock Pistol	\$4,440	\$4,440
Sheriff	4	Vehicle Ventilation Fans for K9 Vehicles	\$1,500	\$1,500
Sheriff	6	Glock Pistols - 2 Model 23, 4 Model 22	\$2,868	\$2,868
Sheriff	30	Throat Protectors	\$1,050	\$1,050
Sheriff	45	Hardwood Batons and Holders	\$1,530	\$1,530
Sheriff	60	Window Kick Out Bars	\$1,800	\$1,800
Sheriff	21	MSA Vehicle Kits	\$4,095	\$4,095
Sheriff	13	Ford Crown Vic Police Package Patrol Vehicles	\$282,100	\$94,034
Sheriff	13	Install/strip Equipment	\$31,850	\$31,850
Sheriff	6	Chevy Police Package Tahoe Patrol Vehicles	\$159,000	\$53,000
Sheriff	5	Install/set up cost	\$23,000	\$23,000
Sheriff	3	Admin Vehicles	\$67,000	\$22,334

Department Name	2006		2006 Estimated Purchase Price	\$ Amount Added to Budget
	Requested # of Items/ Quantity	Item Description		
Sheriff	170	Training Uniform for Road Patrol - <i>Pending</i>	\$13,400	\$13,400
Sheriff	1	Senior Volunteer Group - start up and equipment cost - <i>Pending</i>	\$64,376	\$37,710
Sheriff	3	Install/set up cost	\$1,500	\$1,500
Marine Safety	2	AGA Demand Valve Dive Mask	\$1,300	\$1,300
Marine Safety	40	Marine Duty Flex fit Hats	\$480	\$480
Marine Safety	1	26' Patrol Vessel	\$82,394	\$16,479
Marine Safety	13	Ice Diving/Rescue Harness	\$975	\$975
Marine Safety	12	Dockside spring loaded boat protection system	\$1,700	\$1,700
Jail	3	Nextel Phones and monthly fee - <i>Pending</i>	\$1,700	\$1,700
Jail	1	Desktop System - PC, Monitor, MS Office 2003	\$1,358	\$1,358
Jail	1	Concentrator Upgrade with new PC	\$2,633	\$2,633
Jail	15	Motorola Portable Radios	\$18,000	\$18,000
Jail	2	MSA Air Pack Units	\$5,000	\$5,000
Jail	10	Sets Belly Chain Restraints	\$399	\$399
Jail	10	Sets Leg Iron Restraints	\$184	\$184
Jail	3	Jail Transport Vans	\$69,000	\$23,000
Jail	3	Set up & Install Equipment in Vans	\$4,000	\$4,000
Jail	2	SWAP Vans - replace	\$43,000	\$14,333
Jail	2	Set up & Install Equipment in Vans	\$1,000	\$1,000
Jail	104	Change Uniform Style	\$12,500	\$12,500
Jail	3	MSA Vehicle Kits	\$585	\$585
Jail	6	Monitors (security)	\$3,300	\$3,300
Jail	17	Color Cameras	\$4,620	\$4,620
Jail	1	Digital Video Recorder	\$9,100	\$9,100
Jail	1	Security Camera for Lobby Area	\$1,170	\$1,170
Jail		Security Cameras	\$12,700	\$12,700
Jail	6	Televisions	\$3,000	\$3,000
Jail	1	Emergency lights for transport	\$5,000	\$5,000
Emergency Services	1	Laptop	\$2,100	\$2,100
Animal Control	1	Animal Capture and Handling Equipment, Training Informatior	\$616	\$616
Animal Control	1	Sticker maker and refills for BARK Program	\$145	\$145
Planning and Grants	1	Nextel Cell Phone, Charger, Belt Clip	\$142	\$142
Planning and Grants	1	Kodak Easyshare Digital Camera with MB Card	\$376	\$376
Planning and Grants	1	Palm Pilot & Sync Software	\$400	\$400
Planning and Grants	1	Desktop PC and 19" Desktop Monitor	\$1,200	\$1,200
Planning and Grants	1	Small Laser Printer	\$400	\$400
Planning and Grants	1	Small Laser Printer	\$400	\$400
Planning and Grants	1	Small Laser Printer	\$400	\$400

