



THE STATE OF ALLEGAN COUNTY 2015

JULY 9, 2015



Allegan County Strategy Map

To achieve our vision and ensure Allegan County continues to progress and prosper, we MUST...

Maintain our
FINANCIAL STABILITY

- Develop and maintain a balanced operational budget
- Maintain reserve funds
- Execute long-term financial planning

Provide valuable and necessary quality services to our
CUSTOMERS

- Deliver affordable and accessible services
- Engage and educate our citizenry
- Collaborate locally and regionally



Continuously improve our
PROCESSES

- Be efficient and cost effective
- Measure and learn from outcomes
- Seek and implement innovative solutions

Vision:
Provide our citizens superior and innovative services, be judicious and efficient in the expenditure of resources and promote a safe, clean and healthy environment in which to live, work and play.

Support a united and
ENGAGED WORKFORCE

- Foster a positive, team-based work environment
- Employ and retain high-performing, quality employees
- Promote safety and wellness

Mission:
The Allegan County Board of Commissioners shall plan, develop and evaluate the necessary policies and resources to ensure our county continues to progress and prosper.

Contact Information

If you have questions regarding content found within this report, please feel to contact any of the individuals listed below. (All telephone numbers are in the 269 area code unless otherwise noted.)

State of the County Report Project Team

Contact Name, Team Role	Telephone	E-mail
Becky Blaine, Project Manager	673-0239	bblaine@allegancounty.org
Kristin VanAtter, Administrative Services Rep.	673-0241	kvanatter@allegancounty.org
Jolene Clearwater, Judicial/Law Enforcement Rep.	673-0516	jclearwater@allegancounty.org
Margaret Brown, Human Services Rep.	673-5411	mbrown2@allegancounty.org
Tammy Bruce, Elected Official Rep.	673-0500	tbruce@allegancounty.org

If you have questions regarding County Services:

Board of Commissioners

Contact Name, Position	Telephone	E-mail
Dean Kapenga, Vice-Chairman, District 1	(616) 218-2599	dkapenga@allegancounty.org
Jim Storey, District 2	(616) 848-9767	jstorey@allegancounty.org
Max R. Thiele, District 3	673-4514	mthiele@allegancounty.org
Mark DeYoung, Chairman, District 4	(616) 681-9413	mdeyoung@allegancounty.org
Tom Jessup, District 5	637-3374	tjessup@allegancounty.org
Jon C. Campbell, District 6	694-4632	jcampbell@allegancounty.org
Don Black, District 7	792-6446	dblack@allegancounty.org
Robert J. Sarro, County Administrator	673-0239	rsarro@allegancounty.org

Court Contact

Contact Name, Position	Telephone	E-mail
Mike Day, 48 th Circuit/Family/Friend of the Court Administrator	673-0330	mday@allegancounty.org
Avery Rose, Probate Court Administrator	686-4633	arose@allegancounty.org
Linda Lenahan, 5 th District Court Administrator	673-0482	lleanahan@allegancounty.org

Elected Officials

Contact Name, Position	Telephone	E-mail
Fred Anderson, Prosecutor	673-0280	fanderson@allegancounty.org
Sally Brooks, Treasurer	673-0262	sbrooks@allegancounty.org
Blaine Koops, Sheriff	673-0423	bkoops@allegancounty.org
Denise Medemar, Drain Commissioner	673-0376	dmedemar@allegancounty.org
Joyce A. Watts, Clerk-Register	673-0291	jwatts@allegancounty.org

Table of Contents

Introduction	3
United and Engaged Workforce.....	4
Employee Engagement Team	4
Employee Engagement Survey	4
Compensation & Classification Study.....	5
Wellness.....	5
Leadership Conference	6
Continuously Improve Our Processes	7
Continued Web-based Service Development	7
Contract Management.....	7
Enhanced 911 (e911) Compliance for Businesses & Organizations.....	8
9-1-1 Telephone System	8
911 Radio System Replacement	8
MCT Replacement.....	8
State Recognition/Public Health Emergency Preparedness Planning	8
Maintain Our Financial Stability.....	10
Budget Policy	11
Unfunded Actuarial Liability (UAL)	11
Courthouse Square.....	11
Economic Development.....	11
Provide Valuable and Necessary Quality Services	13
Senior and Veteran Services.....	13
Resource Expo	13
West Side Park Improvements	14
Animal Shelter.....	14
Community Health Needs Assessment	14
New Plat Book.....	15
Online Geographic Information's System (GIS) Data Library	15
Self Help Legal Assistance Center	15
Drug Treatment Court.....	16
Mental Health Treatment Court	16
Swift and Sure Sanctions Probation Program.....	16
Veterans Treatment Court.....	17
Truancy Direct Referral Diversion Program	17
Probate Court	17
2014 Closed Projects.....	18
Electronic Document Management – Friend of the Court	18
Electronic Health Records Software	18
Citizen Engagement – Public Health.....	18

STATE OF ALLEGAN COUNTY 2015

Safety	19
Videoconferencing – Court System	19
Service Area Collaboration.....	19
Project Management.....	19
Lean Concepts	20
Capital Improvement Plan	20
Maintain or Increase Bond Rating.....	20
New Telephone System.....	20
Aerial Imagery.....	21
Performance Measurement Dashboard	21
New Sheriff’s Office & Corrections Center	21
VHF Coverage Enhancement.....	22
County Law Enforcement	22
Brownfield Redevelopment Authority.....	22
<hr/>	
Conclusion.....	23
Appendix A	24

Introduction

We are proud to present the 2015 State of Allegan County, in which we reflect on accomplishments of the past year and discuss current and future initiatives aligned toward Allegan County's prosperity. This report comes as a result of the County's strategy map (adopted February 9, 2012) that was constructed based on the organizational mission and vision (shown on the cover page). Our goal with this report is to keep the Board of Commissioners, citizens, customers, employees and other stakeholders informed on how Allegan County continuously strives to provide superior and innovative services.

Each project/initiative contained within this report is placed under one of the four strategic areas: Engaged Workforce, Process Improvement, Financial Stability and Customer Service. Each of these four strategic initiatives are interrelated building blocks to the next, which enables us to achieve results. Collectively, these strategic focus areas combined with our organizational mission, vision and values form the foundation of our continuous improvement culture.

Continuous improvement requires a commitment to measuring performance and learning from the results. This State of the County report serves as one of the transparent ways in which we measure performance and share results relative to specific projects. Organizationally, we demonstrate the same level of transparency and continuous improvement in all of our daily processes. In addition to our own measurement of performance and the input we get from our customers, we seek to evaluate programs in number of different ways.

One method for evaluating the effectiveness of our organizational strategy is by participating in the Center for Digital Excellence and the National Association of Counties (NACo) Annual Digital Counties Survey which evaluates counties' use and alignment of technology and innovation in policies, plans, practices, etc. Over the past few years the County has ranked among the top ten counties in the nation with a population of under 150,000. We are excited and proud that this year Allegan County was ranked #1! We believe transparency and commitment to results, as shown within the State of the County report, was an important component to achieving this recognition.

As the demand for information and the methods of communicating information continues to evolve through the use of technology, organizations are finding better ways to communicate in "real-time". The County, through its continuous improvement strategy will continue to look for ways to deliver results to all stakeholders effectively and efficiently in place of or in addition to this report.

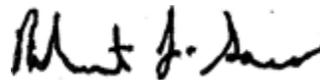
After reading this report, please provide us with your feedback via the short survey at https://www.surveymonkey.com/s/AC_SOC2015.

We thank Team Allegan County for the unified efforts resulting in the many accomplishments.

