

## Introduction to the Budget Overview

This section provides an overview of the Kent County Budget. It is intended to inform County citizens of the fiscal plans of the County Board of Commissioners and Administration for the coming year. The Budget Message from the Administrator/Controller, pages B-2 through B-8, outlines the key priorities, parameters, and issues involved in developing the Budget, and serves as an introduction and overview to the budget. Additional significant issues affecting the budget are outlined on pages B-9 through B-11.

Pages B-12 to B-15 present the combined total of all County funds and component units. Funds are classified by seven fund types: General Fund, Capital Improvement Funds, Debt Service Funds, Internal Service Fund, Component Unit Funds, Proprietary Funds, and Special Revenue Funds. This information is summarized in three ways:

- The Budget Summary by Fund on page B-12 summarizes sources and uses for the budget by fund type (i.e., General Fund, Capital Improvement Funds, Debt Service Funds, Internal Service Fund, Component Unit Funds, Proprietary Funds, and Special Revenue Funds). The Fund Balance History on page B-13 provides the beginning and end-of-year balances for each of these funds for 2005 actual, 2006 estimated, and 2007 projected.
- The Budget History by Functional Area on page B-14 summarizes sources by category and uses by functional area (i.e., Cultural & Recreational, Enterprise, General Government, Health & Welfare, Judicial, Public Safety, Other, and Capital, ) for the years 2005 (actual), 2006 (adopted), and 2007 (adopted). County departments and programs are categorized by these same functional areas in the Department Summaries section.
- The Budget History by Category on page B-15 summarizes uses by category (i.e., Personnel, Commodities, Contractual Services, Operating Capital, Other, Capital Budget) for the same three-year period.

Page B-16 provides a five-year listing of budgeted personnel by County department, organized by functional area.

### Budget Overview Table of Contents

<b>Introduction</b> .....	<b>B-1</b>
<b>Budget Message from the County Administrator/Controller</b> .....	<b>B-2</b>
<b>Significant Budget Issues</b> .....	<b>B-9</b>
<b>All Funds Summary</b> .....	<b>B-12</b>
2007 All Funds Budget Summary by Fund Type and Component Unit .....	B-12
All Funds History of Fund Balances .....	B-13
All Funds Budget History by Functional Area.....	B-14
All Funds Budget History by Category .....	B-15
All Funds Personnel History by Functional Area .....	B-16

September 21, 2006

**To the Honorable Board of Commissioners:**

As the Chief Administrative and Financial Officer of the County, it is my responsibility and pleasure to develop and submit the proposed 2007 Annual Budget for review and approval, which represents the ninth budget that I have presented to the Kent County Board of Commissioners. The elected officers, department directors, and judiciary continue to rise to the challenge and have done an exceptional job of holding the line on requests while diligently protecting the provision of services the County is charged with providing. And while local governments and the state continue to face significant financial constraints, Kent County fares well in comparison, which is a testament to the ability of the Board and all County departments to manage our finances in an appropriate manner. Care has been taken to preserve our General Fund reserves, as directed by the Finance & Physical Resources Committee. This has been done with significant attention given to expenditure control and, where possible, generating additional revenues.



The budget document is one of many tools used by the Board in its decision-making process. And while the budget is by nature a fluid document—one that can change as emergent needs and circumstances dictate—it is also the single most important comprehensive policy statement about County priorities and programs that you, the Board of Commissioners, make on an annual basis.

The annual budget is used for a variety of reasons. First, it provides for accountability; it legitimizes public expenditures and accounts for use of public resources. Second, the budget is a planning tool, used to outline the how public resources are received and used. Third, and probably most important, the budget is an information tool, designed to communicate the funding priorities of the organization to our many stakeholders and other interested parties. Thus, the budget should be considered as a means to many ends, but not the end itself.

The budget as a communications tool is recognized as critical and important by the Government Finance Officers Association (GFOA), and the County's budgets for the past four consecutive years have been presented with the Distinguished Budget Presentation Award by the GFOA.

The 2007 proposed budget for both operating and capital needs has a gross expenditure requirement of \$371,323,446, which is an 12.7% increase over the adopted 2006 budget. The proposed budget includes operating expenditures of \$350,653,517, and capital expenditures of \$20,669,929. Projected revenues and existing reserves will be adequate to cover the proposed expenditures.

Like its predecessors, this proposed budget embraces those principles that have made our organization fiscally strong. The proposed budget:

- Plans for expenditures that can be supported by current revenues and existing reserves;
- Provides sufficient funding to ensure that County facilities and equipment are properly maintained;
- Maintains services and programs to support the quality of life enjoyed by County residents; and
- Maintains a competitive comprehensive compensation and benefits package for our work force.

The proposed 2007 Budget offers very little margin in terms of revenue projections and planned expenditures. For the fourth time in as many years, department directors were requested to provide two variations of their expenditure needs. Most departments were very thoughtful in their reviews and in the reductions they proposed. Budget targets were provided and, if they couldn't be adhered to, justification was made as to the consequences of meeting the targets. I appreciate the responses to our current fiscal challenge that the department directors and their respective budget staffs offered.

**Key Dates**

A public hearing on the proposed 2007 Budget and millage rates is necessary. The public hearing was held in conjunction with the Board meeting on Thursday, September 14, 2006, at 7:00 p.m. The Board established the public hearing date at its meeting on August 24. Following the hearing at the September 14 meeting, the Board adopted the millage rates for 2007. Formal action on the 2007 Budget is scheduled for the September 28, Board meeting.

**Budget In Brief**

Fund	2006	2007
<b>All Funds</b>		
Estimated Revenues	\$344,648,905	\$357,659,985
Recommended Budget	329,395,373	371,323,446
Fund Balances (Use)Dep*	\$ 15,253,532	\$ (13,663,461)
<b>General Fund</b>		
Estimated Revenues	\$152,509,386	\$165,461,483
Recommended Budget	154,054,378	165,532,995
Fund Balances (Use)Dep	\$ (1,544,992)	\$ (71,512)

\* The \$28.9 million negative variance in fund balance deposit, from the 2006 Adopted budget to the 2007 Adopted budget, is primarily attributed to two factors: (1) the Revenue Sharing Reserve Fund showed a \$14.9 million deposit in 2006 vs. a \$9.8 million use of reserves in 2007; and (2) the CIP Fund showed a \$500,000 deposit in 2006 vs. a \$2.6 million use of reserves in 2007.

**Budget Summary**

Category	2006	2007
Personnel Costs	\$129,951,700	\$139,455,921
Commodities	7,431,343	10,958,804
Contractual Services	154,615,658	164,215,615
Capital Outlay	3,916,888	4,536,493
Other/ Approp Lapse	29,595,711	31,486,684
<b>Operating Expenditures</b>	<b>325,511,300</b>	<b>350,653,517</b>
Capital	3,884,073	20,669,929
<b>Total Expenditures</b>	<b>\$329,395,373</b>	<b>\$371,323,446</b>

**Summary of Issues**

The following is a summary of the primary issues that have shaped the proposed 2007 Budget.