Department Name	2006 Requested # of Items/ Quantity	Item Description	2006 Estimated Purchase Price	\$ Amount Added to Budget
Planning and Grants	1	Small Laser Printer	\$400	\$400
Planning and Grants	1	Dell Workstation and Monitor	\$3,633	\$3,633
Planning and Grants	1	Dell Workstation and Monitor	\$3,633	\$3,633
Planning and Grants	1	Dell Workstation and Monitor	\$3,633	\$3,633
Planning and Grants	1	Dell Workstation and Monitor	\$3,633	\$3,633
Planning and Grants	3	Safeco Steel Flat Files, 1 Base, 2 5-drawer	\$2,602	\$2,602
Planning and Grants	1	Small Laser Printer	\$400	\$400
Parks & Recreation	1	Cell Phone, Holster, and Charger	\$140	\$140
Parks & Recreation	1	AutoCAD Upgrade	\$1,600	\$1,600
Parks & Recreation	1	GPS Unit, hand held	\$500	\$500
Parks & Recreation	1	Color Inkjet Printer	\$250	\$250
Parks & Recreation	1	Large Laser Printer	\$900	\$900
Parks & Recreation	30	Sets Cross Country Skis, Boots, & Poles	\$4,800	\$4,800
Parks & Recreation	1	Riding Mower with 52" cutting width	\$8,000	\$1,600
Parks & Recreation	1	Riding Mower with 52" cutting width	\$8,000	\$1,600
Parks & Recreation	1	Snowblower - two stage medium size	\$400	\$400
Parks & Recreation	1	Replacement of power hand tools, blowers, mowers, and misc.	\$12,000	\$12,000
Parks & Recreation	2	Binoculars	\$650	\$650
Friend of the Court	35	19" Flat Screen Monitors	\$31,500	\$31,500
Friend of the Court	20	Licenses for Adobe Writer	\$1,840	\$1,840
Friend of the Court	1	Large Laser Printer	\$900	\$900
Friend of the Court	1	Large Laser Printer	\$900	\$900
Friend of the Court	1	Large Laser Printer	\$900	\$900
Friend of the Court	1	Large Laser Printer	\$900	\$900
Friend of the Court	1	Large Laser Printer	\$900	\$900
Friend of the Court	1	Large Laser Printer	\$900	\$900
Friend of the Court	1	Vehicle	\$18,000	\$6,000
Friend of the Court	1	Set up & Install Equipment & Radios into Vehicle	\$1,200	\$1,200
Health	1	HP Laser Color Printer	\$2,400	\$2,400
Health	1	Copy Machine	\$850	\$850
Health	1	HP Laser Color Printer	\$2,400	\$2,400
Health	1	Backup Generator - <i>Pending</i>	\$5,000	\$5,000
Health	1	Small Laser Printer	\$400	\$400
Health	9	800 MHz Back Up Batteries - <i>Pending</i>	\$765	\$765
Health	4	Laptops with WIRELESS capabilities	\$8,400	\$8,400
Health	3	Laptop Back Up Batteries	\$510	\$510
Health	4	Blackberry Nextel Communication Phones - <i>Pending</i>	\$1,000	\$1,000
Health	1	Desktop Transcribers/Recorders with MIC	\$730	\$730
Health	1	Portable Printer	\$299	\$299
Health	3	800 MHz radios	\$12,900	\$12,900

Department Name	2006 Requested # of Items/ Quantity	Item Description	2006 Estimated Purchase Price	\$ Amount Added to Budget
Health	3	Cordless Mice	\$150	\$150
Health	2	Digital Cameras with memory cards	\$440	\$440
Health	6	Handheld GPS units	\$900	\$900
Health	2	LaserMark Duel Beam Rotary Laser Level	\$798	\$798
Health	3	2 Laptops, 1 laptop printer	\$4,499	\$4,499
Health	3	800 MHz Radio Battery Chargers - <i>Pending</i>	\$396	\$396
Health	3	800 MHz Radios - <i>Pending</i>	\$12,900	\$12,900
Health	2	Upgrade Software	\$3,386	\$615
Health	1	Small Laser Printer	\$400	\$400
Health	1	36 Wide File Cabinet	\$463	\$463
Health	1	5 - High Lateral file	\$595	\$595
Health	3	PC and Monitor	\$3,150	\$3,150
Health	1	Aeron Work Chair - <i>Pending</i>	\$575	\$575
Health	1	File Cabinet	\$463	\$463
Health	1	Stethoscope	\$39	\$39
Health	4	PC and Monitor	\$4,200	\$4,200
Health	2	Aeron Work Chair - <i>Pending</i>	\$1,150	\$1,150
Health	1	Upgrade Software		\$308
Health	2	Upgrade Software		\$616
Health	1	Cell Phone and Service Contract - <i>Pending</i>	\$300	\$300
Health	1	Small Laser Printer	\$400	\$400
Health	1	Cell Phone and Contract Service - <i>Pending</i>	\$300	\$300
Health	1	Cell Phone and Contract Service - <i>Pending</i>	\$300	\$300
Health	1	Small Laser Printer	\$400	\$400
Health	3	PC and Monitor	\$3,150	\$3,150
Health	1	PC and Monitor	\$1,050	\$1,050
Health	3	Upgrade Software		\$924
Health	1	Laptop, printer, software	\$2,648	\$2,648
	3	Upgrade Software		\$924