Sincerely,



Mark DeYoung
Board Chairman



Robert J. Sarro
County Administrator

United and Engaged Workforce

The first strategic goal, to **Support a United and Engaged Workforce**, is a fundamental building block for Allegan County. We interpret “United” as viewing the County holistically. Each service area does not stand alone—it is part of a bigger entity: the County. “Engaged Workforce” is defined as employees’ willingness and ability to help their organization succeed by giving that extra effort on a continual basis. Understanding these two concepts tells us that without everyone seeing the vision and supporting it with their collective passion, Allegan County will not reach its potential.

To reach Allegan County’s potential, three strategic priorities were developed in 2011 (reviewed annually) and are aimed at supporting a united and engaged workforce. Specific projects or initiatives have been developed to:

- Foster a positive, team-based work environment.
- Employ and retain high-performing, quality employees.
- Promote safety and wellness.

To successfully reach these strategic priorities, accomplishments and initiatives are detailed in the following section.

Lead Contact: Vickie Herzberg, Executive Director of Human Resources – 269.673.0537

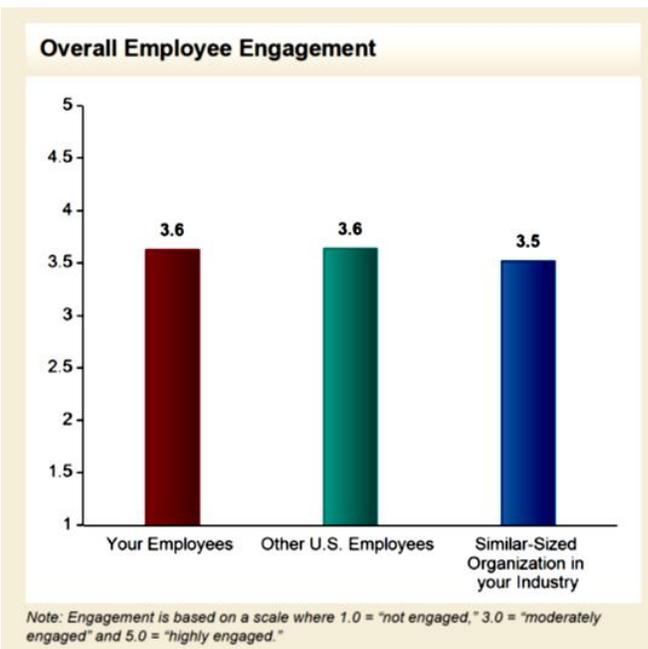
Employee Engagement Team

The Employee Engagement Team (EET) listens to and learns from employees. As a result, the EET suggests ideas and changes to the workplace culture which will support leadership in its quest to nurture the total wellbeing and talent of employees. EET initiatives currently include efforts toward team building, recognition, and skill development.

In early 2014, to better learn from employees, the EET began work on a comprehensive employee engagement survey, in which the organization will be able to trend the workplace culture.

Employee Engagement Survey

In November 2014, the engagement team with assistance from the Society for Human Resources Management (SHRM) administered an employee engagement survey. We had over 200 employees participate in this survey.



As shown above, Employee Satisfaction was at 79% and Overall Employee Engagement was 3.6 (of a 5 point scale).

Based on the data and SHRM’s analysis five strengths and five areas for improvement were outlined (reference diagrams on next the page). Using SHRM guidelines, the Employee En-

agement Team will work with County Leaders to develop an action plan.

Your Organization's Strengths

Top Five Areas of Satisfaction	Your Employees	Organization Staff Size by Industry Difference	Other U.S. Employees Difference
Paid time off	84%	+3%	+14%
The work itself	82%	+8%	+10%
Relationships with co-workers	79%	+1%	+2%
Opportunities to use your skills and abilities in your work	78%	+5%	+5%
Feeling safe in your work environment	77%	+3%	0%

Note: Table represents those who answered "very satisfied" and "somewhat satisfied."

Your Organization's Opportunities

Top Five Areas of Dissatisfaction	Your Employees	Organization Staff Size by Industry Difference	Other U.S. Employees Difference
Being paid competitively with the local market	47%	-15%	-20%
Compensation/pay, overall	39%	-14%	-10%
Base rate of pay	38%	-19%	-11%
Communication between employees and senior management	38%	+1%	-3%
Recognition by management about your job performance	35%	-15%	-10%

Note: Table represents those who answered "very dissatisfied" and "somewhat dissatisfied."

Project Lead: Kristin VanAtter, Employment & Recruitment Specialist - 269.673.0241

Compensation & Classification Study

The purpose of a compensation and classification study is to ensure that an organization has accurate job specifications and salaries that will help retain the best employees and attract qualified applicants, which is one of Allegan County's key strategic priorities. A key objective for this study is to create a compensation philosophy that is in-

tegrated with organizational objectives in order to create synergy and maximize the organization's pay plans. The last County compensation study was done in 1999.

The goals of this project are:

- Review of current positions and position classifications – Using Job Analysis Questionnaires (JAQ).
- Analysis of the County's competitiveness in the labor market.
- Develop criteria and definitions for organization roles.
- Create competency-based job description templates and deliver completed job descriptions.
- Standardize job titles where appropriate.

These goals will provide the County an opportunity to focus on planning vs. being reactionary by using the data to understand the current position in the job market and determine how the organization will move forward to establish its future position. In August 2015, the contractor will complete its work consisting of labor market/comparison analysis and a recommendation.

Project Lead: Vickie Herzberg, Executive Director of Human Resources – 269.673.0537

Wellness

In October 2013, Allegan County contracted with Holtyn & Associates to provide comprehensive worksite wellness services to the organization as an integral piece of the organization's Wellness Plan. The County's wellness vision is for employees to achieve maximum vitality and longevity through healthy, balance lifestyles and a holistic approach to wellness.

The primary objective of the Wellness Plan is to:

1. Maintain sustainable healthcare costs and expenditures
2. Increase health and wellness
3. Increase productivity

STATE OF ALLEGAN COUNTY 2015

4. Increase healthy workplace culture
5. Increase engagement
6. Increase integration across County programs

Initiatives developed based on employee surveys and research data incorporate the following:

- Healthy weight management
- Physical activity/exercise
- Food and nutrition
- Tobacco cessation
- Stress management
- Improving all seven dimensions of wellness (physical, mental, emotional, spiritual, relational, environmental and financial)

Allegan County Wellness Participation

	January 2014	April 2014	March 2015
Total Enrolled	105	155	235
*BMA, Coaching & Health Survey	80	113	204
Participation Rate (based on matching eligibility)	24%	34%	59%

*BMA: Biometric Assessment

Project Lead: Amy Doeden, Wellness Coordinator
– 269.673.0240

Leadership Conference

The third annual leadership conference was held on October 30, 2014, with 84 in attendance, including representatives from local municipalities and agencies. The strategic topic for this conference was “Financial Stability” which is one of Allegan County’s key priorities. The day covered a review of the financial health for Michigan, the impact of a global economy in Michigan, how to monitor financial health through bond/credit rating, and how to set financial goals & develop good metrics. Through a hands on exercise the attendees were also shown how to integrate last year’s topic of using lean concepts to show how they can minimize resources, therefore minimizing expenditures and save money.



Leadership Conference attendees learn about the financial health of Michigan from George Erickcek, Upjohn Institute

Project Lead: Ronda Foreman, Development Assistant – 269.686.9088

Continuously Improve Our Processes

The County's second strategic goal is to **Continuously Improve our Processes**. Through continuous evaluation and improvement of support processes and service delivery, the organization will increase efficiency and cost effectiveness maximizing value for citizens.

Three strategic priorities have been developed and are aimed at the continuous improvement of processes:

- Be efficient and cost effective.
- Measure and learn from outcomes.
- Seek and implement innovative solutions.

To meet these strategic priorities, the County engaged in a variety of projects and initiatives, several of which are detailed in the following section.