*Budget Parameters*

Category	Parameter
General Fund Reserves	None
New Hires	No new hires requiring a General Fund appropriation
Commodities	Not to exceed 2006 level, unless appropriately justified
Contractual Services	Not to exceed 2006 level, unless appropriately justified
CIP Appropriation	\$2.5 million in addition to the 0.2 mills of the general operating levy

On March 9, 2006, the Finance & Physical Resources Committee adopted guidelines for the preparation of the 2007 Budget, with specific emphasis on the General Fund budget. These approved guidelines included expenditure categories for personnel costs,

commodities (or supplies), contract services, and aggregate capital expenditures.

These parameters were emphasized to all department directors, elected officers, and the judiciary as part of the Budget Call Letter, which was issued in early spring.

The budget review teams conducted their work with the above parameters in mind. The Finance & Physical Resources Committee reviewed and approved a variety of recommendations related to the Capital Improvement Program on July 18.

*Millage Rates*

Because no Headlee rollback is required, the proposed operating millage for the December 1, 2006 tax levy is 1.4268, which is reduced from the 2.8536 mills levied in December 2005. The balance of property tax levy necessary to fund the 2007 Budget will be determined in June 2007, and levied on July 1, 2007. The FY 2007 revenue estimate has been prepared using a rate of 4.2803. In addition, the proposed millage for the debt service and operations for the correctional facility is 0.7893 mills (currently 0.7893 mills) and 0.3244 mills for senior services (currently 0.2444 mills). Thus, the total proposed millage rate for 2006-2007 is 5.3940 mills, which is a 0.0800 mill increase over the 2006 millage rate. The increase is based upon the recent vote approving a renewal and additional millage levy for senior services.

*Revenues*

As noted, the 2007 Budget, net of transfers, is comprised of operating expenditures totaling \$350,653,517, and capital expenditures totaling \$20,669,929. Projected revenues of \$357,659,985, combined with accumulated reserves of \$13,663,461, will be adequate to cover both the 2007 operating and capital expenditures.

**Taxes:** The County's State Taxable Value (STV) continues to grow, which is reflective of continued relative strength in the local economy. With increased growth, there are increased demands. The STV grew from \$19.044 billion in 2005 to \$20.223 billion in 2006, representing an increase of 6.2%. It is estimated that the STV will grow to \$21.378 billion (5.7%) in 2007, which is the basis for the 2007 property tax revenue estimate. The STV will generate approximately \$86.2 million in general fund property tax revenue, which is a 9.2% increase over the 2006 budgeted general fund property tax revenue of \$78.9 million. This is, however, an anomaly and is based in large part on the way the tax levy falls in conjunction with the transition to a July collection. Taxes represent about

64.0% of the County's General Fund revenue stream. The projection for all tax revenue totals \$120.4 million, and includes the designated millages for the Correctional Facility and Senior Services, as well as Industrial Facilities Exemption Certificate taxes, and the Hotel/Motel Tax.

Intergovernmental Revenues: During the past five years intergovernmental revenues (primarily due to loss of revenue sharing) have been significantly lower than pre-2001 appropriations. The state has mandated that over three years, the county operating millage levy be moved from December to July. July 2005 tax bills included the first installment of this transition and this coming July (2007) will result in the complete transition to a summer collection of the general operating millage levy. While this provides Kent County with the "luxury" of knowing what our revenues will be for the next four-to-five years, we are still left with a fair degree of uncertainty as to what will happen in 2011 and beyond. An interdepartmental work group (Budget and Finance Action Team) was created in 2005 and has been meeting on a regular basis to discuss issues related to both short- and long-term financing for County programs and services.

Interest Income: Fortunately, during the past 18 months we have seen significant increases in revenue from interest return on investments. While not at the levels we experienced in the mid- to late-1990s, the revenue from this source has increased significantly since 2005, and is expected to approach the \$10.5 million mark (all funds) and the \$3.8 million mark (in the General Fund).

Charges for Services: Charges for services, especially those levied by enterprise departments such as the Airport or Public Works, provide approximately 27.1% (\$96.8 million) of the County's revenue.

*Personnel*

For the fourth consecutive year, the Finance & Physical Resources Committee concurred with Administration's recommendation to implement a moratorium on adding new positions that require a General Fund appropriation in the 2007 Budget, unless it is demonstrated that the County would save money or if there were increases in revenues to accommodate the additional expenses associated with a new position. This recommendation was based upon a variety of factors, including the County's financial situation as well as recognition that there has been significant growth in the employee population base since 1996. Personnel costs represent 37.6% of the total budget for 2007. While the County has been

successful in negotiating agreements that provide for a 10.0% premium co-pay on health insurance by employees, costs in this area continue to see double-digit increases.

*Capital Improvement Program (CIP)*

Continuing as an integral part of the budget is the Capital Improvement Program (CIP) budget for 2007 - 2011. The CIP consists mainly of one-time or non-recurring capital expenditures. The process calls for the Board to adopt the budget for 2007 projects, using 2008 - 2011 as a barometer for future years' capital needs.

Funding for the CIP budget for 2007 is identical to past years in that the two enterprise departments fund or borrow for their own capital projects, while other projects require a combination of the 0.200 mill allocation from the general operating property tax levy, an additional one-time general fund appropriation of \$2.5 million, CIP Fund reserves, and debt financing.

Approximately \$23.3 million in CIP projects was requested by departments and agencies. As was the case in previous years, not every request is recommended for funding. At its meeting held July 18, 2006, the Finance & Physical Resources Committee voted to recommend \$21.7 million be appropriated for CIP projects (as identified/itemized in the budget document), compared to \$3.9 million that was budgeted in 2006. Note, that \$9.7 million will be expensed in the CIP Fund with the remaining \$12.0 million to be expensed in the Bond Capital Improvement Project Fund.

Funding for the recommended projects for the 2007 CIP comes from the following sources:

CIP Funding Sources	2006	2007
Operating Levy (0.2 mills)	\$ 3,844,073	\$ 4,033,161
CIP Fund Reserves	-	5,636,768
Debt Financing	-	12,000,000*
Grants	40,000	-
<b>Total Sources</b>	<b>\$ 3,884,073</b>	<b>\$ 21,669,929</b>

\* \$12.0 million of the total sources will be received and expensed in the Bond Capital Improvement Project Fund.

*Hotel/Motel (Lodging Excise) Tax Fund*

The Hotel/Motel Tax Fund is being highlighted because there are a number of issues that must be addressed in the near future related to this fund.

Revenues from hotel and motel taxes are used for the following purposes: (1) debt service on the bonds for the DeVos Place Convention Center (approximately \$4.95 million in 2007); (2) the County's contribution to the Grand Rapids-Kent County Convention and Visitors Bureau (\$853,000 in 2007); contributions to the John Ball Zoological Society for exhibits in the John Ball Zoo (\$400,000 in 2007); and a nominal (\$10,000) contribution to the Arts Festival for marketing purposes. Also included in the 2007 Budget is an appropriation of \$200,000 for the proposed Sports Commission.