Department Name	2006	Item Description	2006	\$ Amount
	Requested # of Items/ Quantity		Estimated Purchase Price	Added to Budget
Mental Health	1	Smoke Eater (kitchen range) - <i>Pending</i>	\$1,743	\$1,743
Landfill Tipping Fees	1	Pre-owned late model 3/4 ton pick-up truck - <i>Pending</i>	\$15,000	\$3,000
Environmental Health	1	PC Computer	\$900	\$900
Environmental Health	1	PC, Monitor, Laser Printer	\$6,797	\$6,797
GH Township	1	Crown Vic Police Package Patrol Vehicle	\$21,700	\$7,234
GH Township	1	Set up & install of equipment & radios	\$2,450	\$2,450
COPS Universal - Georgetown	1	MSA Vehicle Kits	\$195	\$195
COPS Universal - Georgetown	1	Ford Crown Vic Police Package Patrol Vehicle	\$21,700	\$7,234
COPS Universal - Georgetown	1	Install/strip equipment	\$2,450	\$2,450
COPS Universal - NE Twp	1	MSA Vehicle Kits	\$195	\$195
COPS Universal - NE Twp	1	Ford Crown Vic Police Package Patrol Vehicle	\$21,700	\$7,234
COPS Universal - NE Twp	1	Install/strip equipment	\$2,450	\$2,450
COPS Universal - Georgetown	1	Hand Held Laser Radar	\$3,000	\$3,000
EMT - Georgetown Twp.	1	Lifepak 12 heart monitor batteries, pads, cable	\$1,000	\$1,000
EMT - Georgetown Twp.	1	LED overhead light bar	\$2,500	\$2,500
EMT - Georgetown Twp.	2	Predator LED for side mirror Model# ep2dsmdbj	\$2,397	\$2,397
EMT - Georgetown Twp.	5	Predator LED for side mirror Model# eprdssmdbb/eprdssmdbr/t	\$2,327	\$2,327
EMT - Georgetown Twp.	7	Magnum spike strips, 12 foot	\$2,380	\$2,380
EMT - Georgetown Twp.	1	MSA Vehicle Kits	\$195	\$195
EMT - Georgetown Twp.	1	Chevy Police Package Tahoe	\$26,000	\$8,667
EMT - Georgetown Twp.	1	Equipment Set up and strip out	\$2,800	\$2,800
Community Corrections	3	Color Inkjet Printers HP 6127	\$750	\$750
Community Corrections	1	Palm Pilot & Sync Software	\$400	\$400
Community Corrections	3	3 Desktop PC, 3 Monitors with speakers, 17"	\$3,500	\$3,500
Community Corrections	2	Dymo LabelWriters	\$260	\$260
Community Corrections		6 Short sleeve shirts, 6 windbreakers & 4 winter coats	\$800	\$800
Community Corrections	475	COMPAS tests - needs/risk assessments	\$1,900	\$1,900
Community Corrections	5,000	4 Panel Drug Test Kits	\$15,000	\$15,000
Community Corrections	50	Automated Drinking Evaluation Needs Tests	\$350	\$350
Community Corrections	2	Nextel phones with charger, belt clip	\$300	\$300
Community Corrections	6	Motorola Portable Radios	\$4,000	\$4,000
Community Corrections	3	2006 Vehicles - Chevy Malibu or Pontiac Grand Prix	\$49,500	\$9,900
Community Corrections	4	Lifeloc Portable Breath Tester, carrying case, calibration adaptc	\$1,740	\$1,740
Family Court - Detention	1	Highland Mid-Range Extended Height Stool	\$331	\$331
Family Court - Detention	1	Flat Screen Monitor	\$440	\$440
Family Court - Detention	1	Lexan Cover	\$775	\$775
Family Court - Detention	1	HP mp3130/1800 Lumens/XGA/DLP Video Projector	\$2,500	\$2,500

