

# The County's Role in Inter-Governmental Cooperation

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Within our region today, a variety of fiscal and operational pressures are leaving more and more local government decision makers with three options: raise taxes, cut services, or dramatically change their service delivery methodology. The first two are often untenable and the third is often not considered. Yet it is this third option, as this paper will show, that offers the most promise for a truly win - win solution to today's realities.

Traditionally, when communities had to operate more or less independently due to geographic and technological isolation, direct and sole service provision was expected. In Michigan, over *eighteen hundred* local units of government continue to operate largely independently from one another as competing service-silos.

Pursuing intergovernmental cooperation (IGC) can be expected to provide greater cost efficiencies and service quality enhancements, however stakeholders should understand that implementing such arrangements are difficult

## What's Happening in Our Region

- ✚ Michigan is among the worst performers in the nation with regards to unemployment, population growth, and economic momentum
- ✚ The State's population growth rate is less than one-third of the national average and its unemployment rate is the second highest in the nation
- ✚ The *government* sector saw the lion's share of Michigan's recent job losses, while the Public is demanding more for less, i.e., improving efficiencies and offering new services without raising taxes
- ✚ Annual housing starts have declined and foreclosures are increasing. Property tax revenues for local governments will eventually / continue to decline.
- ✚ State revenue sharing reductions, reduced grant opportunities, growing healthcare costs, ballooning pension liabilities, flat or declining property tax revenues resulting from Proposal A and Headlee, stable or declining interest income from investments, spending restrictions in Medicaid (and other public health program funding), reduction in court equity monies, and fewer grant awards have all combined to seriously impact the fiscal health of local governments in Michigan
- ✚ The "brain drain" and "pension pain." A significant percentage of public sector employees are approaching retirement. Many, if not most, local governments have been under funding their pension / retiree healthcare plans. This shortfall will be required to be disclosed in financial reports.
- ✚ Increases in salaries and benefits are often fixed due to contractual obligations and can not be adjusted when revenues decline or other costs increase
- ✚ Infrastructure (buildings, roads, water & sewer systems, etc.) is aging and must be replaced

and take a good deal of time. When IGC is pursued among and with cities, villages, and townships (CVTs), counties have a key role.

In 2005, a survey by the Citizens Research Council (CRC) was sent to 670 units of government in 24 counties asking how 126 county services and 116 CVT services were being provided, a summary of which is presented in Appendix A. The actual survey results can be downloaded from <http://www.crcmich.org/PUBLICAT/2000s/2005/catalog.html>. The services shown in Appendix A are those where both the County and CVT(s) work together (either as customer/contractor or partners) to provide them, or a private sector organization is contracted to provide them. In either case, the services shown are IGC opportunities for counties and CVTs to pursue.

Collaboration between counties also occurs, though more often in less populated regions. Shared county service areas include:

- + 911 Dispatch / Radio communications
- + Animal Control
- + Community Corrections
- + Community Planning and Development
- + Courts
- + Emergency and Disaster Response Planning
- + Hazardous Material Handling and Response
- + Jails
- + Medical Examiner
- + Public and Mental Health Services
- + Sanitary / Storm Sewer
- + Training / Professional Development
- + Water Quality and Conservation
- + Watershed Management
- + Workforce Development
- + Youth Detention Center(s)

The survey results emphasize the critical role counties play as a service provider to CVTs<sup>1</sup>. By doing so, counties gain service delivery efficiencies by broadening the user base, increasing transactions, and/or enlarging the geography of service delivery – thus achieving scale, size, and scope economies as follows:

- + Greater specialization and division of labor is achievable (e.g., staff with the proper level of education, skills, and experience can function more efficiently and effectively within specialized areas)
- + Volume discounts for products and services are achievable
- + Major, up-front fixed costs (or significant replacement costs) can be shared across a wider customer base

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<sup>1</sup> - Appendix B includes a summary of service areas that Oakland County, Michigan, provides collaboratively for and with its CVTs.