While experiencing solid growth so far in 2006 (approximately 12.0%), the Hotel/Motel Tax Fund revenues are not able to meet annual expenditures. Projections are that even with realistic revenue growth rates of 10.0% in 2007, 6.0% in 2008 and 2009, and 4.0% in 2010 and 2011, this fund will be depleted of all reserves by 2011. If that is the case, fulfilling these obligations and contributions could become another demand placed on the General Fund.

#### *Revenue Sharing*

The County's Revenue Sharing Reserve Fund will be depleted sometime during the 2011 Fiscal Year. At such time as this fund ends, we are scheduled to have revenue sharing payments restored by the State. While we should receive some indication of the State's intentions regarding restoration of revenue sharing well before 2011, we started a process in 2005 to look at what operational efficiencies we should consider in the event that revenue sharing is not restored, incorporating both short-and long-term strategies. That effort is continuing in 2006 and in 2007 a report will be presented to the Board.

#### *Corrections/Detention Millage*

In his 2005-2006 Budget Message, Grand Rapids City Manager Kurt Kimball labeled that year's City budget a "perfect storm," with a convergence of declining revenues and increased expenditures. The same term might be applied to the County's budget in 2011. At that time, as noted above, it is anticipated that the Hotel/Motel Tax Fund will be depleted (given current projections) and state revenue sharing may or may not be restored. In addition, the Corrections/Detention Millage will expire in December 2009, with 2010 the last year that the County will receive funding from this source (and its approximately \$15-17 million contribution to the General Fund to support operations in the Correctional Facility), unless that millage is renewed. In late 2004, I created an intergovernmental work group to review the many issues associated with the correctional facility, and a

report was presented to the Board of Commissioners in March 2006. It was recommended that a millage renewal question be placed on the ballot in 2008. Staff is in the process of fine-tuning that report as well as recommendations and will be presenting more information for discussion by the Board later this year and in 2007.

#### *On the Short-term Horizon*

While 2011 is not far away, and we are keeping our eyes on those issues that could potentially have a significant effect on the County's General Fund budget and services offered, there are a number of issues being closely monitored that will have a more immediate impact on the County. These issues include:

- Stop Overspending Initiative: It looks as if this initiative, patterned after the so-called Taxpayer Bill of Rights (TABOR) initiative in Colorado, is on its way to the November 2006 ballot. If this initiative is approved by the voters, there will be a significant, and detrimental, impact on the State and all local governments and the services we provide.
- Personal Property Tax: As the budget was finalized, the State Legislature is looking at legislation that may eliminate the personal property tax, which will reduce the County's revenues by an estimated \$11 million.
- Tax Increment Financing Districts and Tax Abatements: DDAs, TIFAs, Brownfield Development Zones and Smart Zones continue to capture County General Fund dollars. While no one can deny the positive impact of these districts and tax abatement programs, the County's General Fund contributes approximately \$4 million annually to them, and with that, decreasing resources with which to conduct the County's business.
- FOC: Reduction of federal funding for Friend of the Court services (which amounts to \$650,000 annually), beginning in 2008.

#### *Credit Rating*

While Kent County remains fiscally sound, and we continue to hold the coveted triple-A credit ratings from both Standard & Poor's and Moody's Investor Services' for long-term debt, the past four fiscal years have resulted in significant reductions in personnel and expenditures due to cuts in program-specific state revenues, reductions in general revenue sharing, and reductions in interest earned on investments.

Thus, it continues to be important for the County to continue to exercise fiscally sound budgeting practices, which has been our historical practice. Again, most department directors have risen to the challenge and have thoughtfully prepared and submitted their respective budget requests.

*Other*

There continue to be many substantive issues facing Kent County that will significantly affect finances during 2007 and beyond. These issues not only require a significant capital investment but also have long-term operational costs. In 2007, funds have been allocated in the operating and capital improvement budgets to continue addressing the following items:

- Costs associated with the operation, maintenance and security for Millennium Park;
- Continued implementation of the Prevention initiative;
- Fuller Complex development;
- New Senior Millage Services;
- Double-digit inflation in pension and health care costs; and
- Expedited Court hearings (new judges/staff).

Compounding the above are the increased and often conflicting demands for limited resources. The recommendations contained within this budget do not include full funding of everything that was requested by departments. Thus, the budget can best be described as one of balancing departmental ambitions with available resources and Board-identified parameters and priorities. As requests continue to exceed resources, the Board must continue to determine the level of services it is required by law to provide and what additional services it wants and is able to provide. The Mandated Services Study, and continuous reference to it through Standing Committee Action Request forms, serves as one tool to assist the Board in this endeavor.

### Major Operating Budget Changes

As noted above, the proposed 2007 General Fund Budget provides for \$165,532,995 in expenditures and \$165,461,483 in revenues. In essence, it is a balanced budget. This compares to the 2006 Amended General Fund budget expenditure level of \$155,356,504 (or a 6.6% increase). There are a number of reasons for this increase, including double-digit increases in health care and pension-related costs, a one-time \$2.5 million transfer to the Capital Improvement Fund, additional personnel related to action by the Board of Commissioners to add a new Circuit Court judge, recent actions by the Board to provide contractual services to the City of Grand Rapids, and to add two

new positions to the Township Law activity, the latter two of which include offsetting revenues.

The following highlights departments and functions that have experienced some of the more significant changes in proposed expenditures from the amended 2006 Budget to the proposed 2007 Budget:

Sheriff's Department: The increase in Township Law is based upon recent action to add two new patrol officers to the Township Law pool, with offsetting revenues from contracts with Byron and Gaines Townships.

Circuit Court: The new judgeship approved by the Board of Commissioners is the primary reason for the 9.0% increase in the Circuit Court. While the County is not responsible for the judge's salary, it is responsible for costs associated with the office and the two new employees required.

Prosecutor's Office: With the addition of the new Circuit Court Judge, the Board also approved two new Assistant Prosecuting Attorneys in the Prosecutor's Office which accounts for the majority of the 10.4% increase.

Bureau of Equalization: The 18.5% increase is primarily the result of the three new positions recently added to handle contractual work for the City of Grand Rapids. The costs associated with these positions will be offset by revenues from the City.

Information Technology: The 24.7% increase in the Help Desk budget can be attributed to the first full year of services provided to the 61st District Court offset by revenues received from the City of Grand Rapids. The 26.6% decrease in the Finance and Human Resource System (FHRS) budget can be attributed, in part, to a full-time Applications Support position being reclassified to another program in the IT Department.

Clerk - Elections: As with each off-election year, there is not the need for supplies, ballots, etc. associated with the on-election (even-numbered) years. Thus, the proposed 2007 Budget shows a 47.3% decrease from what was budgeted for this activity in 2006, and an overall reduction of 3.1% in the Clerk's budget.