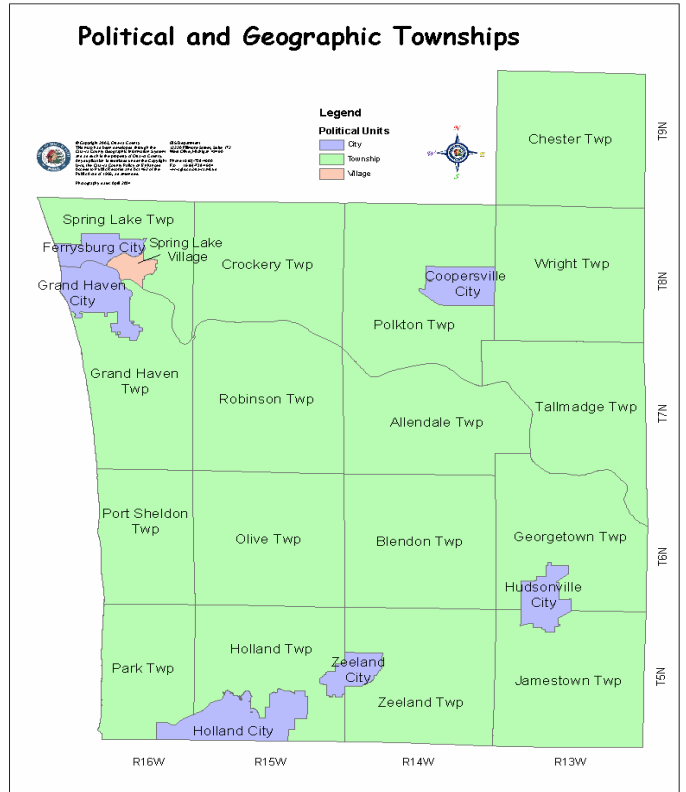
Department Name	2006		2006 Estimated Purchase Price	\$ Amount Added to Budget
	Requested # of Items/ Quantity	Item Description		
Family Court - Detention	1	Managerial Mid Back Swivel/Tilt Chair - <i>Pending</i>	\$340	\$340
Juvenile - Treatment	1	1-Person Work Station - <i>Pending</i>	\$4,500	\$4,500
Juvenile - Treatment	1	Laptop, case, and Printer	\$2,399	\$2,399
Juvenile - Treatment	1	Color Inkjet Printer	\$250	\$250
Juvenile In-Home	2	Small Laser Printers	\$800	\$800
Juvenile In-Home	1	Digital Assistant (PDA) and Sync Software	\$400	\$400
Juvenile In-Home	4	1 1-person and 3 2-person Work Stations - <i>Pending</i>	\$15,900	\$15,900
Juvenile In-Home	1	Supervisor Station - <i>Pending</i>	\$3,700	\$3,700
Juvenile In-Home	1	Ergon Work Chair - <i>Pending</i>	\$425	\$425
MIS	1	Matrox Millennium G450 Graphics Chip Card	\$150	\$150
MIS	1	Macromedia Studio MX 2004 with Flash Professional	\$2,000	\$2,000
MIS	200	Symantec Anitvirus Corp Edition License & 2 Yr Support Rene	\$4,000	\$4,000
MIS	1	Purchase/Install latest version of MS Office Visio Professional	\$480	\$480
MIS	500	Client Access Licenses Windows Active Directory	\$14,500	\$14,500
MIS	1	Help Desk Software	\$12,000	\$2,400
MIS	1	Replace iSeries Development Server with i5 520 Exoress Editio	\$41,050	\$8,210
MIS	1	New switches to replace Cisco 2924 switches	\$10,857	\$2,171
MIS	1	Windows 2003 Server dual processor, rack mounted SAN Modi	\$20,000	\$4,000
MIS	1	SEQUEL	\$7,350	\$1,470
MIS	1	19" monitor	\$300	\$300
MIS	1	Purchas/install latest version MS Office Project Standard 2003	\$570	\$570
MIS	1	Additional Printer License for 1-80 ppm printer (5th)	\$863	\$863
MIS	1	Software Utilities for PC Support Specialists	\$600	\$600
MIS	1	PC Hardware Support Equipment	\$600	\$600
MIS	8	Replace 2 laser printers, 3 Inkjet printers, 3 Laptops	\$7,850	\$7,850
MIS	6	PC/Monitor to replace 6 oldest computers	\$6,300	\$6,300
MIS	1	MIS Cash Register Workstation	\$2,220	\$2,220
MIS	6	Licensing of remaining PC's in Training Room	\$1,848	\$1,848
MIS	1	Polycom Conference Phone	\$600	\$600
MIS	1	Catapult & EZ-Pickin's Software	\$6,500	\$6,500
Duplicating	10	Copiers; 3 @ \$4,000; 4 @ \$5,000 & 3 @ \$12,000	\$68,000	\$68,000
Telecommunications	1	Palm & Synch software	\$400	\$400
Grand Total - Equipment Approved			<u>\$2,093,375</u>	<u>\$1,297,716</u>