- ✚ *Fixed costs are spread out such that the cost per user, transaction, and entity decreases*
- ✚ Administrative overhead costs are spread over a larger base
- ✚ Fixed assets are more fully utilized (e.g., a shared office building)
- ✚ Excess capacity is reduced, achieving optimal coverage and making technically more sophisticated equipment and extensively trained personnel justifiable

The survey illustrates that CVTs work with or rely on counties to provide almost every type of service listed, and that the level of reliance tends to be inversely proportional to the CVTs population. In most cases, however, the percentage of CVTs collaborating with counties is low. Thus, significant opportunities exist for an expanded role of counties as collaborative partners and service providers. Note also that when a private sector organization is contracted to provide a given service, the contracting is likely fragmented across numerous local governments. Thus, opportunities may exist for the county to either become the service provider (due to their ability to achieve economies), or to facilitate the contracting for the CVTs (cooperative purchasing).

When pursuing IGC, a county would be well advised to keep in mind the following:

- ✚ Local governments will tend to continue business as usual, and they naturally prefer to be self-producers of services. Changing mindsets will be difficult, but crucial to pursuing IGC.
- ✚ When a local government is experiencing financial stress, dramatic changes in service demand, and/or service quality erosion, they will tend to be more open to IGC opportunities.
- ✚ Cultivating positive professional relationships among the stakeholders builds trust, breaks down misperceptions, and allows them to consider new alternatives
- ✚ Incentives help get the participants to the table, and third-party facilitation helps reach consensus on implementation details

### Regional Economic Development

One of the promises of intergovernmental cooperation is to break down barriers to doing business – whether real or perceived – and encourage companies to set up shop or expand within the region. Economic development is fostered by making licensing, building codes, tax rates, etc., easier to understand and more uniform within and between communities. Thinking regionally tends to breakdown provincial notions of economic development that new businesses have to locate within one's city limits. Rather, an employer benefits a *region* by bringing in new families, fostering housing construction, and attracting other support businesses (e.g., suppliers, restaurants, landscapers, retailers), many – if not most – of whom will locate in *surrounding* communities. Following this philosophy, Southeast Michigan has successfully implemented the following programs, among others:

- Automation Alley (<http://www.automationalley.com/>)
- Conference of Western Wayne (<http://www.c-w-w.org/>)
- Downriver Community Conference (<http://www.dccwf.org/>)
- Emerging Sectors (<http://www.oakgov.com/sectors/>)
- Huron-Clinton Metroparks Authority (<http://www.metroparks.com/>)

- ✚ Honest dialog and fair compromise are crucial to reaching that consensus
- ✚ All of the participants need to accrue benefits from collaborating, have political empowerment, and receive positive PR in exchange for their commitment to stay with the endeavor
- ✚ Educating the potential participants of an IGC endeavor on the following is crucial:
  - The difference between production of a service (in-house staff and resources satisfy the obligations of service delivery), its provision (the obligation of service delivery can be met in any number of ways<sup>2</sup>), and their legal empowerment<sup>3</sup> to collaborate
  - The interconnectedness of neighboring communities (e.g., constituents travel to different communities regularly for work, shopping, and leisure activities; businesses typically service customers across a region, not just in one community) and the counter-productivity of inter-governmental competition
- ✚ Stay on target and keep the message (mission, goals, benefits, etc.) consistent
- ✚ Involve all stakeholders from the beginning. Across the board support is often crucial to getting an IGC endeavor off the ground.
- ✚ Leadership is vital from beginning (getting participants to the table) to end (successful implementation)
- ✚ Success breeds success, so begin with easily achievable endeavors and build towards larger ones that deliver greater value
- ✚ Media and financiers are positively disposed to collaboration
- ✚ Collaboration often results in greater economies as the number of participants increase, but keep in mind that the number of issues / barriers that have to be dealt with become greater as well
- ✚ IGC initiatives are sometimes implemented without consideration of the business systems (e.g., policies & procedures, information technology tools, accounting/payroll/purchasing human resource management services) necessary to fully support them effectively.
- ✚ From a business continuity / disaster recovery planning perspective at the CVT level, collaborative agreements between communities can serve a mutual aid (back-up operations) function in times of crisis.