### Major Capital Budget Changes

As noted above, on July 18, 2006, the Finance & Physical Resources Committee recommended \$21.67 million in capital projects. The major projects include a new consolidated 63rd District Court facility (\$6 million), a number of improvements to the Fuller Complex

(Animal Shelter facility, \$4.6 million; Boiler Plant, \$4.5 million; Fleet Services facility, \$1.8 million; and new roadway, \$1.75 million), and miscellaneous capital improvements in the Parks Department, Sheriff's Department, Zoo, and Information Technology.

**Work Groups and Teams**

During the last eleven years, more than 65 employee work groups and teams have been established to provide recommendations on the many issues facing the County. Some of the work groups have been specific in nature with a limited function and timetable. Others have become "institutionalized" into the operations of the County. The employees who participate in work groups devote a significant amount of time and effort and provide invaluable assistance to help advance the mission of Kent County and will be recognized in early December for their efforts.

CIP Review Committee
Jon Denhof, Purchasing Robert Mihos, Facilities Management Craig Paull, Information Technology Lloyd Pitsch, Sheriff's Department Roger Sabine, Parks Marvin Van Nortwick, Fiscal Services Robert White, Fiscal Services
Operating Budget Review Committee
Wayman Britt, Administrator's Office Donald Clack, Human Resources Jim Day, Board of Commissioners Office Daryl Delabbio, Administrator's Office Mary Swanson, Administrator's Office Craig Paull, Information Technology Marvin Van Nortwick, Fiscal Services Robert White, Fiscal Services
Performance Measurement Review Team
Wayman Britt, Administrator's Office Kelly Berendsen, Administrator's Office Steve Duarte, Fiscal Services Gail Glocheski, Human Resources Craig Paull, Information Technology Mary Swanson, Administrator's Office

**Board Goals**

Since 1995, the Board of Commissioners and key administrative staff have met in five major priority and goal-setting sessions. A review of the major public policy and fiscal administration priorities identified during the 1995, 1997, 1998, 1999, and 2005 sessions can be summarized in the following statements. Kent County strives to:

- Be an effective steward of public funds using professional budgeting and fiscal management techniques and practices to: (1) provide mandated services and, within the limits of available resources, discretionary services; and (2) invest in the maintenance of the County's infrastructure. This will be accomplished by taking measures to preserve a strong financial position as measured by:
  - A. The County's favorable credit ratings;
  - B. Maintaining adequate reserves;
  - C. Maximizing revenues internally; and
  - D. Developing (through recruiting, education, and training) a diverse and qualified work force.
- Conduct County affairs in an open and accessible manner by communicating with the public and local units of government about the issues faced, services provided, and contributions to the quality of life made by the County by continuing to develop a communication and information infrastructure based upon sound technological innovation and investment; and
- Actively pursue legislative changes needed to support decisions made by the Board of Commissioners not only to secure the County's fair share of state and federal funds but also to advance the County's priorities and initiatives to improve services to our citizens.

These principles are specifically designed to provide both mandated and discretionary services to the public in an efficient and effective manner. The strategic planning initiative completed in late 2005 reaffirmed existing philosophies, adding the last initiative related to more active engagement in legislative issues.

This budget also continues to reflect the policy of the Board as identified in the County's Fiscal Policies, which is to maintain 10.0% of the subsequent year's operating budget in reserve. This level of fund

balance is necessary to maintain and protect the County's outstanding bond ratings, which continues to be a high priority of the Board of Commissioners.

### Conclusion

The budget is the primary policy statement on County programs and priorities from the Board of Commissioners to the citizens of Kent County. The budget provides information to the public on the funding priorities and programs that have been established. In this sense, the budget is also a plan. It provides a road map for departments, offices, and agencies to use in implementing the programs funded by the Board. And, like most plans, the budget can—and should—be a flexible document that is subject to change as needs emerge, more information becomes available, and priorities change.

The proposed 2007 Budget, like its predecessors, embraces those principles that have made Kent County financially strong. The budget:

- Provides that current revenues are sufficient to support current operating expenditures;
- Protects the County's general fund reserves;
- Provides sufficient maintenance and replacement dollars to ensure that County facilities are properly maintained;
- Requires no increase in the property tax rate; and
- Maintains those quality of life issues and programs to which our residents have become accustomed.

As we continue to adhere to a strong set of Fiscal Policies, continue our commitment to performance-based budgeting, and continue to see progress in making accurate estimates for revenues and expenditures, this process will continue to improve.

Once again, I would like to thank all the departments, elected officers, and judiciary for their cooperation and assistance in developing the proposed 2007 Annual Budget. Many people contributed to this effort and all should be proud of the results. In addition, I would like to express my appreciation to the CIP Review Committee, the Operating Budget Review Committee, the Performance Measurements Review Team, and the Finance & Physical Resources Committee, for their extensive work in the development of this document. Finally, I would also like to commend the Fiscal Services staff for the tremendous amount of time and effort that was devoted to the preparation of this budget. The collective professionalism, diligent work,

commitment to cooperation, and the good will and spirit of all participants made this document possible and the budget process an efficient and effective one.

Sincerely,



Daryl J. Delabbio  
County Administrator/Controller

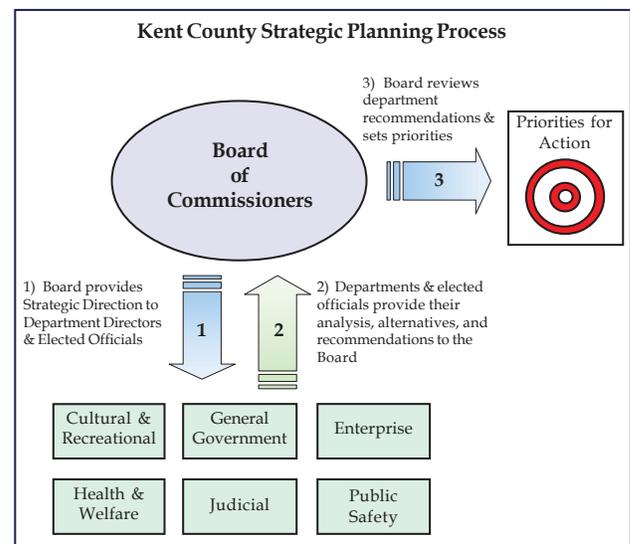
## Significant Budget Issues

In keeping with its commitment to maintaining a financially strong and effective organization, Kent County continually assesses and monitors the potential financial impact of external circumstances, as well as that of internal policies and programs. The following are substantive issues, initiatives, and fiscal issues affecting County finances during 2007 and beyond.