County of Ottawa Community Profile

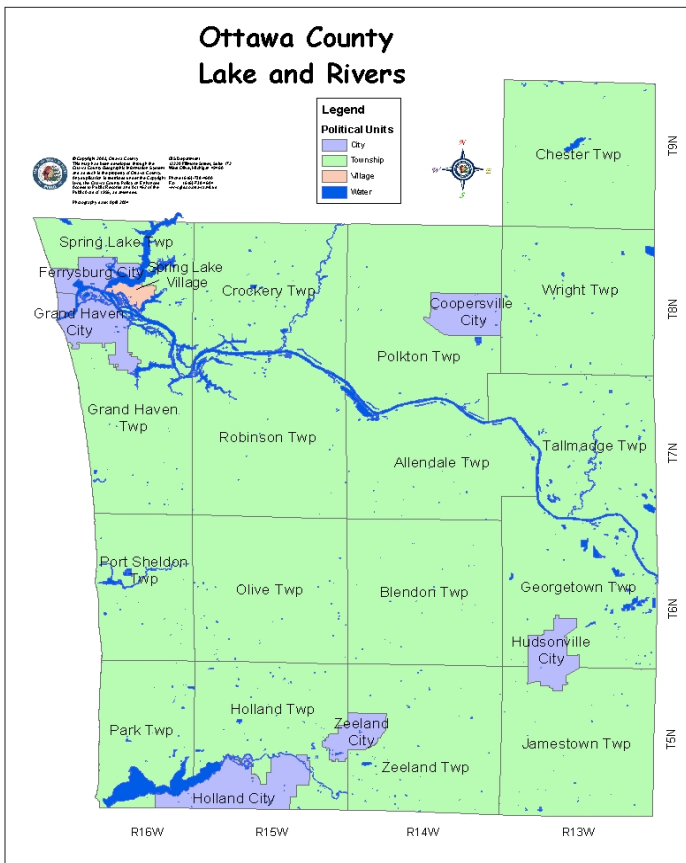
Ottawa County State Perspective



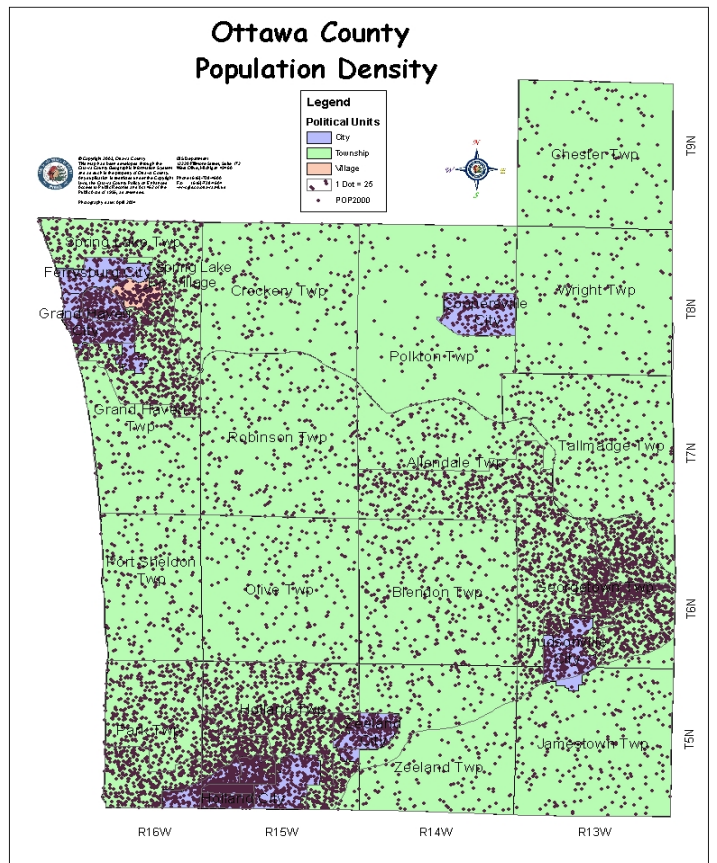
Political and Geographic Townships



Ottawa County
Lake and Rivers



Ottawa County
Population Density



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 recent Census (2000) recorded Ottawa County's total population at 238,314. In the four years since the last Census, the total population has increased by over 14,000 persons to 252,350. Significant population growth has occurred over the years and is expected to continue in the years ahead. 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.

Industrial

Industrial property valuations account for \$979,514,914 or 11.5 of the County's 2005 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. As a growth area, Ottawa County experiences a number of significant private and public sector development projects each year. 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.

As a growth area, Ottawa County experiences a number of significant private and public sector development projects each year. As has been the case for many years and is anticipated again for this year, Ottawa County experiences the second largest volume of industrial facilities tax abatements issued in the State of Michigan. This is an indicator of the amount of industrial development activity occurring in Ottawa County. In 2004, there were 78 tax abatements issued for a combined value of \$ 141 million. In fact, Ottawa County had the highest number of tax abatements in the State of Michigan for 2004.

In late 2004, after several years of planning, Gentex Corporation in the City of Zeeland has begun construction on a new \$107 million 300,000 square foot state-of-the art automotive mirror manufacturing plant. Included in this project is the construction of a new Technology Center. Over the next five years, Gentex will create at least 625 jobs in the City of Zeeland.

Gentex's expansion project has encouraged several other redevelopment projects in the City of Zeeland along the Washington Avenue corridor, including the demolition of several old, vacant industrial buildings that are being replaced with new commercial plazas. Two former Sligh Furniture manufacturing buildings in this corridor are currently being renovated by Innotec.