Lead Contact: Steve Sedore, Executive Director of Operations – 269.673.0470

Continued Web-based Service Development

Since 2014, the Information Services team has been working diligently to completely rebuild the technology behind the County's Internet site, incorporating new functionality, features and aesthetics. Though the look and feel is slightly different, the new site still contains information and links similarly to the old website. More importantly, the new site contains a tremendous amount of new technology and programming. Below are a few of these:

- More service delivery focused – Using statistics and analytics, we have redesigned much of the content to reflect the more frequently sought after information for our customers.
- New Media location – We have also incorporated all the news and announcements into a single location.
- New social media integration (“Connect With Us” link) – postings in service area announcements are automatically linked into the County's Facebook page.

- New “Service Area At-A-Glance” contact information page.
- New Board of Commissioners page.
- New “Government at your Service” quick link drop down option.

GoOnline: [Allegan County Website](#)¹

Project Lead: Deb Jones, Lead Web Developer – 269.673.0470.

Contract Management

In 2015, Allegan County's Project Management Team (PMT) began reviewing contract-related documents stored in multiple locations across administration and many service areas in both digital and hardcopy formats. Digital documents have been organized within SharePoint project sites and original hardcopies have been organized for records retention. The net result is a structured and easily referenced inventory of over 150 contracts. The PMT is using this inventory to more accurately plan, schedule and commit resources to negotiate contract extensions, issue requests for proposals and avoid contract lapses. As contracts come up for review, the PMT is working with service areas to compile relevant contract information, key metrics, and historic costs on each contract site. This information, when compiled and easily accessible is proving invaluable in evaluating contractor proposals, projecting future budget expenditures, making decisions on contract awards, developing strategies for contract negotiation and ensuring that organizational knowledge is available to new employees.

Project Lead: Valdis Kalnins, Project Manager – 269.673.0518

¹ www.allegancounty.org

Enhanced 911 (e911) Compliance for Businesses & Organizations

When someone dials 9-1-1 from a landline the address of the phone they are using is displayed on the 911 dispatchers screen. For residences, this is enough information for emergency responders to reach the area of need. For businesses and organizations, this is difficult based on the size and location of the building(s). As such, new e911 regulations have been drafted requiring businesses of a certain size to be able to identify a location within their facility down to the floor and office the call originated. This requires special telephone technology to be deployed both within the business and at Central Dispatch. By the end of 2015, Allegan County facilities will be e911 compliant.

Project Lead: Randy VanAtter, Network Administrator – 269.673.0470

9-1-1 Telephone System

Apart from the County telephone system, Central Dispatch has its own independent answering system for 9-1-1 assistance. State and Federal regulations require this system to be NextGen 911 compliant. Currently, the system does not meet these requirements. In preparation for a solution, a team has been created to evaluate the existing 9-1-1 phone system and recommend an alternative. The new system is expected to be implemented by the end of 2015.

Project Lead: Jeremy Ludwig, Central Dispatch Director – 269.686.4564

911 Radio System Replacement

On January 1, 2017, the County's current 800Mhz radio system will reach its end of support stage. After this date, it will become increasingly more difficult to find replacement parts and perform support work on the system. In preparation for this date, the County is working closely with stakeholders to replace the current system, which is about 15 years old. The first step of the process is to contract with a consultant who spe-

cializes in this technology and who has experience in projects of this scope. Contracting with a consultant will also better poise Central Dispatch in the development and implementation of a system that will offer greater interoperability and stability. This will also help identify areas of improvement that can be implemented with the recently enhanced VHF radio system.

Project Lead: Jeremy Ludwig, Central Dispatch Director – 269.686.4564

MCT Replacement

In 2008, the computing technology was upgraded in all County law enforcement vehicles from simple data terminals (MDT) to full working laptops (MCT). These MCTs allow officers to perform a variety of functions in the field without having to rely on Central Dispatch staff to relay that information to them. This saves Dispatch a significant amount of time and allows them to concentrate on other dispatch responsibilities. It also provides officers with firsthand information including relevant photographs and other graphical related information that cannot be provided over a radio.

The existing MCTs in the field have reached their end of life and are scheduled to be replaced by the end of 2015.

Project Lead: Randy VanAtter, Network Administrator – 269.673.0470

State Recognition/Public Health Emergency Preparedness Planning

Allegan County Health Department (ACHD) earned national and state recognition for their Project Public Health Ready (PPHR) certification. To earn this certification, ACHD underwent rigorous evaluations to assess their ability to meet over 100 national standards and other best practices. PPHR aligns with Allegan County's Strategic Map in the area of continuous quality improvement.

“PPHR enhanced our capabilities to work with other sectors, to build community resilience and effectively prepare, respond, and recover from

STATE OF ALLEGAN COUNTY 2015

emergencies in Allegan County.” Allegan County Health Officer, Angelique Joynes, RN, MPH said, “our national and state recognition in emergency preparedness reflects the amount of dedication and effort of our Emergency Preparedness Coordinator, Kathy Yonkers-Wright, RDH, MS”

In addition, the ACHD received The Jean Chabut Health Policy Champion award for their dedica-

tion and excellence in advocating and promoting public health emergency preparedness. This State of Michigan’s Special Tribute was signed by Governor Rick Snyder.

Project Lead: Kathy Yonkers-Wright, RDH, MS,
CAGS – 269-290-8949

Maintain Our Financial Stability

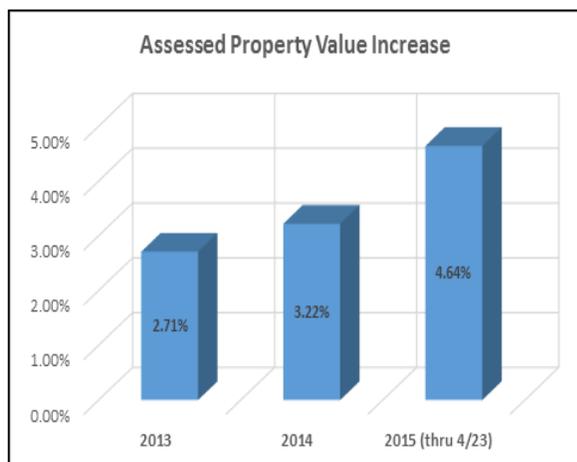
The third strategic goal, to **Maintain our Financial Stability**, is another critical element of the overall vision and mission of the County. Three strategic priorities have been developed and are aimed at maintaining the County’s financial stability:

- Develop and maintain a balanced operational budget.
- Maintain reserve funds.
- Execute long term financial planning.

To meet these strategic priorities, the County has engaged in various projects and initiatives, several of which are detailed in the following section. Background on the present state of Allegan County finances is also included.

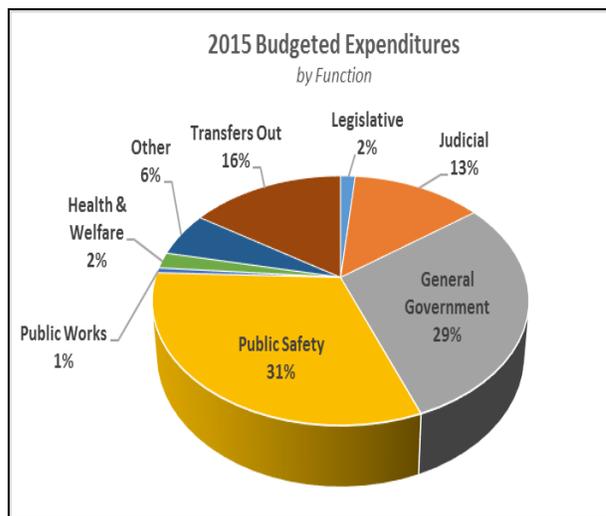
Background

The aggregate market value of real estate property within Allegan County is approximately \$11.1 billion. As shown by the chart below, Allegan County’s assessed property values continue to increase in response to the improving economy. In the previous 3 years the assessed values have improved by 2.71% in 2013, 3.22% in 2014, and 4.64% in 2015.