### Strategic Planning and Budgeting

Culminating an extensive six-month process involving both Commissioners and staff, the Board adopted the Kent County Strategic Plan on January 26, 2006. The planning process resulted in two products, a Summary Plan document and Detailed Proceedings: the Summary Plan provided a mechanism to communicate Board policy, mission, goals and “way of doing business” to all departments; the Detailed Proceedings consists of a record of the discussions undertaken throughout the process. The document is used as the basis for setting priorities with respect to organizational development and resources allocation, and serves as a roadmap for guiding County activity in a variety of areas. The County’s strategic goals, cross-cutting influencing factors, and short-term tactical objectives can be found in the Department Summaries (Section D). The plan emphasizes the following goals:

- Maintenance of the long-term financial health of the County;
- Pro-actively balance demand for mandated versus discretionary services;
- Develop strategies for the investment of County resources in aging infrastructure, the justice system, and preventative services;
- Implement strategies for pursuing legislation favorable to the County;
- Encourage innovation at all levels of county government; and
- Conduct all county affairs in an open and accessible manner.



### Revenue Sharing

As a result of its ongoing budget issues, the State of Michigan’s FY 2005 budget “zeroed-out” County-revenue sharing. To provide replacement revenue, the State legislature enacted legislation (Michigan Public Act 357 of 2004) which changed the collection schedule for the County’s general operating property tax from December to July. As a result, beginning with the 2005 summer tax levy, one-third of the County operating property tax levy was collected as a summer tax. In 2006, two-thirds of the operating tax levy was collected in the summer. In 2007 (and thereafter), the entire operating tax levy will be collected in the summer. Winter tax bills will be reduced each year by the same amount. The additional funds that Kent County will collect, as a result of the accelerated tax billings, over this three year time period will be placed in a special fund and drawn down on a schedule similar to distributions the County would have received revenue sharing payments from the State. It is anticipated that the fund will provide Kent County with a steady, predictable revenue stream for 7.2 years (FY 2011), at which time the reserve fund will be depleted. It is uncertain whether State revenue sharing payments to counties will be reinstated resulting in an \$11.0 million revenue shortfall.

### Budget and Finance Action Team

The accelerated property tax collection process gives the County a temporary “cushion” of seven years to deal with what is probably a recurring fiscal crisis. In anticipation of the potential loss of the revenue sharing funding stream, the County Administrator formed an interdepartmental work team to look at the County’s cyclical and systemic financial issues with the intent on developing cost-cutting recommendations. The team met several times throughout 2006 and developed specific recommendations in four areas to position the County to respond to any reduction or elimination of Revenue Sharing from the State budget prior to its scheduled re-instatement. The first phase of the recommendations focuses on educating the various employee groups

and departments, and established two workgroups specifically charged with developing and implementing strategies aimed at more immediate budget savings and revenue enhancements.

### **State and Local Economic Forecasts**

The State economic slow down since 2001 continues to affect the residents of Kent County, as well as Kent County revenues. The recession being experienced by durable goods manufacturers in West Michigan directly affects Kent County resources, slowing the rate of growth in property tax revenues, and forcing reductions in State shared revenues. As a result, Kent County revenues are below expectations, and some previously funded State programs have been eliminated or reduced. These reductions in revenues have required the establishment of the 2007 budget parameters, including continuation of a moratorium on adding new positions that require additional General Fund appropriation and requests to department directors to prepare budgets maintaining or decreasing overall spending while absorbing increases in personnel costs for health care and negotiated salary increases.

### **Economic Development - Utilization of Tax Increment/Exemption Initiatives**

Local governmental units in Kent County continue to establish and/or extend tax increment and tax capture districts. In FY 2005, tax abatement and tax capture districts claimed over \$6.0 million in County levy tax collections to underwrite various economic development activities. It is expected that, without legislative relief, this percentage of tax levy diversion will be at minimum maintained or in a more likely scenario increased over the next several years. The County must seek legislative relief in the form of limitations on the amount of tax capture either by time or amount. The County's ability to continue delivering basic public safety and social welfare programming may become jeopardized by the continuing and increasing diversion of County tax levies to other local government spending initiatives.

### **Long-term Financial Planning**

Unreserved, undesignated fund balance in the general fund is 18.0% of total general fund expenditures and interfund transfers out, which exceeds our goal of 10.0% for budgetary and planning purposes. As part of a sound financial management program, management prepares a five-year financial forecast for the General Fund. The forecasted General Fund Revenues, Expenses and Fund Balances for the current budget (FY 2007) and fiscal years FY 2008 through FY 2011 can be found on pages C-13 and C-14 of the Fund Summaries section. Based on the current financial forecast, the County will be able to continue current service levels without raising its tax rate while retaining a projected fund balance of \$72.5 million at December 31, 2011.

### **Health and Benefits Sub Committee**

In September 2006, the Board Chair created a Health Care/Benefits Subcommittee of the Board of Commissioners. The charge of the Subcommittee is: to become acquainted with the various issues and costs associated with health care for both current employees and retirees ("Other Post Employment Benefits," or OPEB); to discuss long-term options (2008 and beyond) available to the County for providing health care for current employees, and associated costs/issues related to those options; to provide guidance and direction to County administrative and fiscal staff on health care costs (2008 and beyond) and OPEB costs; and to communicate, via a written report, to the Board of Commissioners. The Subcommittee met four times and is in the process of finalizing its report to the Board of Commissioners.

### **Lodging Excise Tax**

There are a number of Hotel/Motel Tax funding issues that must be addressed in the near future. Revenues from hotel and motel taxes are used for the following purposes: debt service on the bonds for the DeVos Place Convention Center (approximately \$4.95 million in 2007); the County's contribution to the Grand Rapids-Kent County Convention and Visitors Bureau (\$853,000 in 2007); contributions to the John Ball Zoological Society for construction of exhibits in the John Ball Zoo (\$400,000 in 2007); and a nominal (\$10,000) contribution to the Arts Festival for marketing purposes. Also included in the 2007 Budget is an appropriation of \$200,000 for a proposed Sports Commission.

While experiencing solid growth in 2006, the Hotel/Motel Tax Fund revenues are still not able to meet annual expenditures. Based on projected growth rates, 10.0% in 2007; 6.0% in 2008 and 2009; and 4.0% in 2010 and 2011, this fund will be depleted of all reserves by 2011. If that is the case, fulfilling these obligations and contributions could become another demand placed on the General Fund.

## **Major Capital Projects Bonding**

In the FY 2007 budget, \$20.7 million was appropriated for capital projects. This includes \$2.7 million in CIP Fund projects and \$18.0 million Bond Capital Improvement Project Fund projects. Of the \$18.0 million in Bond Capital Improvement projects, \$12.0 million will be financed with the proceeds from a 20 year debt issuance. The other \$6.0 million, for the 63rd District Court facility, will be financed from CIP Fund reserves.

The major projects, being financed in the Bond Capital Improvement Project Fund, include a number of improvements to the Fuller Complex (animal shelter facility; boiler plant; fleet services facility; and a new roadway). The first year (2007) debt service on this debt issuance will be paid from a \$650,000 appropriation, provided from the 0.2 mill general operating property tax levy set aside to support CIP projects.