This auto parts supplier's \$7 million project will create 20 new jobs. These projects were made possible because of the City of Zeeland's participation in the State's Brownfield Redevelopment Program which can award single business tax credits to the project's developer/new investors and utilize tax increment financing to pay for clean-up costs of contaminated property. Brownfield Redevelopment Authorities have also been established in other communities in Ottawa County, including the cities of Grand Haven and Holland, Spring Lake Village, and Holland and Zeeland Townships.

The next largest project receiving a tax abatement in 2004 was Saturn Electronics & Engineering's \$12.7 million plant expansion in the City of Coopersville. This firm will add 41,000 square feet to its exist building and create at least 41 new jobs in the next 2 years. The other large projects include a \$10 million expansion by printer Steketee Van-Huis in the City of Holland, \$ 9.3 million expansion by metal stamper Walway Enterprises in Holland Township, \$6.8 million expansion by H.S. Die & Engineering in Tallmadge Township, \$6 million expansion by auto engine parts manufacturer Delphi Corporation in Coopersville and \$ 5.8 million expansion by Grand Haven Stamped Products in the City of Grand Haven.

Commercial

Commercial valuations comprise \$1,231,127,139 or 14.5% of the tax base of the County in 2005. As reported by the Census in 1997, there were about 5,000 non-farm business establishments (mostly service and retail establishments) located in Ottawa County. The most recent addition of new commercial development has occurred in the vicinity of Holland Township's existing shopping area (the Westshore Mall, outlet mall and Wal-Mart Plaza) along US 31. A new Meijer store along U.S. 31 in Holland Township opened in August of 2005. Recent commercial redevelopment efforts have also occurred in the cities of Zeeland & Grand Haven and in Allendale Township. A new Wal-Mart Super Store has been proposed for location along U.S. 31 in Grand Haven Township.

Recreational

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 & 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 & two communities), numerous paved bike paths, outstanding golf courses and two nationally known annual festivals- Tulip Time and Coast Guard.

Agriculture

Agriculture is an important sector of Ottawa County's economy. The 1997 Census reported 170,627 acres of farmland in the County. It has a taxable value of \$239,714,713 and amounts to approximately 3% of the County's total taxable value in 2005. Notably, Ottawa

County ranks first in the State (among the 83 counties) in the market value of all agricultural products sold. Leading products include nursery and ornamental shrubs, greenhouse products, poultry (broilers and turkeys) and livestock. Crops of importance include blueberries, soybeans, corn, celery and onions. The County's growing season is about 160 days. The average annual precipitation is 31 inches with 75 inches of snowfall.

Residential

Residential valuations comprise \$5,513,619,800 or 69.6% of the 2005 tax base of the County. The steady population growth in Ottawa County has created a strong demand for new housing. In addition, recent low interest rates on home mortgages have fueled much refinancing of residential units and provided many renters with the opportunity to be first time homeowners. The local housing construction industry has been strong in Ottawa County, especially in the townships adjacent to cities. Many subdivisions are being built and expanded throughout the County. From the year 2000 through 2004, a total of 8,348 new single family units and 2,599 new multi-family units in Ottawa County have been constructed. The collective value of these new residential units is over \$ 1.4 billion.

Housing costs in Ottawa County are comparatively lower than in many other areas of the nation. The southeast (Georgetown Township) and southwest (Holland Township) portions of the County have experienced the greatest residential growth. Other strong residential growth areas included Allendale Township and Grand Haven Township.

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, 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.

Health Care

This year, two of the three hospitals Ottawa County are in the midst of major expansion projects. Zeeland Community Hospital has under construction a new \$ 36 million facility to replace its aging structure within the City of Zeeland. The new hospital is located on a 40-acre site (part in the City & part in the Township) near Chicago Drive and Felch Street. This facility will allow for the utilization of more advanced technologies including more inpatient & outpatient surgery, emergency services and diagnostics procedures.

Holland Community Hospital is also undergoing a major renovation to its existing facility in the City of Holland. The \$ 45 million project will include an expanded emergency department, a new critical care unit and more private rooms. This hospital is the second largest non-manufacturing employer in 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. Hope College is located in the City of Holland. These institutions directly provide about 2,500 jobs. GVSU's student enrollment is nearing 20,000. Hope College is a four-year liberal arts college that has been recognized as one of the nation's best small private colleges. It has a student population of about 3,000. 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 US 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 throughout the Ottawa Area Intermediate School District.

Transportation

Ottawa County is accessed by several Interstate and State highways, including I-96, I-196, US-31, M-45, M-21 and M-104. US-31, which parallels the Lake Michigan shoreline, is a heavily traveled route especially by tourists during the summer months. Notably, M-6, the new 20-mile long South Beltline around Grand Rapids just opened in mid-November 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). The total cost of this major new construction project was about \$600 million. In addition, studies have also been prepared for a possible U.S. 31 bypass route between the Holland/Zeeland and Grand Haven areas.

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.