Allegan County’s Finances remain strong as a result of its continued adherence to several conservative fiscal principles. The County maintains an unreserved General Fund fund-balance of 10% of General Fund budgeted ex-

penditures. The County’s budget stabilization fund is maintained at the maximum level allowed by law. The Delinquent Tax Revolving Fund (DTRF), which is used to purchase delinquent taxes from local taxing units within the County, is set at 150% of the current year’s settlement. Allegan County also maintains a considerably low level of debt. The General Fund, Road Commission Fund and Special Revenue Funds have total operating budgets of \$126,493,519, as shown in Appendix A. The General Fund is the chief operating fund of Allegan County government and is used to account for all financial resources except those required to be accounted for in another fund. Allegan County’s 2015 General Fund operating budget was adopted at \$32,930,540. As shown in the chart below, approximately 60% of the General Fund budgeted expenditures represent either Public Safety (31%) or General Government (29%).



GoOnline: [A Public Guide to County Finances²](#)

Lead Contact: Doug Nord, Executive Director of Finance – 269.673.0228

²www.allegancounty.org/docs/FIN/Dashboard/AC_2014CitizensGuideFinances.pdf

Budget Policy

Allegan County continues to review and amend its comprehensive budget policy each year. The 2016 budget process will build on the previous year's five-year operational budget. In addition, the County continues to develop its long-term, 15-year budget for capital projects to include buildings, upgrades and replacement of equipment. Together, the County's 5-year operational budget and 15-year capital budget will lead to improved operational and long-term budget planning. In addition, this budget policy will enhance the County's ability to make informed, transparent decisions on the type and the level of services we provide our citizens.

Project Lead: Doug Nord, Executive Director of Finance – 269.673.0228

Unfunded Actuarial Liability (UAL)

Allegan County presently has an Unfunded Actuarial Liability (UAL) in the defined benefit pension plan of approximately \$19 million. For more than a decade the County has taken action to reduce the growth of its UAL going forward.

Pursuant to the provisions of Michigan Public Act 34 of 2001, in December 2014, Allegan County issued Pension Obligation Bonds in the amount of \$15,060,000. The Pension Bonds effectively funded the County's previously Unfunded Actuarial Liability (UAL) of its Defined Benefit Plan on permanent basis. The County is estimated to save \$11 million over the course of the bond. The County is likely to experience additional savings by paying off the debt sooner.

Project Lead: Robert J. Sarro, County Administrator – 269.673.0239

Courthouse Square

Allegan County's new Sheriff's Office and Correction Center opened in October of 2014. The old jail on the Courthouse square was con-

structed in 1961 and is now vacant. Demolition of the building is planned for fall 2015.

The planning efforts relative to the Courthouse Square began on November 14, 2013, with a pre-charrette (Board Planning Session) to discuss the Courthouse and Courthouse Square study. On July 30-31, 2014, the County held the Master Plan Charrette to evaluate the long-term use for this space and the future use of the Courthouse Square.

Input on the future interior and exterior facility needs was collected from interested citizens and County employees. The consultant conducted a study which included defining the 20-year space and facility needs in addition to exploring possible additions, renovations and re-configurations for the square.

Once the old Jail is demolished, a new parking lot will be built in its place by fall of 2015.

Project Lead: Dan Wedge, Executive Director of Services – 269.686.4529

Economic Development

The purpose of the Allegan County Economic Development Commission (EDC) is to take a higher-level view of the County's economic development program and offer guidance and leadership to the County in addressing stakeholder needs.

Since the fall of 2013, Allegan County has contracted with the Allegan Area Educational Service Agency (AAESA) to provide economic development services, which established a new Director of Economic Development for Allegan County. Connecting employers with training resources was a big focus in the past year. The EDC assisted with bringing over \$260,000 customized training dollars in Allegan County, directly benefiting 35 employers. These training dollars trained 384 employees, helped retain 336 employees and created 62 new jobs.

Current ED projects include:

- *The Great Lakes Ag-Tech Incubator* – A partnership with Ottawa Co. to assist agri-

STATE OF ALLEGAN COUNTY 2015

culture entrepreneurs launch new business/products

- *Allegan Area Science, Technology, Engineering and Math (STEM) Partnership* – Connecting employers and educators to create a county-wide system involving STEM related activities that lead to high-demand, high-wage employment.
- *Project Whisper* – Attraction project for high-tech product manufacturer, potential for 100+ high wage jobs.

Looking ahead the members of the EDC are preparing to develop a sustainability plan to move forward the expansion of economic development services and establish Allegan County Economic Development as a recognized brand within the community.

GoOnline: [Allegan County Economic Development Commission](#)³

Project Lead: Nora Balgoyen-Williams, Director of Economic Development – 269.686.5311

³ www.allegancountyedc.org/

Provide Valuable and Necessary Quality Services

The final strategic goal is to **Provide Valuable and Necessary Quality Services to our Customers.**

The demand for human services continues to increase as funding continues to lag behind. With a focus on customer service and meeting the needs of citizens, Allegan County continues to find ways to make services more readily available.

Three strategic priorities have been developed and are aimed at providing valuable and necessary quality services to the County's customers:

- Deliver affordable and accessible services.
- Engage and educate our citizenry.
- Collaborate locally and regionally.

A few selected projects and initiatives centered on these priorities are detailed in the following section.

Lead Contact: Dan Wedge, Executive Director of Services - 269.686.4529

Through a continued partnership with the Veterans Administration, Allegan County hosted the second Annual Homeless Veteran Stand Down in August of 2014 where 48 veterans received assistance.

As part of our efforts for continuous quality improvement, when presented the challenge of recruiting and hiring new staff, the team decided to make the Veteran Services Counselor position and the Senior Services Counselor position shared positions. So beginning in April of 2015, we will have two Senior and Veteran Services Counselors who will become fully trained in both areas to serve clients with whatever needs are presented in one appointment. We continue to work with the West Michigan Veterans Assistance Program to provide Veterans with no war-time service with emergency assistance.

Project Lead: Sherry Owens, Director of Senior & Veterans Services – 269.673.3333

Senior and Veteran Services

The responsibilities of Senior Services includes distributing the senior millage funds to service providers chosen to provide access, community, in-home services, and nutrition services. The original millage expired at the end of 2014. Voters approved to increase the millage from .24 mils to .436 mils for years 2015 through 2018. To help illustrate the impact Senior Services has on the customers they serve, below are some of the service level statistics between 2013 and 2015.

Senior Services Service Levels

	2013	2014	2015 Jan - Mar
Home-Delivered Meals served	47,722	59,005	13,566
Adult Day Care hours	13,060	12,875	3,081
In-Home Support hours	27,237	32,678	8,731
Transportation (miles)	137,581	199,016	44,692
PERS (units)	36	109	111

Resource Expo

Since 2012, the County has hosted a day long Expo at the County Services Complex that featured booths for services provided through the County for the purpose of educating our residents and County employees on what is available and where to locate the services. In 2015, the County has committed to be present for key community events to meet our citizens where they are. County participation is planned at the following events:

- Allegan Chamber Expo (March 28, 2015).
- Senior Fest (May 7, 2015).
- Early Childhood Carnival (June 11, 2015) (coordinated by Great Start Collaborative).
- Joint booth at the Allegan County Fair (September 11 – 19, 2015).

Project Lead: Sherry Owens, Director of Senior & Veterans Services – 269.673.3333

West Side Park Improvements

In July 2014, the County was awarded a Michigan Natural Resources Trust Fund Grant from the DNR to make improvement to West Side Park. This is a \$400,000 project with \$300,000 in grant funds. Improvements include:

- A new 32 space parking lot that is located closer to the bluff/beach.
- New walkway leading from the parking lot to the top of the bluff and also connects to existing park trails.
- Replacement of the existing stairs and adding a viewing deck half way down.
- Accessible ramp for users with disabilities to get from top of the bluff to the viewing deck and continuing down to the beach area where it will connect to an accessible seasonal walkway that traverses the water's edge.
- Bluff work includes adding a gazebo, retaining walls, railings, fencing and new benches.
- Replacement of south pavilion concrete slab to make accessible and provide a serving area (new grills & serving table).
- An accessible pathway to connect the south pavilion to existing walkways.
- Screen fence and landscaping restoration as well as storm sewer improvements for the developed area.