To identify potential service areas where collaboration would provide the most value, begin with identifying services:

- That account for a significant percentage of the budget
- With excess capacity in human resource or capital asset utilization
- Which neighboring local governments also provide

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<sup>2</sup> - In-house, collaborative provision with other CVTs / counties, privatization, political / geographic / functional consolidation, franchises.

<sup>3</sup> - There are 65 enabling Michigan statutes to foster IGC, including PA 7 (Urban Cooperation Act), PA 8 (Transfer of Functions and Responsibilities Act), and PA 57 (Emergency Services Authority)

- With stable or increasing demand across the region

For example:

- ✚ Scenario: Your county's Central Garage has several service bays that are often empty
  - Demand: The CVTs, Road Commission, and school districts within your county cumulatively have a large vehicle fleet. Each has its own Central Garage operations, and several are facing budget cutbacks.
  - Solution: Offer to execute maintenance service agreements with interested local governments. Provide a pick up / drop off service for drivers, and a towing/transport service for vehicles and trucks.
- ✚ Scenario: Your Sheriff's Department has a highly trained team of professionals (e.g., Patrol, Aviation Unit, Canine Unit, Parks Unit, Marine Patrol, Special Response Team, Forensics, Dispatch, etc.).
  - Demand: All of your CVTs provide some combination of these services, and Police services account for a significant portion of local government budgets. Several CVTs have left vacant positions unfilled and others have laid off dispatchers, due to budget cutbacks.
  - Solution: Offer customized services agreements with the CVTs to provide around the clock police protection, 911 / EMS dispatching, etc. This would allow the CVTs to formulate their own services approach unique to their communities and best serve their constituents.
- ✚ Scenario: Your county implemented a management information system for accounting and finance; payroll; purchasing; and human resources. It is a state-of-the-art system that is scalable with low incremental costs to do so.
  - Demand: All of your county's CVTs have systems to perform these functions. Their systems vary widely in sophistication.
  - Solution: Using an Application Service Provider (ASP) model:
    - Negotiate the management information system license agreement to position your county to be an ASP, and allow CVTs to access and use the same system
    - The ASP license costs (those paid for by the CVTs) could be based on size criteria (e.g., population, number of employees, GF budget, etc.)
    - Establish high speed connectivity to your county's servers, using wireless Internet or wide area network technologies
    - Establish a Help Desk
    - Devote separate servers for each CVT that participates to ensure data security and integrity

Note that this approach would also facilitate other collaborative opportunities:

- Cooperative purchasing

- Consolidating payroll and/or human resource operations
- Consolidating finance / accounting operations

Examples like these can, of course, be provided in other service areas (e.g., Risk Management, Information Technology, Parks & Recreation, Grounds & Maintenance, Fire/Building Inspections & Permitting, Corporation Counsel, Assessing, Tax Billing & Collections, and so on).

As implementation of an IGC endeavor begins, the participating governments should consider incorporating appropriate best practices. Staff should be encouraged to attend professional association conferences and/or other educational forums to understand the usefulness, and master the implementation, of best practices (e.g., managerial accounting, performance management / measurement, business process redesign (BPR) techniques, etc.).

It should also be emphasized that beyond direct *participation* in collaboration, counties can play a crucial role in *fostering* IGC among the CVTs themselves. In return, the counties benefit from keeping their CVTs financially stable and better servicing their constituents, and this ultimately has economic development advantages. To do so takes a multi-faceted approach.

**Oakland County's Capital and Cooperative Initiatives Revolving Fund (CCIRF)**

- ⚡ The CCIRF fund was established to maintain the financial stability of Oakland County as budgetary pressures continue to impact local communities.
- ⚡ The fund can be used to obtain consulting assistance for CVTs as they explore privatization and other interlocal cooperation initiatives to generate long-term reductions in expenditures, revenue enhancements, and/or cost avoidances
- ⚡ The CVTs must complete an application and are subject to a formal selection process ([http://www.oakgov.com/exec/assets/docs/ccirf\\_app.pdf](http://www.oakgov.com/exec/assets/docs/ccirf_app.pdf))
- ⚡ A formal governance structure is in place to oversee the selection of projects and the allocation of monies