COUNTY OF OTTAWA

CHARACTERISTICS

Ten (10) largest employers in Ottawa County in terms of employment

<u>Company</u>	<u>Type of Business</u>	<u>Approximate Number of Employees</u>
Johnson Controls, Inc.	Automobile Interiors	4,800
Herman Miller, Inc.	Office Furniture	4,350
Grand Valley State University	Higher Education	2,132
Gentex Corporation	Automotive Mirrors	2,051
Haworth, Inc.	Office Furniture	1,863
Magna Donnelly	Glass Products	1,752
Holland Community Hospital	Health Care	1,561
Meijers, Inc.	Retail	1,324
Holland Community Hospital	Health Care	1,523
County of Ottawa	Government	1,165
Holland Public Schools	Government	1,061

SOURCE: Ottawa County Economic Development Office

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 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 and industrial, commercial and agricultural used within its confines.

Police Protection

Number of Employee	184
Vehicular Patrol Units	131
Correctional Facility:	
Jail Capacity	369

COUNTY OF OTTAWA
DEMOGRAPHIC STATISTICS
FOR THE LAST TEN FISCAL YEARS

<u>Fiscal Year</u>	<u>Population (1)</u>	<u>Per Capita Income (2)</u>	<u>School Enrollment (3)</u>	<u>Unemployment Rate (4)</u>
1995	210,389	\$23,776	48,799	3.2 %
1996	212,163	24,858	50,183	3.1
1997	220,403	25,689	51,152	2.7
1998	224,357	26,676	51,823	2.5
1999	230,261	27,279	53,213	2.7
2000	238,314	27,881	54,068	2.4
2001	243,514	27,769	54,620	4.0
2002	246,294	27,830	55,293	5.3
2003	249,391	28,570	55,060	6.2
2004	252,351	n/a	55,696	5.2

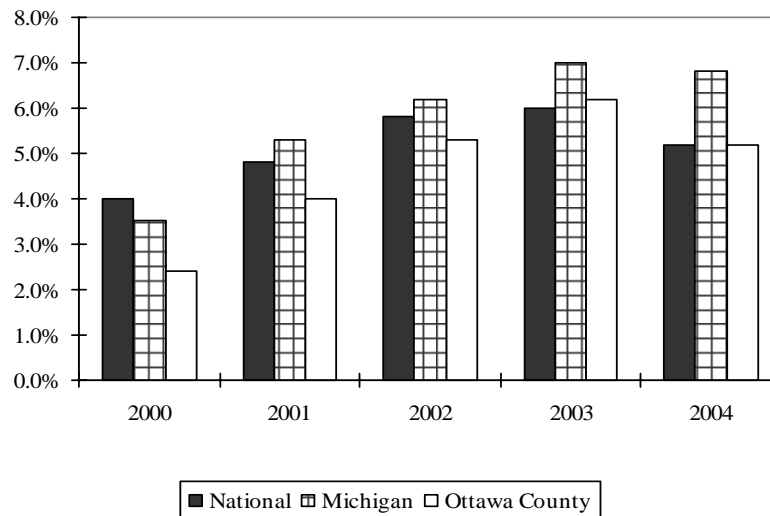
Median ages of individuals residing within Ottawa County for years 2000 and 1990 were 32.3 and 30.3, respectively.

n/a: Information is unavailable.

Sources:

- (1) U.S. Department of Commerce, Grand Valley State University - Small Business Development Center, Census Bureau
- (2) Grand Valley State University Seidman Business Services, U.S. Dept of Commerce
- (3) Fourth Friday Count, Ottawa Area Intermediate School District
- (4) Michigan Employment Security Commission

National, State and County Unemployment Rates



COUNTY OF OTTAWA
DEMOGRAPHIC STATISTICS
FOR THE LAST TEN FISCAL YEARS

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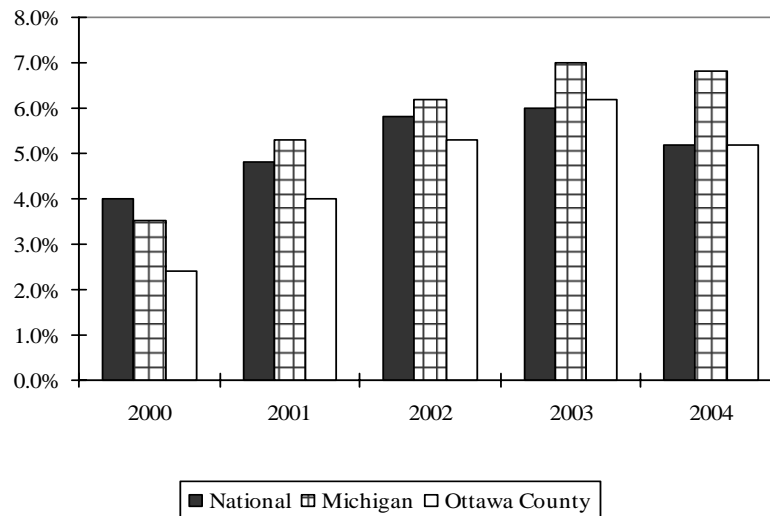
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- (2) Grand Valley State University Seidman Business Services, U.S. Dept of Commerce
- (3) Fourth Friday Count, Ottawa Area Intermediate School District
- (4) Michigan Employment Security Commission