Project Lead: Brandy Gildea, Parks Coordinator – 269.673.0378

Animal Shelter

Wishbone Pet Rescue Alliance continues to be a strong partner with the Health Department in overseeing shelter operations. They operate a vibrant animal adoption shelter, adopting out more than euthanizing. Staff and volunteer enhancements have improved both health and mental care of the animals. In 2014, intake was 1,013 cats and dogs. Euthanasia rate for 2014 was 10.7% (108 total). Every attempt is made to place animals in an appropriate home; some circumstances

are driven by the health of the animal. With adoptions, transfers and reclaims, 872 animals were able to leave the shelter. A portion of those animals adopted were from intake at the end of 2013.

Animals adopted are current on vaccinations, spayed or neutered and micro-chipped. Donations to the animal shelter have increased and public support to volunteer and adopt has increased. The Animal Shelter is a bright spot in the County for care and re-homing of lost pets.

Project Lead: Randy Rapp, Environmental Health Director – 269.686.4506

Community Health Needs Assessment

During 2014 Public Health developed and facilitated a multi-discipline/sector approach to identify the top three health indicators to collectively focus on over the next three years which address population health within Allegan County. Each year Michigan publishes County Health Rankings which focuses on improving Health Factors and Health Outcomes for our citizens. By using County Health Rankings data we are able to obtain annual feedback regarding the work taking place. In November of 2014, we had over 20 sectors represented from health, mental health, education, law and human services – both public and private. The top three health indicators identified by this steering committee are: Family and Social Support; Access to Care; and Diet and Exercise. Social and Economic Factors (Family and Social Associations) impacts health outcomes by 40%; Clinical Care (Access to Care) impacts health outcomes by 20%; and Health Behaviors (Diet and Exercise) impacts health outcomes by 30% (County Health Rankings, 2015).

Moving into 2015 a Community Health Improvement Plan will be developed and facilitated through the Healthy Allegan County Coalition facilitated by Allegan County United Way. Allegan County Public Health will continue to serve as a key partner in this initiative.

Project Lead: Angelique Joynes, MPH, RN, Health Officer – 269.686.4535

New Plat Book

The Information Services Team updated the 2007 County Plat Book and published a new 2015 edition. The new edition includes various enhancements including a street index for each township map, additional inset maps for cities and other populated areas, detailed maps of each county park, and other useful maps for tourism and recreation. The cost of a Plat Book has been reduced from \$40.00 to \$20.00 and is available at the front counter of the Register of Deeds, Equalization, and Parks and Recreation offices. They may also be ordered over the phone by calling the Parks and Recreation offices at 269.686.9088. Finally, individual map pages have been posted in PDF format to the county website free for viewing and download:

GoOnline: [2015 Plat Book Edition](#)⁴

Project Lead: Neil Besteman, GIS Manager – 269.673.0470

Online Geographic Information’s System (GIS) Data Library

Although the County charges for providing access to the GIS data and products developed by the County under the State of Michigan’s Enhanced Access to Public Records Act, there has been a strong argument that this data should be available at no cost given demonstrated benefits to communities from having access to it and considering taxpayer funds have been used to develop it. In recent years, advances in technology have eliminated the challenge of providing access to the GIS data without significant effort and free GIS viewers have been developed to allow the public to consume and use it with limited self-directed training. With both of these barriers overcome, in 2014 the County Board of Commissioners established an online GIS Data Library and eliminated fees charged for GIS data. Since fall of 2014, GIS data has been viewed and downloaded over 5,200 times from the GIS Data Library:

⁴ www.allegancounty.org/services/GIS/SitePages/Platbook/asp

GoOnline: [GIS Data Library Hyperlink](#)⁵

Project Lead: Neil Besteman, GIS Manager – 269.673.0470

Self Help Legal Assistance Center

The Allegan County Legal Assistance Center [ACLAC] provides and supports committed volunteers to educate litigants with the appropriate legal processes and procedures, offering proper tools and assistance with paperwork, thereby, more efficiently accomplishing justice for all. Located in the lower level of the Courthouse, ACLAC accepts walk-in patrons on Monday, Wednesday and Thursdays between 8:30 AM and 5PM. ACLAC has assisted over 3,700 visitors since inception.

	Patrons Served
2015 (Jan-March)	451
Total 2014	1,816
Total 2013	1,254
Total 2012 (Jul 30 - Dec 31)	261
Total Since Inception	3,782

ACLAC welcomes individuals who have civil court cases and are self-representing. Volunteers and staff cannot provide legal advice or represent anyone in court. They may explain one’s legal options and will not tell them what to do.

ACLAC is a non-profit 501(c)(3) organization founded, in part, through a pilot-program grant from the Michigan State Bar Foundation and supported by an Allegan County Community Foundation, the United Way, the Mignon Sherwood DeLano Foundation, private donations, and monies raised from fundraising efforts.

GoOnline: [Allegan County Legal Assistance Center](#)⁶

Project Lead: Chris Jokinen, Navigator/Coordinator – 269.686.5221

⁵ www.allegancounty.org/services/GIS

⁶ www.allegancounty.org/Government/LAC/Index.asp

Drug Treatment Court

Currently in its 4th year in the County, the Drug Treatment Court (DTC) is a specialty court that has a specially designed docket, the purpose of which is to achieve a reduction in recidivism and substance abuse among non-violent offenders and to increase their likelihood of achieving a drug-free productive life. DTC utilizes early, continuous and intensive judicially supervised treatment, mandatory periodic drug and alcohol testing, community supervision and the use of appropriate sanctions, incentives and rehabilitation services to achieve this goal.

The program is appropriate for cases where the sentencing guidelines are “straddled cell” (judge has some discretion in sentencing since the guidelines straddle local incarceration or state prison). The DTC has been successful in obtaining additional grant money from the state this year, which allows for additional participants. The DTC continues to review applications to make sure that community safety concerns are addressed.

The DTC has also been successful in obtaining federal grant money which allows for additional participants and continues to minimize the demand on County funds and resources. There are currently 13 participants in the program with 4 graduations over the past year.

Project Lead: Judge William Baillargeon, 57th District Court – 269.673.0490

Mental Health Treatment Court

In 2009, the 57th District Court, led by Judge Skocelas, teamed with representatives of Allegan County Community Mental Health, the Allegan County Prosecutor’s Office, local defense attorneys, and a substance abuse treatment provider (OAR) to create a Mental Health Treatment Court. This treatment court is currently funded with grant monies awarded by the Michigan State Court Administrators Office.

Mental Health Treatment Court is a two-phase program designed for adult offenders charged with one or more criminal offenses and who are having difficulty with mental health issues, are developmentally disabled, or mentally ill defendants with co-occurring disorders (mental health/substance abuse). It involves frequent

court appearances and active participation by the participant towards their recovery. It also includes frequent random drug and alcohol screens. The court provides incentives for progress and sanctions for negative behaviors. If the participant fails to follow certain rules, they may be required to report more often to the Court, spend time in jail, or face termination from the Mental Health Treatment Court. This court is voluntary; the defendant must consent to participation before he/she can be placed into the court program. The state-wide mental health courts share the objective of preventing the jailing of the mentally ill and/or of securing their release from jail to appropriate services and support in the community. In addition, each court gives a high priority to concerns for public safety when arranging for the care of mentally ill offenders.

Since its inception in 2009, 244 defendants have been referred to the program. The program accepts both felony and misdemeanor cases. There are currently 20 participants in the program, 9 on felony charges and 11 on misdemeanor charges. There have been 10 graduations in the past year.