Begin by having the County Executive or Administrator promote IGC as follows:

- ⚡ Establish IGC grants to offset start-up costs of implemented IGC endeavors and to pay for consulting studies to evaluate the feasibility of proposed IGC endeavors.
- ⚡ Mitigate the barriers to collaboration (see “Selling Stakeholders on Interlocal Cooperation” at <http://www.migfoa.org/>)

Traditionally, the instigation of IGC endeavors has been solely dependent on the vision and drive of local leaders, who all go through the same learning steps and take the same missteps. Too often, the communities who would most benefit from IGC do not recognize the opportunities that exist, or choose not to pursue them due to lack of resources. To foster IGC more broadly and proactively, a *centralized* (County-level) approach, with sufficient administrative support funding, should be taken that *supports* the traditional *local* nature of IGC. The

first step in doing so would be the formation of a County Commission on Intergovernmental Cooperation (CCIC). The governance structure of the CCIC would likely consist of an Advisory Board made up of representatives from the local government within the county, and an Oversight Board with the following operational role:

- ✚ Provide a forum for the discussion and resolution of IGC issues.
- ✚ Host retreats among potential participants to an IGC endeavor to explore interest and address issues
- ✚ Facilitate negotiations of operating agreements between CVTs
- ✚ Encourage and coordinate studies relating to IGC that would be conducted by universities, other (local, state, and federal) agencies, and research / consulting organizations.
- ✚ Identify and apply for grant funds that could be used to foster or implement IGC endeavors.
- ✚ Form IGC Advisory Teams that would, as a neutral third-party, personally assist CVTs with their IGC initiatives. An Advisory Team would likely consist of three to five experienced individuals and would:
  - Attend all meetings between the local participating CVTs to provide tangible support when needed and advise them on avoiding pitfalls, where to access information / templates to expedite their IGC efforts, how to organize and address stakeholder issues to achieve buy-in, how to prepare a business case and return on investment (ROI) analysis, etc.
  - Channel grant funds, as available
  - Provide access to relevant information sources, consultants, etc.
- ✚ Develop a website with information promoting IGC endeavors, including an on-line database of IGC resources, case studies, templates (interlocal agreements, service level agreements, board/council resolutions, return on investment analysis spreadsheets, business case models, etc.), etc., and a forum for CVTs to post on-line what their IGC *goals* are and any specific endeavors they would *like* to pursue.
- ✚ Establish and promote quality of service benchmarks to be used in IGC feasibility studies and to promote the use of performance management / measurement techniques.
- ✚ Administer a purchasing cooperative, particularly for assets required by the various types of IGC entities.
- ✚ Oversee an Awards Program to recognize Best of Breed IGC endeavors.
- ✚ Develop training classes on Business Process Redesign and encourage its application during the transition to collaborative arrangements.

#### **Cooperative Purchasing Endeavors**

- Southeast Michigan Purchasing Alliance (SEMPA)
- MiDEAL (State of Michigan cooperative contracts)
- MITN (Michigan Trade Network of local governments)

The How's and Why's of IGC are too often only vaguely understood by stakeholders. To bolster collaboration, several promotional and educational steps should be taken. The CCIC would be in the ideal position to oversee the following:

- ✚ Seminars and conferences promoting IGC.
- ✚ Develop educational tools and classes on how to conduct feasibility studies and set up IGC endeavors.
- ✚ Focus educational efforts on the different stakeholder groups to overcome resistance to IGC.
- ✚ Provide a speaker list and seek speaking opportunities at professional association conferences, Board/Council meetings, etc.
- ✚ Prepare and distribute publications on IGC using a media and professional association contact database.
- ✚ Regular (e.g., quarterly) forums in predefined regions around the state to allow stakeholders an opportunity to network and discuss IGC opportunities with their respective organizations.

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Clearly, there are pros and cons to intergovernmental cooperation and it is not for the faint hearted. Yet, there is a sound business case that can be made for its serious consideration by nearly all local units of government. The benefits are both tangible and intangible, satisfying virtually all stakeholder needs.