For several years, the County expressed concern over the conditions of the Kent County offices of the Michigan Department of Human Services (DHS) at 415 Franklin Ave., SE. While both the County and State have attempted to maintain this facility, the DHS clients and staff have been subjected to less than satisfactory conditions for many years, as various efforts to relocate the department have not been successful. In February 2006, the County presented the State with a proposal to construct a new facility, co-locating services with a County Health Clinic and Area Community Services Employment and Training (ACSET) service center on properties currently owned by the City of Grand Rapids. Following approval of a lease agreement by the County Board of Commissioners and the Joint Capital Outlay Committee of the State Legislature in late 2006, plans are underway to develop a new facility, designed, constructed, and financed by the County through the County Building Authority for approximately \$27,000,000. Under the terms of the agreement, the State will occupy approximately 80 percent of the facility and will pay a pro-rated share of debt retirement for the life of the bonds (20 years), operations and maintenance costs. The initial lease term will be 20 years, with two five-year renewal options. The building is expected to be opened in 2009.

## **Corrections/Detention Millage Renewal**

The Corrections/ Detention Millage will expire in December of 2009. Fiscal year 2010 will be the last year that the County will receive funding from this source (and its approximately a \$17 million annual contribution to the General Fund to support operations in the Correctional Facility), unless that millage is renewed.

The County Administrator has created a staff committee to review the immediate, mid-term, and long-term issues and needs of the Correctional Facility and the Correctional Facility millage (0.7893 mills; scheduled to expire in December 2009). After looking at the issues on both a macro (correction and detention facilities, alternatives to incarceration, etc.) and a micro (estimated capital and operational costs for an addition to the jail) level, a report was presented to the Board of Commissioners in March 2006. It was recommended that a millage renewal question be placed on the ballot in 2008. Staff is in the process of fine-tuning that report as well as recommendations and will be presenting more information for discussion by the Board later in 2007.

## **July 1 Tax Collection**

In 2004, the State Legislature dictated that county governments shift their annual operating tax levy from the traditional December 1 date to a July 1st billing cycle. The transition from winter to summer tax billing was to take place over a three-year time period resulting in the County's operating tax levy, for Fiscal Year 2007, being presented to taxpayers on July 1st.

General Fund programs/services are primarily financed by revenues generated from these operating tax levies. Over 50 percent of General Fund revenues are generated from the levy of property tax. The County will begin its Fiscal Year 2007 Budget on January 1, 2007, immediately thereafter incurring expenditures approximating \$13.0 million per month. Generating only \$7.0 million in revenues each month over the course of the first seven months, the County can expect to become especially reliant on the maintenance of significant annual carryover cash reserves in order to maintain a positive General Fund cash balance prior to receipts coming in, from the July 1st property tax levy, in August and September of each fiscal year.

Given the need to protect against anticipated annual interim cash flow shortfalls, a staff committee is reviewing the current Fiscal Policy governing maintenance of Fund Balance/Fund Equity. The staff committee will develop a prudent and conservative approach, to protect general fund reserves, that will dictate separate designations for emergency operating and cash flow requirements.

## 2007 All Funds Budget Summary By Fund Type

	Governmental Fund Type						Proprietary	Total
	General	Special Revenue	Debt Service	Capital Project	Internal Service	Component Unit		
<b>Revenues By Category</b>								
Taxes	\$87,425,000	\$ 27,110,482	\$ -	\$ 4,033,161	\$ -	\$ -	\$ 1,870,000	\$120,438,643
Licenses and permits	80,350	1,276,543	-	-	-	-	-	1,356,893
Intergovernmental	12,868,290	39,062,214	-	-	-	8,019,772	4,200,000	64,150,276
Charges for services	20,545,745	2,886,812	-	-	1,905,000	52,121,414	19,308,587	96,767,558
Fines and forfeitures	279,600	372,637	-	-	-	-	8,000	660,237
Investment earnings	3,790,000	1,803,700	10,500	800,000	130,530	1,270,000	2,611,500	10,416,230
Reimbursements	8,794,225	4,334,187	-	-	20,352,503	480,570	190,000	34,151,485
Other	2,979,900	476,498	109,250	12,000,000	25,000	1,203,598	12,924,417	29,718,663
<b>Total Revenues</b>	<b>136,763,110</b>	<b>77,323,073</b>	<b>119,750</b>	<b>16,833,161</b>	<b>22,413,033</b>	<b>63,095,354</b>	<b>41,112,504</b>	<b>357,659,985</b>
<b>Expenditures By Function</b>								
General government	31,461,315	4,056,958	7,307,191	-	22,418,503	3,512,098	2,087,000	70,843,065
Public safety	58,438,046	1,489,637	-	-	-	-	-	59,927,683
Judicial	27,867,335	13,217,567	-	-	-	-	-	41,084,902
Cultural and recreation	9,270,396	6,552,734	-	-	-	-	-	15,823,130
Health and welfare	4,013,705	66,242,098	-	-	-	4,125,344	-	74,381,147
Enterprise activities	-	-	-	-	-	56,117,687	37,269,004	93,386,691
Other	1,506,899	-	-	-	-	-	-	1,506,899
Appropriation Lapse	(6,300,000)	-	-	-	-	-	-	(6,300,000)
Capital	-	-	-	20,669,929	-	-	-	20,669,929
<b>Total Expenditures</b>	<b>126,257,696</b>	<b>91,558,994</b>	<b>7,307,191</b>	<b>20,669,929</b>	<b>22,418,503</b>	<b>63,755,129</b>	<b>39,356,004</b>	<b>371,323,446</b>
<b>Other Financing Sources (Uses)</b>								
Transfers in	28,698,373	30,166,924	7,197,941	8,531,908	-	729,774	-	75,324,920
Transfers out	(39,275,299)	(26,549,621)	-	(7,000,000)	-	-	(2,500,000)	(75,324,920)
<b>Total Other Fin Sources (Uses)</b>	<b>(10,576,926)</b>	<b>3,617,303</b>	<b>7,197,941</b>	<b>1,531,908</b>	<b>-</b>	<b>729,774</b>	<b>(2,500,000)</b>	<b>-</b>
<b>Net Inc (Dec) in Fund Balances</b>	<b>\$ (71,512)</b>	<b>\$ (10,618,618)</b>	<b>\$ 10,500</b>	<b>\$ (2,304,860)</b>	<b>\$ (5,470)</b>	<b>\$ 70,000</b>	<b>\$ (743,500)</b>	<b>\$ (13,663,461)</b>