Project Lead: Judge Joseph Skocelas, 57th District Court – 269.673.0490

Swift and Sure Sanctions Probation Program

The Swift and Sure Sanctions Probation Program (SSSPP) is currently in the 3rd year at the Allegan County Circuit Court. It is an intensive probation supervision program that targets high-risk felony offenders with a history of probation violations or failures. SSSPP participants are closely monitored, including being subjected to frequent random testing for drug and alcohol use, and are required to meet regularly with probation and/or case management staff. SSSPP aims to improve probationer success by promptly imposing graduated sanctions, including small amounts of jail time for probation violations. SSSPP is modeled on Hawaii’s HOPE program, which has proven to be very effective in improving the rate of successful completion of probation among high-risk probationers.

Since the program’s inception, there have been 9 graduates, 7 of which were within the last 6

months. The program currently has 29 total clients, 19 of which are currently in the community. Fourteen (14) of those are employed. Since the start of the new grant year, only 3% of drug tests have been positive, and less than 1% of clients have missed report days. Currently, SSSPP has partnered with Michigan Rehabilitation Services (MRS) to offer additional services to help promote a law abiding lifestyle.

GoOnline: [Hawaii's HOPE Program](#)⁷

Project Lead: Tim DeWit, Coordinator – 269.686.5205

Veterans Treatment Court

The West Michigan Regional Veterans Treatment Court (WMRVTC) is the 1st regional veteran's treatment court in Michigan. It serves military veterans from Allegan and Van Buren counties and receives case transfers from Kalamazoo, Ottawa and Kent counties as well. The court uses Drug Court and Mental Health Court principles to treat veterans. WMRVTC promotes sobriety, recovery and stability through a coordinated response that involves the collaboration of the traditional partners found in drug and mental health courts as well as the Veterans Administration, Allegan County and Van Buren County Senior and Veterans Services, volunteer mentors and others. It is funded by a grant from the State Court Administrators Office.

The court began in 2014, so it is in its 1st full year. The WMRVTC currently has 9 participants, each working toward graduation.

Project Lead: Judge William Baillargeon, 57th District Court – 269.673.0490

Truancy Direct Referral Diversion Program

Allegan Public Schools agreed to pilot the new truancy (chronic absenteeism) program during the 2014-15 school year. Since its inception, the court has received 28 referrals from Allegan High School, LE White Middle School, and Allegan Alternative High School for students who are at risk

of becoming truant. Of those 28 referrals, 25 of those students were scheduled for meetings with parents, school officials, and court staff to attempt to identify barriers to school attendance and make necessary referrals for services intended to eliminate those barriers. In 3 cases, the school did not wish to pursue court action. As of May 2015, only 5 of those 28 cases went to the formal court docket, and 4 of those students did so well, they qualified for performance incentives, such as a Subway gift card. Nine (9) cases are still open or meetings are currently pending.

The pilot program has been well-received by Allegan Public Schools, with the most positive benefit being easier access to the court system for students who are at risk for truancy, which in turn, provides for earlier intervention before attendance issues spiral out of control. Additionally, the program has facilitated communication between court and school, provided education to school officials regarding court processes, and provided a more efficient, hands-on approach to truancy cases.

Project Lead: Jolene Clearwater, Director of Family Court Probation/Attorney Referee - 269.673.0516

Probate Court

The Allegan County Probate Court has been known for consistently providing efficient and friendly assistance to its customers. Recently, customers rated the Probate Court at 93% to 100% in response to questions asking them whether they were able to get their business done within a reasonable amount of time, whether they were treated with respect by probate staff and the Judge, and whether their cases were adjudicated fairly. Despite these high numbers, the Probate Court has worked to continue improving its customer satisfaction. The Court recently added new professional qualifications to the Probate Register/Administrator position, to increase the quality of assistance provided to the public, and is working to cross train referees from other departments to create a more unified, efficient, and leaner court system.

Project Lead: Judge Michael Buck, Probate Court – 269.673.0250

⁷ <http://hopehawaii.net/>

2014 Closed Projects

Completed projects or initiatives highlighted in previous State of the County reports are included here for quick reference. Some of these initiatives i.e. project management, safety and lean concepts are part of our organizational strategy to deliver excellent services. Please keep in mind these may reappear in future reports as progress develops.

Electronic Document Management – Friend of the Court

In October of 2012, the Information Services (IS) team began digitizing the Friend of the Court (FOC) vault which contained about 1.2 million pieces of paper. This process was done in conjunction with the FOC office going live with a full document management solution to provide a more efficient and secure means of accessing their case files. Beginning in October, the FOC office began scanning all date-forward documents and the IS team began the back file conversion process. After about two years of scanning, the Information Services team completed the project. The FOC office is now a fully digital office. This is a tremendous accomplishment for both the FOC office and the IS team.

The project has progressed to the point that all Friend of the Court case files (in excess of 5,000 files) have been converted to the electronic format. In addition, all incoming documents on all Friend of The Court cases are immediately scanned by FOC staff and, using the work flow component of the Filebound application, the electronic document is shared with multiple staff members simultaneously so work can proceed more efficiently.

Project Lead: Ashley Bracelin, Records Management Technician - 269.673.0470

Electronic Health Records Software

The Health Department continues to refine its health care service delivery to meet the Meaningful Use Stage 2 requirements and assure that Allegan County residents continue to have access to quality, efficient health care services. Results of our implementation of the Electronic Health Record (EHR) include integrated care delivery pro-

cesses; approximately 90% less paper; more efficient work flow; increased client engagement; and improved client outcomes. The EHR provides continuity of information from one care encounter to the next.

Looking forward, the EHR component called CareConnect will be enabled. This is a patient portal which affords the client the opportunity to access information through the secure online portal. The Health Department continues to strive towards meeting Meaningful Use criteria within our scope of service.

GoOnline: [Meaningful Use \(CMS.gov\)](http://www.cms.gov)⁸

Project Lead: Angelique Joynes, MPH, RN Health Officer – 269.686.4553

Citizen Engagement – Public Health

The County continues to deploy initiatives designed to collect input from customers on the services provided. For example, Public Health continues to provide paper and online opportunities for all clients to be able to submit customer feedback. This was expanded to parks to aid in the development of the five year Recreation Plan.

For Public health, in 2012, there were 453 client surveys returned, 447 were received in 2013, and 425 received in 2014.

Client satisfaction survey results are analyzed to identify areas of concern, evaluate the usefulness of data being returned, implement changes and share results with other managers and county leaders. Internal services, Facilities Management and Information Services also provide a feedback options at the close of each work order. The new

⁸ www.cms.gov/Regulations-and-Guidance/Legislation/EHRIncentivePrograms/Meaningful_Use.html

County web page (new design) has an option for user feedback located at the bottom of the page.

Additional areas are developing new surveys to collect more customer feedback that will aid in the improvement of service delivery.

Project Lead: Dan Wedge, Executive Director of Services – 269.686.4529

Safety

A new overall County Safety and Security Team was created along with new individual Building Safety and Security Teams. The primary objective of these Safety and Security Teams are to provide support and collaboration between all agencies to enhance the Allegan County Safety and Security Program.

The personal safety and security of each Employee of Allegan County is of primary importance. The prevention of occupationally induced injuries, and illnesses, the protection of employees and citizens while on County properties is our principal purpose. We will continue to monitor safety and security by conducting routine training and exercises to identify gaps and improve concerns.

Project Lead: Amy Doeden, Wellness Coordinator – 269.673.0240

Videoconferencing – Court System

As of October of 2014, all five Allegan Judges have Polycom video conferencing equipment in their courtrooms provided through a collaborative grant from the Michigan Supreme Court, Michigan Department of Corrections and Michigan State Police. Polycom software and equipment was also purchased and installed in the jail courtroom and five jail professional rooms by the County. This allows court proceedings to be conducted from our jail, every Department of Corrections prison (and other state's prisons), other county jails – state and national, MSP Forensic Center, hospitals, the forensic center, and many other miscellaneous places that have compatible Polycom equipment.