**Intergovernmental Cooperation is...**

*Sym-bi-o-sis. Biology.* A close, prolonged association between organisms that benefit each. A relationship of mutual benefit or dependence.

*Sym-me-try.* Exact correspondence of form and configuration on opposite sides of a dividing line. Beauty as a result of balance or harmonious arrangement.

*Syn-er-gy.* The interaction of two or more forces so that their combined effect is greater than the sum of their individual effects. Cooperative interaction that creates an enhanced combined effect.

#### *Additional Resources*

For a discussion of what IGC is all about, see the white papers on IGC posted at <http://www.migfoa.org/>. Further, the following sources provide excellent information on a variety of IGC aspects:

- ✚ MSU's white paper entitled, "Joint Public Ventures Cost Allocation: Alternatives and Consequences," explains the ins and outs of funding IGC endeavors (<http://www.aec.msu.edu/agecon/government/index.htm>).
- ✚ SEMCOGs "Making Joint Public Services Work in the 21st Century/Financing Joint Public Ventures: Alternatives and Consequences"

- and “Award Winning Joint Projects” (<http://www.semcoq.org/cgi-bin/products/publications.cfm>).
- ✚ The Citizens Research Council’s study on local government services (<http://www.crcmich.org/PUBLICAT/2000s/2005/catalog.html>).
  - ✚ The Centers For Regional Excellence “resource toolbox” (<http://www.mshda.info/cre/tools/>).
  - ✚ The Michigan Suburbs Alliance’s (<http://www.michigansuburbsalliance.org/resources/reports/#joint>) reports and white papers on IGC, including an excellent paper on revenue sharing ([http://www.suburbsalliance.org/news\\_and\\_events/publications/IntheRing.php](http://www.suburbsalliance.org/news_and_events/publications/IntheRing.php)).

**Appendix A – Citizen’s Research Council Survey Results:**  
**County Collaboration Opportunities**

<b><u>County Collaboration Opportunities</u></b>	<b>CVT jointly provides this service with the County</b>	<b>CVT has this service provided by the County</b>	<b>CVT has this service provided by a private provider</b>
<b>Types of Services Being Provided</b>			
<i>(1) Document Services:</i>			
Printing of Municipal Documents	3.9%	3.9%	23.6%
Records/Archives	3.2%	3.0%	7.0%
Document Destruction	0.5%	0.7%	15.8%
<i>(2) Human Resources:</i>			
Training/Professional Development	6.0%	8.7%	25.8%
Payroll/Benefits			14.9%
<i>(3) Fiscal Services:</i>			
Property Assessing	7.8%	5.8%	15.9%
Tax Collection	9.1%	2.3%	1.3%
Accounting	0.4%		10.6%
Purchasing	2.1%	1.9%	1.5%
<i>(4) Information Technology:</i>			
Management Information Systems	6.3%	6.3%	33.9%
Geographic Information Systems	18.0%	28.6%	15.4%
Website Development/Management	2.0%	5.7%	36.5%
<i>(5) Elections:</i>			
Elections Administration	16.1%	5.8%	2.3%
Records and Reporting	11.6%	4.6%	0.2%
<i>(6) Buildings and Grounds:</i>			
Mosquito/Moth/Insect Control	15.0%	27.9%	18.8%
<i>(7) Fleet Services:</i>			
Purchasing	4.4%	1.6%	1.6%
Vehicle Maintenance	1.0%	0.2%	39.1%
<i>(8) Refuse Collection:</i>			
Recycling	5.2%	10.2%	52.4%
Landfill/Resource Recovery	6.2%	15.5%	50.9%
<i>(9) Building Regulation:</i>			
Building Permits	3.0%	11.4%	11.0%
Building Inspection	3.1%	11.8%	15.3%
Code Enforcement	3.8%	9.6%	9.0%
Well Permitting	21.4%	55.9%	3.8%
Septic Permitting	20.6%	57.9%	3.9%
<i>(10) Police:</i>			