## All Funds History of Fund Balances By Fund Type

Government Fund Type	FY 2005	FY 2006	FY 2007 Adopted		
	Fund Bal	Est Fund Bal	Sources	Uses	Fund Bal
<b>General Fund</b>	<b>\$ 73,968,527</b>	<b>\$ 72,536,827</b>	<b>\$165,461,483</b>	<b>\$165,532,995</b>	<b>\$ 72,465,315</b>
Fire Prevention	223,775	144,397	390,200	372,000	162,597
Parks	321,782	335,782	14,500	-	350,282
Friend of the Court	425,026	425,205	8,920,627	8,920,627	425,205
Health	1,076,380	1,076,380	27,277,835	27,277,835	1,076,380
Lodging Excise Tax	4,335,843	3,111,343	5,665,000	6,552,734	2,223,609
Correction and Detention	399,463	4,163,623	15,448,903	15,319,340	4,293,186
Senior Millage	611,792	270,792	6,430,079	6,430,079	270,792
Register of Deeds Automation	585,518	1,139,518	704,500	698,274	1,145,744
Drug Law Enforcement Fund	-	244,500	148,554	148,554	244,500
Community Development	-	-	3,118,443	3,118,443	-
State Revenue Sharing Reserve	32,647,141	47,705,693	1,350,000	11,198,373	37,857,320
Child Care	223,708	223,708	22,573,588	22,573,588	223,708
DHS Child Care	188,503	188,503	9,890,832	9,890,832	188,503
Veteran's Trust	2,640	2,640	66,264	66,264	2,640
Special Project Calendar Year	519,163	1,684,772	558,441	609,441	1,633,772
Special Project Fiscal Year	19,542	94,842	4,932,231	4,932,231	94,842
<b>Special Revenue Funds</b>	<b>41,580,276</b>	<b>60,811,698</b>	<b>107,489,997</b>	<b>118,108,615</b>	<b>50,193,080</b>
Debt Service	237,193	237,193	1,611,776	1,611,776	237,193
Building Auth Debt Service	397,131	397,131	5,705,915	5,695,415	407,631
<b>Debt Service Fund</b>	<b>634,324</b>	<b>634,324</b>	<b>7,317,691</b>	<b>7,307,191</b>	<b>644,824</b>
Capital Improvement Program	10,470,893	12,627,033	7,065,069	9,669,929	10,022,173
Bond Capital Improvement	-	-	18,300,000	18,000,000	300,000
Building Auth Construction	1,478,840	1,538,840	-	-	1,538,840
<b>Capital Project Funds</b>	<b>11,949,732</b>	<b>14,165,872</b>	<b>25,365,069</b>	<b>27,669,929</b>	<b>11,861,012</b>
<b>Internal Service Fund</b>	<b>2,763,697</b>	<b>3,597,063</b>	<b>22,413,033</b>	<b>22,418,503</b>	<b>3,591,593</b>
Public Works	45,354,545	52,813,545	56,117,686	56,117,687	52,813,544
Social Welfare	(30,733)	367	4,195,344	4,125,344	70,367
Housing Commission	70,127	70,277	3,512,098	3,512,098	70,277
<b>Component Unit Funds</b>	<b>45,393,939</b>	<b>52,884,189</b>	<b>63,825,128</b>	<b>63,755,129</b>	<b>52,954,188</b>
Aeronautics	163,380,690	168,692,690	37,269,004	37,269,004	168,692,690
Delinquent Tax Revolving	9,619,489	9,450,489	3,843,500	4,587,000	8,706,989
<b>Proprietary Funds</b>	<b>173,000,179</b>	<b>178,143,179</b>	<b>41,112,504</b>	<b>41,856,004</b>	<b>177,399,679</b>
<b>Total</b>	<b>\$ 349,290,675</b>	<b>\$ 382,773,153</b>	<b>\$ 432,984,905</b>	<b>\$ 446,648,366</b>	<b>\$ 369,109,693</b>

## All Funds Budget History By Functional Area

	FY 2005		FY 2006		FY 2007		
	Audited	Percent	Adopted	Percent	Requested	Adopted	Percent
<b>Revenues By Category</b>							
Taxes	\$126,931,932	32.1%	\$135,277,316	39.3%	\$120,538,643	\$120,438,643	33.7%
Licenses and permits	1,443,107	0.4%	1,463,335	0.4%	1,356,893	1,356,893	0.4%
Intergovernmental	60,171,157	15.2%	58,303,155	16.9%	64,013,696	64,150,276	17.9%
Charges for services	88,701,476	22.4%	93,332,420	27.1%	96,721,907	96,767,558	27.1%
Fines and forfeitures	740,532	0.2%	880,609	0.3%	660,237	660,237	0.2%
Investment earnings	8,414,339	2.1%	6,520,705	1.9%	10,416,230	10,416,230	2.9%
Reimbursements	31,400,475	7.9%	32,200,925	9.3%	34,157,563	34,151,485	9.5%
Other	78,010,520	19.7%	16,670,440	4.8%	29,718,663	29,718,663	8.3%
<b>Total Revenues</b>	<b>395,813,540</b>	<b>100.0%</b>	<b>344,648,905</b>	<b>100.0%</b>	<b>357,583,832</b>	<b>357,659,985</b>	<b>100.0%</b>
<b>Expenditures By Function</b>							
General government	128,747,897	32.9%	66,659,395	20.2%	71,042,597	70,843,065	19.1%
Public safety	53,429,497	13.7%	55,670,726	16.9%	59,927,683	59,927,683	16.1%
Judicial	36,487,444	9.3%	37,979,846	11.5%	41,525,380	41,084,902	11.1%
Cultural and recreation	14,957,320	3.8%	15,486,115	4.7%	15,977,597	15,823,130	4.3%
Health and welfare	66,879,513	17.1%	67,541,276	20.5%	75,175,367	74,381,147	20.0%
Enterprise activities	75,583,039	19.3%	86,903,312	26.4%	93,386,691	93,386,691	25.1%
Other	1,443,557	0.4%	1,370,630	0.4%	1,599,164	1,506,899	0.4%
Appropriation lapse	-	0.0%	(6,100,000)	-1.9%	(6,300,000)	(6,300,000)	-1.7%
<b>Operating Expenditures</b>	<b>377,528,266</b>	<b>96.6%</b>	<b>325,511,300</b>	<b>98.8%</b>	<b>352,334,479</b>	<b>350,653,517</b>	<b>94.4%</b>
Capital	13,409,026	3.4%	3,884,073	1.2%	34,693,633	20,669,929	5.6%
<b>Total Expenditures</b>	<b>390,937,292</b>	<b>100.0%</b>	<b>329,395,373</b>	<b>100.0%</b>	<b>387,028,112</b>	<b>371,323,446</b>	<b>100.0%</b>
<b>Other Fin Sources (Uses)</b>							
Transfers in	65,012,755		61,432,264		76,138,636	75,324,920	
Transfers out	(65,977,688)		(61,432,264)		(76,138,636)	(75,324,920)	
<b>Total Other Fin Sources (Uses)</b>	<b>(964,932)</b>		<b>-</b>		<b>-</b>	<b>-</b>	
<b>Net Inc (Dec) in Fund Balances</b>	<b>\$ 3,911,315</b>		<b>\$ 15,253,532</b>		<b>\$ (29,444,280)</b>	<b>\$ (13,663,461)</b>	

See page B-12 for estimated fund balances for each fund type.