The grant's goal was to save time and the expense of transporting prisoners. It promoted safety and security; minimized the need for additional court

and law enforcement personnel in the courtroom, while still fully protecting the rights of the parties. It also allows the judges to expedite the cases before them while maintaining the integrity of court proceedings. Interactive video technology is here to stay in Michigan state courts.

Since October of 2014, there have been 7 video calls received in the Circuit Court with 128 outgoing calls. There have been 10 calls received in District Court with 287 outgoing calls. The jail has received 188 calls and made 10 calls. There have been 15 calls received and 84 calls made by Probate Court. Each of these calls indicates an instance in which prisoner transport was not needed due to the availability of video conferencing technology.

Project Lead: Linda Lenahan, 57th District Court Administrator – 269.673.0490

Service Area Collaboration

Continued collaboration between service areas is an ongoing initiative. Allegan County Senior and Veteran Services continued as one service area with ongoing cross training.

Facilities Management continues to provide building and grounds maintenance at county parks. Coordination with Park management staff is ongoing and resulted in increased efficiency as greater pools of skilled resources are now aligned to perform building and grounds maintenance collectively.

The County Leadership Team, consisting of five elected officials, three court administrators and the County Administration, continue to meet monthly to discuss policy, budget, and service area topics.

Project Lead: Dan Wedge, Executive Director of Services – 269.686.4529

Project Management

Allegan County's Project Management Team (PMT) continues to manage over 100 projects that require coordination between multiple service areas, need support from central services, require

STATE OF ALLEGAN COUNTY 2015

capital expenditures, or involve service contracts. The PMT is also helping teams continue to measure their own capacity, prioritize needs, and maintain focus on critical projects particularly within central services areas.

Project Lead: Valdis Kalnins, Project Manager – 269.673.0518

Lean Concepts

Using Lean practices improves operational efficiency by identifying, and eliminating non-value-added activity (waste) associated with systems and processes. Lean concepts actively engage everyone participating in a process, not just managers, in finding ways to minimize resources spent on those processes. As a result, more time and energy can be devoted to customer service.

Raising the awareness of Lean concepts, tools and strategies continues throughout the organization as training opportunities present themselves and Lean projects are encouraged at all levels. It is hoped that project management resources will become available in the next several years to coordinate and support larger and more complex Lean projects.

Additional information on Lean concepts can be found at the following websites:

GoOnline: [Lean Government \(U.S. EPA\)](http://www.epa.gov/lean/government/)⁹

GoOnline: [Lean Government Services \(Conn.\)](http://www.ctdol.state.ct.us/lean/)¹⁰

GoOnline: [Lean Tools & Resources \(Oregon\)](http://www.oregon.gov/DAS/TRFM/Pages/resources.aspx)¹¹

Project Lead: Valdis Kalnins, Project Manager – 269.673.0518

Capital Improvement Plan

The Project Management Team updated the Capital Improvement Plan for 2015 and will continue to maintain, review and enhance the plan on an annual basis as asset inventories are created, best management practices are developed and costs

from past projects are incorporated into projected replacement schedules.

Project Lead: Valdis Kalnins, Project Manager – 269.673.0518

Maintain or Increase Bond Rating

In capital investment, a credit rating, or “bond rating,” represents the credit worthiness (or credit risk) of corporate or government bonds. Credit risk refers to the probability that a borrower will make all required payments to the lender or investor when those payments are due. The bond rating is a critical element of County’s “financial report card.” In 2014, Standard & Poor’s maintained Allegan County’s “AA” credit rating. The “AA” rating indicates the County continues its strong capacity to meet its financial commitments.

Project Lead: Robert J. Sarro, County Administrator – 269.673.0239

New Telephone System

In August 2013, the County telephone system suffered significant damages due to a lightning strike. Even though preventive equipment helped minimize damage it would not have been cost effective to repair the existing system. Although the 20 year-old phone system had performed reliably prior to the incident, it lacked many of the advanced features that new phone systems now possess.

The County chose to deploy a Cisco-based Voice over Internet Protocol (VoIP) solution with complete system redundancy and failover capability. Along with the standard calling features included in enterprise phone systems such as voicemail, voice menus, call forwarding, and conferencing, the “integrated presence notification” and instant messaging (IM) application Jabber was also deployed. The new system includes advanced features such as unified messaging and video calling. The unified message application alone is estimated to enhance services by 200 hours annually.

As of May 22, 2015, all county employee phones have been deployed and are operational. The In-

⁹ www.epa.gov/lean/government/

¹⁰ www.ctdol.state.ct.us/lean/

¹¹ www.oregon.gov/DAS/TRFM/Pages/resources.aspx

formation Services Team in conjunction with our phone support vendor ISI, are in the final stages of decommissioning the old phone system. The decommission tasks have been identified as a 2015 project and is scheduled to be completed by the end of the summer.

Project Lead: Randy VanAtter, Network Administrator – 269.673.0470

Aerial Imagery

Every five years, the County contracts to acquire new aerial imagery to improve our Geographic Information System (GIS) dataset. GIS data and applications are used in a variety of services such as law enforcement, transportation, drain district assessments, tax administration, and emergency management. Aerial photography is collected by aircraft at a higher resolution than is currently available by satellite.

For each of the past three aerial photography acquisitions, the County has successfully partnered with local units of government, adjacent counties and the State of Michigan to acquire and share the imagery and contribute to the costs at considerable savings to each partner. Through these collaborations, all partners benefit from the project at a substantially reduced cost. With a total project cost of over \$100,600, the County's \$27,600 share demonstrates a savings of approximately 75% versus not collaborating. The fly-over occurred in April 2014 and the new imagery, received in June 2015 is being distributed to local partners.

GoOnline: [Allegan County Geographic Resources](#)¹²

Project Lead: Neil Besteman, GIS Manager – 269.673.0470

Performance Measurement Dashboard

A performance measurement dashboard has been implemented and fully deployed on the County's website. The items on the dashboard represent key metrics in areas of economy, education, health,

and public safety. The County will continue to expand on these as well as other metrics from additional service areas.

Beyond the dashboard, in the spirit of transparency, a citizen's guide to finances, the 2013 project budget report, a consolidation of services plan, and a 2013 debt service report were all published and made available to citizens.

Information Services continues to maintain and update the County Performance Dashboard on an annual basis as required by the State of Michigan in order to receive state revenue sharing funds through the County Incentive Program.

GoOnline: [Performance Measurement Dashboard](#)¹³

Project Lead: Steve Sedore, Executive Director of Operations – 269.673.0470

New Sheriff's Office & Corrections Center

2014 will be remembered as the year of the "move" as we begin a new era of Corrections and Law Enforcement in Allegan County. A decade of planning, hard work, and effort finally paid off on a Friday in October when we closed the doors to the Walnut Street Jail and moved into the new facility on River Street.

The new Allegan County Sheriff's Office and Corrections Center opened with 166 inmates. The move from the old jail took just over 3 ½ hours as the entire Jail population was moved during one evening shift. The move started around 10:30 pm and was completed by 2:05 am. The inmates were transported in prisoner transport vans on loan from the Kalamazoo County Sheriff's Office for the evening. The vans, loaded with inmates, made 21 trips from the old facility to the new facility.

¹² www.allegancounty.org/Government/LIS

¹³ www.allegancounty.org/Dashboard/Index.asp?pt=

STATE OF ALLEGAN COUNTY 2015

There were a couple of minor issues during the move, which was to be expected, but nothing significant. Some plumbing came apart behind one of the pods which caused some flooding in the mechanical chase area and there were some housing areas with lights that would not shut off and some with lights that would not turn on.