<b>Types of Services Being Provided</b>	<b>CVT jointly provides this service with the County</b>	<b>CVT has this service provided by the County</b>	<b>CVT has this service provided by a private provider</b>
911/Radio Communications	14.5%	46.9%	0.4%
Officer Training	9.6%	26.9%	11.9%
Patrol/Emergency Response:	10.4%	51.2%	1.0%
Detectives/Crime Investigations	10.0%	40.1%	0.2%
Canine Unit	8.1%	51.8%	1.0%
Emergency & Disaster Response Planning	20.2%	31.6%	1.7%
Crime Laboratory	7.7%	35.1%	2.4%
<i>(11) Corrections:</i>			
Jail(s)	13.5%	69.5%	0.9%
Detention Center(s)	12.5%	67.7%	1.0%
<i>(12) Animal Services:</i>			
Animal Licenses (dogs, etc.)	20.4%	38.2%	1.4%
Animal Control	13.8%	64.6%	3.0%
<i>(13) Fire:</i>			
Training	4.5%	4.7%	9.7%
Investigations	4.7%	9.8%	1.0%
Ambulance/EMS	5.3%	9.9%	30.0%
Hazardous Material Handling and Response	12.7%	19.0%	7.1%
<i>(14) Community and Economic Development:</i>			
Engineering	1.0%	6.9%	70.4%
Surveying	2.6%	10.9%	73.4%
Community Planning and Development	5.8%	8.7%	20.5%
Business Retention/Expansion	7.0%	18.2%	9.9%
Business Licensing	6.6%	32.0%	1.9%
Restaurant/Food Regulation	12.0%	64.5%	1.8%
Public Convention Center	9.9%	38.6%	13.9%
Promotion/Tourism	6.3%	27.5%	16.4%
<i>(15) Legal/Judicial Services:</i>			
Attorney/Legal Services	1.4%	6.6%	69.3%
District Court	9.4%	62.5%	3.3%
Mediation or Dispute Resolution	7.7%	43.4%	28.0%
<i>(16) Roads and Bridges:</i>			
Construction/Improvement	19.6%	32.2%	17.7%
Maintenance	18.5%	34.1%	6.7%
Winter Maintenance	16.5%	39.7%	2.9%
Signs and Signals	17.0%	40.4%	4.7%
Street Lights	8.9%	17.7%	34.8%

Types of Services Being Provided	CVT jointly provides this service with the County	CVT has this service provided by the County	CVT has this service provided by a private provider
<i>(17) Sidewalk and Curb:</i>			
Construction and Maintenance	7.8%	18.6%	27.1%
Roadside Mowing	13.9%	32.1%	10.2%
Beautification	8.2%	15.5%	12.9%
<i>(18) Utilities:</i>			
Storm Water:	5.1%	10.4%	3.0%
Water Metering and Billing	2.1%	7.3%	5.5%
<i>(20) Internet Services:</i>			
Wireless Internet (Wi-Fi)	2.0%		85.9%
<i>(21) Transit Services:</i>			
Public Bus System	7.8%	35.0%	8.3%
Dial-a-Ride	7.0%	33.2%	11.1%
<i>(22) Airport(s)</i>			
	5.5%	41.3%	9.2%
<i>(23) Environmental Services:</i>			
Soil Quality and Conservation	11.4%	46.8%	4.1%
Water Quality and Conservation	11.0%	37.4%	4.6%
Watershed Management	13.3%	33.0%	4.1%
Air Quality Regulation	7.6%	34.0%	2.9%
Erosion Control Structures	11.4%	48.1%	3.5%
Environmental Education	11.4%	35.7%	5.4%
<i>(24) Health Services:</i>			
Hospitals/Clinics	3.3%	22.4%	55.7%
<i>(25) Parks and Recreation:</i>			
Park(s)	5.9%	9.2%	0.9%
Playgrounds	3.3%	7.9%	0.8%
Community/Recreation Center(s)	4.5%	13.1%	4.5%
Senior Center	6.5%	16.5%	6.5%
Forestry Services	4.0%	15.7%	15.7%
Golf Course(s)	1.4%	12.5%	53.5%
Community Pool		17.7%	13.7%
Trails	4.9%	17.3%	2.5%
Beach Facilities	7.9%	24.3%	0.7%
Marina/Port Facilities	4.2%	16.9%	18.3%
<i>(26) Cultural Services:</i>			
Museum/Art Gallery	4.3%	14.4%	28.8%
Library	7.1%	14.4%	1.8%
Zoo	7.1%	39.3%	10.7%