National, State and County Unemployment Rates



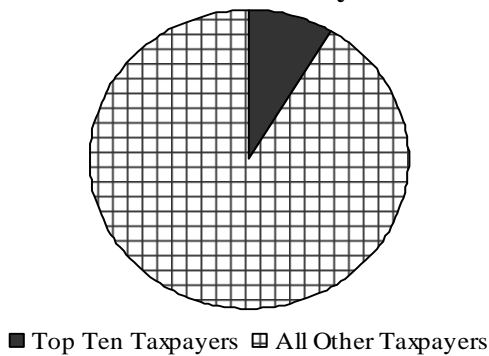
COUNTY OF OTTAWA
PRINCIPAL TAXPAYERS

DECEMBER 31, 2004

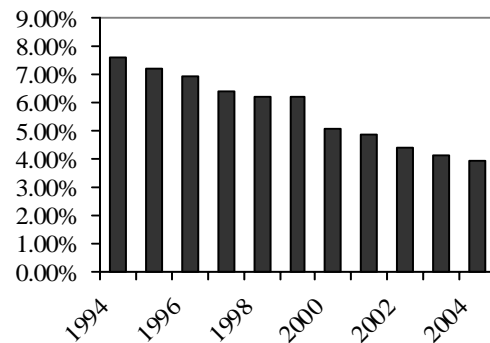
Taxpayer	Type of Business	Taxable Valuation (1)	Percent of Valuation
Consumers Energy	Utility	\$315,234,516	3.93 %
Herman Miller	Office Furniture	74,263,268	0.93
Gentex	Automotive Components	52,958,528	0.66
Pfizer	Pharmaceutical	51,857,228	0.65
Johnson Controls	Automotive Components	39,229,301	0.49
Magna Donnelly Corp	Automotive Components	38,025,470	0.47
Delphi Automotive Systems	Automotive Components	34,478,512	0.43
Shape Corp.	Metal Extrusion	32,880,589	0.41
Sara Lee	Food Products	30,457,308	0.38
Meijer, Inc.	Retail Stores	22,173,733	0.28
		<u>\$691,558,453</u>	<u>8.63 %</u>

(1) Ottawa County Equalization Department. The 2004 total Taxable Value was \$8,017,866,823.

**Concentration of Taxpayers in
Ottawa County**



**Consumers Energy as a
Percentage of Tax Base**



COUNTY OF OTTAWA
PROPERTY VALUE, CONSTRUCTION, AND BANK DEPOSITS
FOR THE LAST TEN FISCAL YEARS

Fiscal Year	New Commercial Construction Value (2)	New Industrial Construction Value (2)	New Residential Construction Value (2)	Bank Deposits (In Thousands) (1)	State Equalized Value (2)
1995	20,209,848	19,706,440	103,954,788	1,948,341	4,577,982,799
1996	28,581,244	28,322,428	120,724,945	2,035,368	5,046,579,667
1997	35,250,928	21,935,338	143,850,569	2,326,481	5,543,531,054
1998	39,174,671	21,768,524	151,610,405	2,454,482	6,111,765,315
1999	32,030,685	17,399,761	134,832,545	2,577,071	6,623,456,419
2000	31,443,044	20,744,786	158,526,668	2,595,070	7,181,351,351
2001	28,875,814	30,548,584	145,741,768	2,658,663	7,837,820,461
2002	27,227,024	33,701,351	153,455,833	2,875,000	8,556,637,343
2003	51,094,877	21,802,045	159,109,038	3,170,000	9,156,139,786
2004	27,536,382	16,522,881	186,370,097	3,275,000	9,735,663,464

(1) Source: FDIC, BANKS AND BRANCHES, Summary of deposits in all commercial and savings banks, Table 8. Figures are as of 6/30.

(2) Ottawa County Equalization Department

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.

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;
- 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.

GLOSSARY OF BUDGET AND FINANCE TERMS

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.

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.

GLOSSARY OF BUDGET AND FINANCE TERMS

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.

EDWAAA: Economic Dislocated Worker Adjustment Assistance Act is a funding source for various employment and training activities.

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

GLOSSARY OF BUDGET AND FINANCE TERMS

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 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.

GLOSSARY OF BUDGET AND FINANCE TERMS

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.

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.

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.

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.

Weed and Seed: Federally funded programs to "weed" crime out of a designated area and then "seed" the neighborhood with social service and revitalization efforts. See Special Revenue Fund 2603.

Yield: The rate earned on an investment based on the price paid for the investment.

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