On October 3, 2014, 166 inmates were transported to the new Correctional Facility on River Street.

Overall the move was a huge success. Staff did not share with inmates the scheduled move time for security reasons; however, the inmates seemed to know that the move was eminent, as many were packed and ready to go that evening. The inmates cooperated fully with staff and seemed excited and ready to move to the new facility.

Looking ahead, the Sheriff's Office is excited about the possibilities the new facility has brought to expand inmate programming and to provide training opportunities in our own building, utilizing our large and small meeting rooms.

Project Lead: Undersheriff Frank Baker – 269.673.0467

VHF Coverage Enhancement

In 2014, the County contracted with an independent consultant, Brent Williams, to perform an actual county-wide coverage test. The test results found that the County has a VHF signal level of -85dbm in 99% of the County. That signal will typically cause a pager and handheld radio to activate and open a connection when worn on the

belt of a user standing outside, or within a standard built building with a loss of -15dBm or less.

Project Lead: Jeremy Ludwig, Central Dispatch Director – 269.673.5968

County Law Enforcement

The Sheriff's Office continues to work toward achieving our long term goal of providing a police presence in each of our Patrol Precincts 24/7. This of course, is a challenge without a commitment of resources from our law enforcement partners. Our Field Training Officers have been busy training our newly hired deputies as we work toward fully staffing our Patrol Division.

Project Lead: Undersheriff Frank Baker – 269.673.0467

Brownfield Redevelopment Authority

The Brownfield Redevelopment Authority was established for the purpose of assisting development projects that face economic challenges due to environmental constraints.

In 2014, the County completed both of two \$200,000 EPA Environmental Assessment grants, one for hazardous substances and one for petroleum.

Going forward, the Authority is seeking information from cities, townships and villages to identify additional sites throughout the county. Once an inventory has been identified, the Brownfield Authority will consider options for submitting new requests for assessment grants as they become available.

Project Lead: Dan Wedge, Executive Director of Services – 269.686.4529

Conclusion

We hope you enjoyed reading the 2015 State of the County. Reflecting on the report, each project/initiative was placed under one of the four strategic areas: Engaged Workforce, Process Improvement, Financial Stability and Customer Service. However, each strategic initiative is an interrelated building block to the next enabling us to achieve results. These results are possible in all focus areas through the continuous improvement model obtainable by having expectations of excellent communication, accountability, transparency, and feedback.

Through each initiative, we find ways to improve processes and services aimed at providing a better experience for our employees, citizens and customers. As a continuous improvement effort your feedback is important to us, please complete a short survey at

https://www.surveymonkey.com/s/AC_SOC2015.

Appendix A

GENERAL FUND	# Full Time Equivalent Employees (FTE's)	2015 Budget
Fund Balance	N/A	\$3,008,376.00
Board of Commissioners/Legal	7	\$448,967.00
Courts	51	\$3,979,850.00
Administration Dept	2.5	\$316,717.00
Elections	N/A	\$103,755.00
Finance & Audit Dept	4.5	\$414,698.00
Clerk	11	\$576,426.00
Equalization	6	\$447,309.00
Human Resources Dept	4.5	\$407,574.00
Prosecuting Attorney	14.5	\$1,261,653.00
Register of Deeds	4	\$297,382.00
Treasurer	7	\$503,933.00
Cooperative Extension	N/A	\$86,903.00
Network Systems/Telephone/Land Information Services/Records	13.5	\$1,591,581.00
Facilities Management	9	\$2,476,855.00
Drain Commissioner	6	\$369,282.00
Sheriffs Dept	103	\$9,095,263.00
Emergency Management	1	\$108,200.00
Local Emergency Planning Committee	N/A	\$28,232.00
Animal Shelter	1	\$106,033.00
Livestock Claims	N/A	\$4,250.00
Department of Public Works	N/A	\$13,052.00
Drains - Public Benefit	N/A	\$90,000.00
Monumentation Program	N/A	\$95,000.00
Substance Abuse	N/A	\$337,500.00
Communicable Diseases	N/A	\$7,500.00
Medical Examiner	N/A	\$186,251.00
Veterans Services	1	\$88,650.00
Brownfield - Hazardous Substance	N/A	\$50,000.00
Other Fringe Benefits/Insurance/Contingencies	N/A	\$1,705,100.00
Transfers Out	N/A	\$4,724,248.00
TOTAL GENERAL FUND		\$32,930,540.00
ROAD COMMISSION FUND	50	\$29,536,556.00

STATE OF ALLEGAN COUNTY 2015

SPECIAL REVENUE FUNDS:	# FTE's	2015 Budget
Parks/Recreation	2	\$803,888.00
Central Dispatch / E911	20	\$3,846,375.00
E911 Construction Millage	N/A	\$868,581.00
Central Dispatch Capital Improvement Plan (CIP)	N/A	\$3,983,923.00
Friend of the Court	N/A	\$309,581.00
Friend of the Court Office	19	\$1,280,425.00
Health Dept	24	\$4,032,687.00
Mental Health	130	\$21,513,880.00
Community Mental Health-Sick& Vacation	N/A	\$315,901.00
Transportation Grant	3	\$2,235,000.00
Multi Agency Collaborative	N/A	\$7,000.00
Public Improvement Fund	N/A	\$2,373,993.00
Public Improvement Jail	N/A	\$28,435.00
CIP Building Capital	N/A	\$2,692,903.00
Local Revenue Sharing	N/A	\$347,935.00
Annual Projects	N/A	\$225,000.00
MIFPI Community Team	N/A	\$205,745.00
Register of Deeds Automation Fund	N/A	\$757,596.00
Budget Stabilization Fund	N/A	\$4,782,910.00
Sick & Vacation Liability	N/A	\$2,303,105.00
Palisades Emergency Planning	N/A	\$50,918.00
Local Corrections Officers Training Fund	N/A	\$110,738.00
Drug Law Enforcement Fund - Sheriff	N/A	\$207,416.00
Drug Law Enforcement Fund - Prosecutor	N/A	\$32,522.00
Justice Training Fund	N/A	\$21,777.00
Law Library Fund	N/A	\$90,921.00
Grant Administration	N/A	\$17,876.00
Community Development Block Grant Loan Repayment	N/A	\$46,349.00
Grants	N/A	\$874,791.00
Victims' Rights	2	\$118,819.00
Gun Plain Township – Law Enforcement	N/A	\$110,715.00
Fennville City Contract – Law Enforcement	N/A	\$8,626.00
Laketown Contract – Law Enforcement	N/A	\$112,108.00
Fillmore Township – Law Enforcement	N/A	\$104,565.00
School Liaison/Resource Program	N/A	\$277,343.00
Lee Township – Law Enforcement	N/A	\$121,179.00
Salem/Leighton/Dorr Twp – Law Enforcement	N/A	\$220,505.00
D.A.R.E. Program	N/A	\$807.00
Social Welfare Fund	N/A	\$29,100.00
Child Care- Circuit Court/Family	37	\$5,996,312.00

STATE OF ALLEGAN COUNTY 2015

SPECIAL REVENUE FUNDS:	# FTE's	2015 Budget
Child Care - Welfare Fund	N/A	\$9,710.00
Soldiers Relief Fund	1	\$222,474.00
Veterans Trust Fund	N/A	\$37,792.00
Senior Millage	4	\$2,202,829.00
Farmland Preservation	N/A	\$235.00
Fitness Center Fund	N/A	\$85,133.00
TOTAL SPECIAL REVENUE FUNDS:		\$64,026,423.00
TOTAL FUNDS		\$126,493,519.00
TOTAL NUMBER OF FULL TIME EQUIVALENT EMPLOYEES	538.5	
Note: FTEs were calculated by 1 for Regular Full Time, .5 for Regular Part-Time (independent of hours worked and did not include seasonal, temporary, or irregular part-time.		