Community Theater	4.1%	8.2%	38.1%
Stadium(s)/Arena(s)	5.6%	18.3%	12.7%
Entertainment Facilities	4.8%	11.9%	32.1%

## **Appendix B – Oakland County’s Collaborative Services**

### Arts & Culture

- Lunchtime Lecture Series
- Grant Workshops
- Historical Exhibits
- Other Arts and Culture Programs

### Library

- Provides free and open access to specialized collections and services generally not found in local public libraries for its residents, elected officials, and employees
- Legal assistance to citizens through law clinic program
- Outreach to senior citizens and visually impaired groups
- Partnerships with educational institutions and nonprofit groups

### Central Services

- Mail Services
- Discounted Purchasing of Materials
- Patrol car customization (build ups)
- Radio Installations
- Emergency vehicle lighting and installation
- Mobile Data Computer installations
- Printing Materials

### Clerk/Register of Deeds

- Ballot Printing
- Campaign finance management of Candidates
- Election canvassing
- Tax Warrants

### County Commissioners

- Extending the County’s AAA bond rating to CVTs
- Genealogy Collection
- Library for the visually and physically impaired
- Online access to unique materials (Digitization) and legal information
- Provide local libraries with a copy of Oakland County Library catalog

### County Executive

- Environmental Infrastructure and West Nile Virus Reimbursement Funds
- Liaison between CVTs and County Executive

### District Courts

- Provides judicial and magistrate services
- Provides Facility maintenance

### Drain Commissioner

- Maintenance and administration of numerous drain districts
- Ground water systems operation and maintenance
- Lake Improvement Boards

- Lake Level Control
- Plat Review
- Sewer system operation and maintenance
- Site Plan Review - Drain
- Site Plan Review - Sanitary Sewer
- Site Plan Review - Water
- Soil Erosion
- Waste water treatment facility operation and maintenance
- Water systems operation and maintenance

#### Economic Development and Community Services

- Administers block grant for home purchase and improvement for low and moderate income families
- Main Street Program
- Master Plan Review
- Multi-Jurisdictional Consortiums and Boards
- Natural Resource Rankings
- One Stop Shop
- Special Projects
- Zoning Review
- Zoning Training
- Brownfield Redevelopment Authority services
- NO HAZ Program
- Solid Waste management
- Provides development services to job seekers and employers

#### Emergency Response and Preparedness

- Develops standards for emergency equipment; purchase and deploy emergency equipment; develops relationships between Public Safety and volunteers and full time Fire Fighters
- Siren Program
  - 226 sirens
  - 81% are 2-way (self reporting with battery back-up)
  - Remaining sirens scheduled for replacement within 2 years
- Provided personal protection equipment (PPE) for every law enforcement officer in the County
- Coordination/provision of training and exercises for Police Departments, Fire Departments, hazmat teams and EMS

#### Health & Human Services

- Central repository for juvenile fingerprinting
- Housing for juvenile offenders and juveniles in need of protection
- Infant Mortality
- Septic Inspector
- First Responder influenza vaccinations (2k/yr.)
- Annual (October) mass dispensing site exercise via offering of flu shots to County residents
- Brochures
- Presentation of public health / pandemic prevention information to local not-for-profit and faith-based organizations
- Pandemic Influenza Planning Symposiums
- Cities Readiness Initiative (CRI) Dispensing Site