## All Funds Budget History By Category

	FY 2005		FY 2006		FY 2007		
	Audited	Percent	Adopted	Percent	Requested	Adopted	Percent
<b>Revenues By Category</b>							
Taxes	\$126,931,932	32.1%	\$135,277,316	39.3%	\$120,538,643	\$120,438,643	33.7%
Licenses & permits	1,443,107	0.4%	1,463,335	0.4%	1,356,893	1,356,893	0.4%
Intergovernmental	60,171,157	15.2%	58,303,155	16.9%	64,013,696	64,150,276	17.9%
Charges for services	88,701,476	22.4%	93,332,420	27.1%	96,721,907	96,767,558	27.1%
Fines & forfeitures	740,532	0.2%	880,609	0.3%	660,237	660,237	0.2%
Investment earnings	8,414,339	2.1%	6,520,705	1.9%	10,416,230	10,416,230	2.9%
Reimbursements	31,400,475	7.9%	32,200,925	9.3%	34,157,563	34,151,485	9.5%
Other	78,010,520	19.7%	16,670,440	4.8%	29,718,663	29,718,663	8.3%
<b>Total Revenues</b>	<b>395,813,540</b>	<b>100.0%</b>	<b>344,648,905</b>	<b>100.0%</b>	<b>357,583,832</b>	<b>357,659,985</b>	<b>100.0%</b>
<b>Expenditures By Category</b>							
Personnel	121,961,149	31.2%	129,951,700	39.5%	139,893,648	139,455,921	37.6%
Commodities	8,312,347	2.1%	7,431,343	2.3%	10,870,746	10,958,804	3.0%
Contractual services	152,285,836	39.0%	154,615,658	46.9%	165,324,118	164,215,615	44.2%
Capital outlay	4,856,601	1.2%	3,916,888	1.2%	4,719,348	4,536,493	1.2%
Other	90,112,333	23.1%	35,695,711	10.8%	37,826,619	37,786,684	10.2%
Appropriation Lapse	-	0.0%	(6,100,000)	-1.9%	(6,300,000)	(6,300,000)	-1.7%
<b>Operating Expenditures</b>	<b>377,528,266</b>	<b>96.6%</b>	<b>325,511,300</b>	<b>98.8%</b>	<b>352,334,479</b>	<b>350,653,517</b>	<b>94.4%</b>
Capital projects	13,409,026	3.4%	3,884,073	1.2%	34,693,633	20,669,929	5.6%
<b>Total Expenditures</b>	<b>390,937,292</b>	<b>100.0%</b>	<b>329,395,373</b>	<b>100.0%</b>	<b>387,028,112</b>	<b>371,323,446</b>	<b>100.0%</b>
<b>Other Fin Sources (Uses)</b>							
Transfers in	65,012,755		61,432,264		76,138,636	75,324,920	
Transfers out	(65,977,688)		(61,432,264)		(76,138,636)	(75,324,920)	
<b>Total Other Fin Sources (Uses)</b>	<b>(964,932)</b>		<b>-</b>		<b>-</b>	<b>-</b>	
<b>Net Inc (Dec) in Fund Balances</b>	<b>\$ 3,911,315</b>		<b>\$ 15,253,532</b>		<b>\$ (29,444,280)</b>	<b>\$ (13,663,461)</b>	

## All Funds Personnel History By Functional Area

Department	2003	2004	2005	2006	2007
Administrator's Office	10.5	10.5	10.5	10.5	11.5
Board of Commissioners	11.5	11.5	11.5	11.5	11.5
Bureau of Equalization	21.0	21.0	21.0	21.0	23.5
Community Development	6.0	6.0	6.0	6.0	6.0
County Clerk	31.0	31.0	31.0	30.0	30.0
Drain Commissioner	7.0	7.0	7.0	7.0	7.0
Facilities Management	47.5	43.5	43.5	46.5	46.5
Fiscal Services	27.0	27.0	26.0	26.0	26.0
Housing Commission	4.0	4.0	4.0	4.0	3.5
Human Resources	22.0	22.0	21.5	21.0	21.0
Information Technology	47.0	43.0	43.0	43.0	44.0
Risk Management	2.0	2.0	2.0	2.0	2.0
Treasurer's Office	16.0	16.0	16.0	16.0	16.0
<b>General government</b>	<b>252.5</b>	<b>244.5</b>	<b>243.0</b>	<b>244.5</b>	<b>248.5</b>
Sheriff	609.0	602.0	596.0	599.0	604.0
<b>Public safety</b>	<b>609.0</b>	<b>602.0</b>	<b>596.0</b>	<b>599.0</b>	<b>604.0</b>
17th Circuit Court	267.0	267.0	264.5	262.5	265.0
63rd District Court	33.5	35.0	35.0	36.0	34.5
Community Corrections	2.5	2.5	2.5	2.5	2.5
Probate Court	15.0	14.0	14.0	14.0	15.0
Prosecutor's Office	84.5	84.0	84.0	82.0	84.5
<b>Judicial</b>	<b>402.5</b>	<b>402.5</b>	<b>400.0</b>	<b>397.0</b>	<b>401.5</b>
Kent/MSU Cooperative Extension	7.5	7.5	6.5	6.5	7.0
John Ball Zoological Gardens	48.0	48.0	48.0	48.0	47.0
Parks	37.5	37.5	37.5	37.5	37.5
Lodging Excise Tax	2.0	2.0	2.0	2.0	2.0
<b>Cultural and recreation</b>	<b>95.0</b>	<b>95.0</b>	<b>94.0</b>	<b>94.0</b>	<b>93.5</b>
Child Care	128.5	129.0	129.0	130.0	132.0
Health Department	305.0	296.0	288.0	279.5	279.5
Soldiers' & Sailors' Relief	1.0	1.0	1.0	1.0	1.0
<b>Health and welfare</b>	<b>434.5</b>	<b>426.0</b>	<b>418.0</b>	<b>410.5</b>	<b>412.5</b>
Aeronautics	123.0	124.0	124.0	124.0	124.0
Public Works	76.5	75.5	75.5	77.5	71.5
<b>Enterprise activities</b>	<b>199.5</b>	<b>199.5</b>	<b>199.5</b>	<b>201.5</b>	<b>195.5</b>
Central Services	12.0	12.0	10.0	9.0	8.0
Fleet Services	4.0	4.0	4.0	4.0	4.0
<b>Other</b>	<b>16.0</b>	<b>16.0</b>	<b>14.0</b>	<b>13.0</b>	<b>12.0</b>
<b>Total FTE</b>	<b>2,009.0</b>	<b>1,985.5</b>	<b>1,964.5</b>	<b>1,959.5</b>	<b>1,967.5</b>