- Count Your Steps weight management program

#### Information Technology

- Access Oakland (24x7 access; provided online for a fee; revenue shared with CVTs; subscription and transaction based products; focused on land-related transactions)
- Applications Development
- Assessment and Taxation (Centrally hosted BS&A applications at reduced costs for Tax Receivables, Sales and land imports, Sketching integration, Digital photography and sketching)
- CLEMIS and LEIN / Security Services
- Computer Aided Emergency Dispatch Center
- Consulting services and training to CVTs that request assistance with local technology implementations; Vendor/contract evaluation
- CORE Project
- Courts Law Enforcement Management Information System (CLEMIS)
- CrimeWatch
- Data Warehousing / Business Intelligence
- Digital Photos
- E-Commerce
- Fire Record Management
- Fire Records Management System (FRMS)
- Geographical Information System (GIS)
- HEPPA Regulations
- Jail Management System (JAMS)
- LiveScan Fingerprinting
- Michigan Street Address Guide (MSAG)
- Mobile Data computers (MDC)
- Mug Shots
- OakNet: High-speed network connectivity to County and CVT facilities
  - 380 mile fiber-optic network
  - Foundation for data sharing and application hosting activities between governmental agencies (Public safety, Assessing and taxation, GIS and other land record systems)
  - Internet and email services
  - Web Site Hosting
- Oak Video - Video Arraignment
- Radio Communications/Radio Tower Systems
- Radio Project
- Traffic Cameras

#### Equalization

- Providing for-fee assessing services to Cities, Villages, Townships (CVTs) at roughly half the cost of providing the service locally

#### Management and Budget

- Cost analysis and grant pass-throughs to CVTs / Grant Writer
- Cooperative Purchasing
- Collection of court ordered District Court fees

#### Parks & Recreation

- Community Assistance Program (C.A.P.)
- Emergency Response

- Golf course Facilities
- Interpretive Services
- Joint Operating Agreements
- Meeting Rooms
- Mobile Recreation Units
- Oak Roots (Oakland Trail Advisory Council)
- Recreation Connection Initiative (R.C.I.)
- Recreational programs for disabled citizens
- Special events, festivals and parades
- Summer Day Camps

#### Prosecuting Attorney

- Training to local Police Departments

#### Public Services

- Animal bite investigation
- Census
- Cruelty investigation
- Disposal
- Impoundment of abandoned animal from vet or kennel
- Investigate cases of wildlife contact with human or domestic animals
- Kennel inspection and licensing
- Patrol for dogs
- Pick up injured animals
- Rabies Clinic
- Stray animal / livestock impoundment

#### Community Corrections

- Pre-trial Services/Sentence Guideline Scores (SGL)
- Provides services to defendants, post arraignment
- RESULTS program
- STEP FORWARD and In Step programs
- WWAM (Weekend/Weekday Alternative for Misdemeanants)

#### Medical Examiner

- Investigation of any unnatural death
- Tour of facility

#### Public Services

- Educational Seminars for CVT Administrators and Officials
- Emerald Ash Borer Program
- Gypsy Moth Suppression Program
- Master Gardener Programs
- Water Quality Program
- Veterans services

#### Risk Management

- Legal training, consultations and seminars

#### Senior Citizens Advocate

- Consultation for strategic planning, community events and planning, and facility planning involving seniors

#### Sheriff

- Providing for-fee services to Cities, Villages, Townships (CVTs):
  - Uniform Patrol services (Community Oriented Patrol, Weigh Master

enforcement, School Liaison Officer, and Patrol Investigator)

- Jail services
- Fire and Police Dispatch
- Prisoner transport
- 416
- Alcohol Enforcement Unit
- Arson Unit
- Auto Theft Unit
- Aviation Unit
- Canine Unit
- Crime Lab
- Fugitive Apprehension Team (F.A.T.)
- Life-threatening Emergency Response
- Marine Unit
- Motorcycle Unit
- Narcotics Enforcement Team (NET)
- Reserve Deputies
- Special Investigations Unit (S.I.U.)
- Special Response Team
- Traffic Enforcement Unit
- Warrants Unit

Treasurer

- Cash handling training
- Collection of delinquent personal property taxes
- Collection of delinquent real property taxes
- Investment Consultation
- Issuance of Tax Statements
- Land File
- Local Government Investment Pool
- Merchant Credit Card Rates
- Tax Receivable System
- Tax settlement
- Training for local Treasurers